CISO Alliances

SOUTH AFRICA CHAPTER

28th of July 2022

Results

Alliance - 'A union formed for mutual benefit'

Community – '1: a unified body of individuals: such as. A: the people with common interests living in a particular area broadly: the area itself the problems of a large community'

DigitalAlliances
continue collaboration

Executive Business Exchange

DPO Alliances

CIO Alliances

CISO Alliances

CXO Alliances

CMO Alliances

CDO Alliances

CISO Alliances

ALLIANCE Media Group

Foreword

Leigh Thomas
Director & Founder

We are a group of driven and ambitious professionals who strive to achieve the ideal.

We have built and participated in C-level communities in a variety of industries, including Oil & Gas, Mining, Power & Enterprise IT, Information and Cyber Security, and across many divisions.

The Alliances Community's basic ideals were born along with Alliance Media Group, as defined by the Collins dictionary: "A union formed for mutual benefit." Everyone must believe in their own ability to succeed and improve. This can only be accomplished via selflessness in sharing and genuine feedback from everyone to whom we devote our time.

We no longer consider this industry to be B2B, but rather P2P. (Peer to Peer). Our intentions are to create a trusted platform for executives tackling similar business objectives to leverage their collective experience to support one another, debate opinions candidly for industry progression and professional growth, and benchmark strategies against one another, which we have been doing since August 2016. This is the community for CISO Alliances. The community built it for the community.

While understanding that in order to be sustainable in the modern world, every business will need to drive commercials. We believe that commercials should not be the driving force, but rather a solution to a 'why'.

Our Chapters and community are working to make an impact on the Events Managed Services industry, which continues to act as if money is the most important factor and not the value of time. The industry was founded on the premise that "everyone wants to learn," and we established the Alliances to ensure that end-user-driven meetings are solely focused on the educational needs of everyone involved as well as their business objectives. Focusing on the best practises for overcoming the common business objectives that motivate activity within each end user firm, rather than just global trends and themes to generate revenue.

Due to the Coronavirus pandemic, the digital environment has been forced to accommodate a remote workforce with limited human interaction since March 2020. As a result, our community representative has been open to digital chapters in addition to physical chapters when they return in Q3 2022. This complements our efforts in community building and makes the community feel like they are part of a continuous effort to meet their educational needs.

13.30

Welcome Remarks & Joining Time

13.35

Overview

Session Leaders:

Eugene Brockman, Tech Talent Manager – MMI Holdings

Oscar Stark, Chief Specialist: Strategic Architecture – Liberty Holdings Limited

Session Title:

Thought Provoking: The New CISO – is your perception aligned?

14.55

Action Areas and Next Steps

Overview

Date: Thursday, 28th of July 2022

Time: 13.30 pm – 15.00 pm (SAST)

Platform: Digital Alliances

Location: Digital Alliances – Microsoft Teams Link – Invite Only

Overall Theme:

The New CISO – is your perception aligned?

The Digital Alliances is a platform created to ensure our communities are enabled to utilise our candid approach to benchmark and to continue collaboration where physical Chapters are restricted

Focused Session

Session Leaders

Eugene Brockman, Tech Talent Manager – MMI Holdings

Oscar Stark, Chief Specialist: Strategic Architecture – Liberty Holdings Limited

Thought Provoking: The New CISO – is your perception aligned?

CISO's often get stuck in the operational aspects of there jobs due to talent shortages and fall short to expand their roles to play across multiple dimensions of the organization.

This challenge is compounded by major talent shortages int the CyberSec landscape that makes finding & keeping cyber specialists challenging, let alone grooming them into a future CISO.

How do you know that you are gearing yourselves to be relevant for the future?

How do you know you are gearing your team to be relevant for the future?

This session will delve into these prickly realities

Expected takeaways for session leaders and the attending community.

Understand what the modern demands are on CISO's
Understand what you can do to redefine your impact and function in your organization.
Practical suggestions to address the talent challenges within Cyber Security
Healthy debate.

Live Polls:
Who do you think is impacting your career path?

How can one tackle the transition and associated skills required?

What do you think you can earn in future if you keep your skills relevant?

Alliance - *'A union formed for mutual benefit'*

Thank you to those who gained, shared or both

miyoba sichimwi

itumeleng makgati thelma kganakga robyn bartlett

doc gule pieter blaauw zakiyya cassimjee

sithembile songo fayyaadh adam lineo racoco

eugene brockman jaco cloete

rowan botha stanley langa van der westhuizen

mark palmer

shaheen osman corjee du plessis

jasper van der emmerentia du plooy

athalia motha steve jump

sipho robbie soko

jacques lourens lucille britz

hatiye chindove riaan du preez candice boucher

alan visser hetisani maringa oscar stark

leigh thomas russell nel ryno less roux

mpumi simelane ashraf parker

fundus rarane chris gatsi

thato motshweneng niezaam adam

mark golding neo moroke cyrus ndyamba

karel rode simphiwe makhoba vedika latchman

amanda manzini

jayson furlong stephen brookstein

deidre marais

The new CISO

What field did you start your career?

Where do you want to be in future?
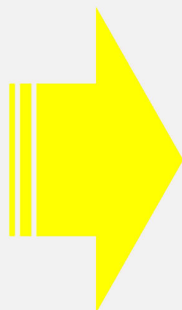
Where do YOU come from and where are YOU going too

| Technology |
| Risk |
| Compliance |
| Business |
| Other.. |

Where are you going?

What is expected of me
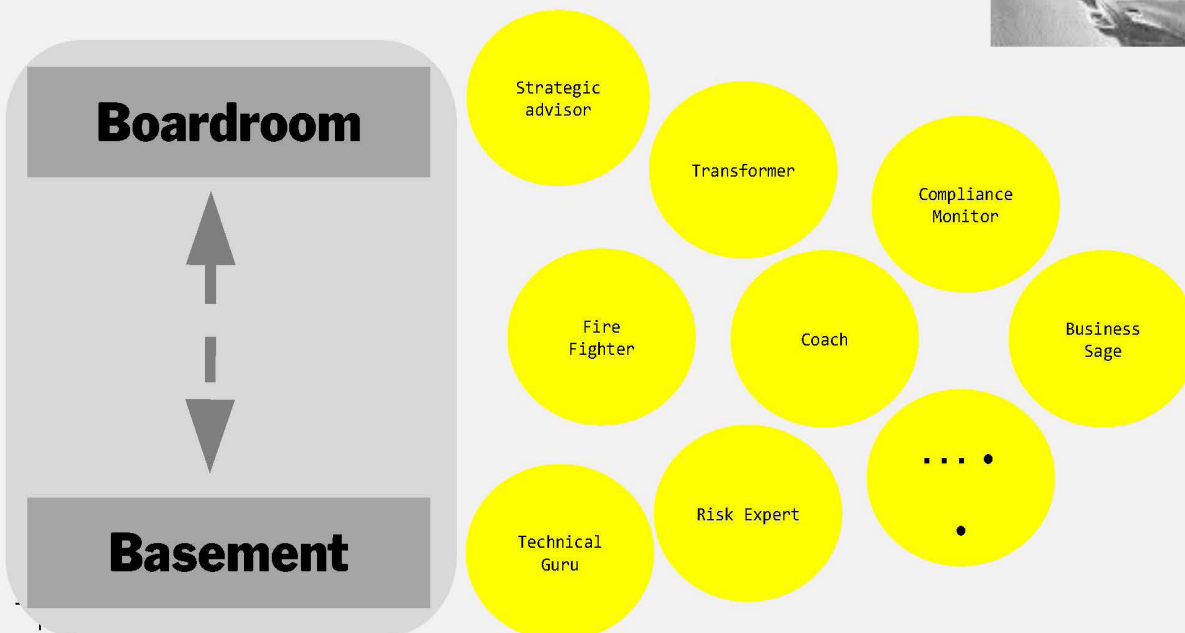
Boardroom

↑
┆
↓

Basement

Strategic advisor

Transformer

Compliance Monitor

Fire Fighter

Coach

Business Sage

Technical Guru

Risk Expert

. . . •
•

Demand Zone

Boardroom
↑

Technical ← Risk & Compliance → Business

↓
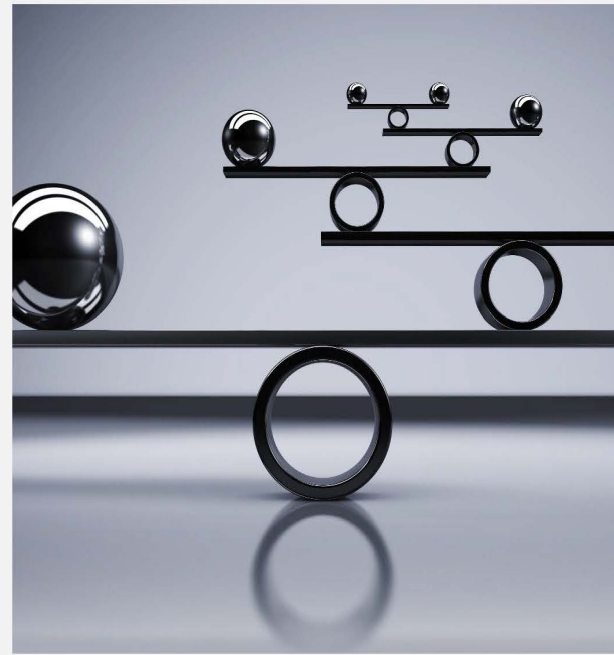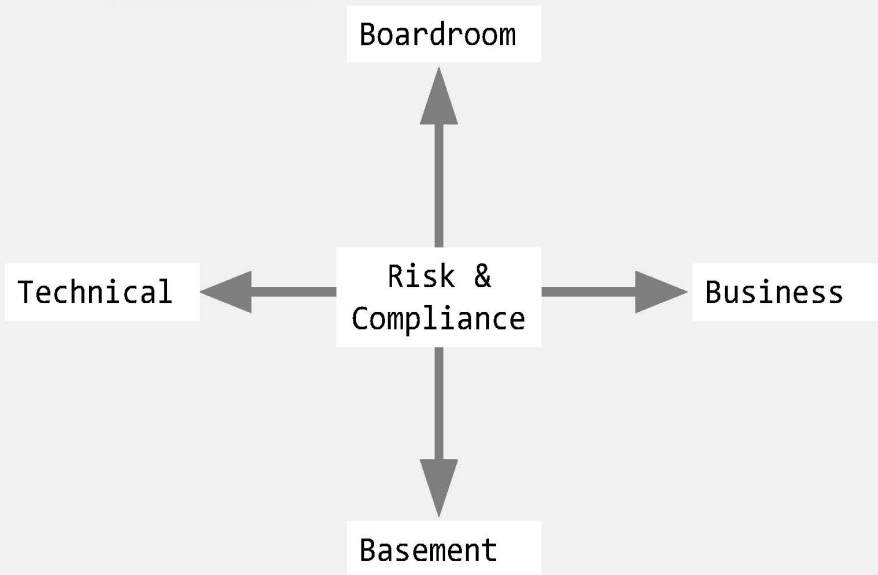Basement

https://www2.deloitte.com/za/en/insights/deloitte-review/issue-19/ciso-next-generation-strategic-security-organization.html

Alliance – *'A union formed for mutual benefit'*

How do I get there


```
                    Boardroom
                        ↑
                        |
Technical  ←——    Risk &    ——→  Business
                Compliance
                        |
                        ↓
                    Basement
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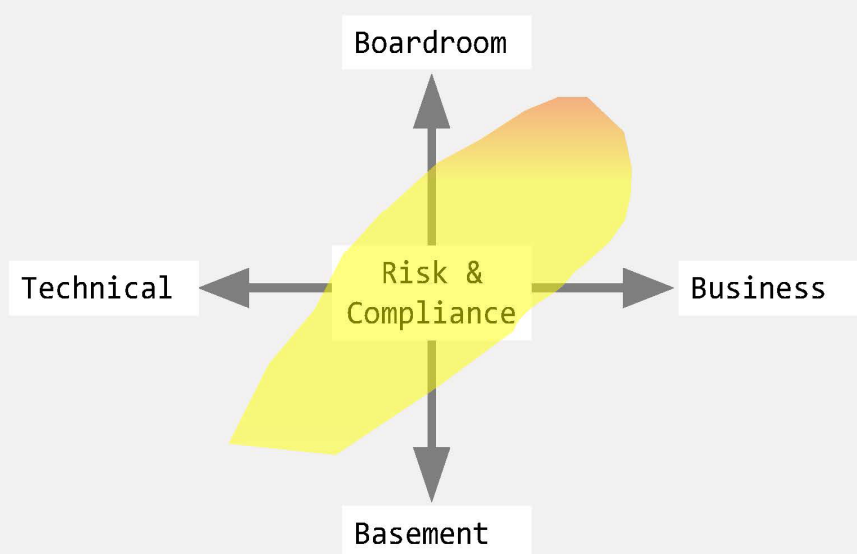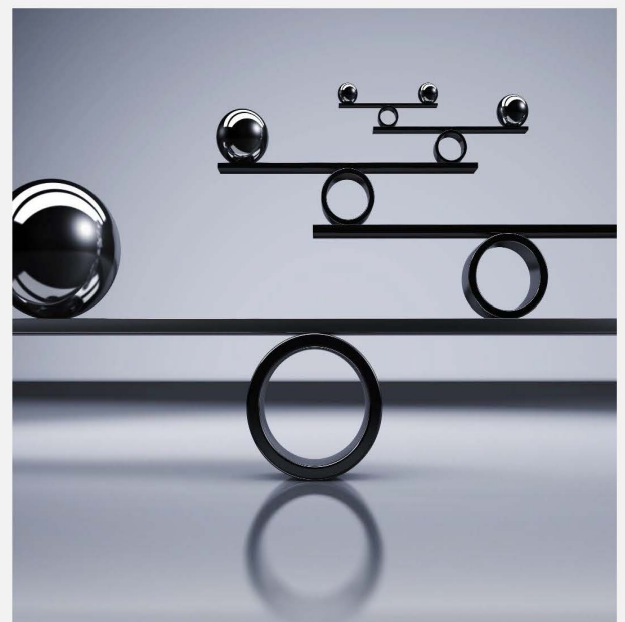
How can one tackle the transition and associated skills required?

The talent dilemma

The No. 1 reason CISOs stay stuck in the weeds is because they have too few team members and not enough experienced talent.

... and 4 talent projects to solve it.

Close your skills gaps	Groom your successor	Youth Skills Development

	Career paths into CyberSec	

You will <u>never</u> "outhire" the skills shortage.

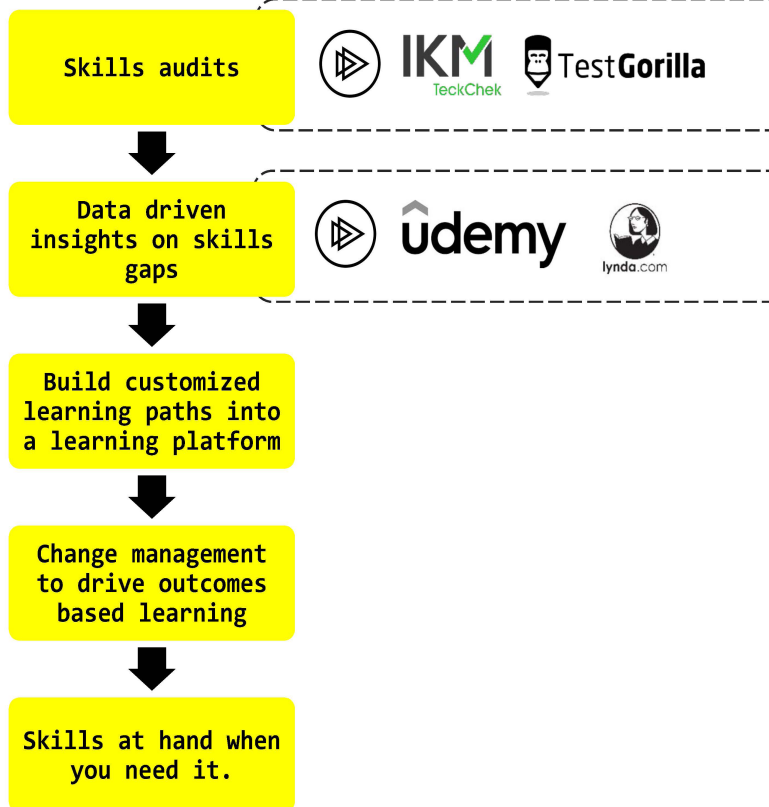## Take aways from Frost & Sullivan Security Workforce Study 2021:

- 66% of Cybersec professionals don't have enough talent for current threats in their team.
- Cybersec departments growing by 15%
- 70% of employers increasing cybersecurity headcount.
- 3.5 million shortage for Cybersec workforce according to ISC[2]

What can you do?

Skills audits

IKM TeckChek   TestGorilla

↓

Data driven insights on skills gaps

Udemy   lynda.com

↓

Build customized learning paths into a learning platform

↓

Change management to drive outcomes based learning

↓

Skills at hand when you need it.

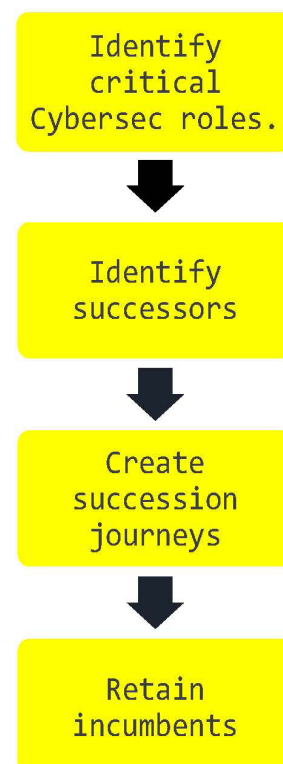# Who is going to replace you?

Are you ready for when you go?

- 24% of Fortune 500 CISOs on the job for just one year.
- average CISO tenure is just 26 months.
- Over 58% of organizations are unprepared for Baby Boomer retirement.
- 74% of organizations have no formal knowledge transfer.

What can you do?

Identify critical Cybersec roles.

↓

Identify successors

↓

Create succession journeys

↓

Retain incumbents

I believe the children are our future.

Are you ready for when you go?

- 3.5 million shortage for Cybersec workforce according to ISC^2
- South Africa's unemployment rate amongst those aged 15-24 is 65.5%.
- 5 approved IT academies in SA

What can you do?

Audit your youth development need

•Partner with L&D, vendors and institutes

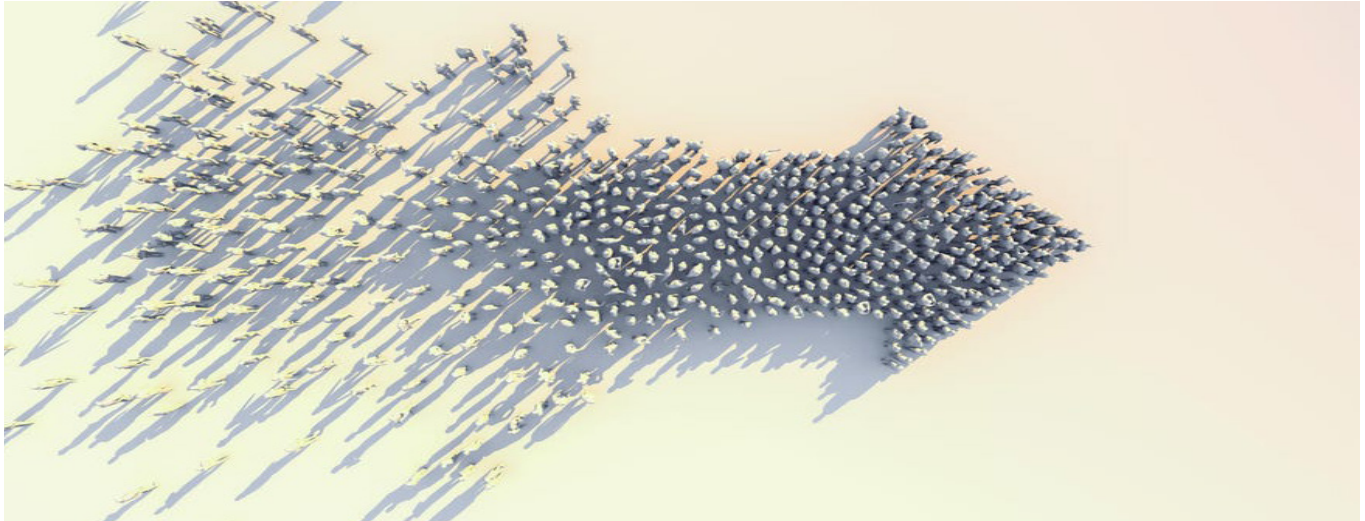•Grow the whole person

•Retain from the start

•IT ACADEMY SUCCESS

Build from within...

Create on-ramps into CyberSec

- Create career avenues for rapid upskilling into CyberSec from other business areas.
- Be the solution to other's internal mobility headaches.
- Showcase your successes and career options.
- Spot and poach bright talent.

THE NEW CISO

Chief Information Security Officers (CISO's) often get stuck in the operational aspects of their jobs due to talent shortages and fall short to expand their roles to play across multiple dimensions of the organization. This challenge is compounded by major talent shortages in the Cyber Security landscape that makes finding & keeping cyber specialists challenging, let alone grooming them into a future CISO. Reflecting the mirror back at the CISO, it is also worth appreciating that the demand that the organisation is placing on them is changing, moving from a more basement engagement (dealing technical issues) to where they are called on to support boardroom (strategic direction setting and execution) discussions.

These realities are not always well expressed by organisations, and might contrast or conflict with individuals personal aspiration for growth and development of their respective careers. This reality was highlighted through survey results by a significant CISO sample pool, where, although more than 50% of CISO's who started their career in the Technology field, envision their future role to transition operating at an Executive or Board level role.

Only 12,5% of respondents believe that their current and future role will be similar. This data correlates with industry statistics, which indicate more than 50% of people are not happy with their careers, and 76% of people in companies are looking for growth opportunities.

This brings into sharp focus the urgency in which organisations will

Steep Learning Curve

Shallow Learning Curve
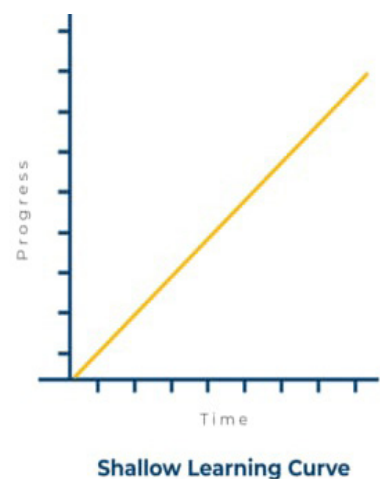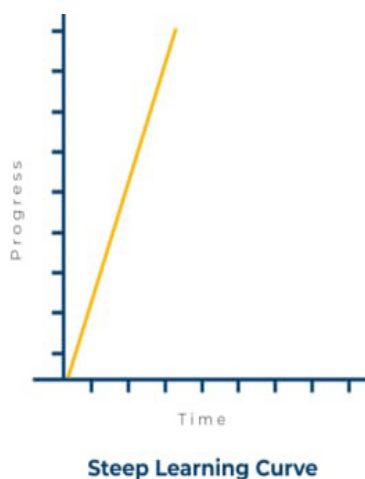
have to build mechanisms to accelerate upskilling, certification and internal mobility to enable Cyber and Information Security (Cybersecurity) professionals to meet the future demands of their ever evolving roles. As the average global tenure for a CISO in a role is now 3.2 years, CISO's will need to not only leave a legacy but also a viable successor or two in the wings who have been ramped up through a steep learning curve. With this backdrop, hardliners might feel that if people ship off to greener pastures you can just hire an alternative. The realities are however that globally there is a 3,5 million Cybersecurity Workforce shortage, with organisations on average expanding their Cybersecurity teams by 15%.

This sketches a picture, that even if you wanted to, "outhiring" for skills shortage is not plausible. There are however options to tackle this situation, from being deliberate around career path development, focusing on closing skills gaps, grooming successors or running talent development pipelines. The process to leverage one or more of the options, rooted in a simple yet effective deliberately driven engagement comprising out of the following steps:

- Skills audit – understand if the existing skills in play are sufficient to meet current and future objectives.

- Skills gap – identify your teams technical bench strength to meet your technology and business strategy, and how the existing skills stack up against known industry benchmarks.

- Build customized learning paths leveraging of recognised learning platforms to support the individual in their learning journey.

- Change manage to drive outcomes – ensure that the development efforts are incorporated into the work effort, to ensure value from applying new found knowledge, through the aid of personal development plans.

- Skills at hand when you need it – incentivise staff to stay committed to the company as their skills grow to ensure that the skills are accessible to the organisation over the long-run.
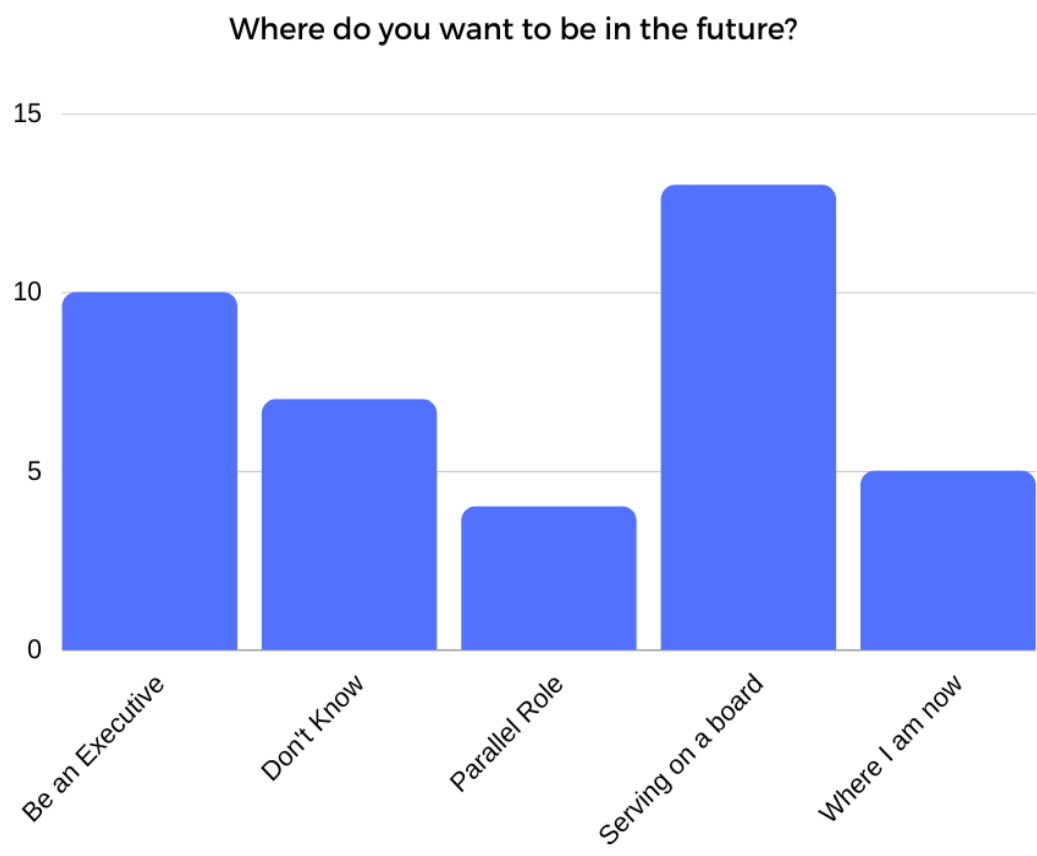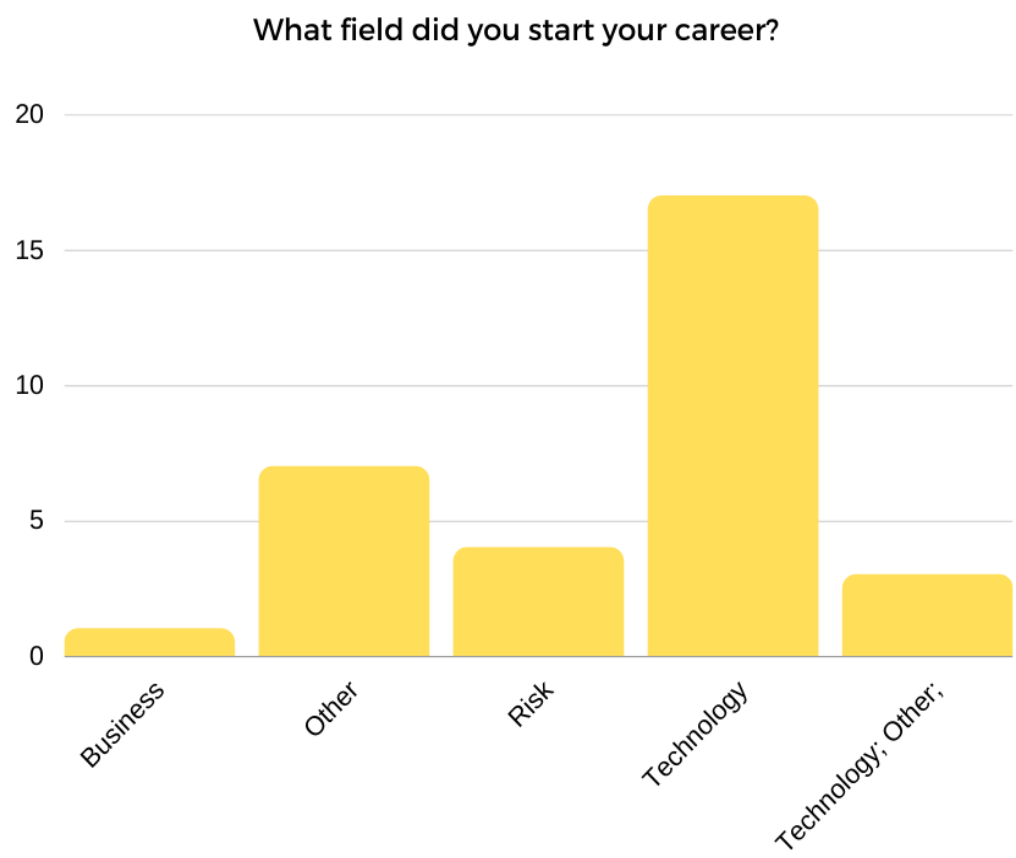
The majority of respondents (78%) would suggest that that the largest impact on their career will be a result of personal and industry influences. Organizational influence is not seen as a majorly impactful factor in the life of a CISO. A reality that is collaborated by the fact that 74% of organisations have no formal knowledge transfer, and the average global tenure of a CISO is 26 months. This pressure cooker situation is not stacked in favour of the organisation, especially if one appreciates that the future earning expectation of most responders in the survey are pegged in the R2m plus per annum salary bracket. Not an unrealistic number if compared to what can be obtained as a remote worker in this skillset.

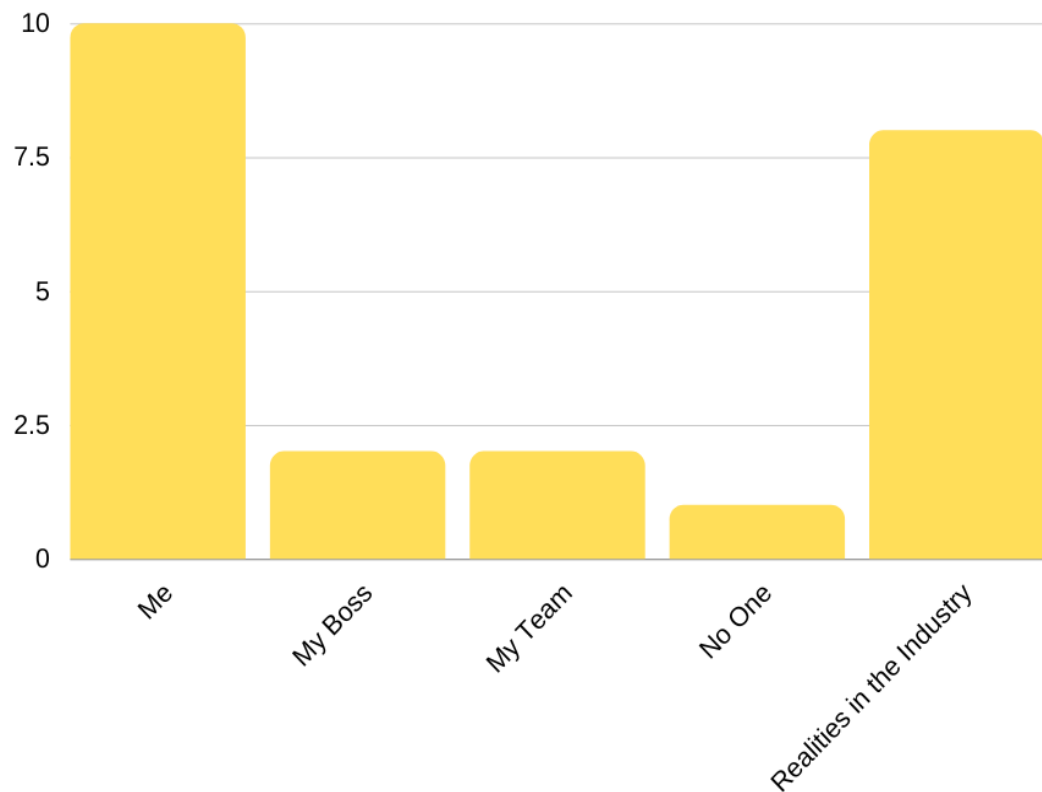Reflecting on the data, and the realities experienced in industry, there is a strategic imperative for each organization to enable and speed their CISO's efforts and investment in growing and securing their successors. This would also allow current CISO's to pursue their own growth paths. The demands of the organisation on a CISO to know the business from basement to boardroom, and play across the technology to business continuum creates great opportunity, but if unsupported by the organisation in their growth aspirations, will most likely be supported by another organisation.
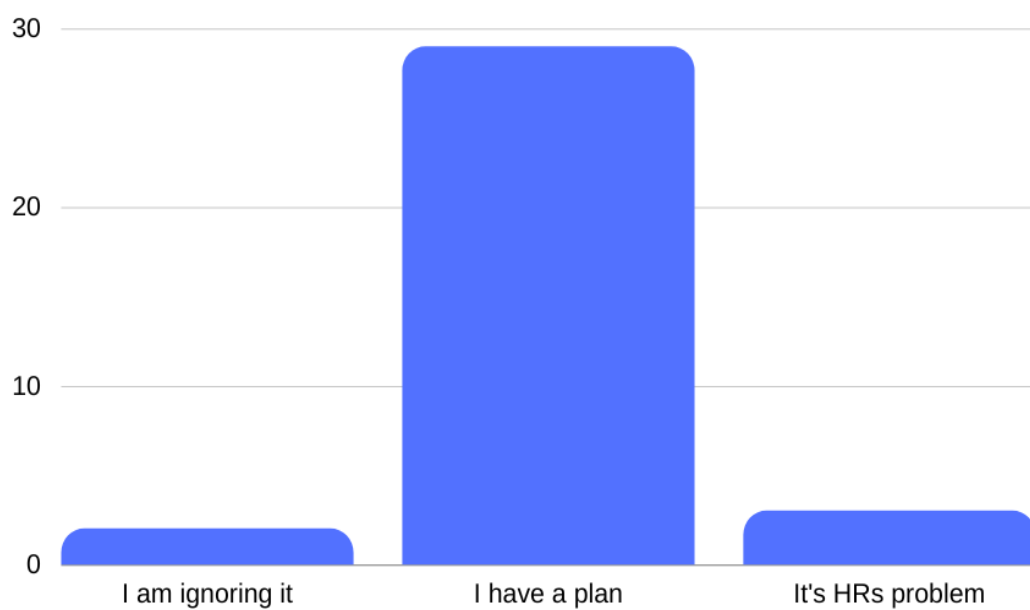
Authors; Oscar Stark - Chief Strategic Enterprise Architect for the Liberty Group, MCom, CISSP, ACE(MIT) and Eugene Brockman - Manager of Tech Talent Solutions for Capitec, B.Com, MIT Cert in Org Design for Digital Transformation

Polls

What field did you start your career?

20	
15	
10	
5	
0	

Business — Other — Risk — Technology — Technology; Other;

Where do you want to be in the future?

15	
10	
5	
0	

Be an Executive — Don't Know — Parallel Role — Serving on a board — Where I am now

Polls

Who do you think is impacting your career path?

	Me	My Boss	My Team	No One	Realities in the Industry
Value	10	2	2	1	8

How can one tackle the transition and associated skills required?

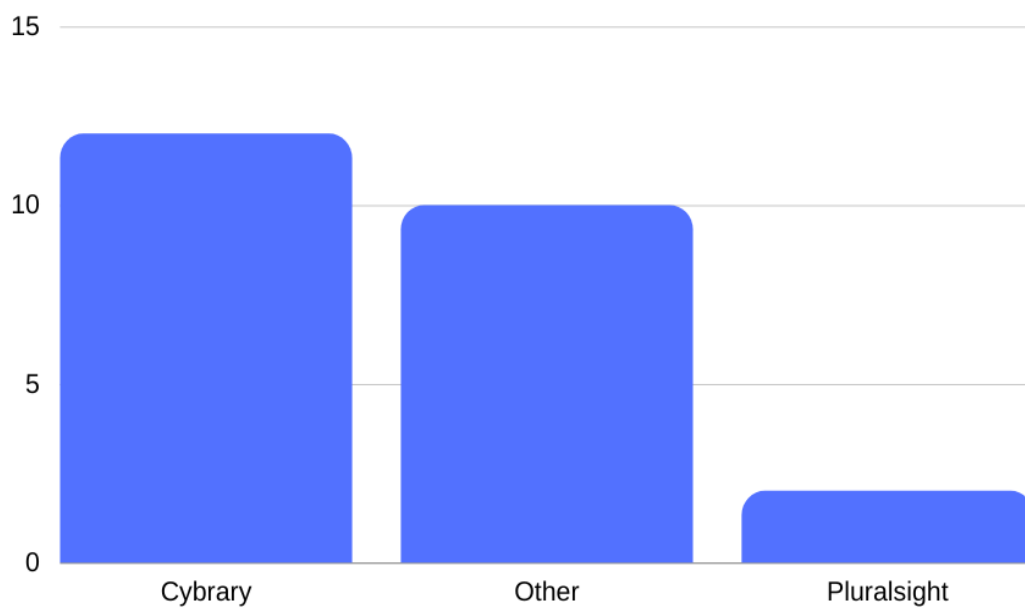| I am ignoring it	I have a plan	It's HRs problem
~2	~29	~3

Polls

What do you think you can earn in future if you keep your skills relevant?
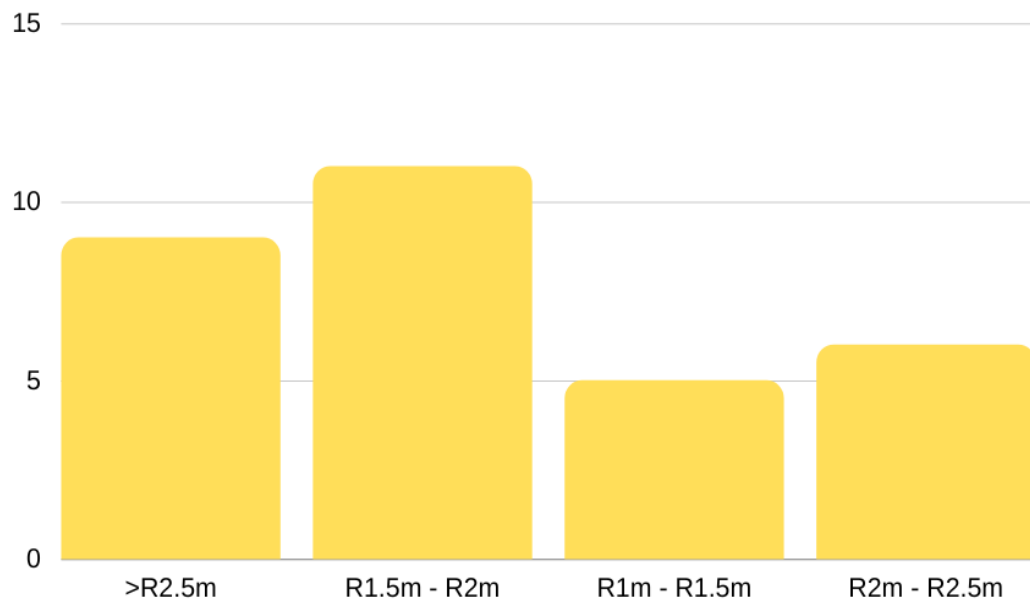
Regarding cyber learning platforms, which is better?

CISO Alliances

CISSOP

PROCEDURES BY PROFESSIONALS

SECURING THE BUSINESS

CISSOP by the CISO Alliances

Cyber and Information Security Standard Operating Procedures

Simply put, this has been launched to empower the end user executive to have input and control a truly end user only procedure around the true focuses in securing the business from a Cyber and Information Security perspective.

Why we are working on it?

The Cyber and Information Security Business Divisions are likely to be battling the same or similar threat landscape and impactful and disruptive breach attempts. Not much is standardised or end-user produced in terms of procedures. This is fundamentally why CISSOP by the CISO Alliances was born.

Planned Outcomes

Leverage CISO Alliances community experiences to create a standardised approach to business in Cyber and Information Security where possible

Published to the active global community

Published as a playbook. Printed and distributed to the wider Cyber and Information Security Community

Expressions of interest to be sent to

cissops@alliances.global

Can you suggest and contribute to create a standardised operating procedure with your peer?

Produced by:

ALLIANCE Media Group

Alliances Activities

Executive Business Exchange

NORTH AMERICA

Executive Business Exchange

SOUTH AMERICA

CISO Alliances

UK & IRELAND
DUBLIN
EDINBURGH
MANCHESTER
LONDON

CISO Alliances

LAGOS CHAPTER
ACCRA CHAPTER
ABUJA CHAPTER

CXO Alliances

CISO Alliances

Cairo Chapter

Executive Business Exchange

Asia

Executive Business Exchange

Riyadh
Dubai
Doha

CXO Alliances

Nairobi Chapter
Port Louis Chapter

Executive Business Exchange

Australia