

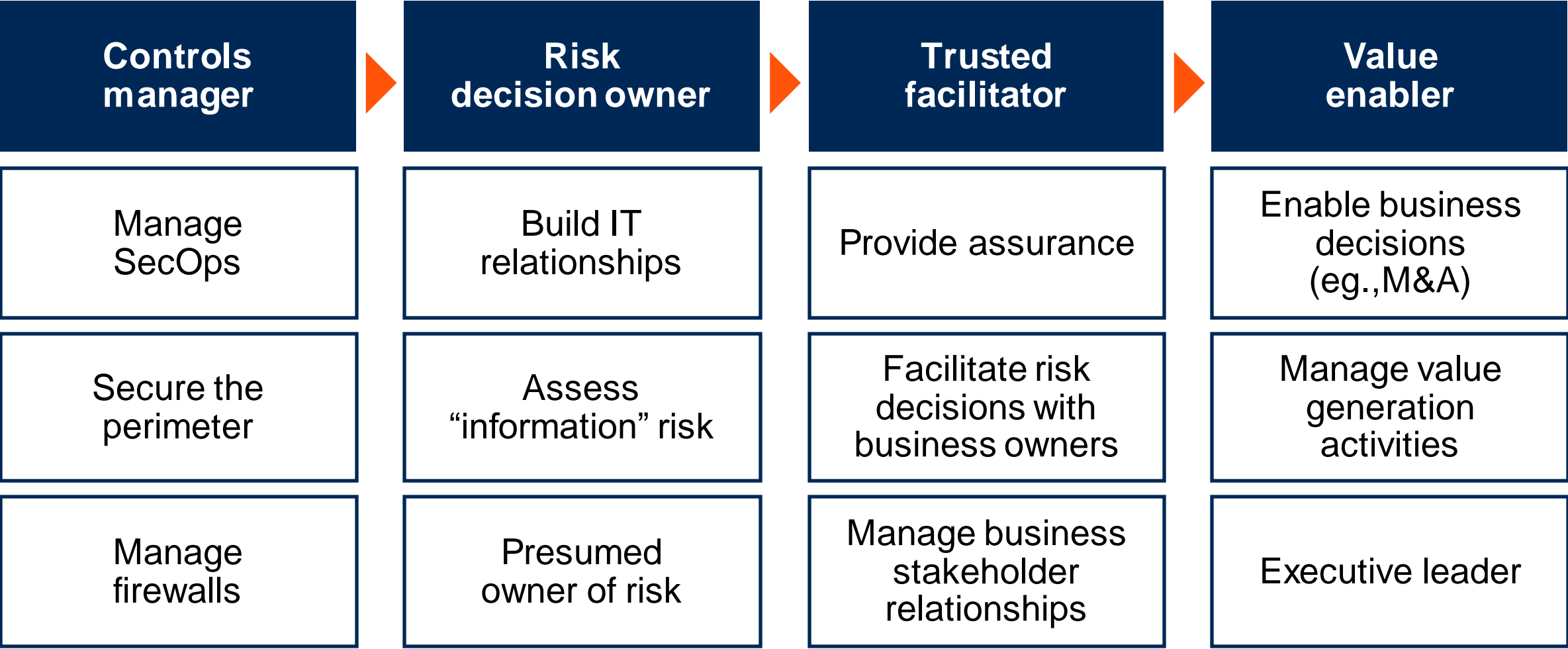
5 Career Advancement Opportunities for Seasoned CISOs

Fadeen Davis

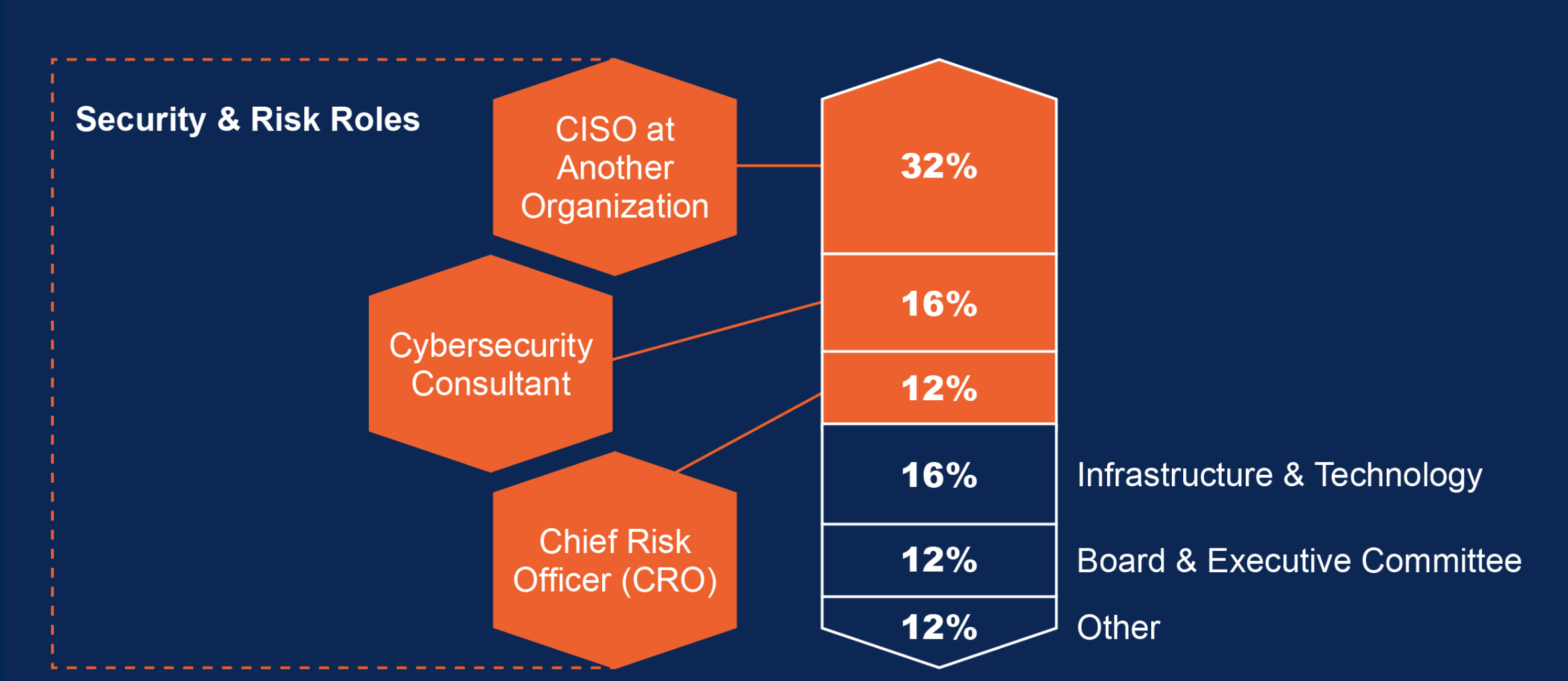
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Evolution of the CISO Role



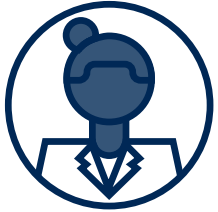
Desired next roles for CISOs



n = 50

Source: 2023 Gartner CISO Career Transitions Survey

Role Analysis



CIO – Chief
Information
Officer



Executive
Board
Member



CRO –
Chief Risk
Officer

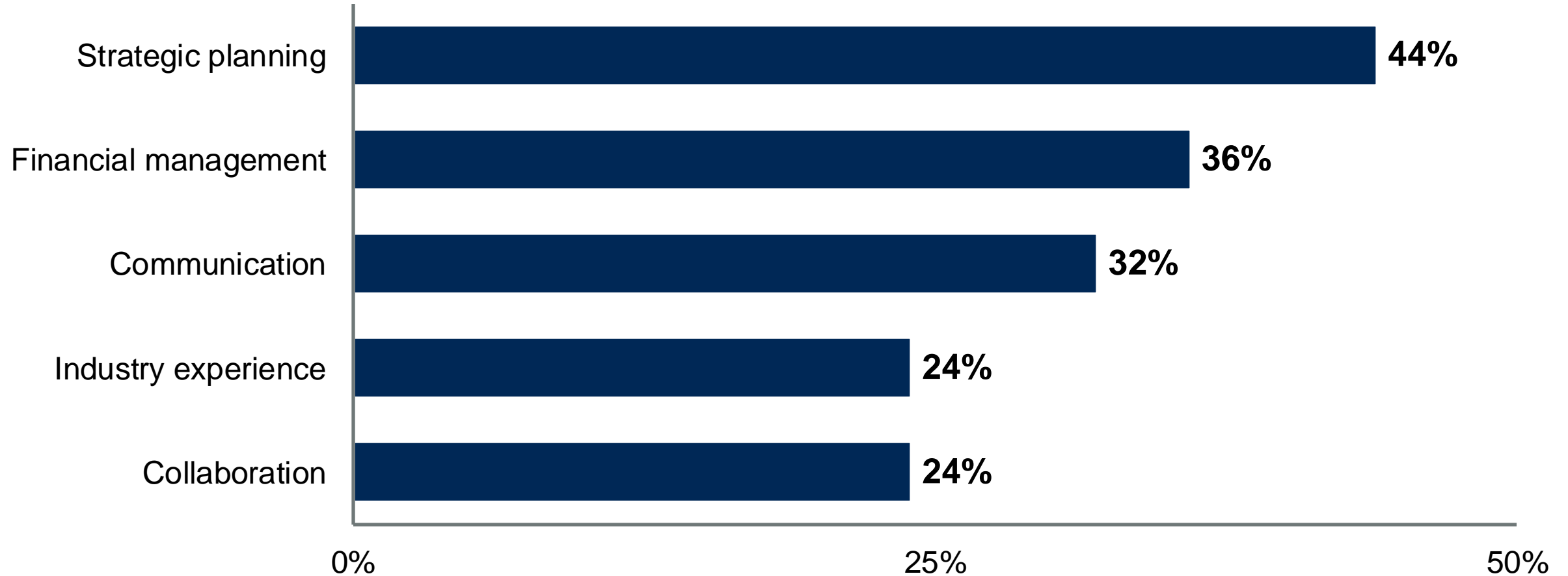


Cyber
Evangelist



CTO – Chief
Technology
Officer

The Skills That as CISO You Want to Acquire ...



n = 50

Source: 2023 Gartner CISO Career Transitions Survey

Skills That You Currently Have as a CISO

	Competence						
Role	Understand risk	Leadership	Governance & compliance	Infrastructure knowledge	Technology knowledge	Understand cyber	Cyber tools & processes
CIO		✓		✓			
Board member	✓		✓				
CRO	✓	✓					
Cyber evangelist						✓	✓
CTO		✓			✓		

CIO — Chief Information Officer

Knowledge and skills already acquired:



Areas need to develop:



CIO — Areas for Improvement

Executive Presence

- Gravitas
- Communication skills
- Emotional Intelligence



Innovator

- Creative thinker
- Risk takers
- Build and maintain networks



Additional areas of focus: Business acumen, brand and presence, conflict management, change leadership, decision making, delegation and prioritization

Executive Board Member

Knowledge and skills already acquired:



**Governance
& compliance**



**Risk
management**

Areas need to develop:



**Strategic
vision**





**Financial
knowledge**



Executive Board Member — Areas for Improvement

Strategic vision

- Future oriented
- Unique
- Purpose driven



Financial knowledge

- Self study and online resources
- Accessing formal education and awareness programs
- Seeking professional advice



Additional areas of focus: Industry knowledge, decision-making capabilities, communication, stakeholder engagement, and commitment to continuous learning

CRO — Chief Risk Officer

Knowledge and skills already acquired:

**Understanding of risk**

**Leadership**

Areas need to develop:

**Enterprise risk**

**Facilitation**

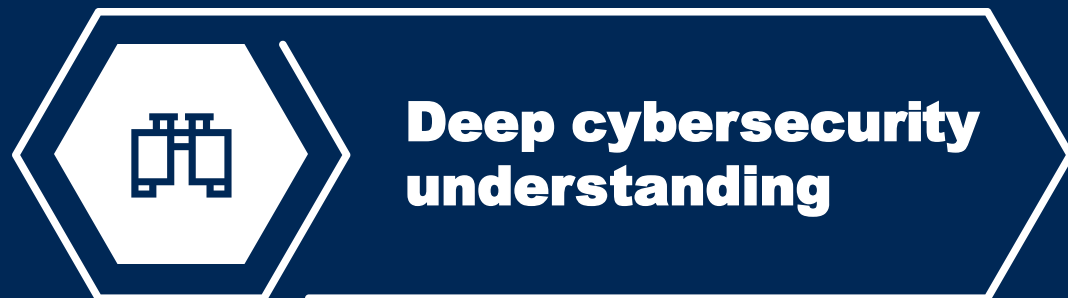
CRO — Areas for Improvement



Additional areas of focus: Communication, analytical, industry knowledge, regulatory & compliance knowledge, influence, collaboration

Cybersecurity Evangelist

Knowledge and skills already acquired:



Areas need to develop:



Cybersecurity Evangelist Consultant — Areas for Improvement

Expert storyteller

- Enthusiasm
- Listen, engage and interaction
- Empowering



Building trusting relationships

- Accountability
- Build trust
- Alignment to action



Additional areas of focus: Brand and presence, adaptability, industry knowledge, broad security knowledge, self driver/proactive

CTO — Chief Technology Officer

Knowledge and skills already acquired:



Areas need to develop:



CTO — Areas for Improvement

Product strategy

- Set product vision
- Constant education
- Focus on big picture



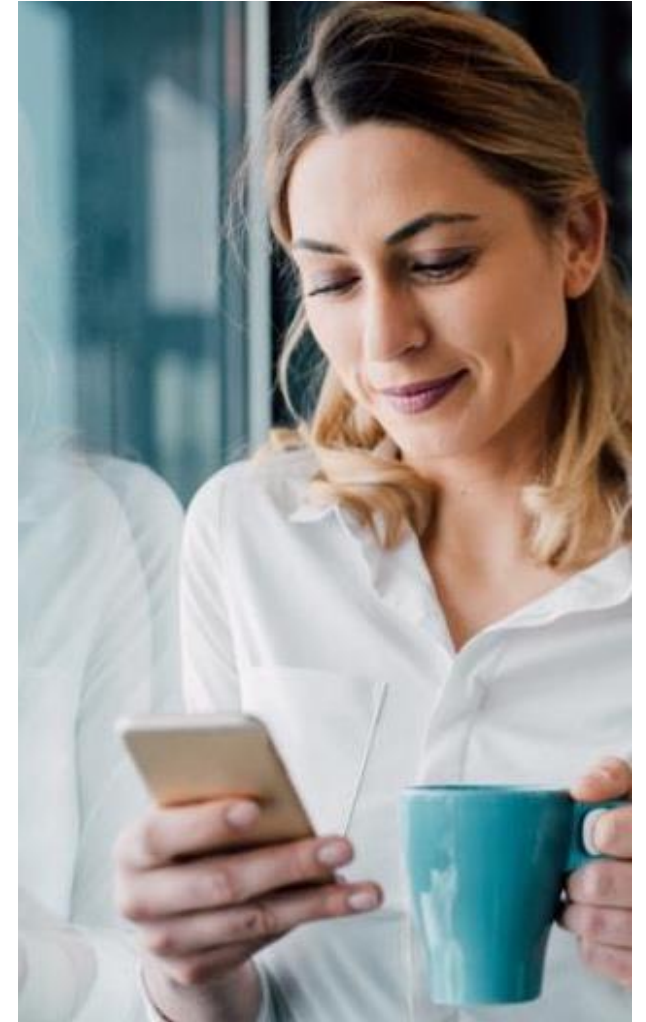
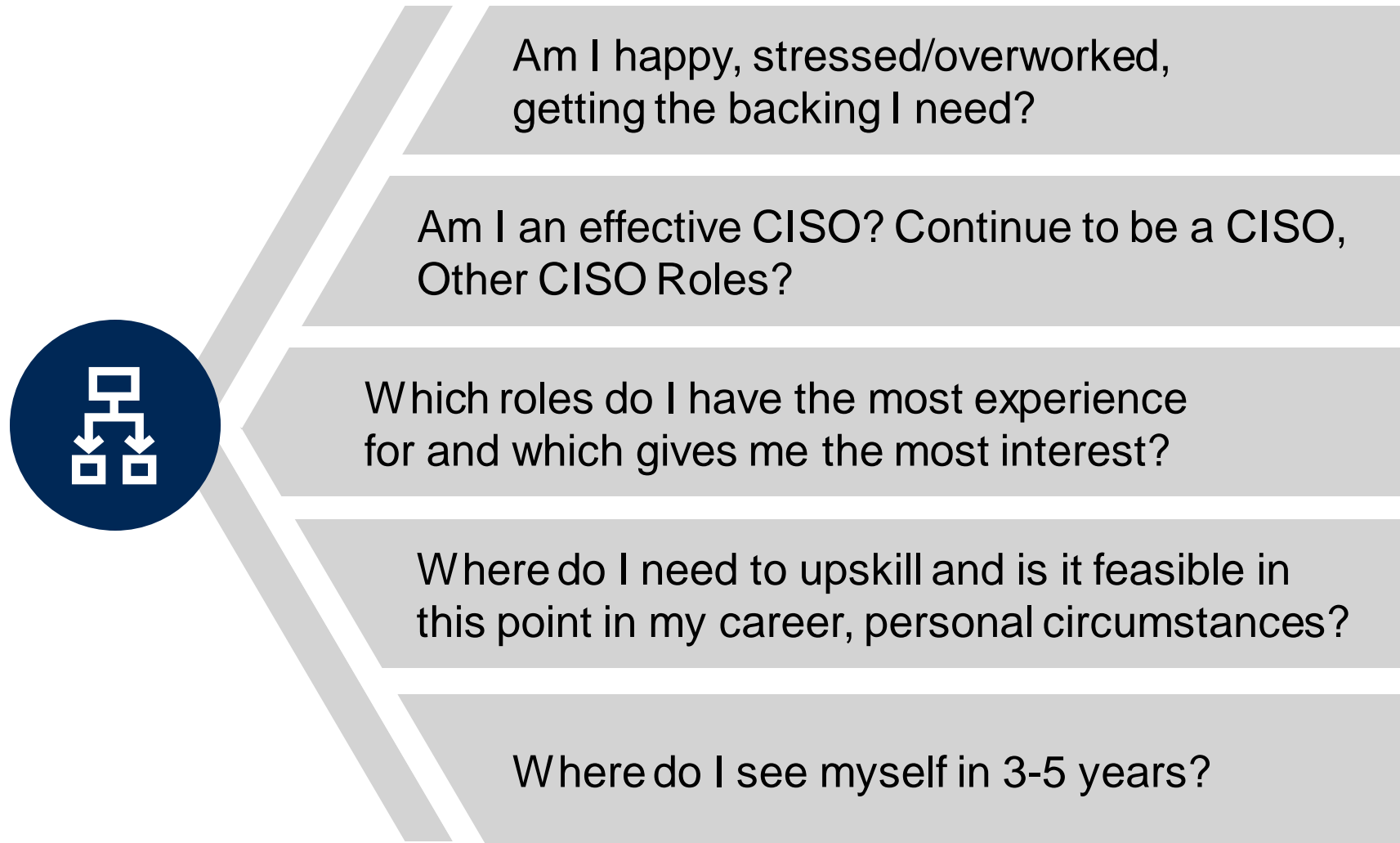
Emerging technology

- Trend tracking
- Effective hiring — smart people

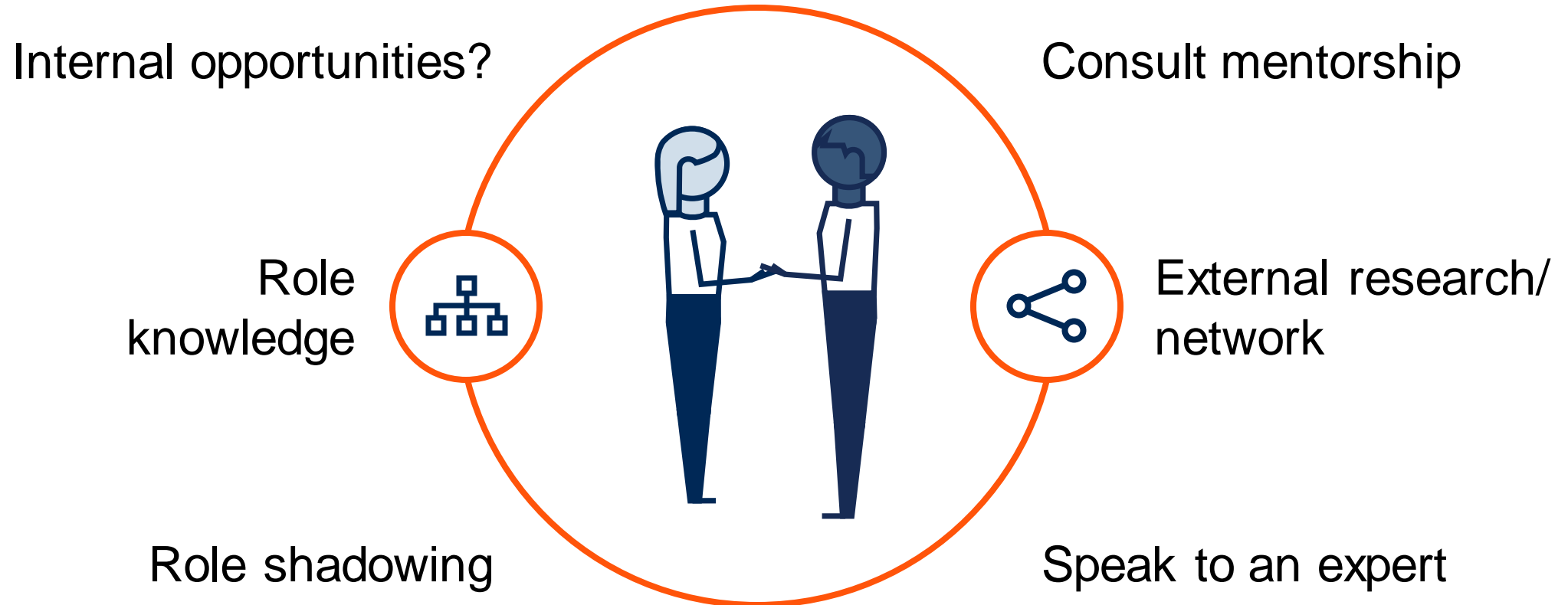


Additional areas of focus: Brand and presence, adaptability, industry knowledge, broad security knowledge, self driver/proactive

Current State Self Evaluation



Internal and External Views

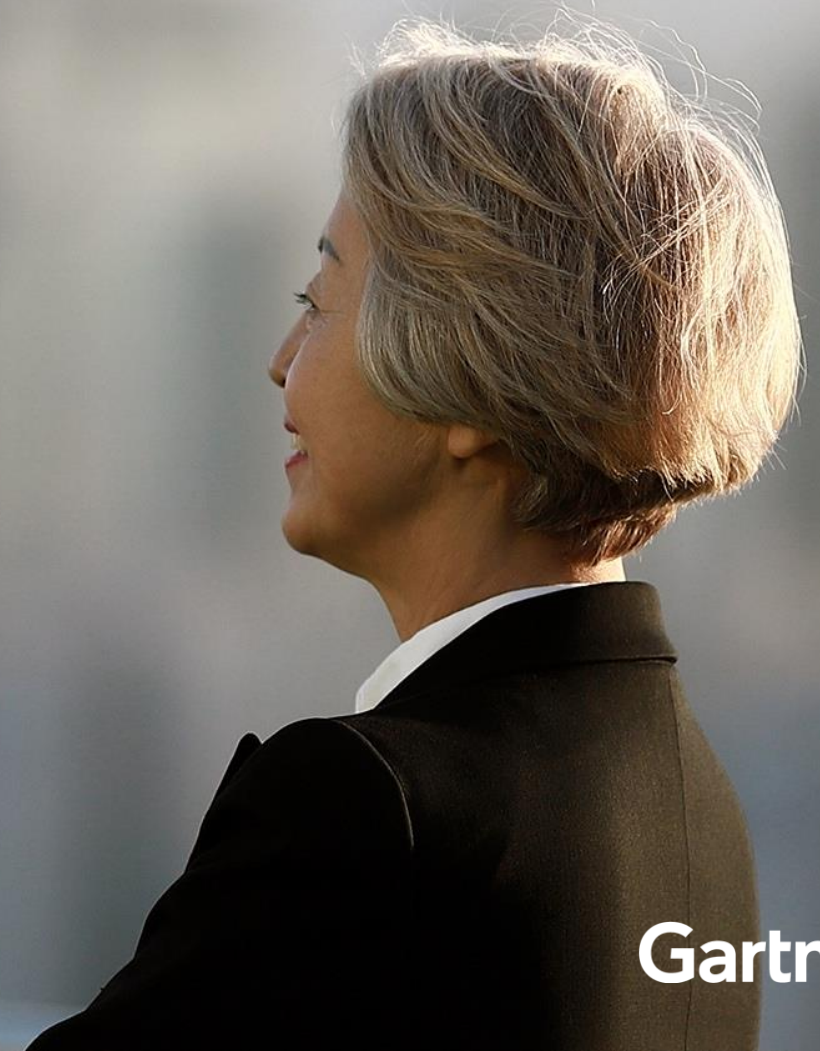


“A CISO can become a CEO of a security product and services organization. In my opinion, you can aim for a CEO role if you have had some experience as a business head and you understand how the different parts of business operate.”

Head of Security of Swedish multinational automation firm

“Depending on the firm, a CISO may be playing the role of a Director of Cybersecurity. Therefore, their first logical transition will be to a proper CISO role. Post which they can consider moving into the risk function as a chief risk officer (CRO) to manage the overall organizational risk.”

CISO of France based natural gas distributor



Key Issue Take-Away:

CISOs should adopt a **no-limits mindset** to the next career step, as there are no pre-defined trajectories.

Start by **evaluating your transferable skills and exploring adjacent fields** where your expertise can be optimized.



Recommended Gartner Research

To learn more about access to Gartner research, expert analyst insight, and peer communities, contact your Gartner representative or click on “Become A Client” on gartner.com to speak with one of our specialists.

- 🔍 [**Infographic: CISO Career Journeys and Future Roles**](#)
Aanchal Mair and Christopher Mixter
- 🔍 [**Expert Insight Video: The CIO’s First 100 Days Making an Effective Transition**](#)
Rob O’Donohue, Shobhit Khare and Irving Tyler
- 🔍 [**The Head of Enterprise Risk Management’s First 100 Days**](#)
Enterprise Risk Management Research Team
- 🔍 [**The Chief Technology Officer’s First 100 Days**](#)
Samantha Searle, Nick Jones and Arun Chandrasekaran