

# A Unicorn Designed By Committee

## The Idealized CISO

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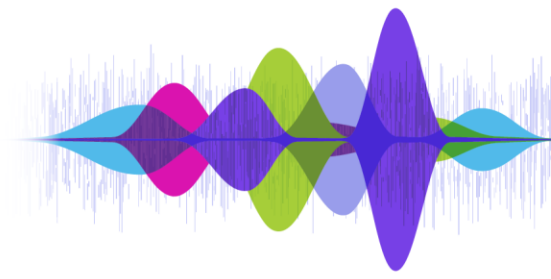
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# How did we get here?



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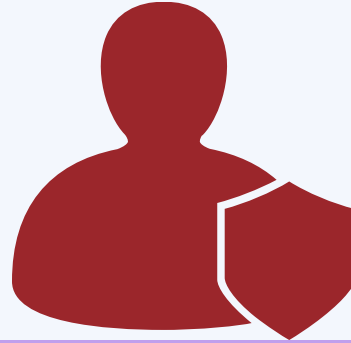
*THE Ohio State University*

CISO



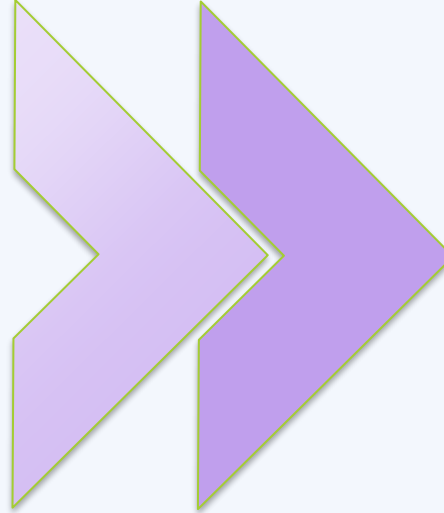
How did we get here?

CISO



How did we get here?

Expert at hard skills



Added soft skills

Expert at hard skills

Added soft skills

## Expert at hard skills

Tech Skill (Depth)



Systems (Breadth)



## Added soft skills

Project Management



Business Perspective



Human Interaction



Narrative Shaping



## Expert at hard skills

Tech Skill (Depth)  
**Technical skills**  
Systems (Breadth)



## Added soft skills

Project Management  
**Process skills**  
Business Perspective



Human Interaction  
**People skills**  
Narrative Shaping





## Process skills

Project Management



Business Perspective



## Technical skills

Tech Skill (Depth)



Systems (Breadth)



## People skills

Human Interaction



Narrative Shaping



CISO

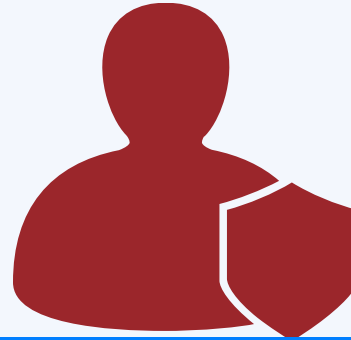


Technical skills

Process skills

People skills

CISO



Run the Organization

Present



Continue Operations

Technical skills

Process skills

People skills

Future



Choose Wiser Risk

Past



Protect the Truth

CISO



Manager

Present



Operations

Technical skills

Process skills

People skills

Future

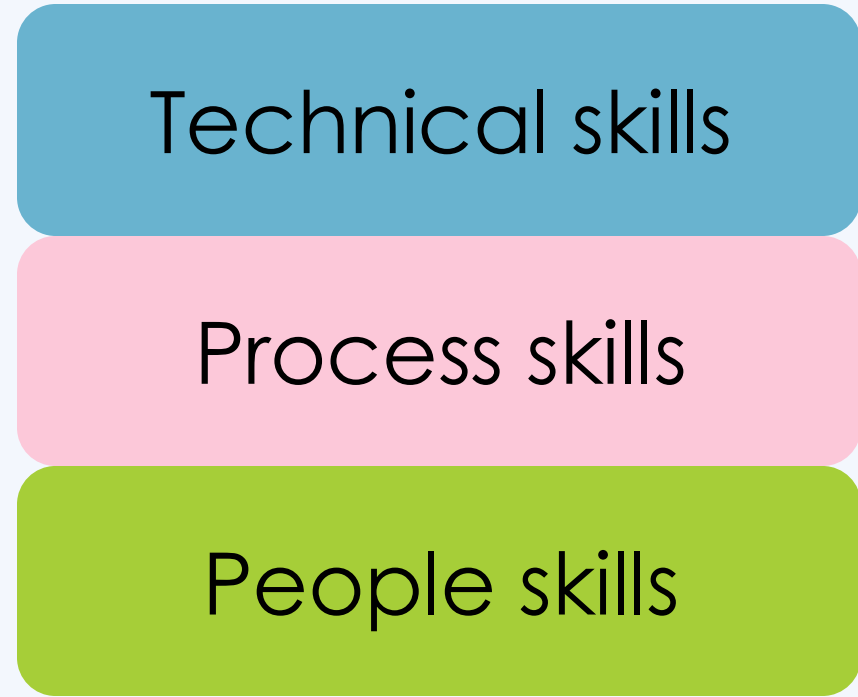
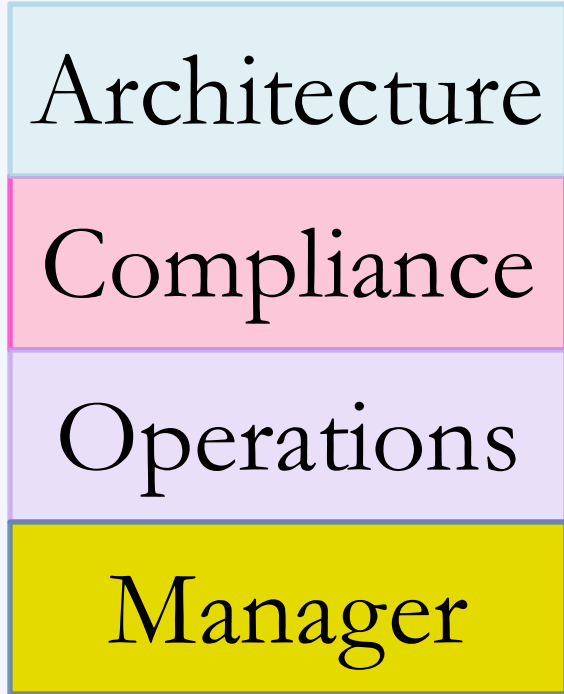


Architecture

Past



Compliance



Software

Architecture

Compliance

Operations

Manager

Technical skills

Process skills

People skills

Software

Architecture

Compliance

Operations

Manager

Technical skills

Process skills

People skills

Software

Architecture

Compliance

Operations

Manager

Tech Skill (Depth)



Systems (Breadth)



Project Management



Business Perspective



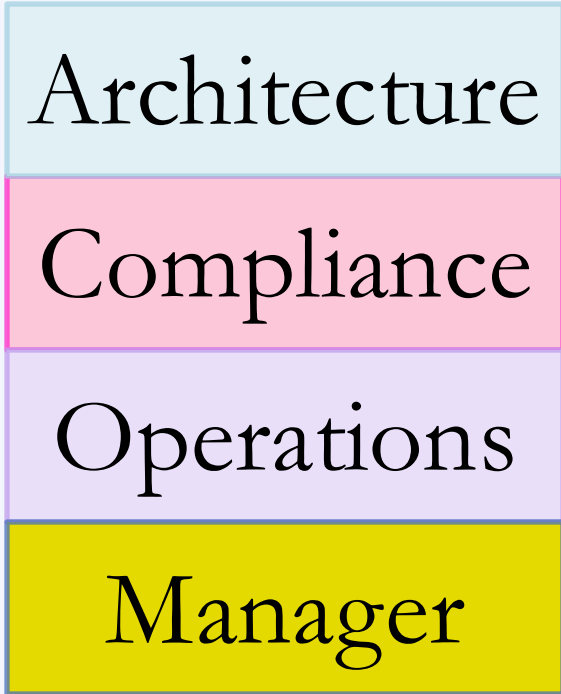
Human Interaction



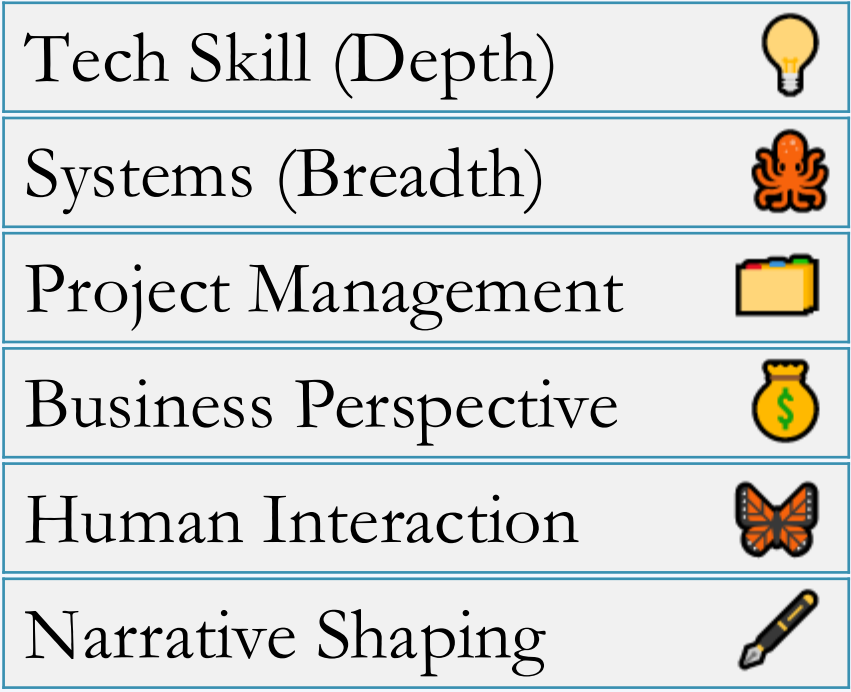
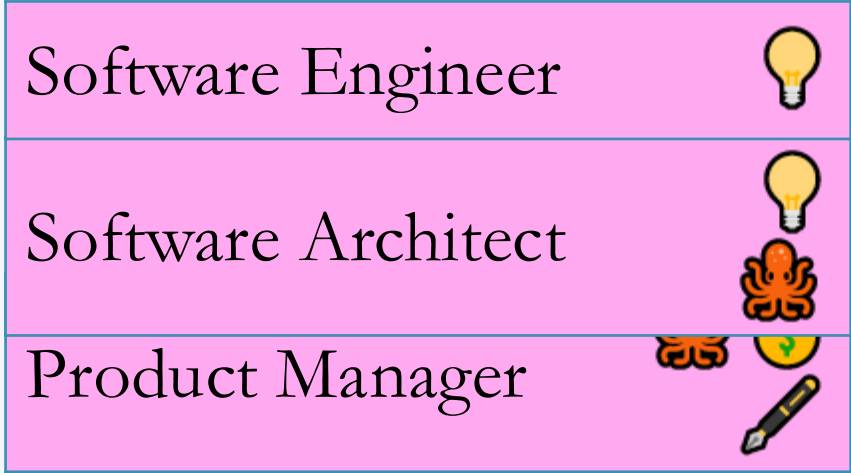
Narrative Shaping







Software



Software

Architecture

Compliance

Operations

Manager

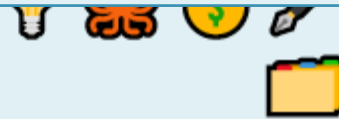
Architecture



Product Sec



Threat Intel



Tech Skill (Depth)



Systems (Breadth)



Project Management



Business Perspective



Human Interaction



Narrative Shaping



Software

Architecture

Compliance

Compliance



Governance



Evangelism



Operations

Manager

Tech Skill (Depth)



Systems (Breadth)



Project Management



Business Perspective



Human Interaction



Narrative Shaping



Software

Architecture

Compliance

Manager

Operations

Operations



Incident Response



Customer Success



Tech Skill (Depth)



Systems (Breadth)



Project Management



Business Perspective



Human Interaction



Narrative Shaping



Software

Architecture

Compliance

Operations

Manager

Manager



Authority



Influencer



Tech Skill (Depth)



Systems (Breadth)



Project Management



Business Perspective



Human Interaction



Narrative Shaping



Software



Architecture

Compliance












Operations

Manager







# Manager

Manager	 
Authority	 
Influencer	  







# Architecture

Architecture	 
Product Sec	   
Threat Intel	    







# Compliance

Compliance	
Governance	 
Evangelism	  

# Operations

Operations	
Incident Response	 
Customer Success	  

# Software

Software Engineer	
Software Architect	 
Product Manager	  



# Applying the Idealized CISO



# Planning Your Career


## Transitions

- Are there natural transitions that leverage your skills?
- What are the risky transitions that might leave you exposed?

## Skills are like Pokemon

- Gotta catch them all!
- Whatever you're weakest at will always be your challenge.
- Surround yourself with complementary skillsets.

# Natural Transitions



Compliance 





Operations 

Manager  



Incident Response  





Architecture  

Governance  




Threat Intel     

Evangelism   

Software Architect  


Product Sec    

Influencer   

Customer Success   

Product Manager   





# Risky Transitions





Compliance 

Operations 



Governance  

Incident Response  




Product Sec    

Threat Intel     

Product Manager   

Software Architect  

Manager  

Customer Success   

Evangelism   

Architecture  

# Applying the Skills to Your Team

## Inheriting an Organization:

- Are skills matched to needs?
- Can “surplus” skills be used elsewhere?
- Do you have skill gaps across the organization?

## Designing an Organization:

- Do your teams fit together like puzzle pieces?
- How do you create natural career flows to prevent stovepiping?
- What supporting skills do you need in each team?

# Doing This in a Small Team: Two Choices

## A) Superhero Approach

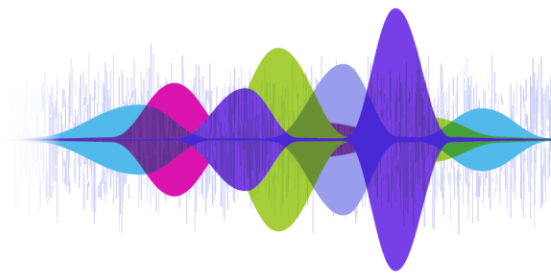
- Have one or two unicorns\* who can do everything.
- Augment with process-oriented team members and specialists to round out the capabilities.
- Solve problems as they ignite.

## B) Minimum Viable Personnel

- Don't try to do everything.
- Solve problems *just enough* to get to your next (corporate) milestone.
- Build for sustainability, not firefighting.

*\*Caution: unicorns might be going extinct.*

# More Resources!



- Talk webpage here: <https://www.howtociso.com/cisobootcamp>
- How to CISO
  - Idealized CISO Job Description
  - First 91 Days Guide
  - How to CISO Discord
- Reading
  - *Navigating the Cybersecurity Career Path*, Helen Patton
  - *1% Leadership*, Andy Ellis



**THANK YOU**

