The Evolving Role of the CISO

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Human/CISO Evolution
The Future
Defending the Global Enterprise

A Problem of Scale, Accuracy and Speed

OUTDATED SOFTWARE
ACCESS PRIVILEGES
VULNERABILITIES
CODING WEAKNESSES
MIS-CONFIGURATIONS
INCOMPLETE INVENTORY
SOCIAL MEDIA
THREATS

Dispersed IT Assets, Data and Networks
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
Thank You

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