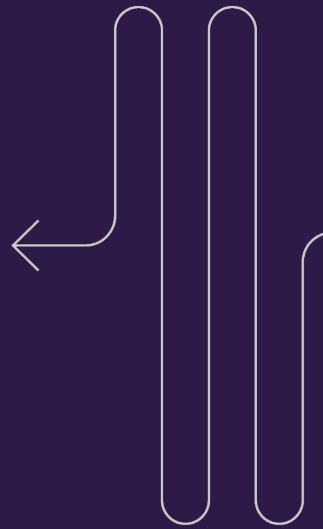


Experienced CISO, New Org, Trusted Wingman

Yass Partners helped Ian Rathie win support from both staff and leadership at a new organization.



INTRODUCTION

Meet Ian Rathie

Ian Rathie was an established financial services CISO with long tenures at storied firms, including JPMorganChase and Goldman Sachs. Then he was contacted by Fitch Group, a ratings agency at a crucial moment in its evolution. Fitch needed to hire a savvy veteran as their first-ever CISO to quickly establish a team, structure the work, and align the organization under a robust security program. This was an urgent priority for the company and an exciting opportunity for Ian, who would be building a new operation from scratch.



WHY YASS

Making headway without butting heads

Ian had plenty of experience dealing with complex, high-profile incidents and facing off with executives, investors, and regulators. But building his own program was new, and it came with a new set of challenges. It was up to him to quickly define a roadmap, get everyone (from senior leaders to new hires) to fall into line, and do it all while building relationships and communicating effectively.

It's tough being the new guy. Nobody knows you, and you haven't had time to earn trust, but you're still on the clock and under the gun. Ian needed to earn the loyalty of his team while finding the best ways to leverage their considerable knowledge and expertise. It was also essential to earn the support and respect of his fellow executives — veteran leaders who weren't used to working with a CISO.

“CISO is an interesting position to be in,” Ian says. “It’s a leadership role, and you’re on the line for a lot, but CISOs don’t start with a ton of authority in the business. We have to do things by influence.”



THE YASS EXPERIENCE

Building a plan and building his base

Ian needed a tangible strategy, clearly communicated. He had to set priorities and roles, start building relationships, and show progress fast. And he knew he couldn't waste time, disenfranchise people, or risk stepping on a land mine.

Yass would help on multiple levels — first working closely with Ian to organize and communicate his strategy and then consulting regularly to track progress and refine rollout.

First, the foundation. Yass helped Ian set up a governance council at Fitch Group — a cross-section of leaders across the organization he'd deputize to make decisions on standards and consult on risk threshold and priorities. For earning buy-in and making progress, this was an essential two-way street:

- › By regularly gathering council feedback, Ian could ensure his program was meeting the organization's needs.
- › And by communicating the nature and impact of his program — unifying policies, tracking risk and performance — he'd win council members' support, which would get filtered down to their teams.

From there, Yass helped Ian organize his ideas for a security program into a clear and tangible roadmap, prioritizing what actions to take and when — including some quick fixes and easy wins to get Fitch Group on his side.

Staffing was at the top of the list. After all, what good is even the best plan without a team to perform it? Ian had to find the right slots for the right people, and with Yass' support, he did exactly that, quickly broadening his base and his team's capabilities.

"I think it's often the natural tendency to keep and hire people who think and work the same way you do," Ian says. "Yass helped me see what I might be missing, so I had a well-rounded team with people who complemented each other. And that made it possible for us to accomplish even more."

Establishing these core components was just the beginning. To follow through on his plans, Ian would have to evolve with the changing needs of the organization and confidently communicate with a variety of audiences.

First, he needed to understand the players at Fitch Group — identifying potential blockers versus advocates and understanding how to get both on his side. No two audiences are the same, so Yass showed Ian how to tailor his communication. Ian honed his ability to lead and present with gravitas, building trust with everyone from his reports to his board. By clearly and confidently communicating, Ian helped all of Fitch Group to truly understand where their security was — and where he planned to take it.

Throughout the process, Yass was readily available to help Ian plan, act, and react. “Yass has a helpful sense of urgency and the skills to get things done,” he says. “The uncomfortable tasks I might have avoided, they helped me address early on, so I was working from that much stronger of a position.”

POST-YASS

New support for the new guy

Yass’ program helped Ian build on his strong security skill set by clarifying exactly what steps to take and how to take them on.

Being a new face at a new company can be an uphill battle, but with Yass’ steady support, Ian won over his colleagues. In fact, every member of Ian’s staff decided to remain under his leadership, giving him access to the key skills and knowledge Fitch needed. Ian also gained the respect of the leadership team, making his first impression count and securing their trust with early wins.

Ian came to his new job with a strong track record. Having Yass in his corner made things less stressful for him, for his team, and for the rest of Fitch Group. While working with Yass, Ian was able to unite Fitch Group and start steering them towards a stronger security posture.

Yass Partners helps even tried-and-true CISOs broaden their experience

When you join a new organization, success can be tricky. Even if you’ve CISO’d before, every company is a different animal, and making headway as a new face takes planning and precision. Yass Partners is constantly in this position, walking side by side with CISOs as they advance in their careers, and we have the toolkit and decoder ring to unlock success.

Ready to CISO your way to success? [Contact us.](#)