

Strength	1 – Basic	2 - Competent	3 – Inspiring	4 – Strategist
Leadership	<ul style="list-style-type: none">Has a high level of understanding of IT business and security needs	<ul style="list-style-type: none">Map security needs with IT businesses;Defines strategyCapable of calculating budget and HR requirementsSeek opportunities	<ul style="list-style-type: none">Perform gap analysisDevelop/visit/modify new/existing strategies to reduce HR and finance costs	<ul style="list-style-type: none">Develop new service lineDesign and engineer new programsSet and execute long term goals
Collaboration	<ul style="list-style-type: none">Has a decision making skillsHas a stockholder management skillsKnows CISO roles and limits	<ul style="list-style-type: none">Build relations with stakeholders to achieve security program goals	<ul style="list-style-type: none">Gets views from internal and external stakeholders to create a collaborative positive environmentBuild and educate the team to effectively achieve goalsDefines clear and precise communication strategyTeam mobilityCapable of measuring time and energy against the cost of a project or investment	<ul style="list-style-type: none">Stakeholder management skillsAn out-of-box thinker who has a capability to go outside of organisational limits to involve stakeholders, partners, IT managers, customers and clients to get all views in order to make informed decisionDefines clear and precise communication strategyBuild benchmarks and metrics for stakeholders, partners and customer satisfaction
Business management/development	<ul style="list-style-type: none">Understands how a business runsKnows all business definitionsKnows all IT functions of each IT departmentKnows all products/services acquired by the company and its valueKnows all competitorsHas basic skills of general strategy and IT strategiesKnows the organisation's basic goal and vision	<ul style="list-style-type: none">Minimises cost in various ways and methods of decision makingKnows how each function are valuable to complete the goal of an organisationWorking knowledge company processes, IT security functions, services and productsKnows values of products and servicesProvides strategic directionUnderstands the competitive environment of an organisation	<ul style="list-style-type: none">Collects information from various sources to make well-informed decisionsKnows all roles, teams, departments and each IT functions that contribute towards achieving the goal of an organisationKnows market, competitors, customers, clients, vendors and stockholders and create opportunities to engage with them in order to get views from various people to make informed decisionsImproves the value of business, service and productsSupports, influences, coach and train teamsWell-versed with organisational risk and opportunities among the marketDefines and execute goals, the mission of an organisation,	<ul style="list-style-type: none">Knows the current competitive landscapeKnows threats to an organisation's goals, products, servicesTrend analyser and setter for long term goals and missionProvides expert advice to stand high in a competitive environmentUnderstand market needs and changing trends, capable of effective change managementCreates a corporate strategy with emerging technologiesIn favour of cost reduction and innovationStrategic shaperDrive success by aligning security strategy with IT business strategies
Technical skills	<ul style="list-style-type: none">Basic understanding of IT security technologies and functionsKnows basic of networking, SDLC, DevSecOps, end-point security, security solutions such as IDS, IPS, HIDS, firewall, gateway, proxy, etc, Cloud services, IT services, etcKnows basic of IT security and IT technologiesKnow basic of 2FA, SSO, encryption, data protection etc	<ul style="list-style-type: none">Thorough understanding of IT security technologies and functionsHas a working knowledge of various IT security divisions such as DFIR, SOC, threat intelligence, vulnerability management, ITHas working experience of incident response, IT security awareness, risk management, vulnerability management, IAM, GDPR, security assessment, review and auditHas working experience of DRP, vendor risk managementKnows internal network architecture well enough including network segmentation	<ul style="list-style-type: none">Advance understanding of IT security technologies and functionsKnows all the things mentioned in the 'Basic' and 'Competent' sectionKnows SIEM, log management analysis, threat detection, EDR solutions, threat huntingKnows BCMManages and comply with external audits	<ul style="list-style-type: none">Expert understanding of IT security technologies and functionsHas intermediate/advance knowledge of advance malware analysis, proactive threat hunting, brand protection, digital risk protection, threat intelligence, cloud migration and maintenance risk, threat modelling, security metrics management, cyber maturity assessment and management, BCP, DR, vendor risk, tools, solutions and technologies used within the organisation
Problem-solving skills	<ul style="list-style-type: none">Reasonable project management skillsHas general knowledge of emerging technologies IT and security risksAddress only major technology issuesAnalyses high-level issues and trends in security industry as well as internal organisation	<ul style="list-style-type: none">Has a strong understanding of emerging technologies including IT and security risksIdentifies opportunities to inform innovationKnows how customers use technologyHandles company leadership in a competitive marketStrong understanding of social and cultural movement that affects more on business change instead of emerging technologiesKnows how emerging technologies can be abused by attackersRolls out new products and services	<ul style="list-style-type: none">Develops and implements an analytics program for new innovation and revisits of existing structure based on statistical and hypothetical informationResearches in new emerging technologies including IT and securityReviews and analyses technology standards to improve the quality of products and servicesSeeks innovative ideas and always open for suggestionsCollaborate, prioritise, plan and implements technology solutions to support business needs Also reviews and revisits them based feedbacks of internal/external stakeholdersPerforms research on how emerging technology brings new implications to business	<ul style="list-style-type: none">Utilises analytics program to minimise and address security risks and compliance issuesStrong understanding of emerging technologies including plan, review, audit, measure, business implication, implement implications, experience change, time and effort for successful development, etcPlans and execute technology solutions with internal-external stakeholders and partnersDevelops new business IT models, products, services based on emerging technologiesEmbeds innovation into development processesFocuses more on revenue generation due to emerging technologies instead of cost reductionCreates competitive value with the help of emerging technologies
Change management	<ul style="list-style-type: none">Appreciates, motivates and support work of othersEncourage the team to achieve goalsKnows his personal strength and development requirementsCreates an environment to solve business problems	<ul style="list-style-type: none">Motivates team members by involving them in project planning, requirement gathering or defining strategies for project executionWorks effectively to reduce communication gap and improves collaboration among members of teamsShows confidence in own ability and continues to develop new skills	<ul style="list-style-type: none">Gathers views and support from others including juniors and seniors without taking own decisionsCarefully considers all possibilities, positives, negatives, risks and weighs before taking a decision or to convincing othersUses negotiation skills effectively to solve problems or joint concernsUnderstands how their team members work to break down problems on micro level to provide a solution, reviews their understanding and provides them with feedback or appreciationsImproves high performance by utilising various leadership styles, programs and team building activities	<ul style="list-style-type: none">Develops advice and strategies that help various stakeholders to meet their requirementsDevelops effective communication skills of debating and influencing to understand how others tackle problems and come up with solutionsProvides advises implementing business functions and IT functions that are being invested as well as can be exploited in good or bad mannerUnderstand other's emotions and manages them to create an effective working environmentEnsures that teams have sufficient capacity, tools, solutions and resources in order to meet short-long term goals of an organisationAligns with people, process and technologyEffectively manages and aligns IT functions and resources with finance such as budget, forecast, revenue
Communication skills	<ul style="list-style-type: none">Communicates with internal stockholders and IT managers occasionally	<ul style="list-style-type: none">Communicates with internal stockholders and IT managers regularlyUses simple as well as a technical language while communicating with different type of audiences	<ul style="list-style-type: none">Uses simple as well as a technical language while communicating with different type of audiencesMedia appearances, presentations, public speaking in seminars, conferencesCommunicates with internal stockholders and IT managers on a regular basis	<ul style="list-style-type: none">Communicates with internal & external stakeholders along with IT managers on a regular basis in order to dissect a problem and to provide effective breakdown structure to handle complexities at micro levelRegularly interacts with board management to know their area of interests for futureUses simple as well as a technical language while communicating with different type of audiencesMedia appearances, presentations, public speaking in seminars, conferences
Vendor management	<ul style="list-style-type: none">Knows how IT and security products/services can create business process efficientlyKnows current trend in vendor landscape especially IT and security solutions	<ul style="list-style-type: none">Knows active trend in the vendor landscape, seeks an opportunity to create business value in a competitive marketEvaluates the performance of IT and security solutions invested against outcomes/resultsCreates networking among vendors to proactively look for any solutions that can meet business requirement	<ul style="list-style-type: none">Has expert knowledge of how security solutions/services can create competitive value for an organisationTry to make sure that an investment is risk-freeExpert in the vendor landscape	<ul style="list-style-type: none">Maximises investment by minimising riskAnticipates changes in technology and solutions to meet current or new business needs, execute change with proper plan and strategyDevelops an approach to invest and implement into security solution and also to measure success out of it that meets the business requirementIntegrate multiple security solutions or IT solutions into one another to gain maximum out of it