



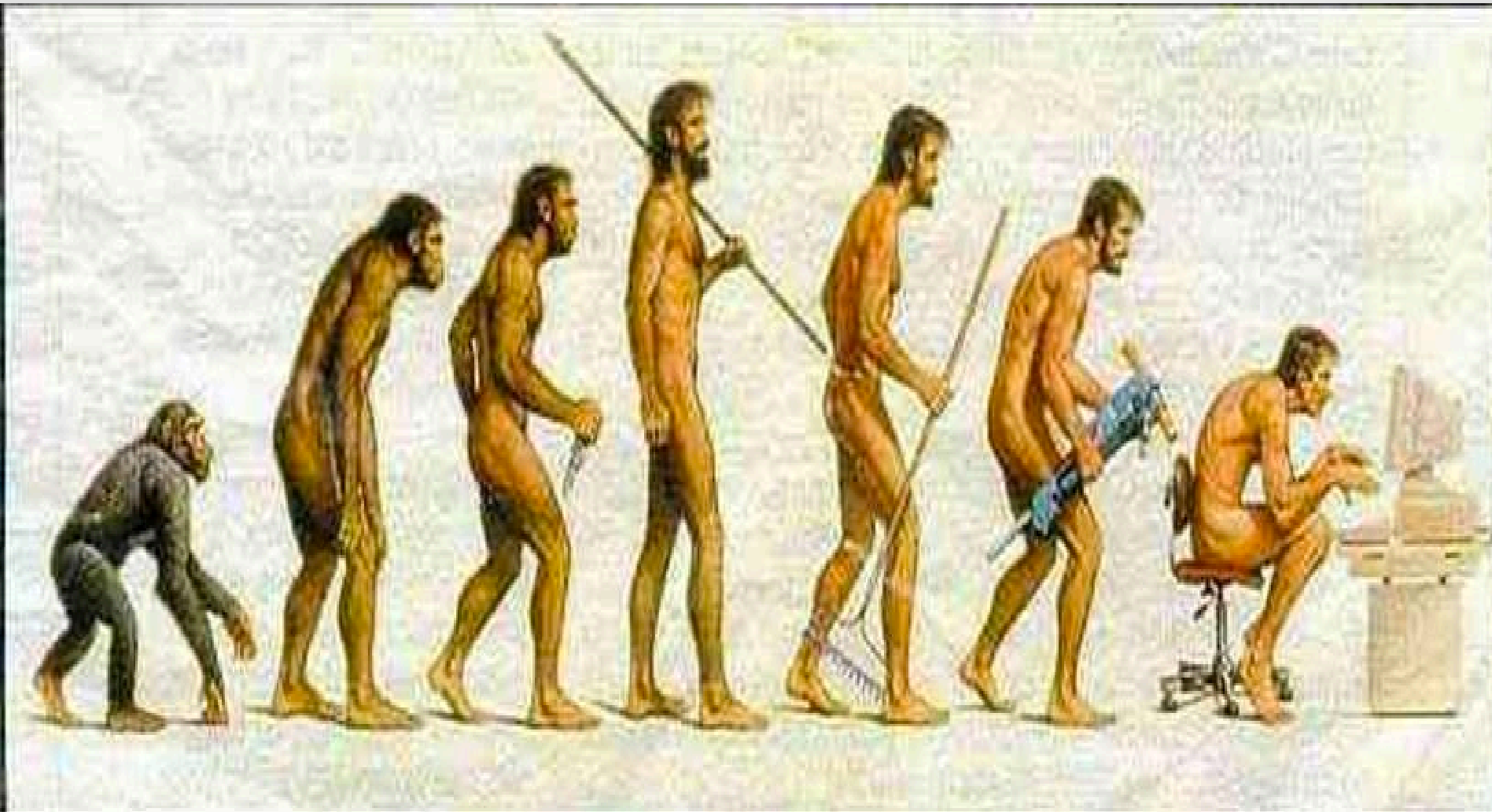
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The Evolving Role of the CISO

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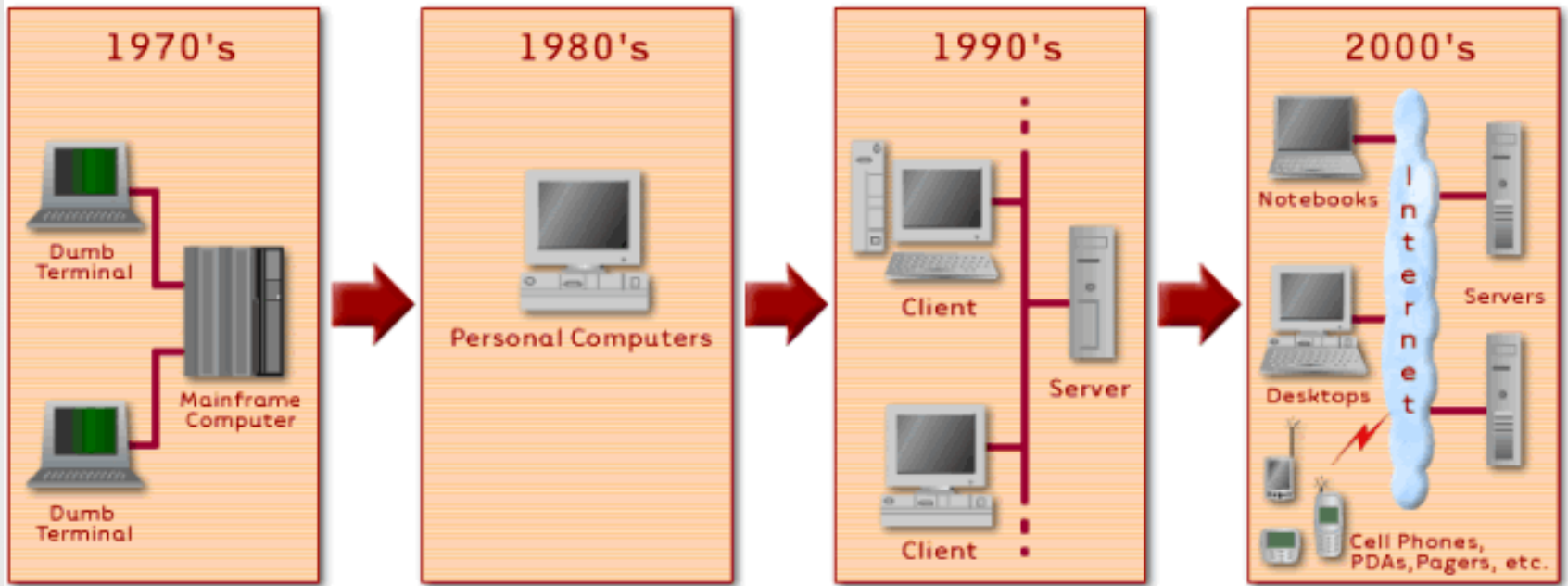
Denver ISACA/ISSA 2014

Human/CISO Evolution

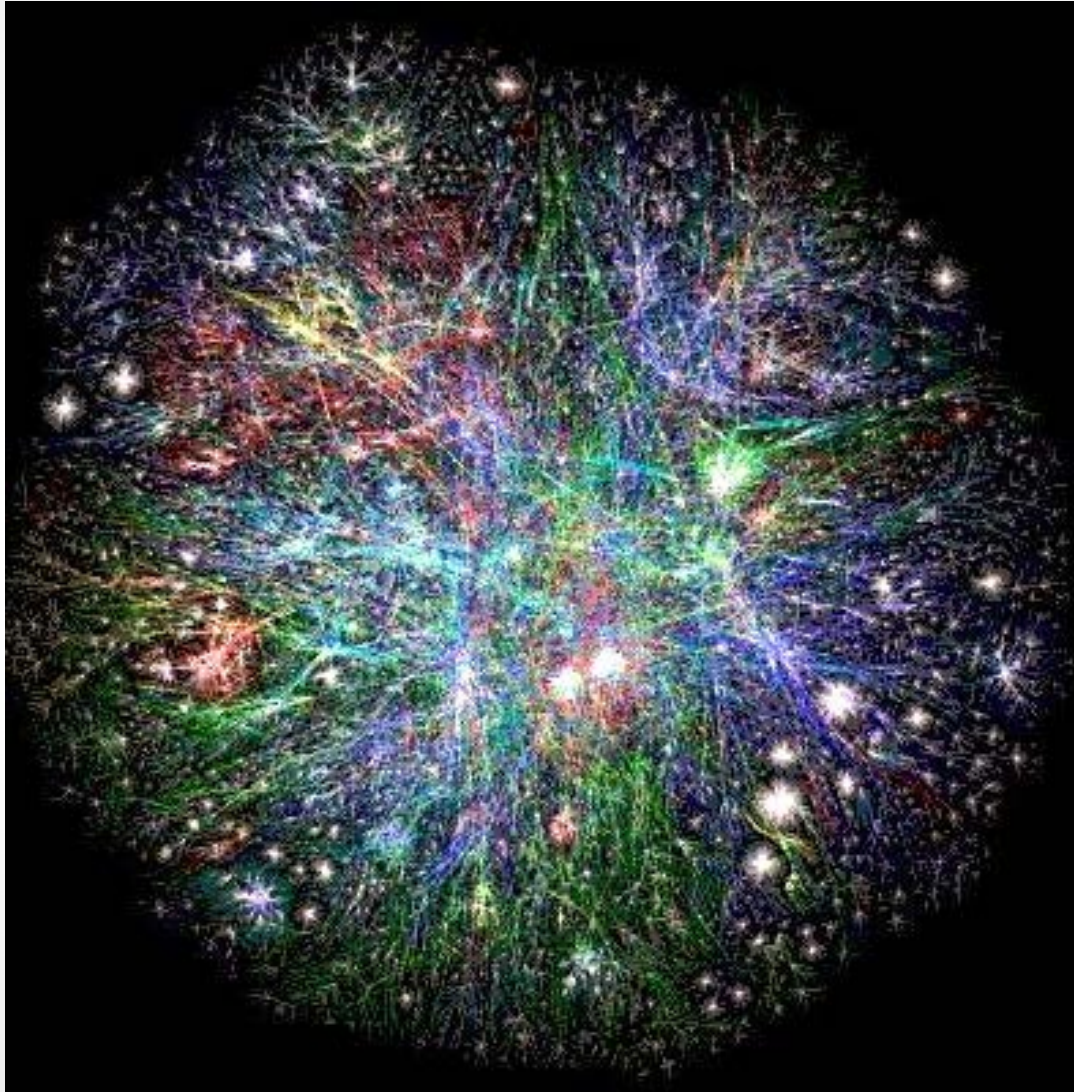


Computer Evolution

Information Technology Evolution

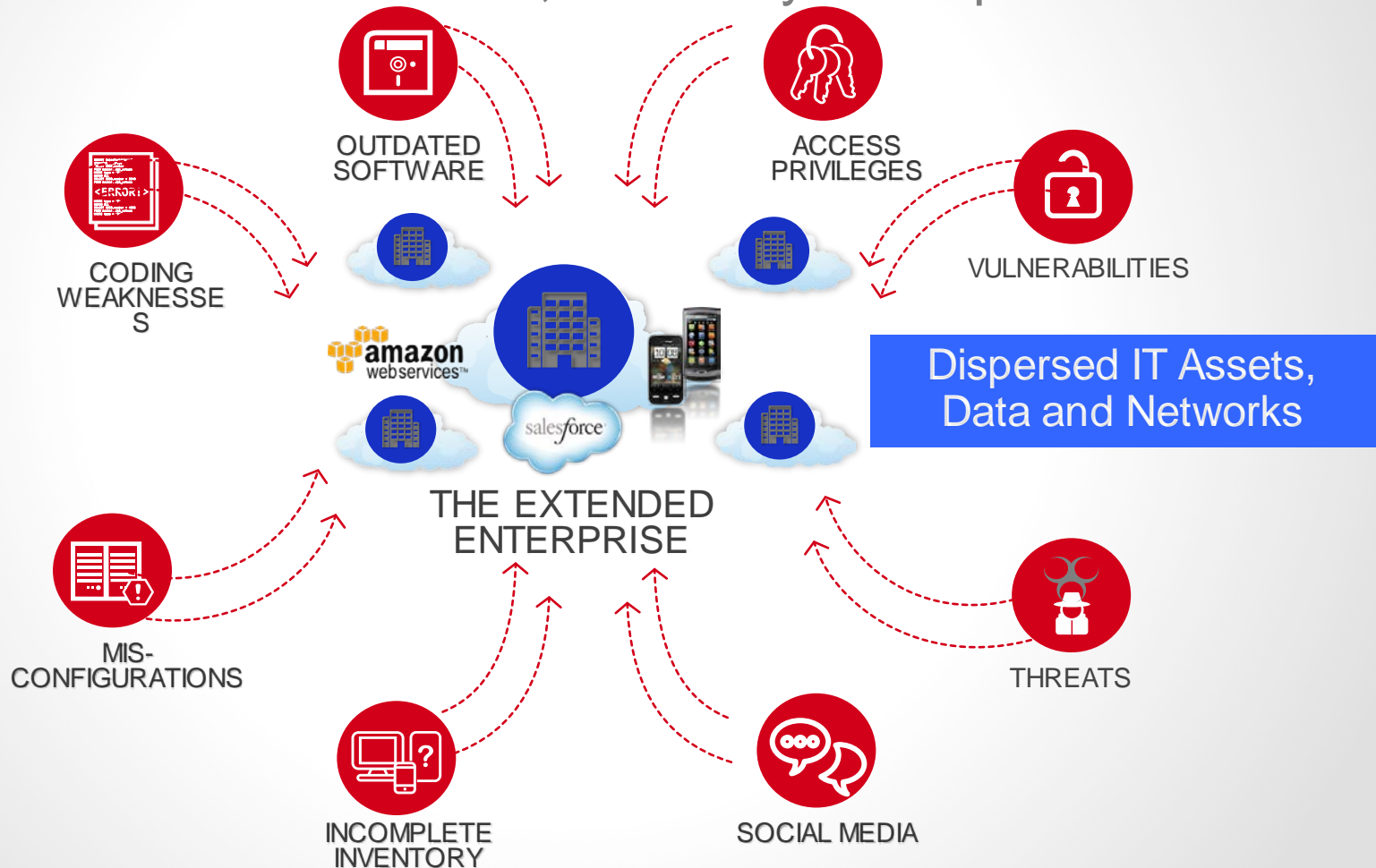


The Future



Defending the Global Enterprise

A Problem of Scale, Accuracy and Speed



Historical Perspective on CISO Job

- Pre-1995 – Security was the job of the system admin/mainframe operator (Why would anyone want to steal computer time?)
- 1st CISO – 1995 at Citicorp / Citigroup – Cyber crime becomes true threat to business as ecommerce takes hold.
- Over 50% of corporations with 1,000 or more employees have a CISO or similar executive
- Average CISO tenure – 2 years; Average CEO tenure – 10 years.

Do we have a cyber security leadership crisis or are we just misunderstood?

- Since 2005, there have been 4,912 recorded breaches and 673 million records exposed (Identity Theft Resource Center).
- Year over year double digit percentage increase in number of breaches (~20%).
- \$46 billion a year spent on cyber security.
- Cost of breaches increasing by 30 percent year over year.

CISO Role as of 2014

- Role heavily focused on technology
- Report to CIO or similar IT executive
- Addicted to operational matters and cyber security emergencies
- Not considered part of the executive team / c-suite

Common Complaints About CISOs

- Doesn't positively engage with the business
- Security strategy and spending does not align with the business strategy
- Roadblock to innovation and revenue growth
- Too reactionary, alarmist, lacks long term vision

Future Trends

- Pressure on CISOs to deliver results will Increase
- Move to consolidate roles and redefine organizational structure
- CISOs must provide business value first and foremost

New Skill Set

- Leadership
- Communication (especially crisis communication)
- Business Acumen
- Relationship Building / Management
- Technical knowledge – but not so much bits and bytes but how technology intersects with the business and interacts with customers

A Fundamental Problem Remains

Inability, with any reasonable accuracy, to determine, react to, and report on risk

Major Constraints on Security Teams





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CONTINUOUS SECURITY

Thank You

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