



Threading the Needle

Presenting Risk to the Board of Directors

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Board Cyber Security Maturity Model

01

Crisis

02

Reactive

03

Preemptive

04

Proactive

05

Anticipatory

- Completely Reactive
- No measurement beyond that from audit
- You are called in to defend yourself

Board Cyber Security Maturity Model

01
Crisis

02

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Preemptive

04

Proactive

05

Anticipatory

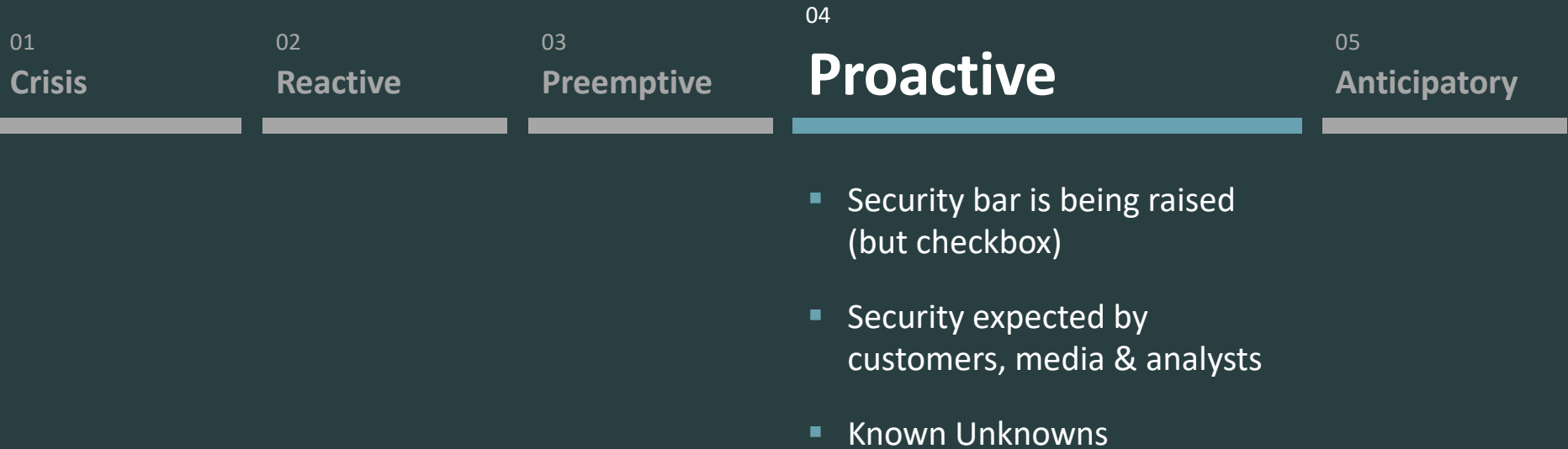
- Still Reactive but improving
- Shift to focus on areas of concern
- Aimed at a risk, finding or subject area

Board Cyber Security Maturity Model



- Not reactive but not yet proactive
- Security becomes a regular agenda item
- Known Knowns

Board Cyber Security Maturity Model



Board Cyber Security Maturity Model

01
Crisis

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Anticipatory

- Fully zoomed out view
- Focused on strategies and well defined goals
- Unknown Unknowns

Board Cyber Security Maturity Model

01 Crisis

- Completely Reactive
- No measurement beyond that from Internal audit.
- You get called in to defend yourself

02 Reactive

- Still Reactive but improving
- Shift to focus on areas of concern
- Aimed at a risk, finding or subject area

03 Preemptive

- Not reactive but not yet proactive
- Security becomes a regular agenda item
- Known Knowns

04 Proactive

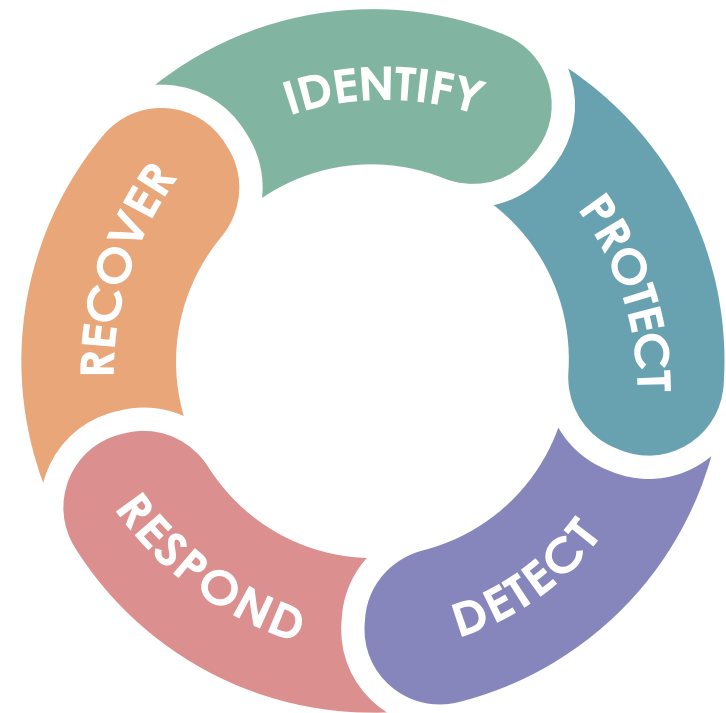
- Security bar is being raised
- Security expected by customers, media & analysts
- Known Unknowns

05 Anticipatory

- Fully zoomed out view
- Focused on strategies and well defined goals
- Unknown Unknowns

Common Board Cyber Security Content

- Third Party
- Vuln Mgmt
- Identity
- Phishing
- Incidents
- Asset Classification
- Business Continuity
- Physical Security
- Compliance
- Cloud / Cyber Trends
- Security Basics / MFA



NIST Cyber Security Framework

Elements of an effective board discussion

now.



Elements of an effective board discussion

1 Relate to your board

- Don't speak in security terms
- Connect to trends & strategies
- Discussion, not presentation

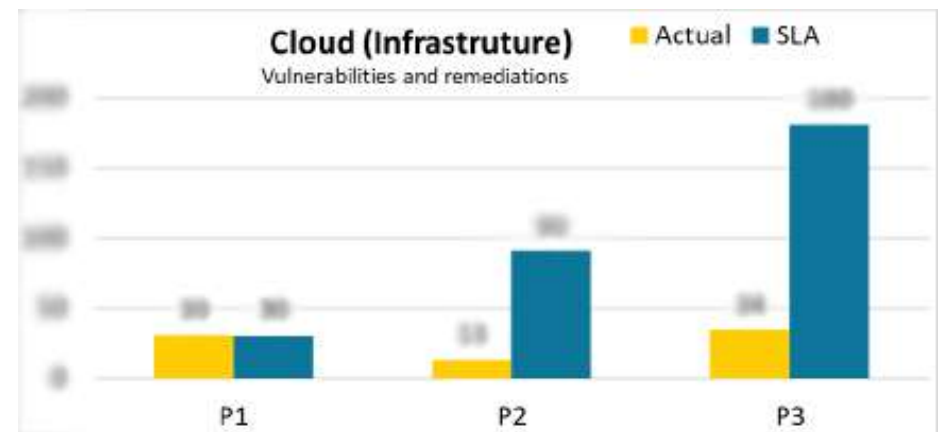
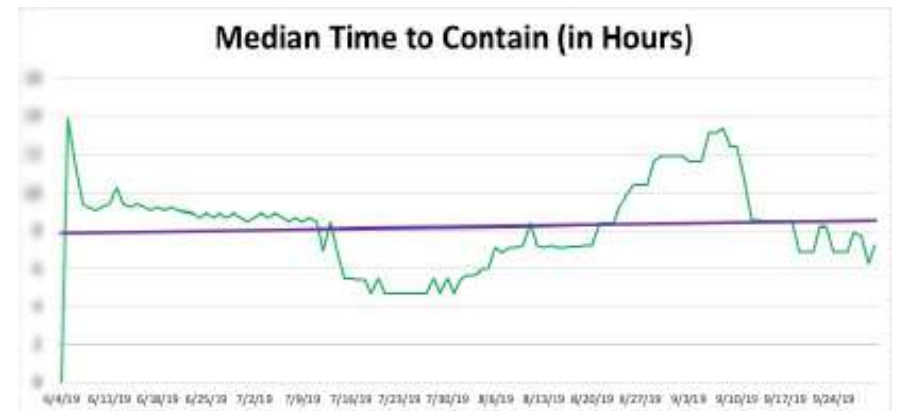
Status (Maturity)	Importance (Impact vs Likelihood)				
	1 - Very Low	2 - Low	3 - Moderate	4 - High	5 - Very High
1 - Limited	7	3	3	2	1
2 - Basic	3	4	10	6	1
3 - Moderate	1	9	20	10	9
4 - Sufficient	3	10	20	27	10
5 - Advanced	4	9	20	20	7

Elements of an effective board discussion

1 Relate to your board

2 Show metrics with care

- Focus on value, not readout
- Can provides false sense of security
- Automated, Dynamic reporting



Elements of an effective board discussion

1 Relate to your board

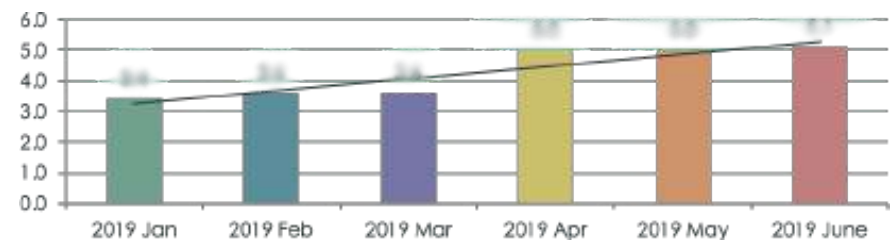
2 Show metrics with care

3 Minimize surprises

- Do your research
- Plan for unknowns
- Know Risk Appetite

now.

Security Behavior Scorecard



Phishing Emails

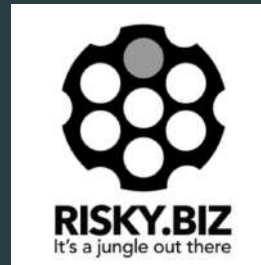
Date	Click Rate	Data Entry Rate	Report Rate
Q3/18	XX%	X.XX%	XX%
Q4/18	X%	N/A	XX%
Q1/19	X%	%	XX%
Q2/19	XX%	X%	XX%

Summary

- Most boards are between being **Preemptive** or **Proactive**
- Greatest challenge is convincing the board to be **Anticipatory**
- Start introducing qualitative information
- Relate, show metrics with care, and minimize surprises
- Tip: Security best practices as a cyber maturity indicator
- **Expect the bar for cybersecurity to continue to rise**

Cybersecurity News

SmartBrief on Cybersecurity



DARKNET DIARIES



Krebs on Security
In-depth security news and investigation

servicenow

Thank you