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An acting CISO talks
about the book

Why CISOs Fail?

Michael Markevich

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Michael
Markevich

Who Am I

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- > CISO x 3 and cybersecurity advisor
- > Have established security programs from scratch and at scale
- > Have built security teams and mentored professionals

The Great Resignation

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75%

Share of CISOs who are
considering a job change
in the next 12 months

64%

Share of CISOs who are
satisfied with their jobs

Source: State of the CISO 2023–2024 Benchmark Summary Report by IANS and Artico Search

CISOs Average Tenure

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Current role background (%)

Tenure in current role

Less than 6 months



6 months to 1 year



1–2 years



3–4 years



5 or more years



Median tenure:
4 years

Source: Global CISO survey 2023
by Heidrick & Struggles

Got Some Reading

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CSO

Home • Careers • The rise in CISO job dissatisfaction – what's wrong and how can it be fixed?



by Mary K. Pratt
Contributing writer

in

x

Forbes

FORBES > SMALL BUSINESS > ENTREPRENEURS

Stabilizing The Cybersecurity Landscape: The CISO Exodus And The Rise Of VCISOs

≡ Gartner

Insights / Info

Cybersecurity Leaders Are Burned Out. Here's Why.

- Cybersecurity leaders face unique stressors, raising their risk of burnout.
- Gartner Peer Community surveyed 178 cybersecurity leaders to uncover the most common causes.

The rise in CISO job dissatisfaction – what's wrong and how can it be fixed?

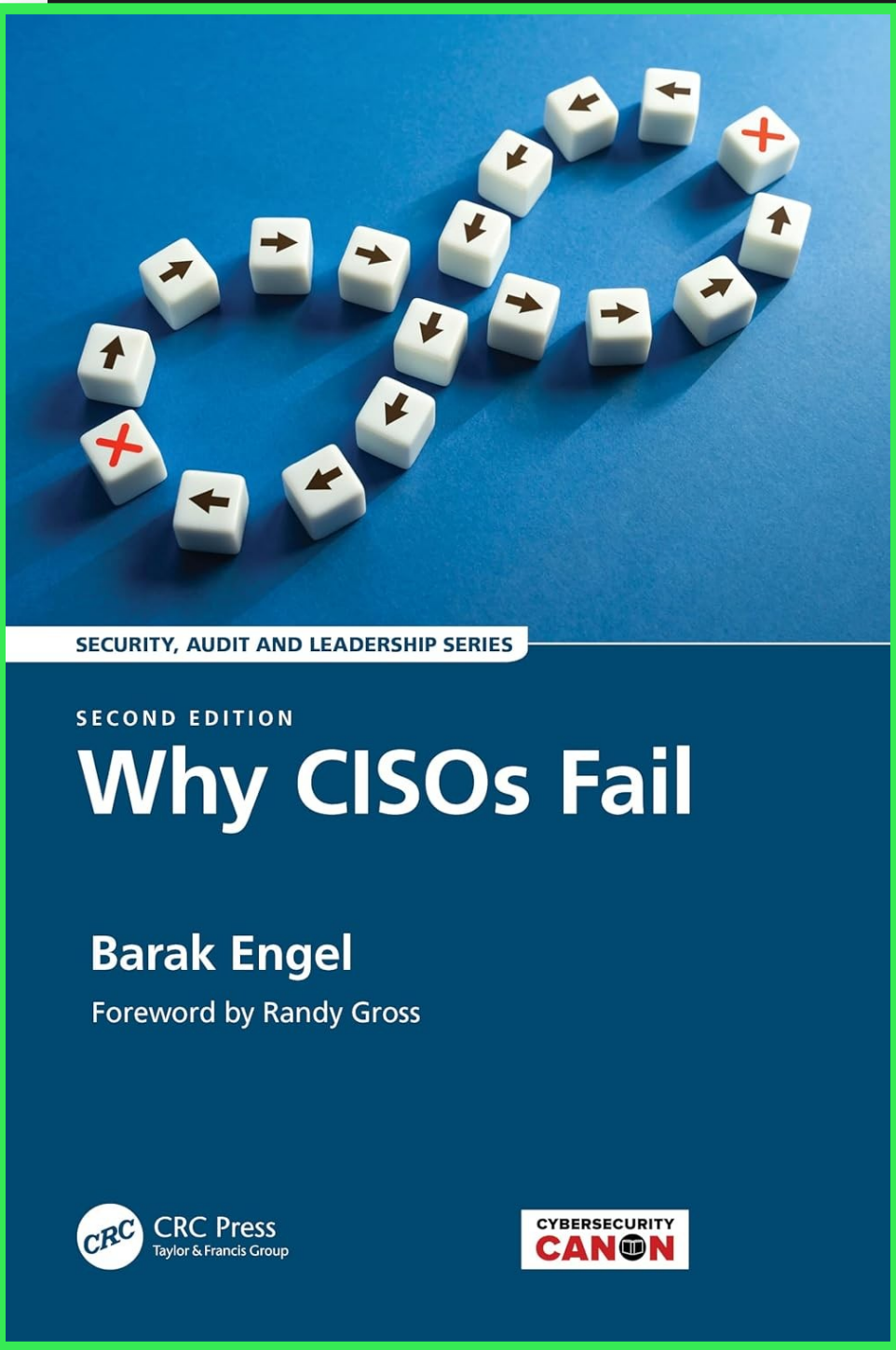
Feature

Apr 24, 2024 • 11 mins

Careers

CSO and CISO

IT Leadership



Why CISOs Fail? /1

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The common (and mistaken) notion is that security is a technology problem, and security problems are generally solved via technology.

Direct quotes from Barak Engel's book "Why CISOs Fail" (2nd edition) are highlighted in green.

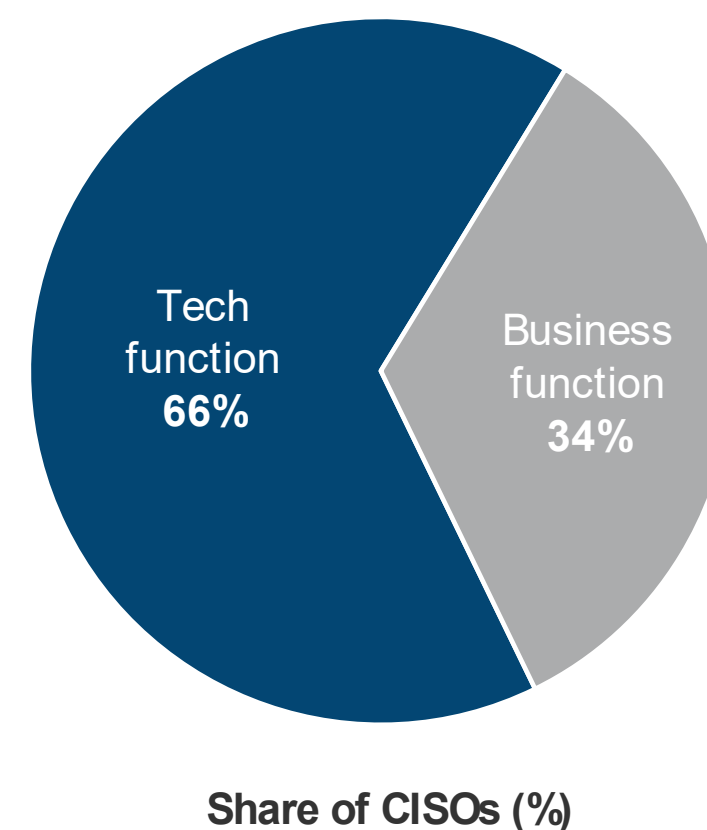
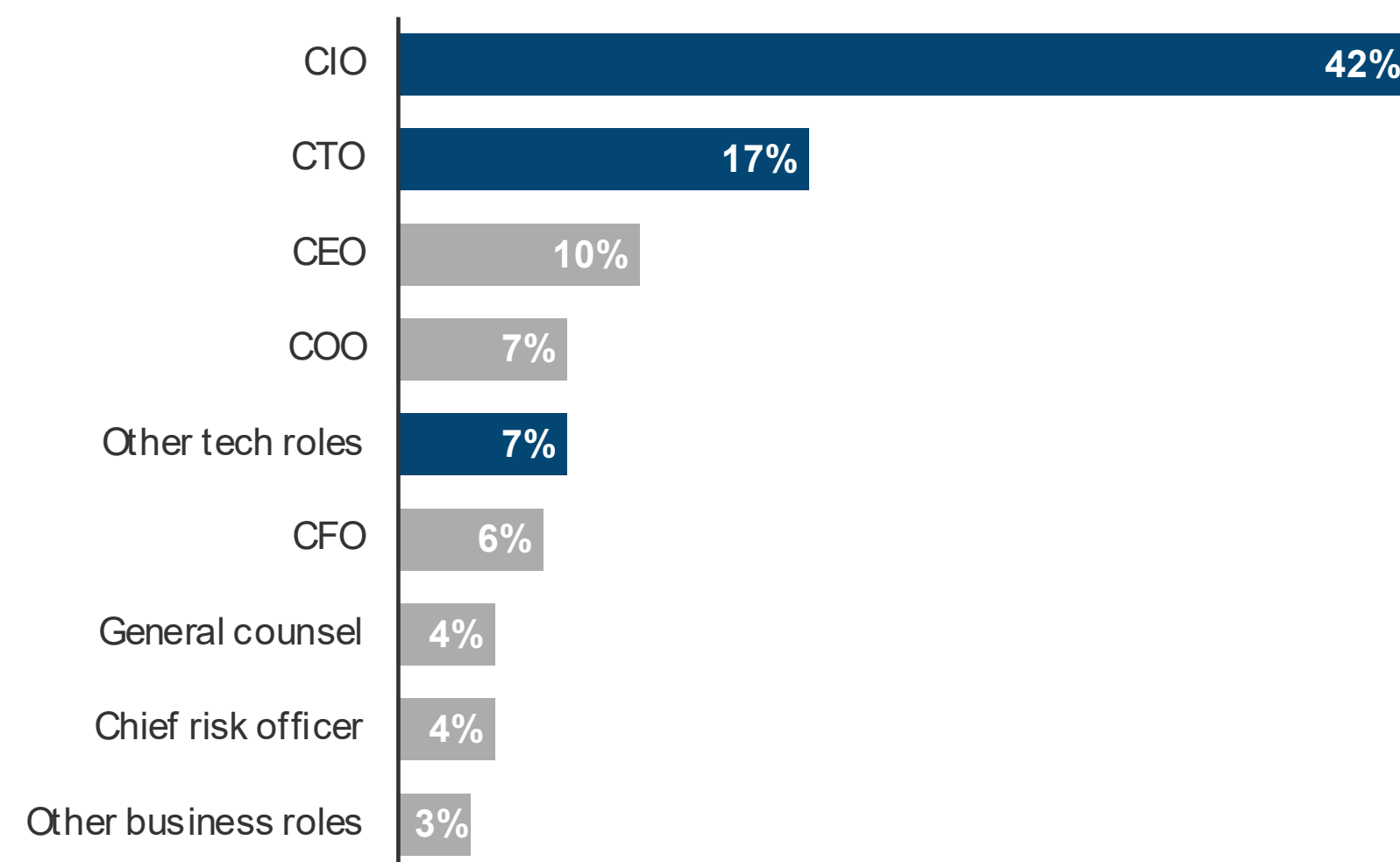
Why CISOs Fail? /1

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A Third of CISOs Report Into a Business Function

Who is your solid-line manager?



Source: State of the CISO 2023-2024
Benchmark Summary Report by IANS and
Artico Search

Why CISOs Fail? /2

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When viewed as a technology (and not a business) problem,
security **tends to primarily serve as a business stopper.**
The CISO leads the Department of No (instead of the
Department of How).

Quotes from Barak Engel's book "Why CISOs Fail" (2nd edition) are highlighted in **green**.

Why CISOs Fail? /2

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65%

Share of corporate executives
that continue to view security
as risk reduction activity
rather than a business enabler

49%

Share of security executives that
believe that the board of
directors sees security as a
necessary cost rather than a way
to gain competitive advantage

Source: Cyber Trust Insights 2022 by KPMG

Why CISOs Fail? /3

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Consequently, many CISOs don't engage with the organization's leaders directly and can't respond promptly to their requests.

Quotes from Barak Engel's book "Why CISOs Fail" (2nd edition) are highlighted in green.

Why CISOs Fail? /3

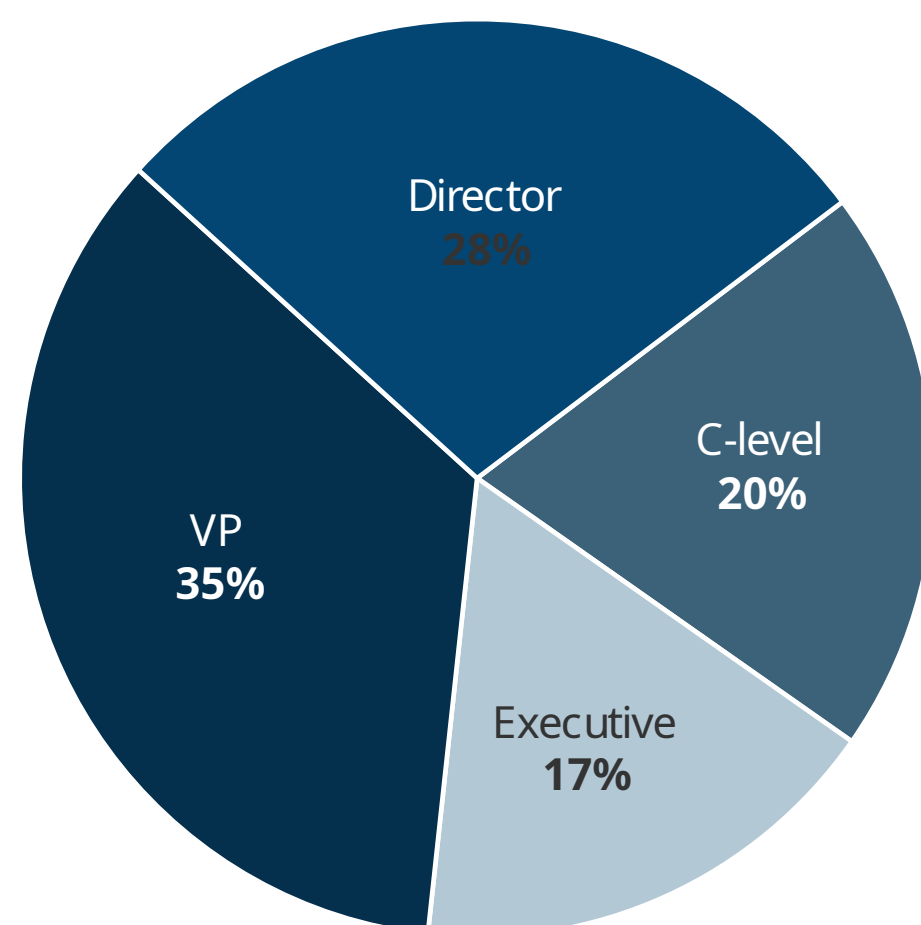
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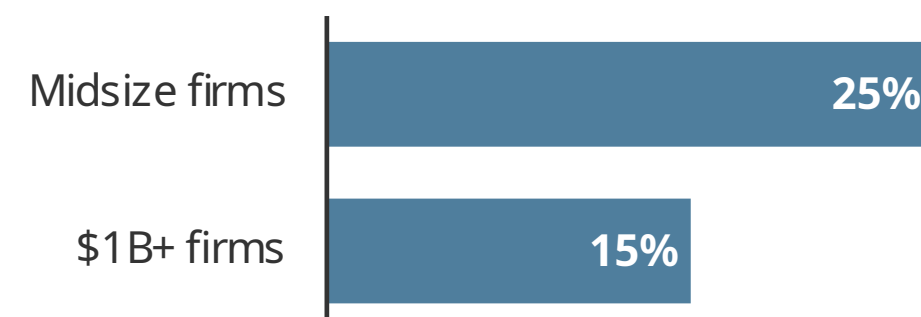
Most CISOs Are Not at the C-Level

Role level (%)

Share of respondents (%)



Share of respondents at the C-level (%)



Source: State of the CISO 2023-2024
Benchmark Summary Report by IANS and
Artico Search

Why CISOs Fail? /4

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Another aspect is that CISO without a solid business operations background is unable to evaluate threats to the business.

Quotes from Barak Engel's book "Why CISOs Fail" (2nd edition) are highlighted in green.

Why CISOs Fail? /4

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Function in which respondents have spent the majority of their career

Technology infrastructure

42

Software engineering

10

Technology applications

7

Compliance



Legal

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No function has comprised the majority of my career

12

Other

27

Source: Global CISO survey 2023
by Heidrick & Struggles

Why CISOs Fail? /5

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Security by compliance mentality of some CISOs ends up hurting themselves and the businesses they are hired to serve.

Quotes from Barak Engel's book "Why CISOs Fail" (2nd edition) are highlighted in green.

Why CISOs Fail? /5

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65%

Share of companies where information security requirements are shaped by compliance needs rather than long-term strategic ambitions

Source: Cyber Trust Insights 2022 by KPMG

Why CISOs Fail? /6

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Security is not only related to technology and business but also involves humans and the organization's culture. The CISO ignored the culture and the culture showed the CISO the door.

Quotes from Barak Engel's book "Why CISOs Fail" (2nd edition) are highlighted in green.

CISO, Redefined?

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The CISO's role is to enable all parts of the organization to do business successfully without taking on undue technology risk.

Quotes from Barak Engel's book "Why CISOs Fail" (2nd edition) are highlighted in green.

When CISOs Succeed? /1

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Support the organization in managing business risks
arising from the use of technology.

Quotes from Barak Engel's book "Why CISOs Fail" (2nd edition) are highlighted in green.

When CISOs Succeed? /2

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Focus on humans.

Quotes from Barak Engel's book "Why CISOs Fail" (2nd edition) are highlighted in green.

When CISOs Succeed? /3

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Look for opportunities to promote security as a business enabler.

Quotes from Barak Engel's book "Why CISOs Fail" (2nd edition) are highlighted in green.

When CISOs Succeed? /4

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Become an organization's expert on embedded technology and data risk.

Quotes from Barak Engel's book "Why CISOs Fail" (2nd edition) are highlighted in green.

Next Steps

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What further career paths are available for a CISO?

THANK YOU!

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