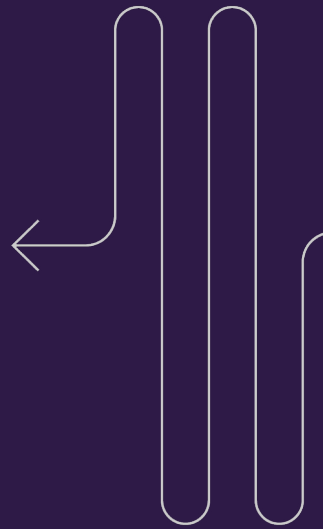


From Security Expert to Security Exec

Learn how Ben got comfortable with the uncomfortable — and settled in as a first-time CISO — with structure and support from Yass



INTRODUCTION

Meet Ben Waugh

Ben had over 15 years' experience in a variety of roles across security teams, from engineering and architecture to management. After building teams at Twilio, Redox, and Suncorp, he was used to working fast and scrappy while staying precise. It made sense for him to be at Datavant, a health tech company building a solution to securely store, transmit, and organize personal health data.

When Datavant acquired Ciox Health — a larger, more established company — in a \$7 billion deal, Ben was selected to lead the combined security functions as their new CISO. Overnight, Datavant became the largest healthcare data ecosystem in the US. Ben had to move quickly and step into his new role with confidence.

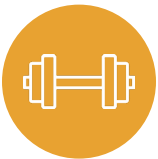
WHY YASS

Facing new challenges from day one

Ben knew he had the chops to successfully secure the organization, but a major merger added a layer of complexity. To make a big impact quickly, he was looking for two key things: validation of his decisions and strategy — especially in terms of where to focus, given the wider connectivity — and education in some of the areas he wasn't as experienced with.

The first step to succeeding as CISO is not stepping on toes as you move into the position. Ben knew he needed to set priorities, strengthen communication, and foster a cohesive team. To avoid major land mines and roadblocks, Ben also knew he needed to be ready for the obstacles he *didn't* see coming.

In his hunt for outside support and perspective, Ben quickly discovered Yass Partners, whose informed, challenging approach resonated with him. Yass would be more than just a sounding board: They would ask tough questions, spot things Ben might be missing, and push to help him





THE YASS EXPERIENCE

Moving fast means moving smart

With Ben already in his new role, Yass advised a five-month program with regular meetings — a one-two punch of assessing and coaching — to transform Ben and enable him to strategically position his program and team.

Yass began with a 90-day plan for Ben to complete key tasks right off the bat. From there, Yass assessed Ben's abilities and helped him decide which new skills to focus on: learning the rhythms of business, easing team tension, and navigating internal politics and communications. Structuring Ben's newly merged staff also proved to be a top priority.

Like it or not, you can't avoid company politics, but you can learn to navigate them. Yass acted as a forcing function, helping Ben build confidence through activities like board presentation role-play. Yass also honed Ben's interpersonal skills, helping him build effective communication and relationships. Finally, at the end of the engagement, Yass worked with Ben to set a direction for his next six months, empowering him through anticipation and preparation to go it alone.

Throughout all the twists and turns, Yass was there for support. As a result, Ben emerged ready to navigate the executive world and secure Datavant's future.

POST-YASS

Stepping up as CISO swiftly and surely

Ben quickly proved his mettle to his team, his board, and himself. He became a trusted leader, equipped with the tools to create and drive effective strategy across the business. Ben now has an established seat at the table, valued by executive leadership not only for his technical prowess but also for his larger strategic vision.

Ben has said that even the smallest improvement as leader, 5-10%, "makes your overall security investment as impactful as it can be." That improvement was contagious, helping forge a tight-knit, productive security unit — a formidable force prepared to safeguard some of healthcare's most important data.

Ready to CISO?

First-time CISOs don't have to go it alone. Yass Partners has walked the walk with CISOs at all stages, and we're here to propel you, wherever you are. We'll build on your expertise and show you that CISO is more than a title. It's about planning, leading, and transforming.

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