RSAConference2018

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#RSAC

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MY FIRST 12 MONTHS AS CISO: LESSONS LEARNED

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CISO APAC

CBRE

12 Months as CISO

- The job of a CISO: facts and myths.
- What's it like to be the first CISO of a regional office for a multi-national company?
- How to balance expectations and plans (yours and the organisation's) with realities?
- This session provides a first-hand account of my journey into the world of being a CISO and the lessons learned, offering actionable ideas and a framework for success for new CISOs.

12 Months as CISO

Introducing Amanda

12 Months as CISO

CBRE Group, Inc. is the largest commercial real estate services and investment firm in the world.
It is based in Los Angeles, California and operates more than 450 offices worldwide and has clients in more than 100 countries.

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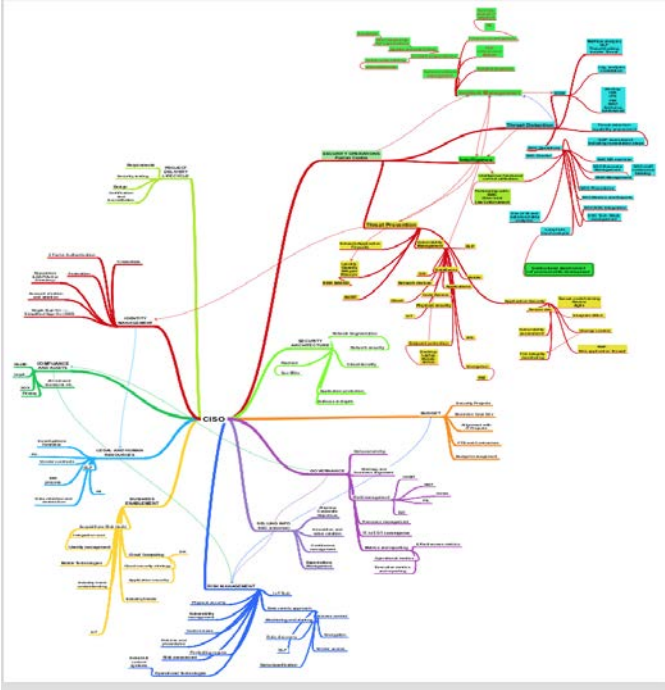
- **DAY 1**
- CBRE CISO Mind Maps

Created in advance to analyse all the areas

of a greenfield CISO role and

A second mind map linked this to CBRE Business.

So I was prepared!



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Strategic
Risk Manager
Integrated with business

Ready to work towards a culture of shared cyber risk ownership across the enterprise.

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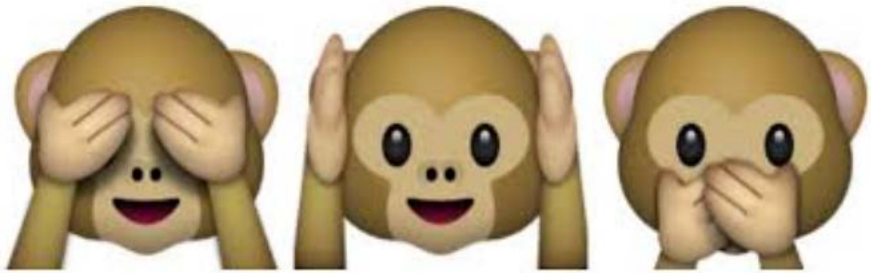
- How do you balance expectations and plans (yours and the organisation's) with realities?
- I can break my start into **3 phases of revelation**:
- The first 30 days
- The first 60 days
- The first 90 days



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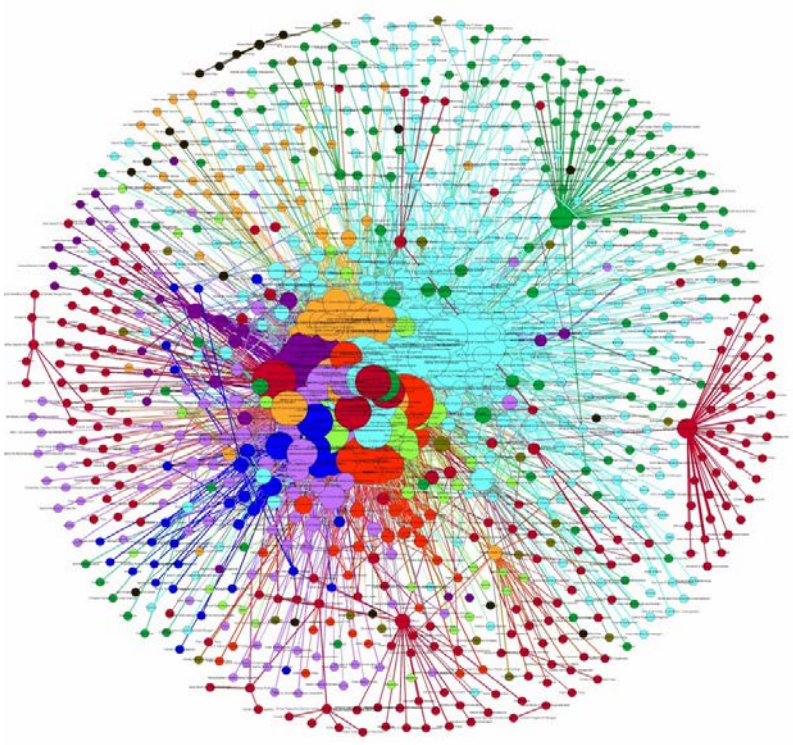
- **First 30 days:**



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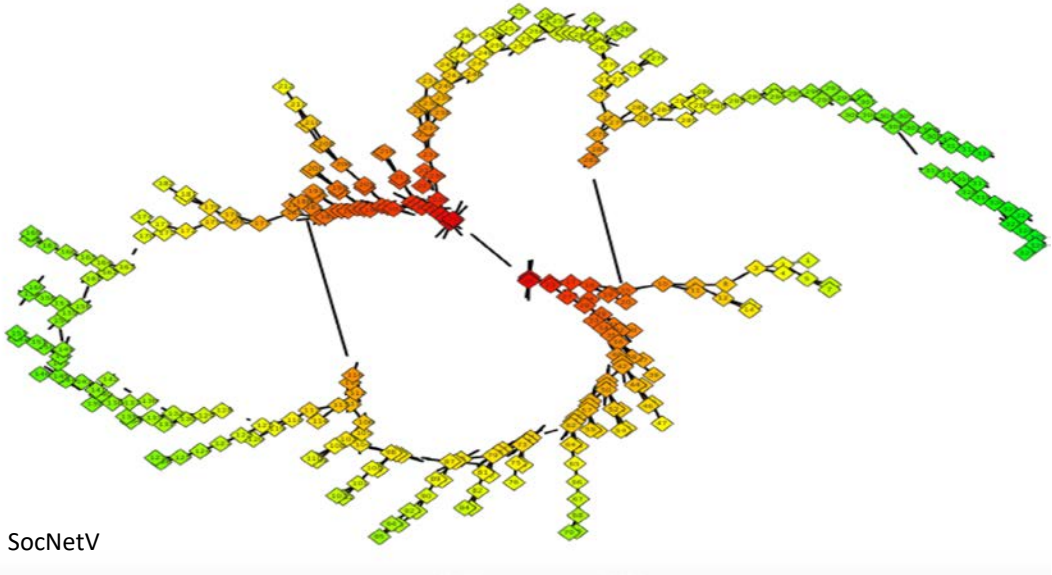
- **30 DAY OBSERVATIONS:**



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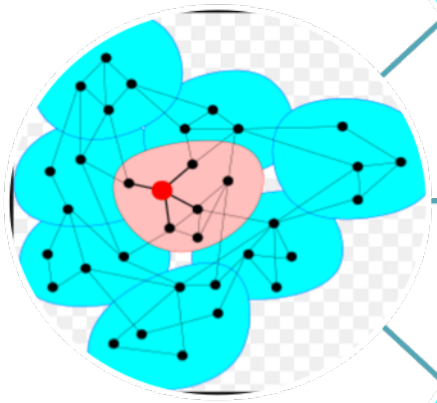
The first 60 days



- Proof
  - Gaps
  - Insider threat monitoring
- Global
  - Collaboration
  - Co-operation
- WISP
  - 2 year plan
  - Stakeholder

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- **60 DAY ASSESSMENT**

I needed to find a **catalyst**

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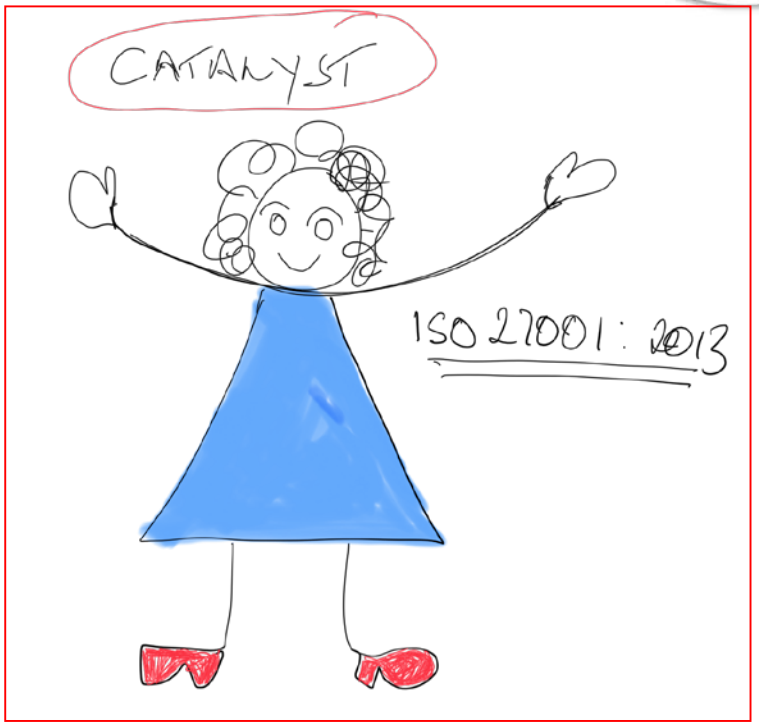
ISO 27001: 2013 – **THE CATALYST! – resonated with all business lines**

A person or thing that precipitates an event.

https://en.oxforddictionaries.com/definition/catalyst



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The first 90 days

http://mikeiamele.com/life-not-milestones-accomplishments/

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- Know the responsibility & authority of your position
  - Finding the right place
    - 2nd line defence

> *The First Line—Functions that own and manage risks*
>
> *The Second Line—Functions that oversee risks*
>
> *The Third Line—Functions that provide independent assurance*

https://medium.com/emergynt/the-emergence-of-the-second-line-ciso-d748b7129660

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This is where I am gaining traction

- Where I am consulted

and

- Where I am establishing my influence

That is as what is now known as a Second-Line Chief Information Security Officer

https://medium.com/emergynt/the-emergence-of-the-second-line-ciso-d748b7129660

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- In summary:
  - PATIENCE
  - CONSISTENCY of THE MESSAGE
  - DIPLOMACY
  - Finding what will resonated with the business,
  - Stakeholder engagement – giving life to the abstract and small bites of my vision at a time
  - But it did take me several months to find my real “role”

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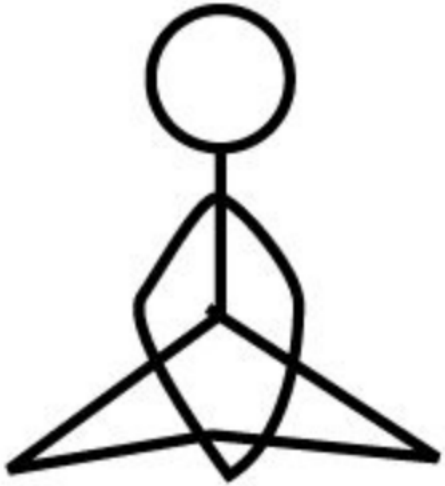
Words of wisdom
I hope



Thank you