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TRANSFORM

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Open for Business: How to Build a Security Program as the First CISO

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Welcome

- Different Game, Different Rules

- Builder CISO Conditioning

- Open for Business

Quick Intro

21 years in IT & Security

- vCISO for multiple organizations (Private to Fortune 100)

- First CISO for Mailchimp

- First CISO at Amplitude

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The Builder CISO

Forrester's Six Types of Security Leaders (Jan 2020)

1. Transformational CISO
2. Post-breach CISO
3. Tactical/operational expert CISO
4. Compliance and risk guru
5. Steady-state CISO
6. Customer-facing evangelist

Number 7:

Has elements of

The Builder CISO

The Typical First 90 Days as an Incoming CISO

- Meeting and greeting

- Learning the company's risk tolerance

- Reviewing relevant GRC and Privacy requirements

- Fine-tuning the security function's vision and mission

- Assessing the roadmaps, plans, security organizations

- Justifying budget and headcount needs

- And so on and so on

The First 90 Days as a Builder CISO

"You get to drink from the firehose!"

https://youtu.be/slrlLt0mXkQ
From the movie UHF
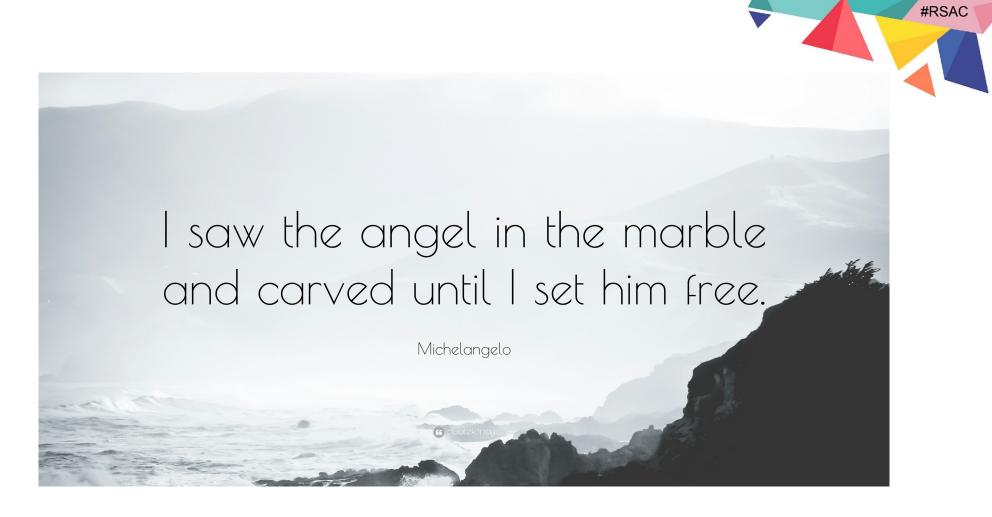
The First 90 Days as a Builder CISO

All of that, PLUS!

- Justifying your existence

- Navigating territory wars

- Discovering security tech debt

- Diplomatically addressing prior decisions

- Being a security team of one

I saw the angel in the marble
and carved until I set him free.

Michelangelo

Before Signing Your Offer!

1) Leadership support

2) Approval to hire headcount

3) Budget expectations alignment

Operational Recommendations

1)   Sign those HR forms early

2)   Get your account setup

3)   Review security materials

4)   BONUS! Setup your company accounts (travel, expenses, etc.)

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Open for Business

It's Showtime!

Your First Months as a Builder CISO

Month 1

Observe & Listen

Set Expectations

Get Social

- Coffee chats
- Schedule follow up conversations
- Understand the culture
- Be realistic about sharing findings
- Start gathering intel

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Your First Months as a Builder CISO

Month 2

Have Tough Conversations

Form Relationships

Seek to Understand

- Security Debt conversations
- Past control and risk acceptances
- Acclimate with the culture
- Mitigate Territory Wars
- Continue gathering intel

Your First Months as a Builder CISO

Month 3

Formulate Findings

Plant Seeds

Persuade & Influence

Bring On Resources

- Observe how decisions are made and communicated
- Begin to formulate findings
- Circulate high-level plan
- Get stakeholder teams' buy-in
- Begin Recruiting

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Your First Months as a Builder CISO

Month 4

Communicate Strategy

Distribute Roadmap

Deploy

- Promote vision, mission
- Distribute plan and roadmap
- Select vendors
- Hire for key roles
- Identify key metrics

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Thank You and Questions

Month 1	Month 2	Month 3
Observe & Listen	Have Tough Conversations	Formulate Findings
Set Expectations	Form Relationships	Plant Seeds
Get Social	Seek to Understand	Persuade & Influence
		Bring On Resources

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