What is a Strategic CISO, and what do you need to be one?

Don Welch, Ph.D.
FEAR OF COMMITMENT

FEAR OF COMMITMENT EVERYWHERE
• Introduction
• Strategic Thinking
• Decision Making
• Communication
• Coaching
• Change Management
• Conflict Management
My Background
Strategic Thinking
STILL NO MCFLY HOVERBOARD AND SELF-LACING SHOES

BUT THEY'RE RELEASING PEPSI PERFECT NEXT MONTH WHICH IS NICE
Strategy: Definition

• High level plan to achieve one or more goals under conditions of uncertainty
  • WikiPedia
Strategy: Definitions

• A pattern in a stream of decisions
  • Henry Mintzberg, McGill University
Strategy: Definitions

• Planning and marshalling resources for their most efficient and effective use
  • Business Dictionary
Strategy: Definitions

• The art of distributing and applying means to fulfill the end of policy
  • B. H. Liddell Hart

• Plan to achieve long-term goals
• Myriad of decisions
• Efficient and effective resource allocation
Let’s Start with a Little History

We the People

insure domestic Tranquility provide for the common Defence and our Posterity, As ordain and establish this Constitution.
Bad Guys
Strategic Environment

- Highly Decentralized IT
- Large and complex IT and Business Ecosystem
- Culture of Autonomy, Innovation and Discovery
- Increasing Regulation and Compliance
- High-value Information with Major Impact
- Limited resources
Information Security Strategy
Strategic Goals

• Preserve research funding
  • Meet compliance; no reportable breaches

• Maintain (increase) alumni donations
  • No PII breaches

• Minimize researcher overhead
  • Fewer, more effective controls

• Increased inter-institutional collaboration
  • Federated IDM, no breaches

• Reduced IT costs and increased IT agility
  • Support moving to the cloud

• Faculty satisfaction
  • Make it easy, involve in solutions
Strategies to Achieve Goals

• Secure Enclave Service
• Partnership with Sponsored Programs to identify research with compliance requirements
• Create a consulting team
• Managed security service
• Consolidated network protection
Decision Making - Formal

- Define desired outcomes
- Select the criteria and weighting
- Generate options
- Evaluate each option
- Request feedback
- Choose the best
Creativity in Decision Making

• Challenge typical modes of problem solving and deliberately try new ways – widen your framing
• Challenge defensiveness
• Take risks
• Focus on how rather than whether
• Believe in your team members
• Think outside rather than inside
- Wider range of values and perspectives
- Greater amount of knowledge and expertise
  - Or not
- Increased commitment
- Developing those involved
- Slower
- Groupthink
Decision Styles

- Decide
- Consult Individually
- Consult Group
- Facilitate
- Delegate

The diagram illustrates the relationship between the degree of freedom for a group and the influence by the leader, with a spectrum ranging from Manager-Centered Leadership to Group-Centered Leadership.
Communication

Intent -> Send -> Receive -> Interpret

Feedback
Was your message received as intended?

Approach - Expectations

Platinum Rule
Paraphrasing

• What I hear is...
• I’m not sure I understand...
• Correct me if I’m wrong...
• You appear to be feeling...
• So, as you see it...
Communication Strategies

• Clarify your purpose – Why
• Context and channel
• Common Frame of Reference
• Non-evaluative language
NOT SURE IF I'M TEACHING THEM RESPONSIBILITY AND ACCOUNTABILITY

OR IF I'M TOO LAZY TO DO IT MYSELF
Effective Coaches

• Based on trust
• Listen more than they talk
• Candid feedback in the right amount
• Cultivate accountability
• Encourage team to take risks and learn from their mistakes
Risk and Failure

By definition, risk-takers often fail. So do morons. In practice it's difficult to sort them out.

Scott Adams
Keys to Effective Coaching

• Purpose/Outcomes
• Flexibility
• Respect
• Communication
• Support
Please pay your parking fee before existing.
Kotter’s 8 Stage Change Process

- Establish a sense of urgency
- Forming a powerful guiding coalition
- Creating a vision
- Communicating the vision
- Creating short-term wins
- Consolidating improvements and introducing more change
- Institutionalizing new approaches
Let's settle this like adults.
This year thousands of men will die from stubbornness.
NO WE WON'T

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