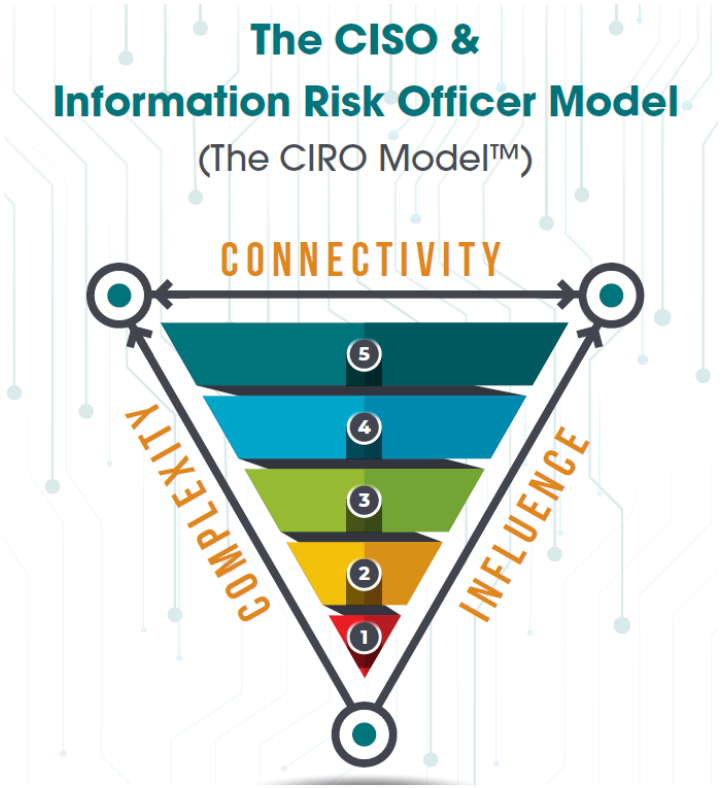
KAFUE CYBER LAB

CYBER LEADERSHIP DEVELOPMENT



The Cyber Leader Impact Program
CLIP

Helping Assess Retain and Develop Cyber Leaders

2024

The Cyber Leader Impact Program (CLIP)

The importance of developing and retaining high quality cyber talent

- Good cyber leadership will help with DD in M&A situations
- Good cyber leaders improve attitudes and culture towards cyber and risk
- In companies with software and AI development capabilities good cyber leaders will improve product quality and reduce vulnerabilities
- In companies with manufacturing and logistics capabilities good cyber leaders will reduce Operational Technology (OT) risk
- Demand for cyber roles outstrips the supply of talent
- High potential cyber talent is frequently tempted away by more lucrative offers
- Emerging talent may be impatient for promotion
- Succession planning in the cyber function may not be systematic enough
- Investment in cyber talent tends to focus on technology skills rather than leadership & communication skills
- Resorting to external recruitment for succession planning can be expensive, time consuming and disruptive

The Cyber Leader Impact Program (CLIP)

- Aimed at developing and retaining cyber leaders and improving succession planning in the cyber function
- Objective assessment of individuals including a deep dive interview, reference taking, psychometrics and AI tools showing how individuals come across.
- Using our proprietary CIRO model for benchmarking cyber leaders
- Optional Influential Story Telling module to help cyber leaders influence more effectively in their organizations
- Optional Cyber Viva Peer Review module to assess the relevant technical depth of a participant
- Optional module for an OSINT based Online Personal Risk Assessment (OPRA)
- Output is a comprehensive development report and 12-month individual action plan
- Team overview and insight plan

The Cyber Leader Impact Program is designed to empower current and aspiring cybersecurity professionals with self-insight and a pathway to more effective communication and influencing skills

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CLIP Overview

Overview of the Cyber Leader Impact Program

- **Purpose**: The Cyber Leader Impact Program is strategically designed to enhance the effectiveness and longevity of leadership within the cybersecurity sector. It focuses on cultivating high potential cyber leaders who are well-equipped to handle the dynamic challenges in the cyber world.
- **Key Features**:
  - **Competency-Based Interviews**: Utilizing targeted interviews to assess and refine leadership qualities specific to cybersecurity roles.
  - **Reference Checking**: Leveraging 360-degree references to establish a contextual awareness of how the candidate gets things done in the workplace and where the opportunities are for refinement or development
  - **Psychometrics & AI Psychological Assessment**: Employing psychometrics and AI to draw psychological insights into candidates' capabilities and potential.
  - **Cyber Leader Benchmarking**: Using our proprietary CIRO model to establish clear benchmarks on what level of cyber leadership maturity a candidate is currently at and how they can progress to the next level
- **Objectives**:
  - **Improve Retention**: Strengthen the cyber function by retaining top talent through targeted development strategies.
  - **Enhance Development**: Each participant will receive a comprehensive personal development plan, tailored to their unique strengths and areas for growth, ensuring a clear path towards leadership excellence in cybersecurity.
  - **Succession Planning**: Implement systematic succession planning to ensure continuous leadership effectiveness and readiness.

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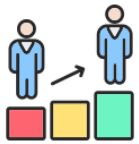
Example Use Cases for the Cyber Leader Impact Program



Creating a first CISO function

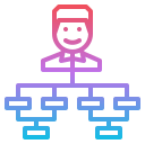
An organization has reached a point when it wants a CISO but doesn't want to recruit externally.

CLIP used to assess, compare and recommend internal candidates

Arrival of a new CISO

An organization has appointed a new CISO

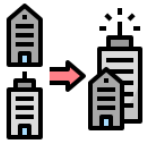
CLIP is used to help the new CISO assess and compare the bench strength of the cyber function



Appointment of a new CIO/CTO/CDIO

The new leader of the technology functions wants to evaluate the CISO and their team

CLIP used to assess CISO, CISO-1 and CISO-2 in multiple locations



M&A Leadership Support

As a result of an acquisition two cyber functions are being merged and a CISO needs to be appointed.

CLIP used to help with decision making through objective benchmarking and 100 Day planning

Succession of a long serving CISO

An organization is unsure whether its longstanding CISO is on top of things and what the succession plan is

CLIP used to assess the current CISO for currency and effectiveness in their role. Extensive stakeholder referencing used

A Cyber consulting practice needs to be more effective

A firm wants to improve the traction and connectivity of its cyber consultancy practice

CLIP used as an ongoing program for Directors and Partners to improve personal effectiveness with strategies for connecting to their CISO clients

PE Portfolio Cohort Career Planning

The Cyber Operating Partner of a PE fund wants to create career planning and development support for CISOs across a portfolio of companies or brands.

CLIP used for individual development plans and coaching support

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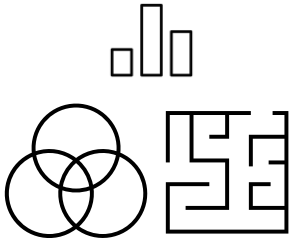
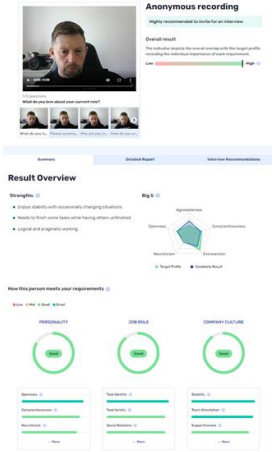
CLIP Components

Competency Based Interview

360 Reference Taking

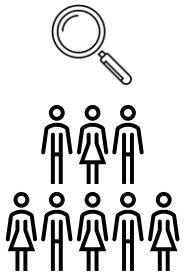


Cyber Psychometrics



AI Psychological Profile

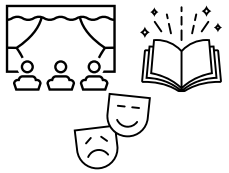
Cyber Leader Maturity Model



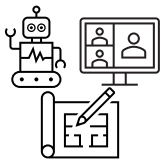
Cyber Leader Assessment Phase

Feedback, Coaching, Succession Planning

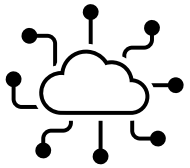
Optional Modules



Influential Storytelling



Cyber Viva Peer Review



OSINT Personal Risk Assessment OPRA

CLIP Optional Modules

Influential Story Telling

- Aimed at improving the ability of cyber leaders to influence through effective story telling
- Delivered through two online workshops
- Can also be delivered in person
- Small group sizes
- Uses AI for rehearsals
- Personal coaching available too

Cyber Viva
Peer Review

- Aimed at assessing how technical the cyber leader is
- Peer level discussion held with Subject Matter Experts
- Provides guidance on where technical gaps may be and how best to address them
- Output feeds into the personal development plan
- Can help with succession planning for technology leaders
- Can help with talent acquisition planning

OSINT Personal Risk Assessment
OPRA

- Uses Open-Source Intelligence to assess areas of personal risk online
- Requires permission from the participant
- Can include the participant's family if required
- Output is a report highlighting vulnerabilities in the participant's online presence and potential vectors of attack by hostile actors
- The report and feedback identifies actions that can be taken to reduce personal online risk

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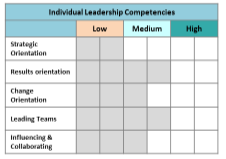
Example Cyber Leader Impact Report

Cyber Leader Impact Program Report

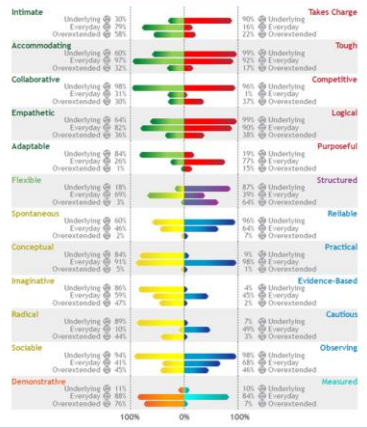
Helping Assess Retain and Develop Cyber Leaders

How others see you

Competency	Rating	Commentary
ata Driven rategic Insight	Medium	"he's very technical especially around threat hunting" "There is more he can do to be strategic: he has a very good focus on the cyber defence team and is hands on. He could do with stepping back a bit more" "he is capable of being strategic but needs to give himself some more time" "his vision for the BSA team is light years away from what it used to be but there is still more he can do here" "he's a go to person if you need help"
esults ientation & Fast ecution	High	"he pushes on detail and metrics" "he is super technical and his leadership in a crisis is very good: he can get people to to focus on what is needed" "He can shut out the noise to focus on what needs to be done" "In stressful situations he is calm and collected"
hange ientation & daptability	Medium	"he knows what he doesn't know" "supportive of change and listens well" "he is keen to ensure automation is in place" "constant learner" "he has listened well and consequently built a good working relationship with Ernst which is becoming more of a partnership than it once was" "has a good sense of humour"
gile Team adership	Medium	"did an excellent job in keeping the team together through a difficult period, he did this by keeping everyone onside whilst also raising the bar" "He's really good at having a discussion around how people are doing and what he can do to help" "He creates a good working atmosphere around him" "he is a natural delegator" "he can be quite dominant with his ideas and needs to find a way to allow other ideas to emerge from within the team." "he is a good team player and gives trust and recognition to his team" "Really strong in this area, remarkable what he has achieved" "he has really pushed training" "he would benefit from being more directive"
fluencing & ollaboration with akeholders	Medium	" he needs to take steps to become more influential. He has good influence within the ISO team but less so outside it" "needs to improve his stakeholder skills" "could ID all the stakeholders in the IT organisation and build a plan to connect with them, identify what they need and make a plan to deliver that" "He uses humour effectively" "He is a good colleague" "smart and collaborative" "he sometimes looks for permission when he already has the authority to do things" "He is not as direct as he needs to be" "Influential in technical areas" "he can sometimes sit in the background"



Dealing With Pressure



Compared to your *everyday state* when under pressure you are likely to be significantly

- Less intimate
- Less accommodating but less tough
- More competitive
- Less empathetic, less logical
- Less adaptable and less purposeful

- Less flexible more structured
- Less spontaneous and less reliable
- less conceptual and less practical
- Less imaginative and less evidence based
- Less measured

What others might see

Compared to your *underlying state* when under pressure you are likely to be significantly:

- More intimate less taking charge
- Less accommodating and less tough
- Less collaborative and less competitive
- Less empathetic and less logical
- Less adaptable

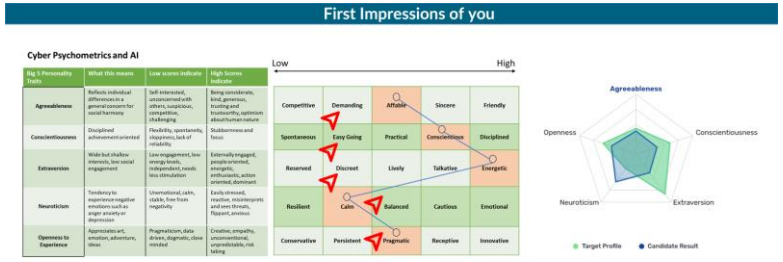
- Less structured
- Less spontaneous and reliable
- Less conceptual but as practical
- Less imaginative but as evidence based
- Less radical but as cautious
- Less sociable and Observing
- More demonstrative and as measured

How you may feel

Psychometric Snapshot

- **What comes easily:** connecting & networking, decision making & achieving tasks, providing direction, taking the lead in discussions, making a positive impact, being change oriented and looking ahead, being creative
- **What takes more effort:** Being people focused and insightful around the motives of others and empathy with non work related issues, planning and detailed organisation, working under pressure

First Impressions of you



Using AI Facial Expression Detection, we have observed that CISOs typically come across as being Affable, Conscientious, Energetic, Calm and Pragmatic

You come across to others as:

- **Demanding:** Appreciates a competitive environment. Not afraid to assert his own ideas. Achieving goals is highly important to him..
- **Easy-going:** Works in a carefree style when completing tasks. Gives others space and autonomy to achieve goals.
- **Discreet:** Reserved and focused. Enjoys working independently on projects.
- **Balanced:** Remains calm and reserved in most situations. Can recover quickly from stressful situations. Will focus on solutions.
- **Pragmatic:** Down to earth and pragmatic, preferring simplicity. Perfectly happy to work on your own or with others

Suggested Action Points for Development

	Action	Key Steps	Time Frame: Now	Within 6 months	Within 12 months
		Develop a point of view around cyber risk			
1	*Point 1*	• Connect with more CISOs, collect and use stories	✓	✓	✓
		• Join a virtual cyber advisory board, create a mutual defense pact locally, attend CISO networking events		✓	✓
		• Make a point of a regular cyber briefing to the whole practice	✓	✓	✓
		Delegate more effectively			
2	*Point 2*	• Identify, recruit, promote your potential successors now and give them stretch KPIs	✓	✓	✓
		• In every opportunity to present internally let peers and superiors know you are delegating to coach and build your team	✓	✓	
		• Grade yourself each week on how effective your delegation was	✓	✓	✓
		Develop leadership under high stress			
3	*Become more resilient*	• Create some space in moments of crisis to look for alternative ideas		✓	✓
		• Give colleagues permission to encourage you to take time out in the midst of high intensity situations	✓	✓	✓
		• Rehearse brainstorming and ideation under pressure		✓	✓

- Identify the Goal
  - What is the end result you want
- Describe the current Reality
  - What is the context and the implication of the result
- Identify any and all Options (or Obstacles)
  - What will be your real challenges in achieving the goal
- Will (or Way Forward)
  - Commit to a date and time to take the first step

The CLIP Report blends insights from an expert interview, psychometrics, references, AI and benchmarking to create an action-oriented development plan

Assessment Client Examples

CLIP Levels

	Element	Overview	CLIP Level 1	CLIP Level 2	CLIP Level 3
	Suitable For:		Quick high-level comparison of psychometric profiles in the cyber function	As Level 1 but with input from references on the cyber function	Detailed development-oriented review of key individuals in the cyber function. Good for development, retention and succession planning
Inputs	**Assessment Interview**	60-minute competency-based interview with a recruiter experienced in senior cyber hiring			✓
	Reference Taking	360-degree references on the candidate. Can include 3rd Parties and stakeholders		✓	✓
	3 x Psychometrics	Clevry, Lumina and RTC exploring leadership style, attitudes to risk and performance under pressure	✓	✓	✓
	AI Assessment	Looks at how you come across to others, can be measured against the organisation's own profile	✓	✓	✓
	Cyber Leader Benchmarking	Looks at how cyber leaders are ranked in competency areas		✓	✓
	Cyber Leader Maturity Model	Online 5 level cyber leader maturity model used for assessing leadership in the cyber function. Used for existing CISOs or their deputies	✓	✓	✓
Outputs	**Psych Report**	Summary report covering the psychometrics and AI with recommendations	✓	✓	
	Personal Development Report	Detailed feedback report covering all the psychs and AI plus observations from the interview and references. Comes with a personal development plan. This plan can be discussed with the candidate's hiring manager in advance to ensure consistency in messaging			✓
	Group Overview	Overview report covering all the candidates that have been met with observations and recommendations on the cyber function for senior management			✓
	Personal Feedback	A walk through the personal development plan with the candidate and an action plan on priority areas to focus on			✓

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Further Information

KAFUE CYBER LAB
CYBER LEADERSHIP DEVELOPMENT

About Us

- The Kafue Cyber Lab (KCL) was set up by Tim Cook to help organisations with their retention, development and succession planning activities for talent in the cyber function
- Tim has 25 years of executive search including Egon Zehnder and Russell Reynolds where he co-founded the global cyber practice in 2013, the first search firm to have a dedicated cyber practice
- Tim invented the CIRO Model, a cyber leader benchmarking tool that has been widely used in the recruitment and assessment of cyber leaders
- KCL has delivered the Cyber Leader Impact Program into cyber consultancies and CISO Master Class events, as well as the cyber functions of companies across different sectors internationally
- KCL has collected psychometric data on 140 CISOs and created a psychological profile of the typical CISO

Next Steps

For further information on the Cyber Leader Impact Program including costs and scheduling please contact Tim Cook on tim.cook@kafue.io

The Cyber Leader Impact Program helps with the retention and development of high potential cyber talent to strengthen cyber leadership resilience in your organization