

RSAConference2022

San Francisco & Digital | June 6 – 9

SESSION ID: **PROF-R05**

Digital Transformation Requires a Security Transformation

Bobby Singh

CISO
Toronto Stock Exchange
Bobby.singh@tmx.com
[@bobbysinghciso](#)

James Christiansen

VP CSO, Cloud Security Transformation
Netskope
James.Christiansen@netskope.com

TRANSFORM



Disclaimer

The views presented by the speakers are their own and do not represent the views of any current or past employer

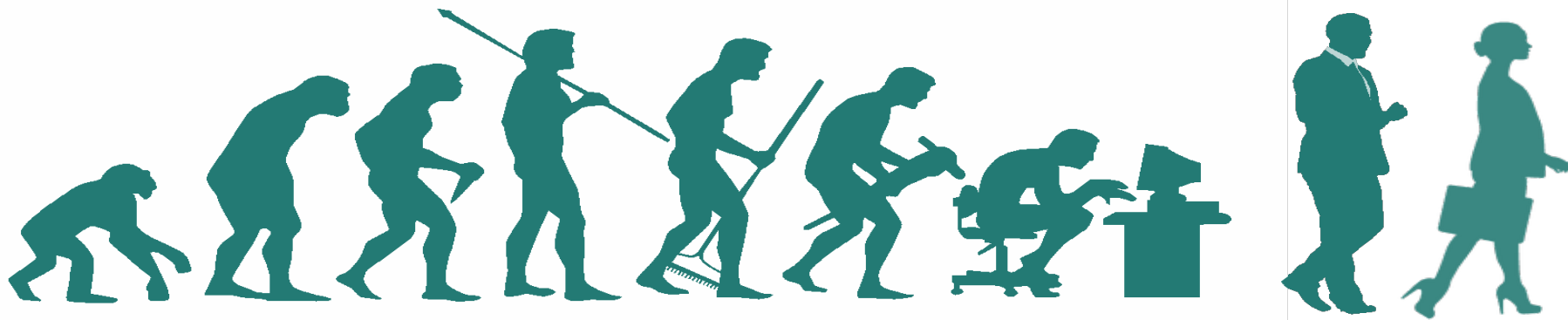
Presentations are intended for educational purposes only and do not replace independent professional judgment. Statements of fact and opinions expressed are those of the presenters individually and, unless expressly stated to the contrary, are not the opinion or position of RSA Conference LLC or any other co-sponsors. RSA Conference does not endorse or approve, and assumes no responsibility for, the content, accuracy or completeness of the information presented.

Attendees should note that sessions may be audio- or video-recorded and may be published in various media, including print, audio and video formats without further notice. The presentation template and any media capture are subject to copyright protection.

©2022 RSA Conference LLC or its affiliates. The RSA Conference logo and other trademarks are proprietary. All rights reserved.

AGENDA

- 01 | The Evolution of the Role
- 02 | Drivers of CIRO Emergence
- 03 | What Makes the CIRO Different
- 04 | Making the Transition
- 05 | How to Apply What You Learned



INTRODUCTION:

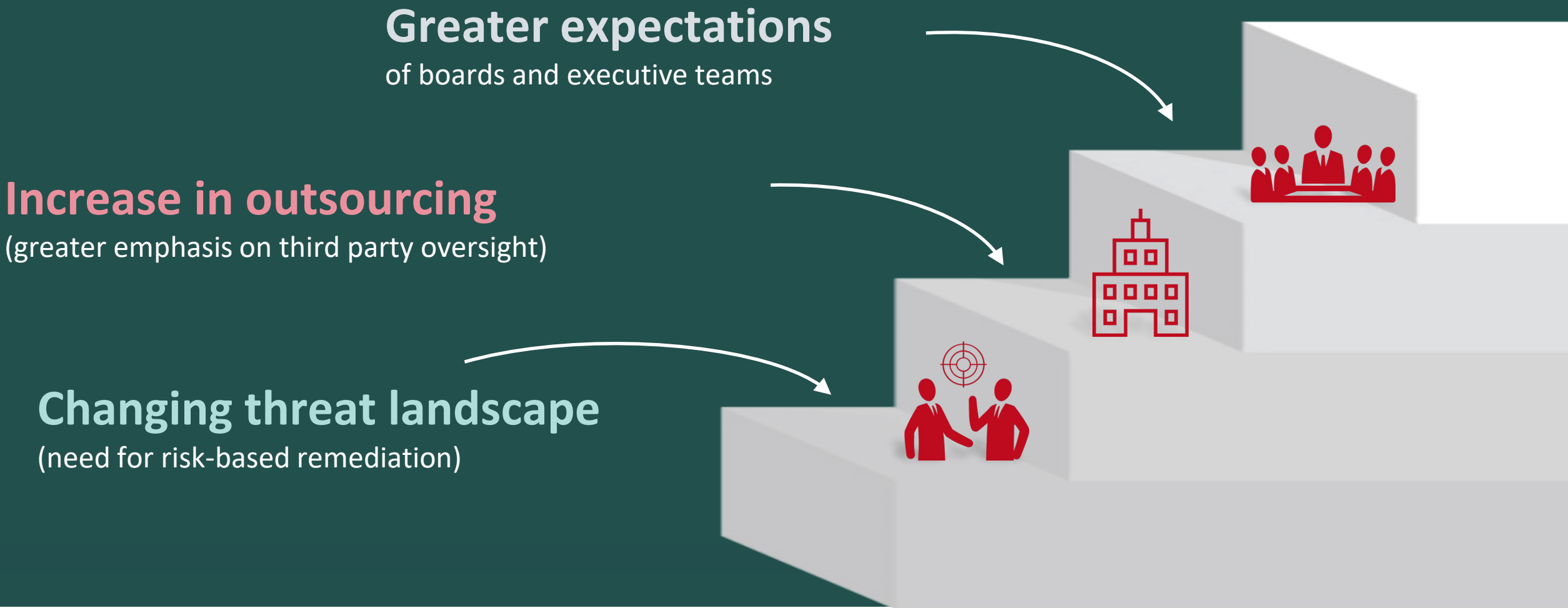
- The role of information security is changing
- There is a disconnect between the objectives of the traditional CISO and the needs of today
- The role of the CISO needs to change to meet the current business expectations

RSA[®]Conference2022

Drivers of CIRO Emergence



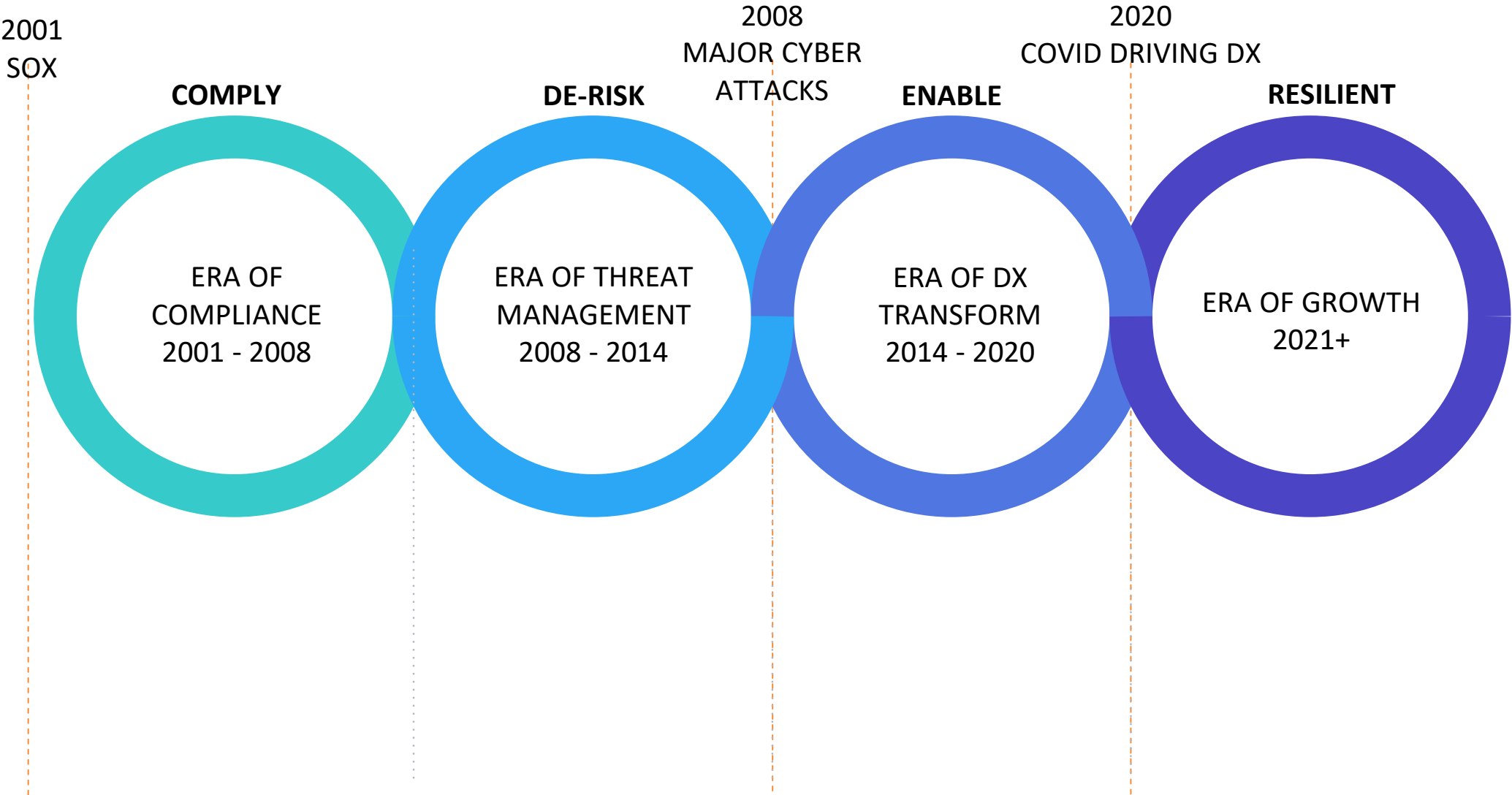
Drivers of the Emergence of the CIRO



Drivers of CIRO Journey



#RSAC



Common Complaints about the CISO

COMPLAINTS

Doesn't positively engage with the business

We are going to change
the perception of the
executive team!

Security strategy and spending does not align with business strategy

Information protection at the expense of other corporate goals

Roadblock to innovation and revenue growth

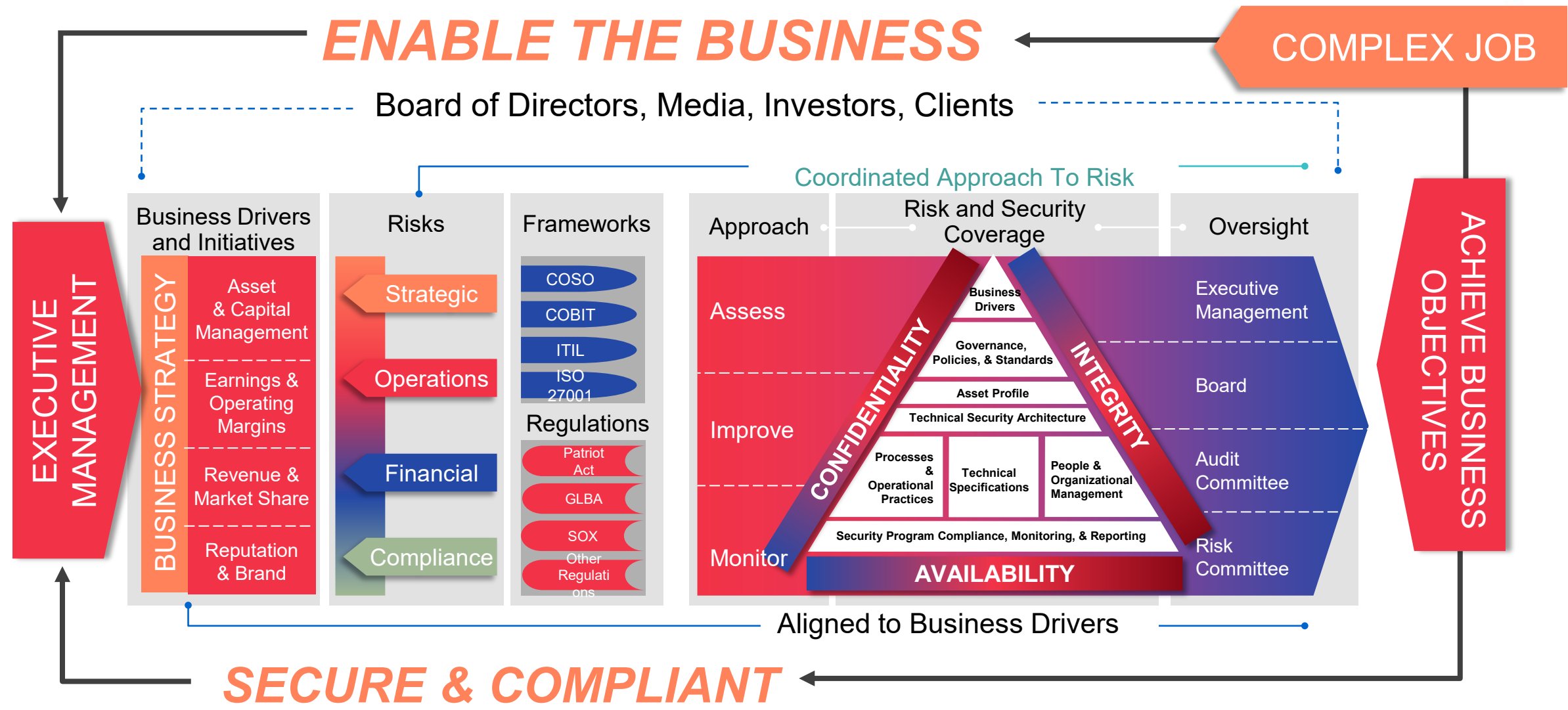
Can't articulate value to the business

RSA®Conference2022

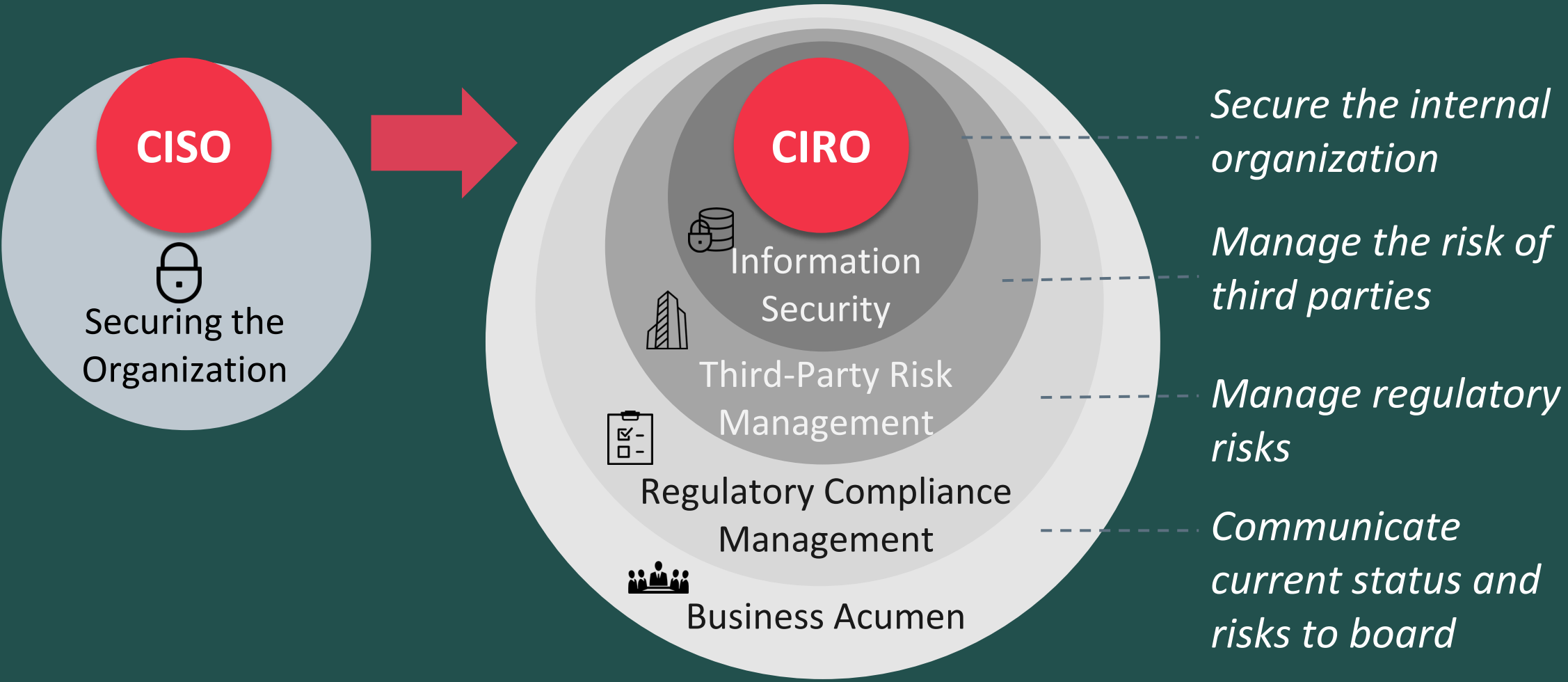
What Makes The CIRO Different



The Expanded Role of the CISO



Evolution of the CISO to the CIRO



RSA[®]Conference2022

Making the Transition



Traits of a Successful CIRO

#RSAC

TRAIT #3 - PEOPLE

- People leader
- Mentor
- Trust



TRAIT #2 - MODERNITY

- Critical thinker
- Empathetic
- Transparent
- Decision ownership



TRAIT #4 - PERFORMANCE

- Measures what matters
- Strive for continuous improvement
- Drives readiness
- Understands risk management principles



TRAIT #5 - HOLISTIC

- Business
- Peers
- Partners
- Industry



TRAIT #1 - MISSION ALIGNED

- High awareness of value chain
- Exhibits business savviness
- Focused on business value performance



CISO

Most organizations build their cyber program for a **predictable and constant state** of risk.

CIRO

Modern threats to Digital platforms are: **Dynamic, Adaptive** and increasingly tied to **environmental** factors.



How Did We Develop Skills for CIRO?



Thorough understanding of risk management concepts

- e.g. Factor Analysis of Information Risk (FAIR)¹
- ISO 31000 & COBIT IT

Thorough understanding of your organization's business, objectives and growth plans

- Regular meetings with business executives

Executive level communication skills

- Presentation Skills – Toastmasters
- Written Skills – College and Editors / Colleagues

How Did We Develop Skills for CIRO?

Know the Regulations:



- ◆ Establish a good working relationship with your attorneys
- ◆ Participate in standard setting and regulatory rulemaking processes (i.e., help shape the rules)
- ◆ Understand the privacy laws impacting your organization

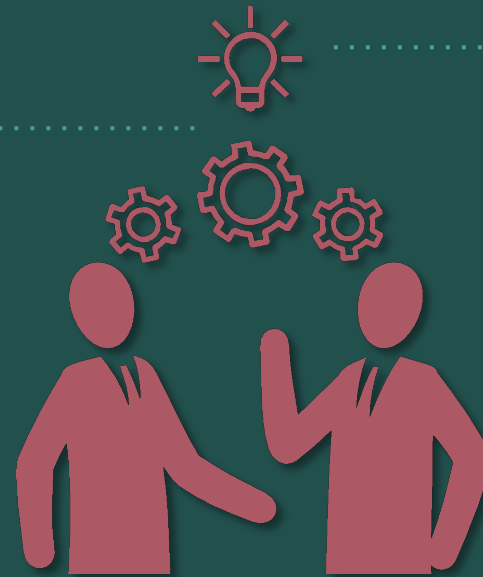
Determine Threat Landscape:



- ◆ Implement a threat analytics maturity model

Understand the Corporate Culture:

- ◆ Determine the risk aversion, rate of change, cultural difference and countries of operation



RSA[®]Conference2022

How to apply what you have learned



Revenue Contribution

- Enable Business Efficiency
- Product Delivery
- Brand Name Confidence



Earnings Contribution

- Reduced Operating Expenses Related to Security Failure
- Long-Term Reduction of Security Program Costs
- Circumvent Costs of Regulatory Non-Compliance

Leveraging Information Risk to Drive Value

- Concrete Examples:



Enabling a new customer product through advanced security practices and knowledge of the privacy protection requirements



Factoring in an information risk discount on an acquisition valuation / purchase price



Leveraging fraud and security data to improve customer experience

Summary

- The current CISO role is not meeting organizational needs
- CISO must adapt or will be replaced by person with needed skills
- A focus on managing information risk offers a superior alignment to the organization's objectives
- There are steps you can take to position yourself for this transition

Apply It

#RSAC



- ✓ **Immediate actions:**
Assess you and your program's readiness to make the CIRO transition



- ✓ Take steps to realign skill sets, focus, and organizational structure to an information risk based approach



- ✓ Establish **YOUR** plan to gain and implement necessary skills

RSA®Conference2022

Questions/Comments

James Christiansen

James.Christiansen@Netskope.com

Bobby Singh

Bobby.Singh@tmx.com

