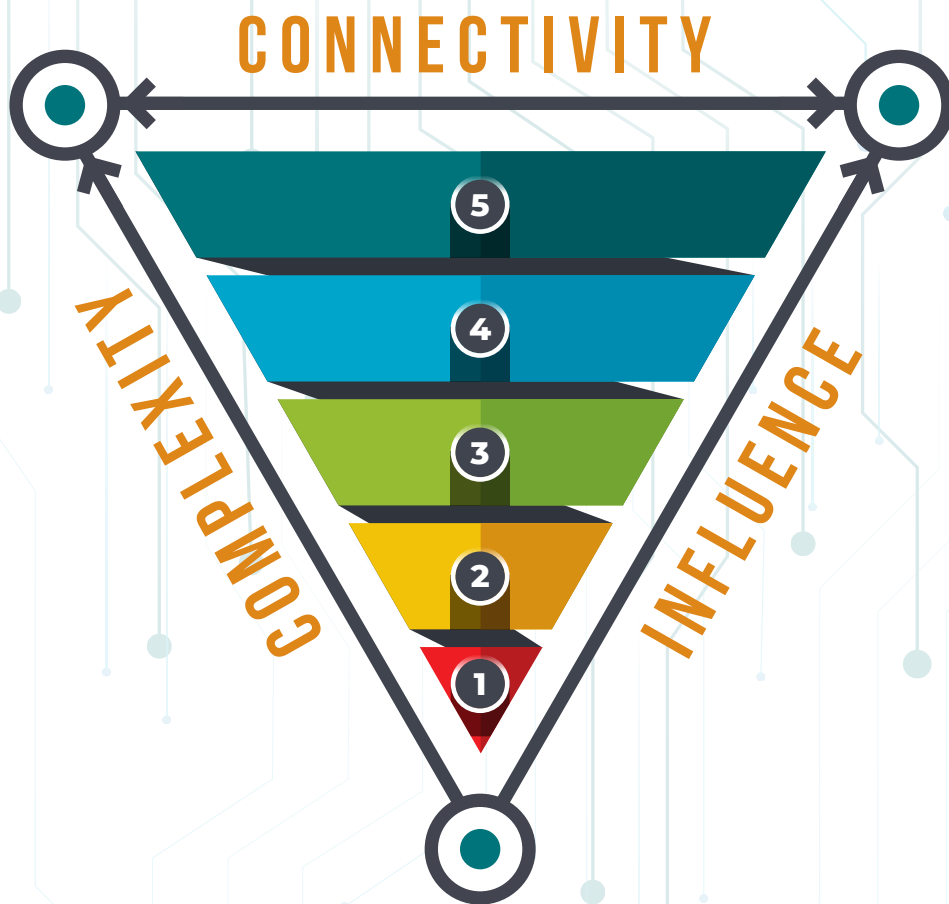




The CISO & Information Risk Officer Model

(The CIRO Model™)



Helping assess, develop and
retain outstanding cyber leaders

kafue.io

Introducing the CISO & Information Risk Officer (CIRO) Model

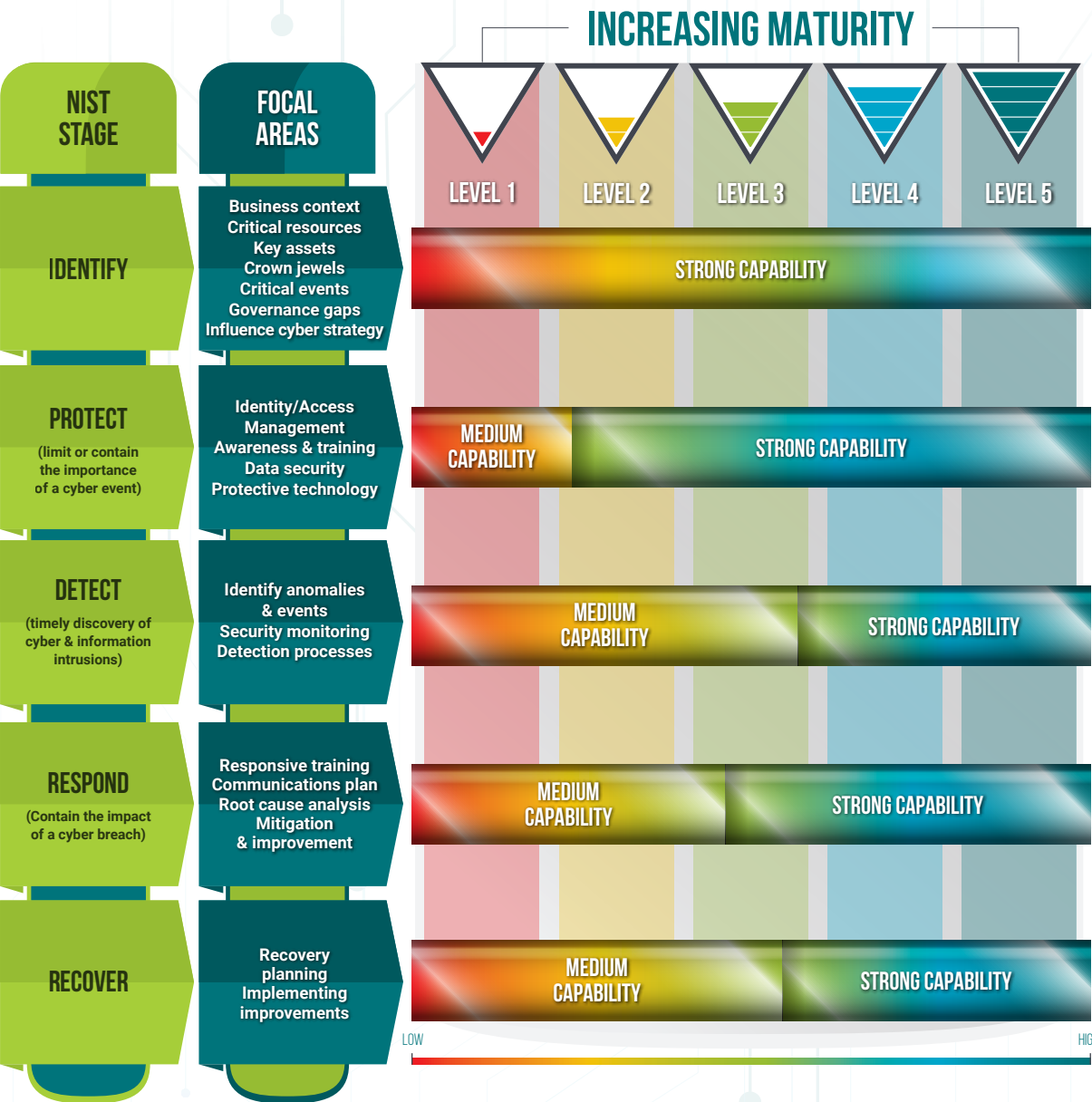
There is a link between the degree of digitization and digital innovation in an organization and what level of **CISO** is required. **The CIRO Model** guides organizations towards the right level of **CISO** they need, and **CISOs** to the organizations they can best serve.

The CIRO Model has five levels of cyber leadership maturity, **Level 1** is the lowest level and is suited to less complex organizations. **Level 5** is the highest level and is suited for hyperconnected larger scale complex organizations.



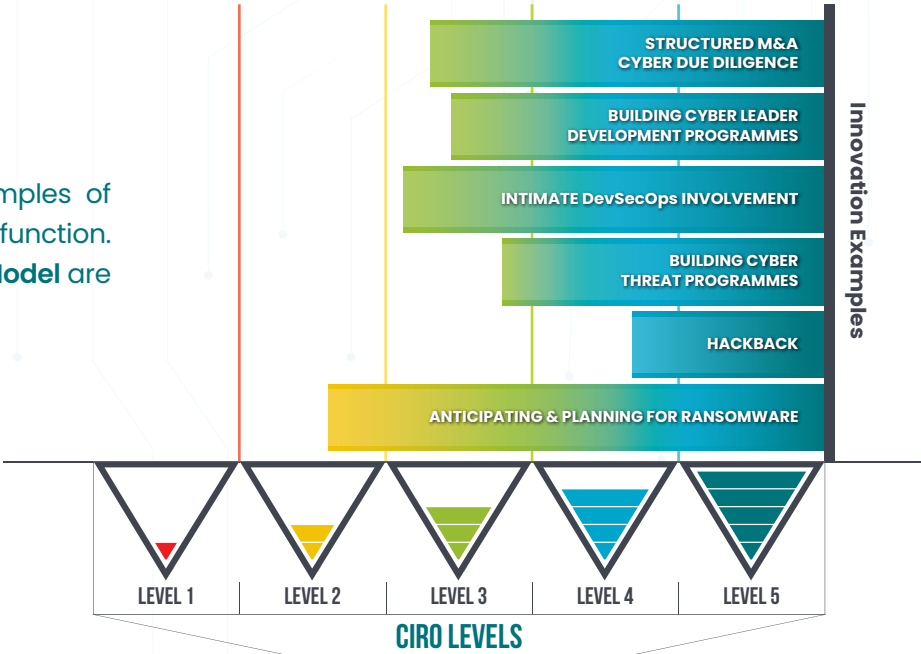
Cyber leaders are influential at increasingly higher levels as they move through **the CIRO Model**. They also become more of a trusted advisor to senior leadership.

The widely used **NIST Cybersecurity Framework** provides logical stages to improving cyber security for an organization. **The CIRO Model** shows how well these stages are addressed by the different levels of cyber leadership.

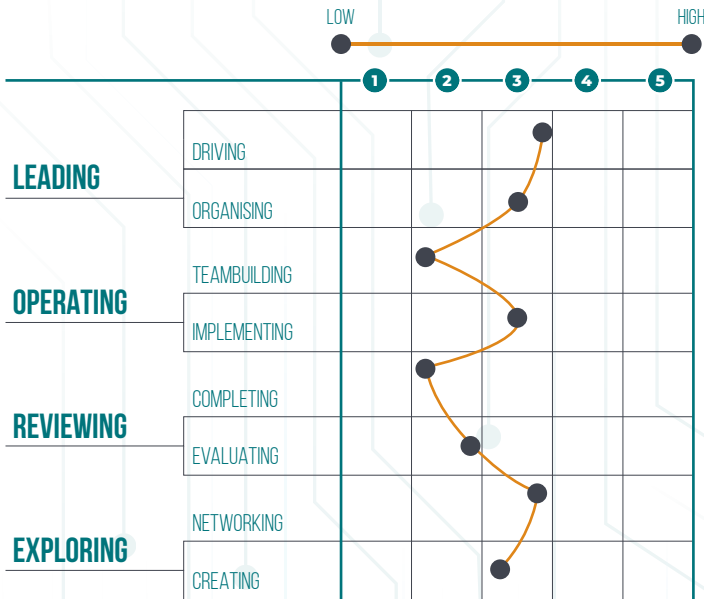


An organization that is lacking in any of these stages may consider hiring appropriate experience to close the gap.

This table illustrates examples of innovation in the cyber function. Higher levels in the **CIRO Model** are typically more innovative."

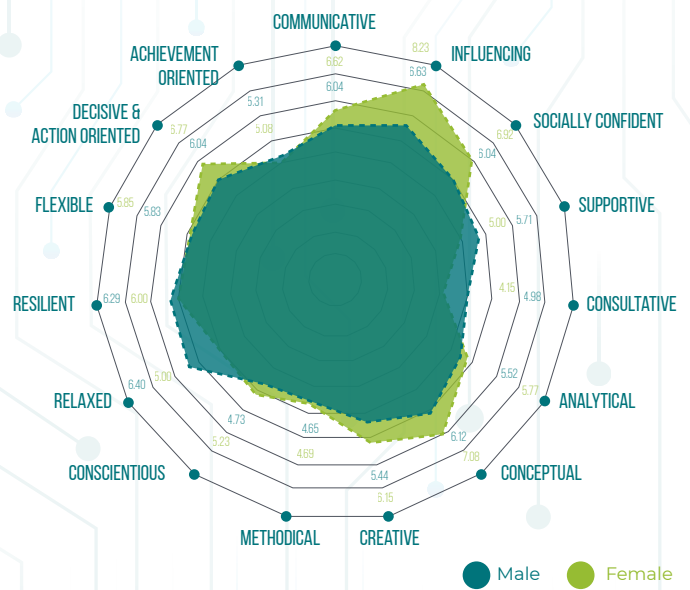


Team Type Preferences



The “Typical CISO” has strengths in **Organising, Driving, Implementing and Networking** and there is often an opportunity for more focus on Delegating and Team building.

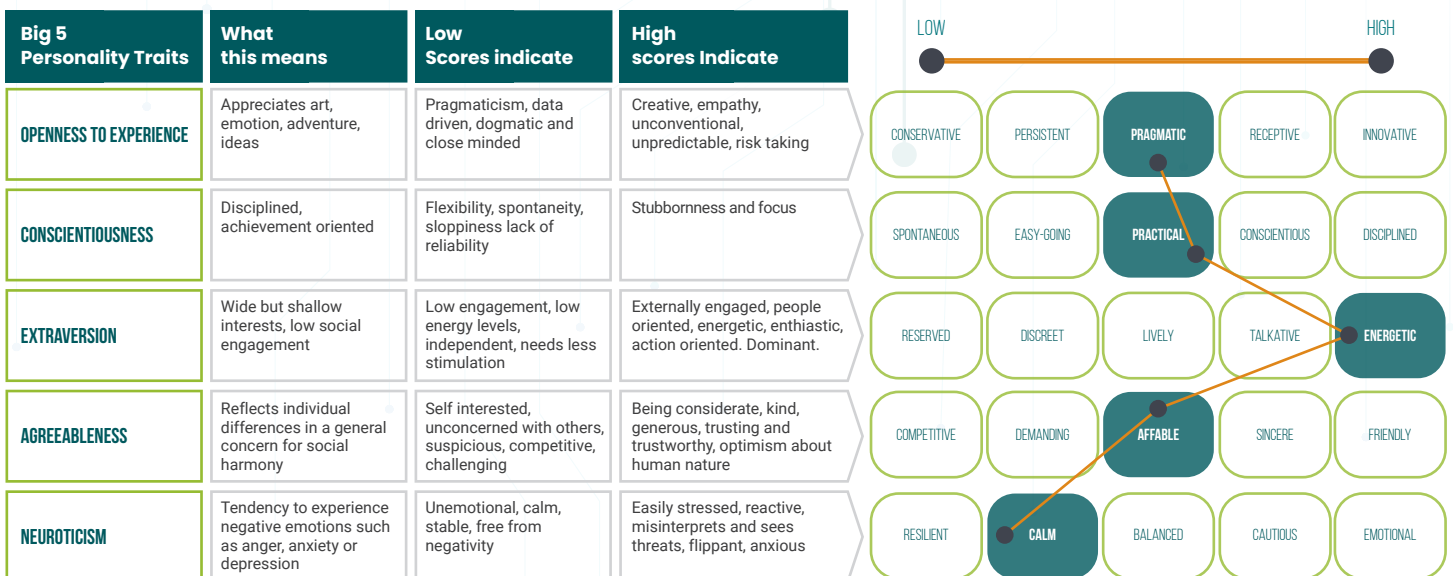
Trait Profiles For Male & Female CISOs



The “Typical CISO” is **Influential, Socially Confident, Communicative, Conceptual, Decisive and Action Oriented**. They often need to be more Consultative, Methodical and Achievement Oriented.

Female CISOs show a number of strengths highlighting the need for **greater gender diversity in cyber function**.

Cyber Psychometrics and AI



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



① **Cyber leader Maturity Model**
(CIRO Model™)

We have a NIST based maturity model for what good looks like in cyber security leadership which we use in both search and assessment projects

② **Cyber Leader Evaluation**
Assessment Retention & AI (ClearAI™)

It can be hard to hold onto great cyber talent, so we assist our clients by helping with succession, development and retention planning in the cyber function through structured leadership reviews, assessments including psychometrics and AI as well as personal development plans

③ **Executive Search**

We have considerable experience of finding outstanding cyber practice leaders internationally as well as CISOs and their direct reports

④ **CISO Master Classes**

We participate in and run CISO Master Classes to help Cyber practices and functions connect better with their clients as well as forging connections across different sectors

⑤ **Cyber Advisory Boards**

We can assemble and organise Cyber Advisory Boards that act as an independent source of advice to the company and a mentor to the CISO

Background

In carrying out cyber search assignments for clients it was clear that whilst there had been considerable progress on defining standards and approaches for dealing with **Cyber Security**, including the widely adopted **NIST Cyber Security Framework**, there was little clarity on understanding what good looked like in the leadership of the cyber function itself. **The CIRO Model** draws upon several years of experience undertaking **CISO** recruitment around the world, and helping cyber leaders with benchmarking, assessment, development, succession and retention planning for their cyber teams. We have refined our model to include observations from psychometrics and AI tools that draw a psychological profile of individuals. When we started on our journey to benchmark cyber leaders we had only four levels in the model, but as the cyber function has rapidly matured and become more influential we have added a fifth level.

Next steps

The CIRO Model™ is a framework for helping organisations clarify what level of cyber leadership they would most benefit from. It is also aimed at cyber leaders for development, succession and retention planning. If you are interested in learning more, or asking us to assess and develop your own cyber and information risk functions, please contact Tim Cook on tim.cook@kafue.io

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Careers in a digital age are like riding a river in full flow: each day will be very different to the day before; collapsing timeframes for decision making, creating new opportunities and threats that we had not seen before. Trust and reputation in the digital age can be catastrophically and rapidly lost through a breach of information security. In these conditions executives face profound challenges in assuring security, sustaining operations, acquiring insurance cover, maintaining confidence, and building the resilience necessary to restore capability and confidence. **Kafue Consultants** is a multi-disciplinary consultancy with a sharp focus on leadership resilience and capability of individuals and teams in digital roles that encounter a high degree of ambiguity. Every service that Kafue Consultants offers is focused on strengthening your executive teams and reducing risk:

- ✓ Headhunting of cyber leaders and those roles at the interface of digital transformation and technical risk including CISOs, CIOs and CTOs
- ✓ Comprehensive executive assessment, development and succession planning
- ✓ Psychometrics and benchmarking against cyber leadership maturity models
- ✓ Building resilience and agility in executive teams
- ✓ Managing the Insider Risk

Kafue Consultants will donate a percentage of its profits for conservation, clean water and coaching initiatives in the Zambezi River Basin, an ecosystem under extreme threat, but also an area of outstanding beauty and opportunity flowing through not only the world's largest conservation area, but also the world's largest waterfall: **Victoria Falls**.

For more information or a discussion on
how to benchmark your own cyber function contact:



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