Hey CISO, as a Department Head
you're now evaluated differently
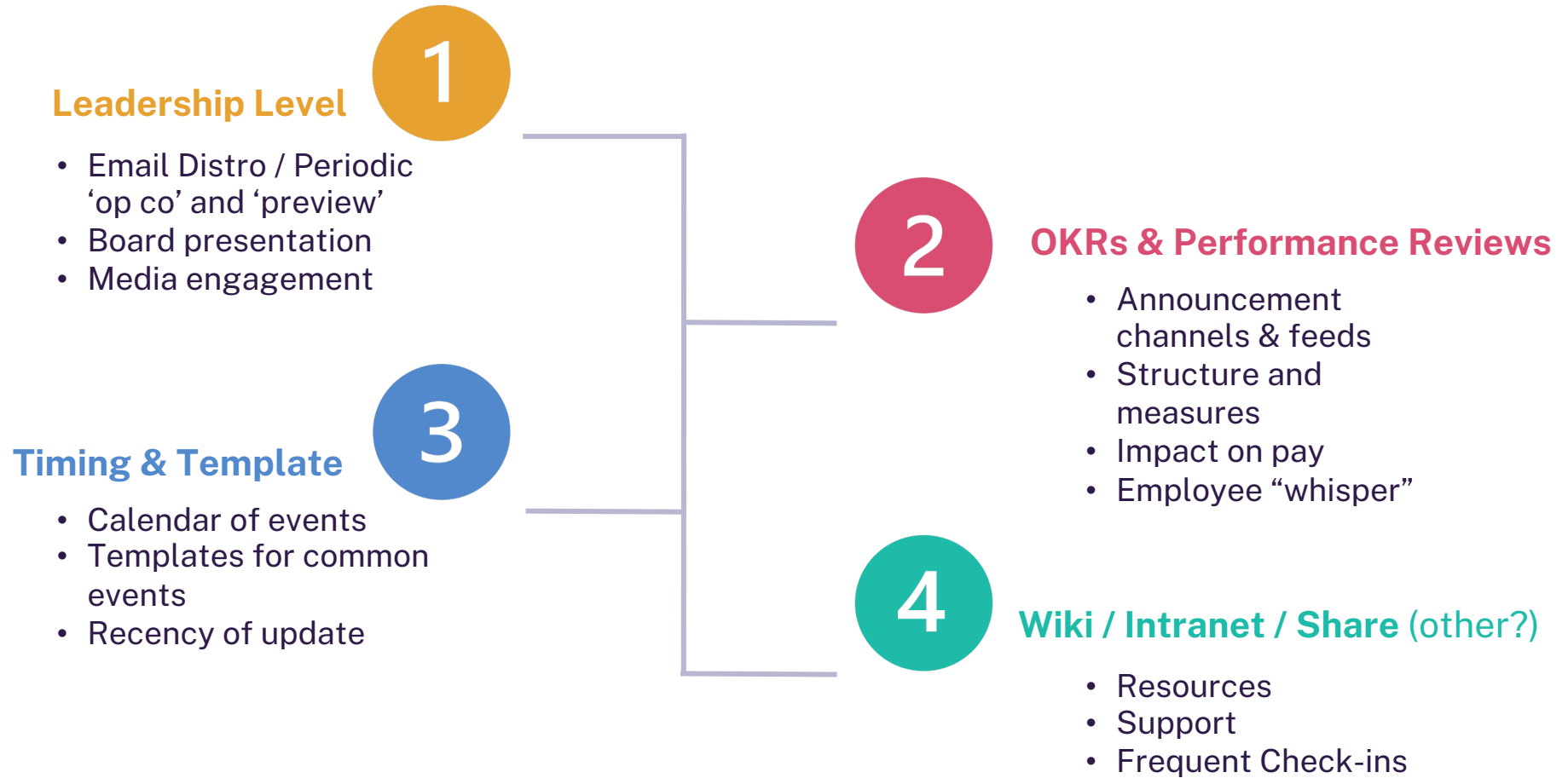
These are the **behaviors**
that will distinguish you.

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Behaviors of a Department Head

As a CISO, you are responsible for a department. A department has its own 'cost center' and employee satisfaction score. **You now run a little business, within a bigger business**.

It's likely no one gave you the playbook (b/c it doesn't exist). Here it is.

Plans & Progress

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People & Perception

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Escalation & Examination

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Plans & Programs

1 Leadership Level

- Email Distro / Periodic 'op co' and 'preview'
- Board presentation
- Media engagement

2 OKRs & Performance Reviews

- Announcement channels & feeds
- Structure and measures
- Impact on pay
- Employee "whisper"

3 Timing & Template

- Calendar of events
- Templates for common events
- Recency of update

4 Wiki / Intranet / Share (other?)

- Resources
- Support
- Frequent Check-ins

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People & Perception

Ally & Employee Resource Groups
Participate, sponsor, encourage, improve

Chit Chattin' in the Chat
Which channels, what patterns, and how you engage are noticed

Awards & Appointments
Audience, outcome and commitments

Coaching & Mentoring
Design reviews & workplans

Sharing & Asking
Volunteering, and probing. Imposition and exploration are your brand

Speaking & Writing
Preparation, message, feel & receive

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Escalation & Examination

It's about how you carry yourself and what you deliver in those times when you are escalating out of band, whether it follows a playbook, or requires a playbook. This is about your judgment. Your leadership judgement.

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Knowing when to inform and how?

- For an incident
- For a personnel matter
- For a personal matter
- For a project or initiative
  - (when it's not yours, and also when it is yours)

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Auditors & Regulators

- Documentation
- Meeting Prep
- Data & Metrics & Scheduled pulls and automated saves
- Policies & Standards vs SOPs & Guidelines

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It's never too early, or too late

- Decision Card
- "making a record"
- Comey memos

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