EFFECTIVELY REPRESENTING CYBERSECURITY TO BOARDS AND SENIOR EXECUTIVE TEAMS

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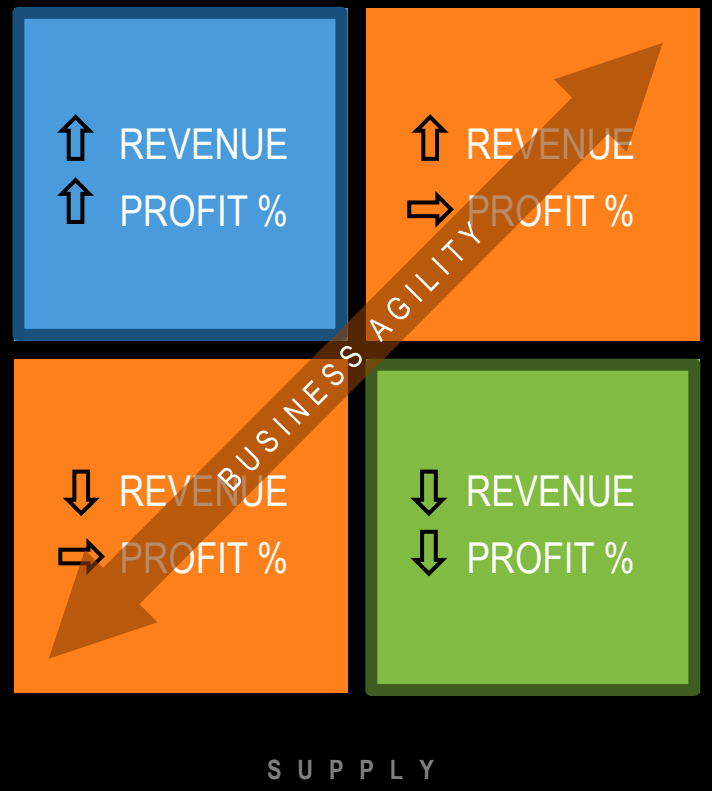
AHEM…..THE REAL WORLD

- Is cyber-physical, not digital
- It is made up of producers, manufacturers, suppliers, sellers and buyers
- Is complex and driven by forces you will likely not understand
- You are a messenger who has to bridge the cyber-physical world to the world of business
- “Digital transformation” is mostly a marketing term that has limited impact in the real world



UNPACKING RISK

- More is less
- The most critical thing to your business is????
- Use a "business", not an "Cyber/ICT" lens, think SHE
- Don't forget people, paper & pens. Or audit. Or Policy….
- Understand the Risk, the likelihood and the Impact ***before*** you design the policy, controls, monitoring & review
  - Balancing routine and predictable against improbable and unpredictable - response depends on probability, also likelihood, vulnerability and costs
  - System of systems. FMEA & FMECA are lessons from the real world
  - Sector, Supply chain need to be factored in as well
- Be a [proper] gatekeeper – AI anyone?

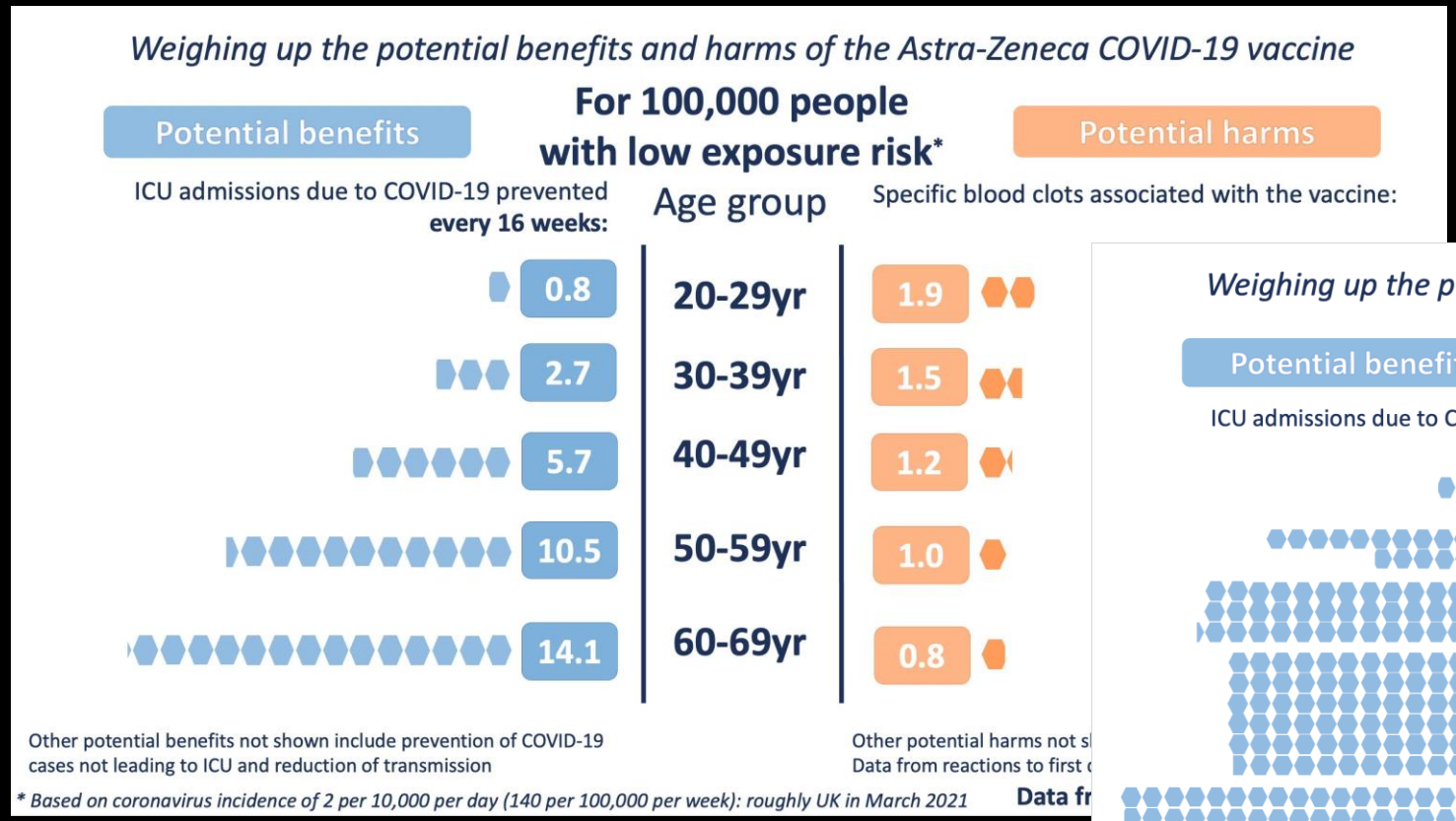
….RISK IS PERCEIVED

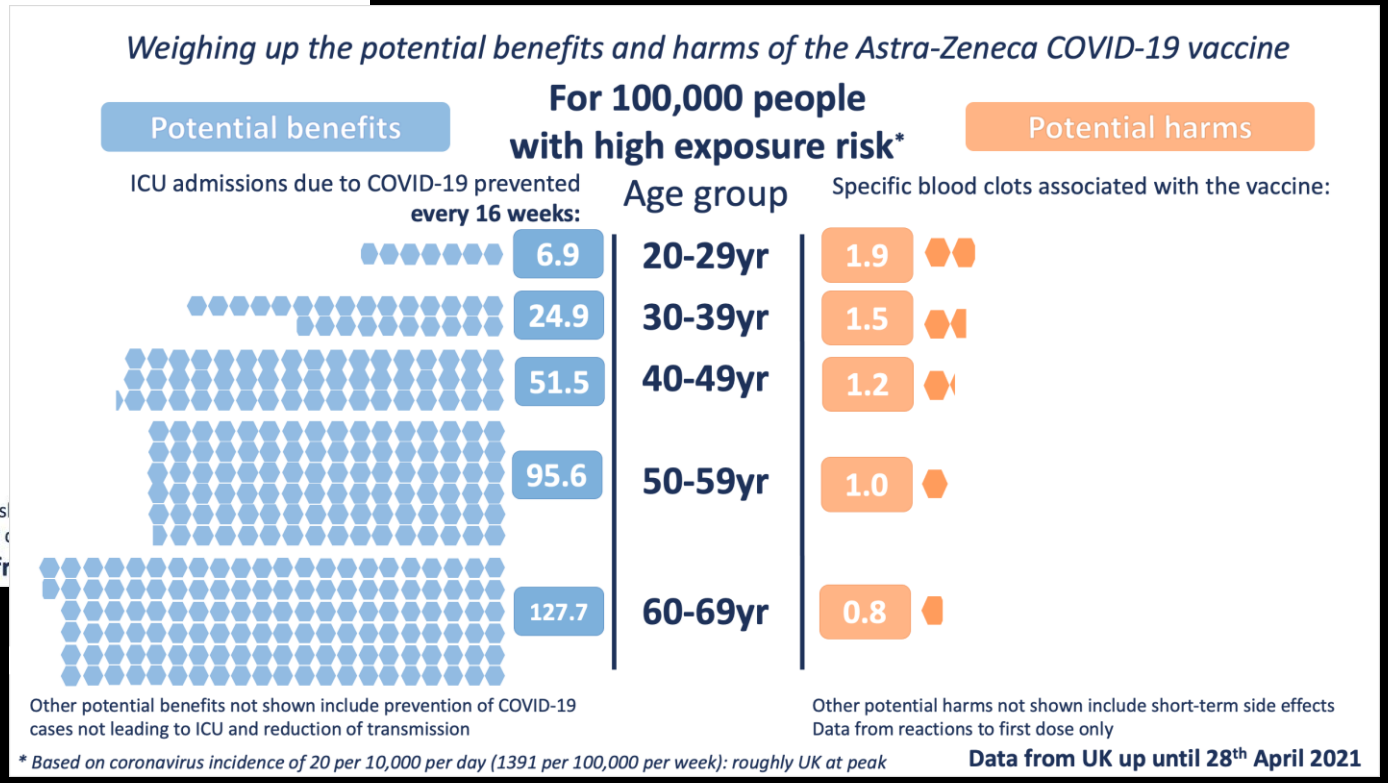
There are 100,000 dots on this slide. Imagine each represented a person aged 25-34

If they were all unvaccinated we'd expect 2 per week to be hospitalized with COVID-19

If they were all vaccinated we'd expect less than 1 per week to be hospitalized with COVID-19

….A FRAMEWORK EXAMPLE

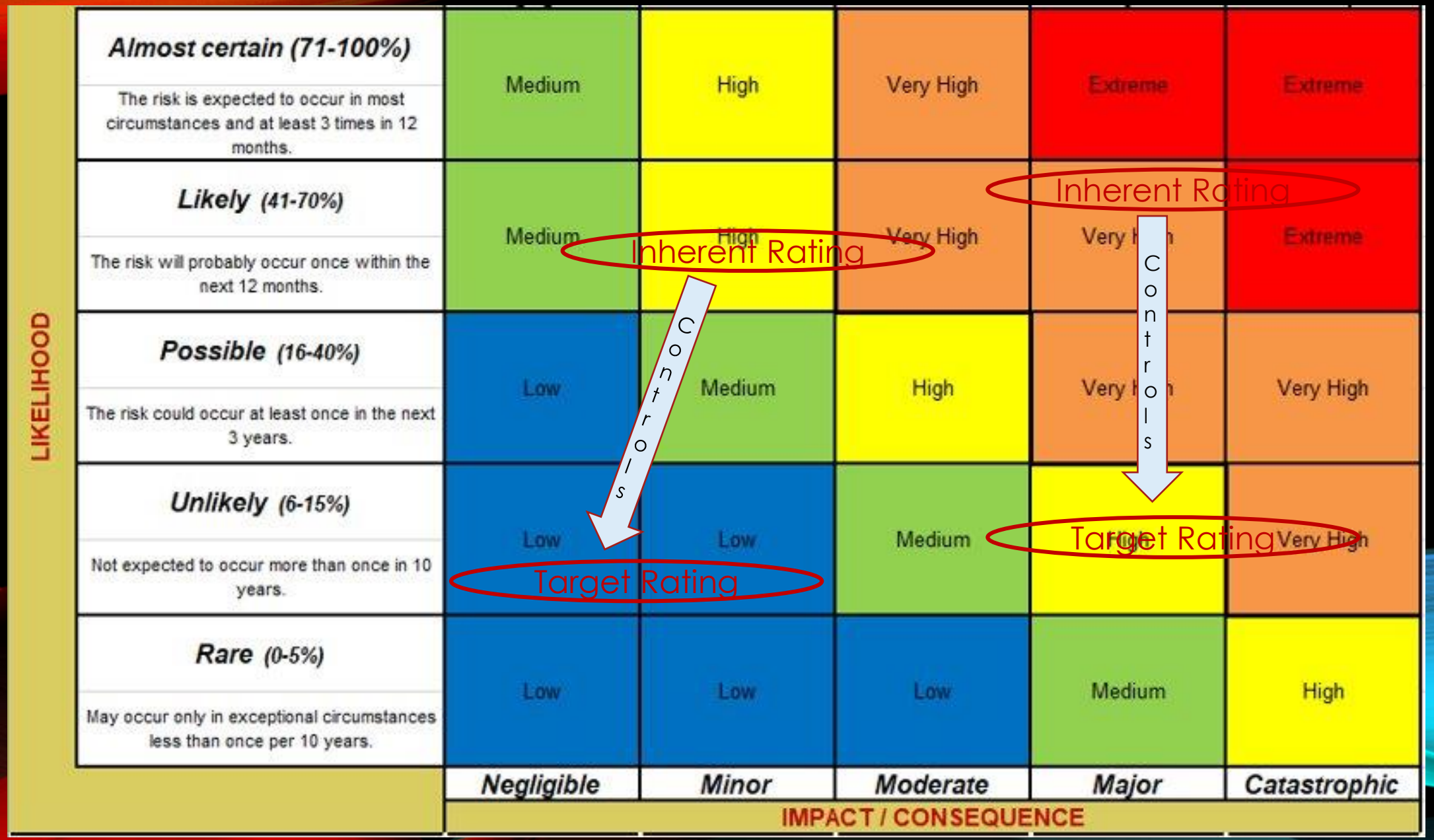




PRESENTING RISK

- First principles: The Business is a meta collection of processes using technology to manage data, in order to make money
- Use a Framework for communicating the Risk, the likelihood and the Impact
  - A “point in time” that allows tracking
  - Underpins all activities and your improvement plane
  - Lets risk drive policy, controls, monitoring & review
- Don’t forget People
- Qualify impact/severity
  - Value at Risk is not always the only measure
  - Don’t forget the cost of remediation/impairment
  - Don’t assume: check, benchmark, & extrapolate

Risk Framework & Controls



KNOW YOUR AUDIENCE

- Uncommon ground: Boards don't understand Cyber*, you're not there to "Just take care of it"
- Common ground: your audience understands risk & controls and their impact on trust & reputation in the SHE & financial worlds (e.g. HSE)
- The Board is about investments and strategy, but also have a critical role in incidents (communications; customers, suppliers, employees, regulatory etc)
- Feel comfortable to talk about incidents – they give context and inform
- Be ready to be tested. Expect to be. Confidence, reasonableness
- Bottom line: gain trust, gain a champion

**PwC's 2022 Annual Corporate Directors Survey: only 41% of corporate directors think that they understand cybersecurity risks "very well"*

MAKE YOUR PITCH

- Translate cyber into business terms: value, cost, risk & reputation
- Present the Cyber Framework as the context for your plan
- Start small – BCP? And you DO have an improvement plan don't you?
- Assessment is a Good Thing (e.g. NIST-based review) but caveat emptor
- Bring regulatory & compliance into the picture (NZPA 2019, GDPA)
- Where is your IR Plan? How do you know it will work? How is the Board involved?
- Understand and articulate trade-offs, priorities and what you can live without
- ~~Jargon~~
- Bottom line: what is it?

SUCCESS IS…

- Your business will be better protected ***because*** of your pitch
- Dialogue is established
- Agreement on the things you want
- You feel comfortable that your business can respond to an incident (BCP anyone?)
- You can sleep easier
- Trust
- You get asked back