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ACCENTURE CYBERSECURITY FORUM

WOMEN'S COUNCIL

BUILDING MATURE CYBER OPERATIONS

VIRTUAL ROUNDTABLE SUMMARY
SEPTEMBER 10, 2019

DISCUSSION

On September 10, 2019, the Accenture Cybersecurity Forum (ACF) Women's Council hosted a discussion on building mature cyber operations. Women CISOs from several organizations and industries joined the conversation with our guest subject-matter expert, a senior security executive of a financial services company. The discussion focused on building mature cybersecurity operations to fend off rapidly evolving threats.

The session was conducted under the Chatham House Rule: ACF Women's Council members are free to use the information shared, provided that neither the identity nor the affiliation of the speakers or participants is revealed. Below is a high-level summary of the discussion, without attribution, for both attendees and those who were unable to participate.

Moving toward cybersecurity operational maturity

As threats increase, enterprises are responding by focusing on four broad areas to increase operational maturity:

- Integrated, collaborative cybersecurity resources—In addition to providing 24/7 support, some enterprises are combining diverse resources into cyber fusion centers or security operations centers to promote collaboration among multiple teams and capabilities. Teams may include specialists in incident response and analysis, threat hunting, threat intelligence, and internal and external liaison.
- Deeper understanding of the enterprise's digital footprint—Mature cyber operations look for threats and vulnerabilities beyond the enterprise's traditional boundaries to include potential risks among cloud providers and other partners. To further promote security of the ecosystem, CISOs need to encourage information sharing and collaboration among third-party partners.

- Automation orchestration—Automation, such as implementing an orchestration platform to improve cybersecurity defenses, is increasingly important. In addition to boosting efficiency and effectiveness, automation orchestration can free up analysts to move beyond solely responding to threats to investigating vulnerabilities and performing additional higher-level activities.
- Recruiting, training and retaining talent—Participants shared their organizations' approaches to attract and develop security professionals, including:
  - Creating opportunities for teams to meet and work together, such as conferences, training and purple team testing. This is particularly important because a significant percentage of cyber resources work remotely.
  - Offering training that promotes creativity and autonomy and gives analysts opportunities to move beyond tasks that can be automated.
  - Pairing junior and senior analysts to form apprenticeships, and providing shadowing opportunities to mentor future leaders to build their skills and explore career paths.

Expanding metrics

CISOs and other security executives are augmenting and adjusting traditional metrics beyond reporting on volumes to make the metrics more appropriate for informing organizational cyber maturity. Leveraging data outputs from existing cybersecurity tools and technologies can contribute to more effective measurement of outcomes and impacts of cyber defense and remediation efforts.

Defending against patient threat actors

Many threat actors are engaging in "low and slow" attacks on data, operations and intellectual property. Preparing for these kinds of targeted attacks may

require advanced threat simulation and other activities in both pre-production and post-production environments, and with third-party partners.

Action steps

Cybersecurity executives should consider a variety of steps to build more mature cyber operations:

- Surround yourself with the best possible talent.
- Be creative in investing in people and their careers in ways they find meaningful. (It's not always solely about money.)
- Think outside the box about training that helps people develop their analytical and other skills in addressing challenges.
- Foster a diverse workforce to create an environment conducive to idea sharing and critical thinking.

Advancing the careers of women in cybersecurity

ACF Women's Council program staff have interviewed many members to gain their perspectives on advancing the careers of women in cybersecurity. A report will identify key challenges women face and possible solutions organizations can consider to support career advancement. When finalized, the summary will be distributed to Women's Council members.

We thank you again for joining the roundtable if you were able to attend. The Women's Council encourages members to get involved in council activities, such as contributing ideas for roundtable topics, volunteering as a subject-matter expert, and reaching out to other members. For questions or suggestions, please contact Valerie Abend, ACF Women's Council chairperson, or Lisa Harris, program manager.

CONTACT

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Accenture Security helps organizations build resilience from the inside out, so they can confidently drive innovation and growth. Leveraging its global network of cybersecurity labs, deep industry understanding across client value chains and services that span the security lifecycle, Accenture protects organizations' valuable assets, end-to-end. With services that include strategy and risk management, cyber defense, digital identity, application security and managed security, Accenture enables businesses around the world to defend against known sophisticated threats, and the unknown.

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