



CISO – A Global Talent Perspective

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Maneesh Dube

Private and Confidential

Let's get started!

What is the compensation of the highest paid CISO in the US?

- USD 2 Million
 - USD 3 Million
 - USD 4 Million
 - USD 5 Million
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- What kind of a company do you think paid that compensation?

Sounds interesting? Do you want to get there?

One more

Of the following four CISOs we placed in 2015, who do you think got the highest pay?

- Las Vegas Casino
 - European bank
 - US telecom giant
 - US based e-payments firm
-
- What is the compensation difference between the top paid and bottom paid amongst the above?

Do you understand why this variation exists?

Compensation trends in the US market

- If a top bank were to hire in New York : **USD 1.2 – 1.5M**
- A reasonably good CISO in US : **USD 500 – 800K**
- Median salary in US, that we see : **USD 300 – 350K**
(Might be higher than published surveys because of the client base we work with)
- Growth in top salary bracket in last 2 years : **50 – 100%**
- Growth in the median salary bracket : **20%**
(This is great for a US market which otherwise grows at 3%)

**In India, you can count on your fingers, the
CISOs who get > 1 Crore**

The bottom line of all this is...

...that your future looks like this...



...but the bar is very high!



We help professionals like you find great jobs and help companies with their human capital needs

Our expertise is the C-suite and senior executives



Who we are – at a glance



We are deeply embedded in Cyber Security space globally and are involved in several ongoing searches



Black Hills Corporation
Non-executive Director
Specialized in Cyber Security



Ecolab
CISO



IBM
Global Partner,
Infrastructure and
Endpoint Security



Pepsi
Non-Executive
Director
Specialized in
Cyber Security



Mayo Clinic
CISO



NXP Semiconductors
Chief
Technology
Officer, Business
Unit Security
and
Connectivity



Deutsche Telekom International
SVP, Telekom
Security



McKinsey & Company
Cyber Security
Senior
Manager



TeliaSonera
VP and Chief
Security
Officer



Western Digital
CISO



PPL Corporation
Corporate
Information
Security
Officer



TE Connectivity
CISO

The opportunity is global – are you ready for it?

In last 2 years, we have done ~35 Cyber Security leadership searches globally – below are some of them

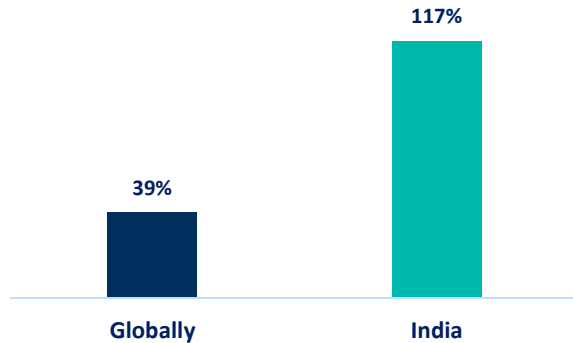
3M CISO
AIG CISO
Alcatel-Lucent CISO
NATIONAL GEOGRAPHIC Global CISO
BBVA Non-Executive Director Specialized in Cyber Security
BECHTEL CISO
BlueCross Blue Shield Association CISO
Symantec CEO
verizon CISO
DELPHI CISO
ebay VP, Risk Management & Fraud Prevention
Excensus Chief Security Officer
skype™ CISO
BNP PARIBAS CISO North America
THOMSON REUTERS CISO
SEMpra Energy for every day life.® CISO
Excensus BlueCross BlueShield CISO
globalpayments VP, Information Security
Scottrade CISO
Sands Las Vegas Sands CISO
THE HOME DEPOT CISO
vodafone EMEA Regional CISO
paloalto NETWORKS CISO
VISA Chief Risk Officer
jetBlue CISO
Kroll. Head of Global Cyber Security Practice; CISO
intel GM, Security Business
Yum! CISO, KFC
TELUS the future is friendly™ CISO
NAGRA KUDELSKI GROUP Kudelski Group Global Leader of Cyber Security
nationalgrid CISO
IBM Global Partner, Cyber Security Assessment
pwc Global CISO
QUINTILES CISO
Marketo CISO
Russell Reynolds ASSOCIATES

Today, we talk about the human capital side of Cyber Security

The Context

Cyber risk has become the #1 risk for most companies and boards

Growth in incidents of cybersecurity breaches



Security breaches: India examples

- Two conglomerates paid \$5M each as extortion money
- Website of large Indian bank taken down in DOS attack
- 2 IT companies were breached by China hackers
- A major oil and gas co. lost confidential information

Major Cyber Security Breaches globally



Fear from cyber attacks has escalated, with sabotage, theft of intellectual property and money becoming a constant threat, leaving no industry safe.

The hacking community has gone corporate and sophisticated



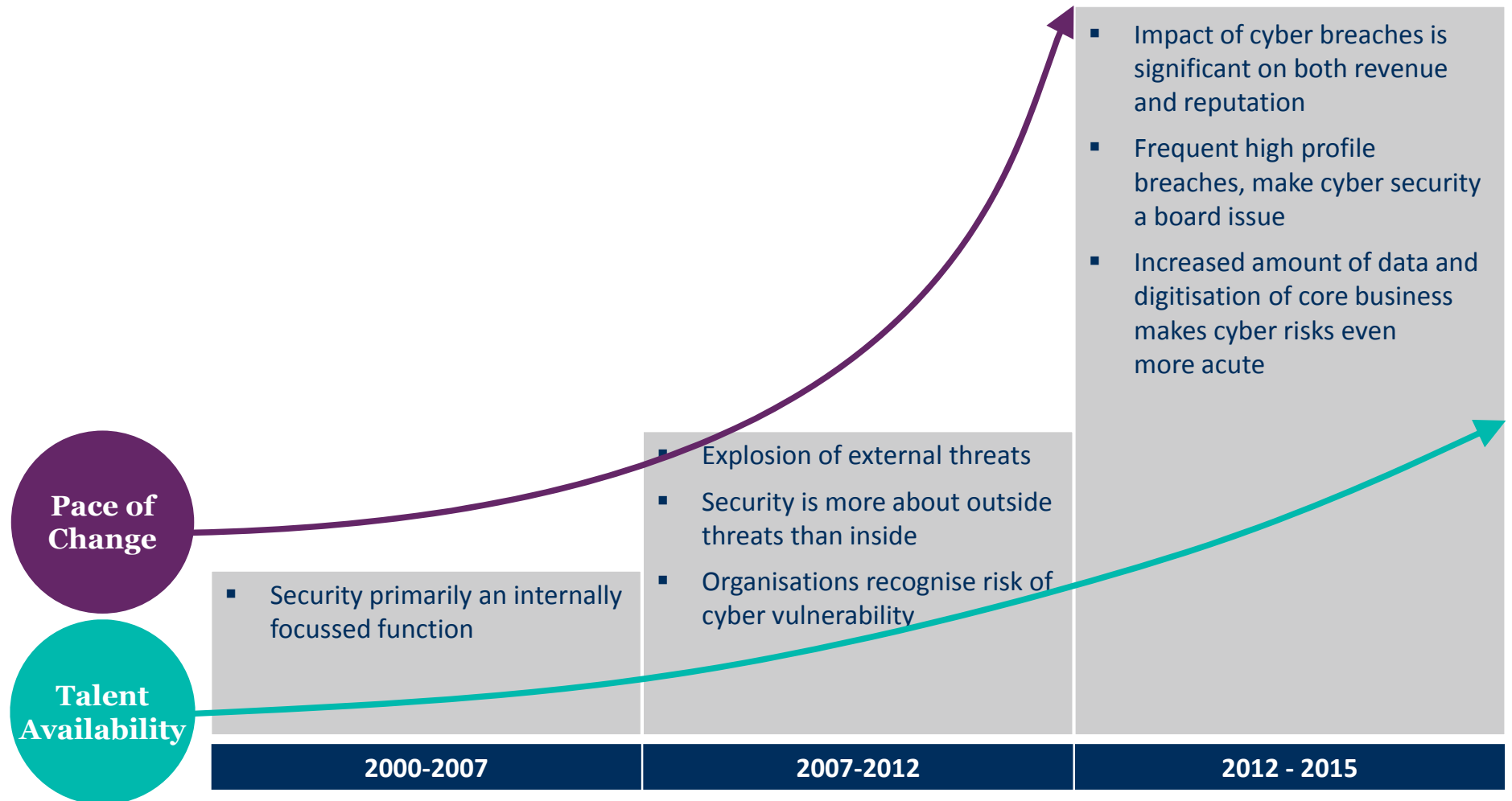
Hackers look at ROI of attacks



The bad actors collaborate with each other

They are well funded – by crime organizations and anti-state agencies

The importance of cyber Security has escalated rapidly, resulting in a talent gap between the demand and supply



The Human Capital Challenge

What does this mean for the human capital

1

Demand far outweighs supply

- First-mover industries now face competition from industries across the board for talent.

2

The market is moving quickly

- All companies seek leaders at the same time. Best candidates have multiple offers and unusual counteroffers.

3

The role is changing and requiring broader business executive skills

- Companies are moving the CISO role up the corporate ladder closer to C-Level execs and Board.

4

Costs are rising. Compensation packages are rising fast

- Compensation increases of 25% or more in markets like US, which typically see 5-10% hikes.

5

It's a risky business

- Given the volatility of the role, CISO's are asking for guarantees and secure compensation and terms.

The big question: what differentiates the heavy hitters?

Experience

What is your exposure to Cyber Security threats – Scale and complexity?
How would you confront a breach?

Intellectual Horsepower

Are you following the trends or shaping them?
How do you keep up with the latest security issues and methods?

Vision

How do you plan to make the organization attack-resilient?

Leadership

Do you have the leadership stature to be in front of the CEO and the board
and engage in conversations leading to change?

Collaboration

Do you have the persuasion and influencing skills to partner with others in
C-suite as a peer in driving the security agenda?

What signals are recruiters looking for to separate great from good?

1

What is your training ground?

Have you worked in companies which are pioneers in Cyber Security agenda?
(Big fish small pond, small fish big pond)

2

How did you move the needle on cyber security in your last role?

Do you think differently and use smart approaches to stay ahead of hackers?

3

Are you talking technical or business language?

Do you understand how your business delivers value and where is the business model vulnerable?

4

Are you leading or are being led?

Are you talking about driving change or are you talking about what business is asking you to do?

5

Who are you talking to?

Are you operating at C-level, or lost in the ladder?
Does the board know your name?
Who gets called when the CEO sees a Cyber threat?

Upping your game

You CAN elevate your stature

1 Change your role description

From network / infrastructure / applications risk manager to a business leader

2 Expand your scope of operations

Beyond IT security to risk, governance, compliance and even physical security

3 Get in front of the CEO and the board

Craft a vision for cybersecurity, gain buy-in and support for the agenda

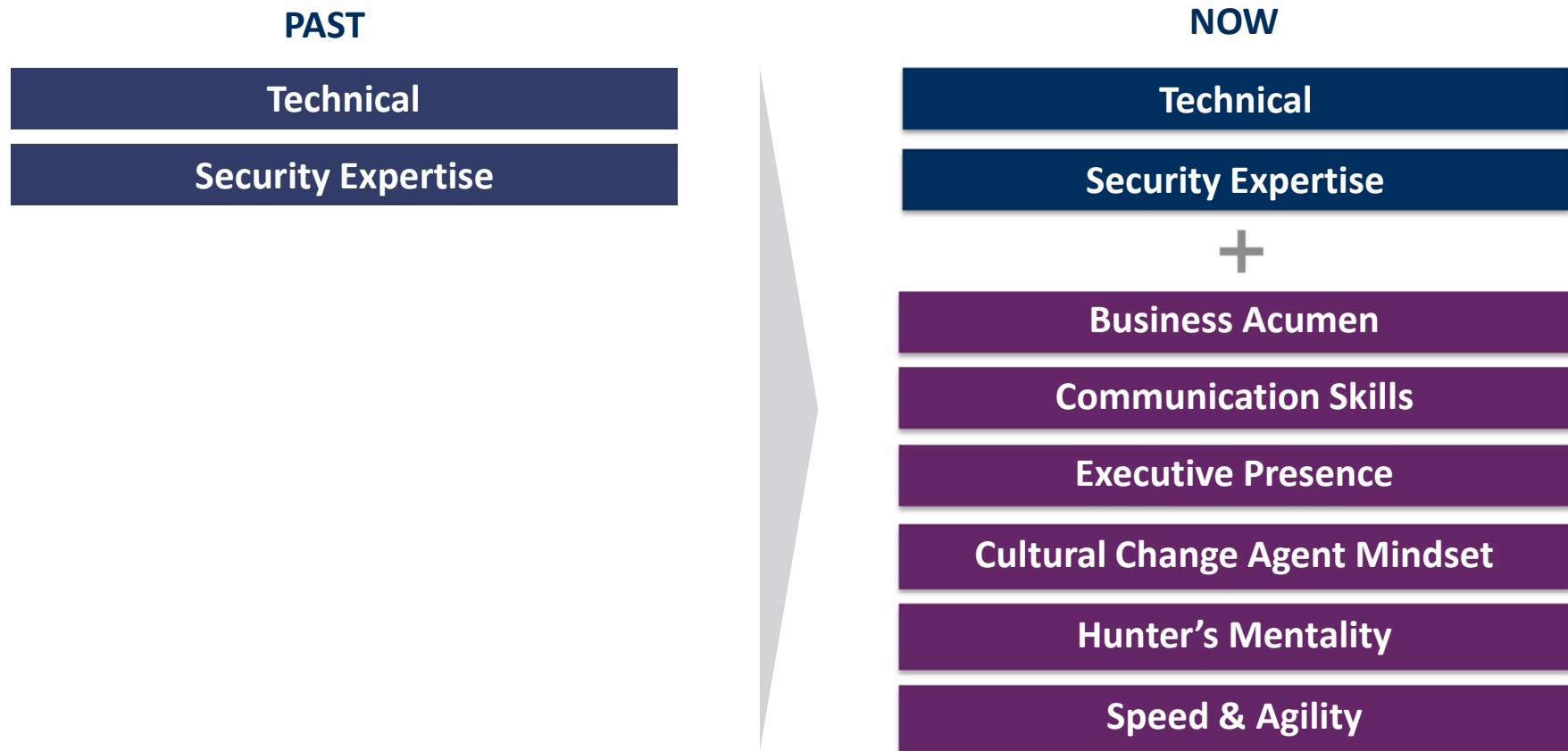
4 Be a peer to the C-suite

Be the educator and influencer; a voice leading change

5 Get a mentor

Get coached

To achieve higher stature, new skills will need to be added



Those who make the transition, will leave the pack far behind

Key takeaways

Cybersecurity has evolved from technology issue to a business one. This is starting to have an impact on the way businesses approach the issue from the viewpoint of talent and structure.

- You are in an **awesome spot!**
- There is greater emphasis on cybersecurity, driven by a **top-down commitment** from the leadership and Board
- While the opportunity is huge, you have to be **prepared to capture it**
- **Can't be just Technical Experts.** Businesses are looking for leaders
- Given their ability to address the IT aspect and the broader business, **“lifers” who understand technology, risk and business are in high demand**

Thank you!

What's on your mind?

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