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#RSAC

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IF CISOS ARE FROM MARS, IS THE REST OF THE C-SUITE FROM VENUS?

Amjed Saffarini

Chief Executive Officer
CyberVista
@amjedsaffarini

John Scimone

Chief Security Officer
Dell

Today's Goals



- Provide CISOs and practitioners with greater awareness of the C-suite roles, responsibilities and perspective.
- Underscore how CISOs can align their cybersecurity strategies to enterprise business objectives.
- Empower CISOs with strategies and techniques to highlight and describe their value propositions and effectively communicate cyber-related issues across the executive suite.

M&A Discussion: Yahoo! - Verizon



- How does poor due diligence on either side of a deal have material impact?
- What about technical and regulatory risk?
- How does each side think about the risk appetite and security posture of each company?



The CISO's Perspective

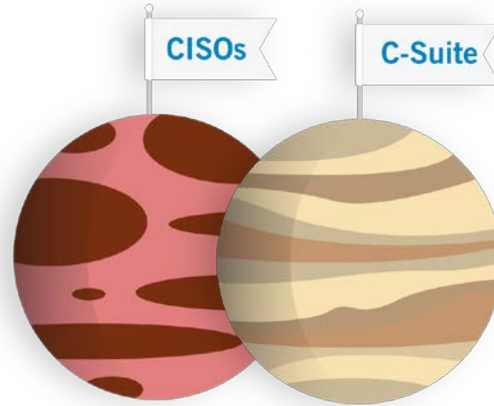


The CEO's Perspective

How to bring the perspectives together?



How can the CISO better highlight and describe his/her value proposition and effectively communicate cyber-related issues across the executive suite especially in this M&A situation?



How can the CEO drive the CISOs awareness of the C-suite roles, responsibilities and fiduciary duties of governance and oversight?

Early access to M&A due diligence not only decreases security risk and eases integration cost/burden, but also provides opportunity for positively influencing the deal.



- What do we read between the lines of the media reports?
- Insider trading? How would the C-Suite find out what happens in a breach situation?
- Thoughts on whether the Equifax team had the right discussions with the wrong result?



The CISO's Perspective



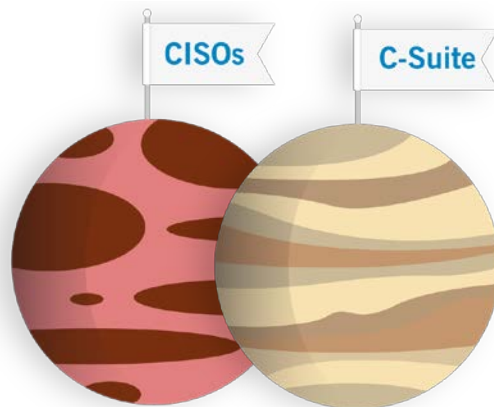
The CEO's Perspective

How to bring the perspectives together?



CISO is focused on:

- Restoration timeline and ties to business restoration priorities
- Support of legal, regulatory, and customer needs



CEO is focuses on:

- Public face
- Board responsibilities
- Ensuring legal, communications, and regulators have what they need

This is a partnership. Only if CISO/CEO work together can the company successfully come out of the incident in actuality and in the media.

BEST PRACTICES: CISO



- Learn the business' priorities and lens
- Attend/listen to management strategy meetings and quarterly forecasts
- Share “translations” of security news articles that help decode security incidents and frame them in business terms for your CEO
- Influence/educate the influencers

BEST PRACTICES: CISO (cont.)



- Don't be emotional, exaggerative, or business-generic
- Use numbers, specificity, and risk judgment in terms of likelihood
- Be clear when engagements are informational vs. decision-oriented, and make facts and alternatives crisp and clear

BEST PRACTICES: CEO



- Integrate the CISO into business strategy formulation activities and solicit input during key decision making
- Participate in discussions about cyber risk
- Understand cyber risk as an enterprise risk
- Participate and champion cyber risk training for your C-Suite and board including table top exercises 2-4x/year

THANK YOU!

