The Way Forward with Cyber Security Target Operating Models
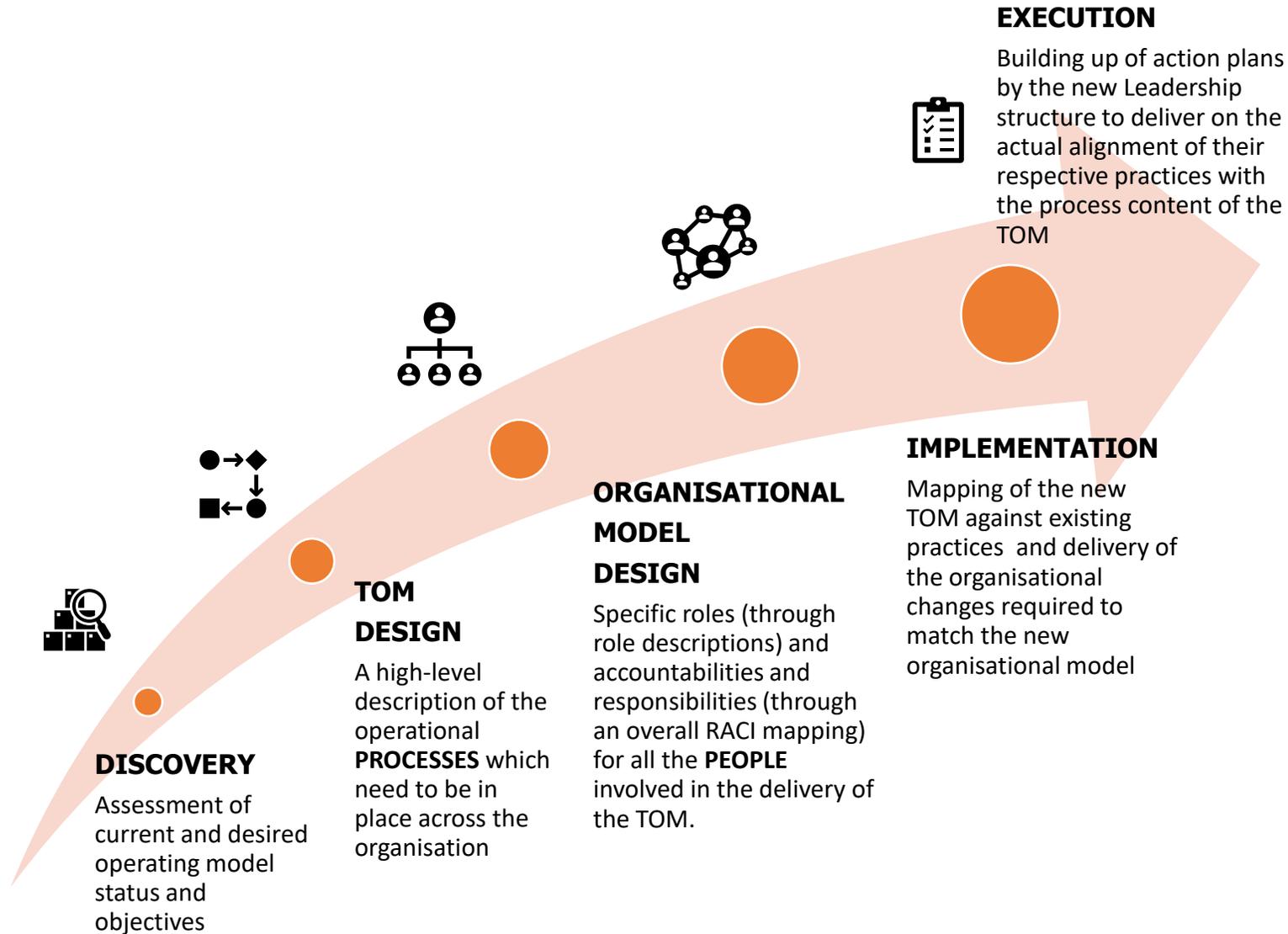
A Plan of Approach for Senior Executives

corix partners

A Structured Way to Building a Cyber Security Target Operating Model

"Process and People first, THEN Technology" will always be at the heart of the winning formula

Technology comes in support of a structured set of processes, that enable people to protect the business from cyber threats.

EXECUTION

Building up of action plans by the new Leadership structure to deliver on the actual alignment of their respective practices with the process content of the TOM

IMPLEMENTATION

Mapping of the new TOM against existing practices and delivery of the organisational changes required to match the new organisational model

ORGANISATIONAL MODEL DESIGN

Specific roles (through role descriptions) and accountabilities and responsibilities (through an overall RACI mapping) for all the **PEOPLE** involved in the delivery of the TOM.

TOM DESIGN

A high-level description of the operational **PROCESSES** which need to be in place across the organisation

DISCOVERY

Assessment of current and desired operating model status and objectives

The selection of the necessary TECHNOLOGY products and service providers should come in support of alignment action plans: *PROCESS and PEOPLE first, then TECHNOLOGY*

The Discovery Phase

OBJECTIVE:

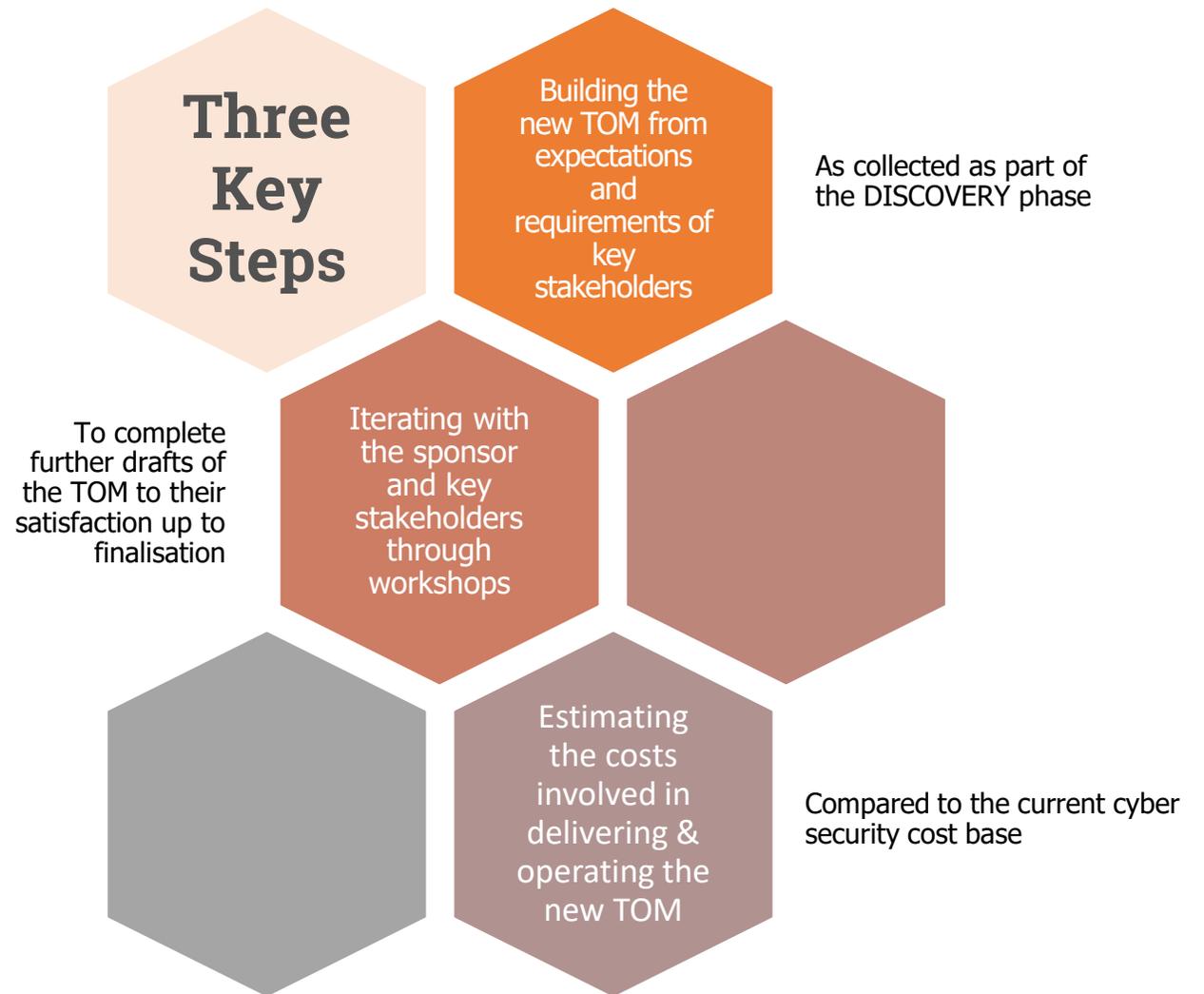*Assess the strengths and weaknesses of the current cyber security operating model situation*

Three Key Steps

Mapping all Cyber Security Stakeholders

Across IT, business, support functions, geographies and key vendors

Collecting all relevant pre-existing material

Across the strategy, policy and regulatory space

Engaging with all Stakeholders

To collect their views on the current operating situation around cyber security, and their expectations and requirements
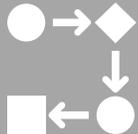
Engaging with all stakeholders and getting them onboard from the start is key, as going forward THEY will have to live the values of the TOM and make it happen in real life.

The TOM Design Phase

OBJECTIVES:

Produce a high-level description of the cyber security operational PROCESSES which need to be in place across the organisation

Validate the new TOM with key senior stakeholders

Three Key Steps

Building the new TOM from expectations and requirements of key stakeholders

As collected as part of the DISCOVERY phase

To complete further drafts of the TOM to their satisfaction up to finalisation

Iterating with the sponsor and key stakeholders through workshops

Estimating the costs involved in delivering & operating the new TOM

Compared to the current cyber security cost base

Keep things simple and achievable: Simplicity, clarity and transparency of objectives are always the best success factors in any new operating model initiative

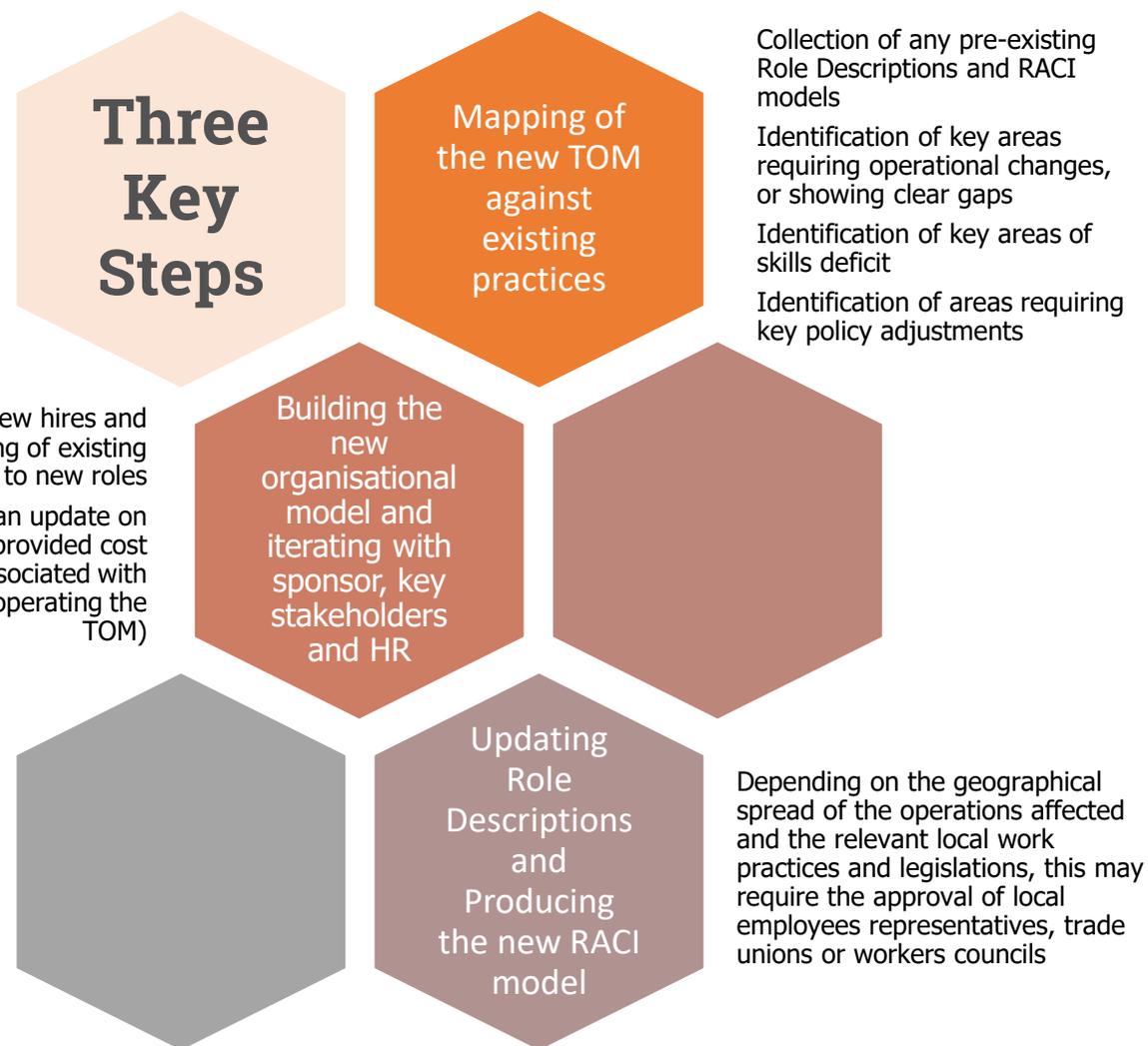# The Organisational Model Design & Implementation Phase

OBJECTIVES:

Produce a set of specific roles and role descriptions

AND an overall RACI mapping detailing specific accountabilities and responsibilities

for all the PEOPLE involved in the delivery of the TOM.

Validate the new organisational model with key senior stakeholders including HR

Three Key Steps

Mapping of the new TOM against existing practices

- Collection of any pre-existing Role Descriptions and RACI models
- Identification of key areas requiring operational changes, or showing clear gaps
- Identification of key areas of skills deficit
- Identification of areas requiring key policy adjustments

Identifying new hires and proposing a mapping of existing staff to new roles

This may involve an update on previously provided cost estimates associated with delivering and operating the TOM)

Building the new organisational model and iterating with sponsor, key stakeholders and HR

Updating Role Descriptions and Producing the new RACI model

Depending on the geographical spread of the operations affected and the relevant local work practices and legislations, this may require the approval of local employees representatives, trade unions or workers councils
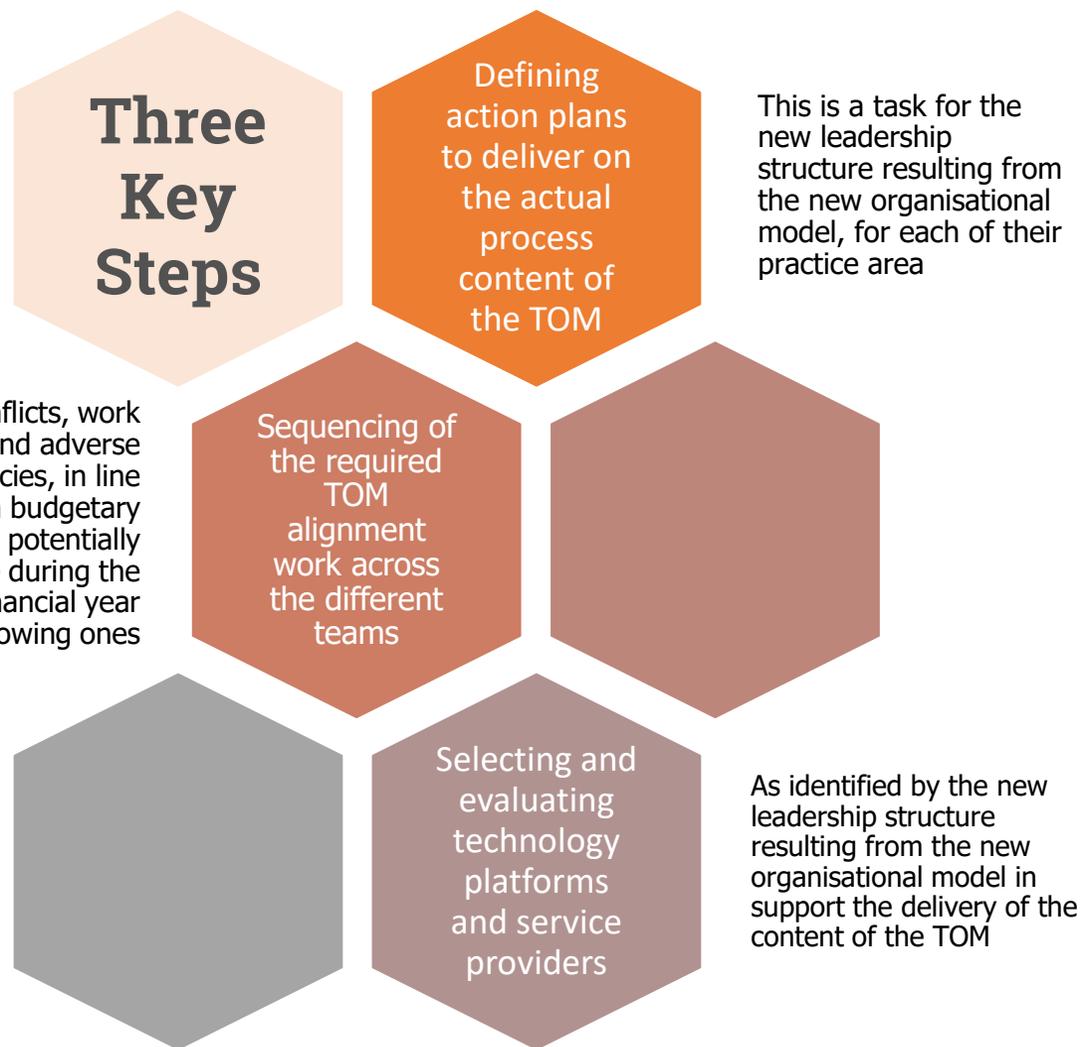
Involve HR throughout and communicate around organisational changes with staff in line with internal practices and policies, and ONLY when sufficient endorsement has been obtained from HR, stakeholders and other parties

The Execution Phase

OBJECTIVES:

Ensure that the new Leadership team - resulting from the new organisational model – brings its cyber security practices in line with the new TOM

Three Key Steps

Defining action plans to deliver on the actual process content of the TOM

This is a task for the new leadership structure resulting from the new organisational model, for each of their practice area

To avoid conflicts, work duplication and adverse dependencies, in line with budgetary resources potentially available during the current financial year and the following ones

Sequencing of the required TOM alignment work across the different teams

Selecting and evaluating technology platforms and service providers

As identified by the new leadership structure resulting from the new organisational model in support the delivery of the content of the TOM

The selection of the necessary TECHNOLOGY products and service providers should come in support of alignment action plans: PROCESS and PEOPLE first, then TECHNOLOGY

Summary of Key Points

- Process is key and comes first; that's the backbone of the TOM
- Security Processes need to align with stakeholders expectations and the objectives of the business at large around cyber security

PROCESS
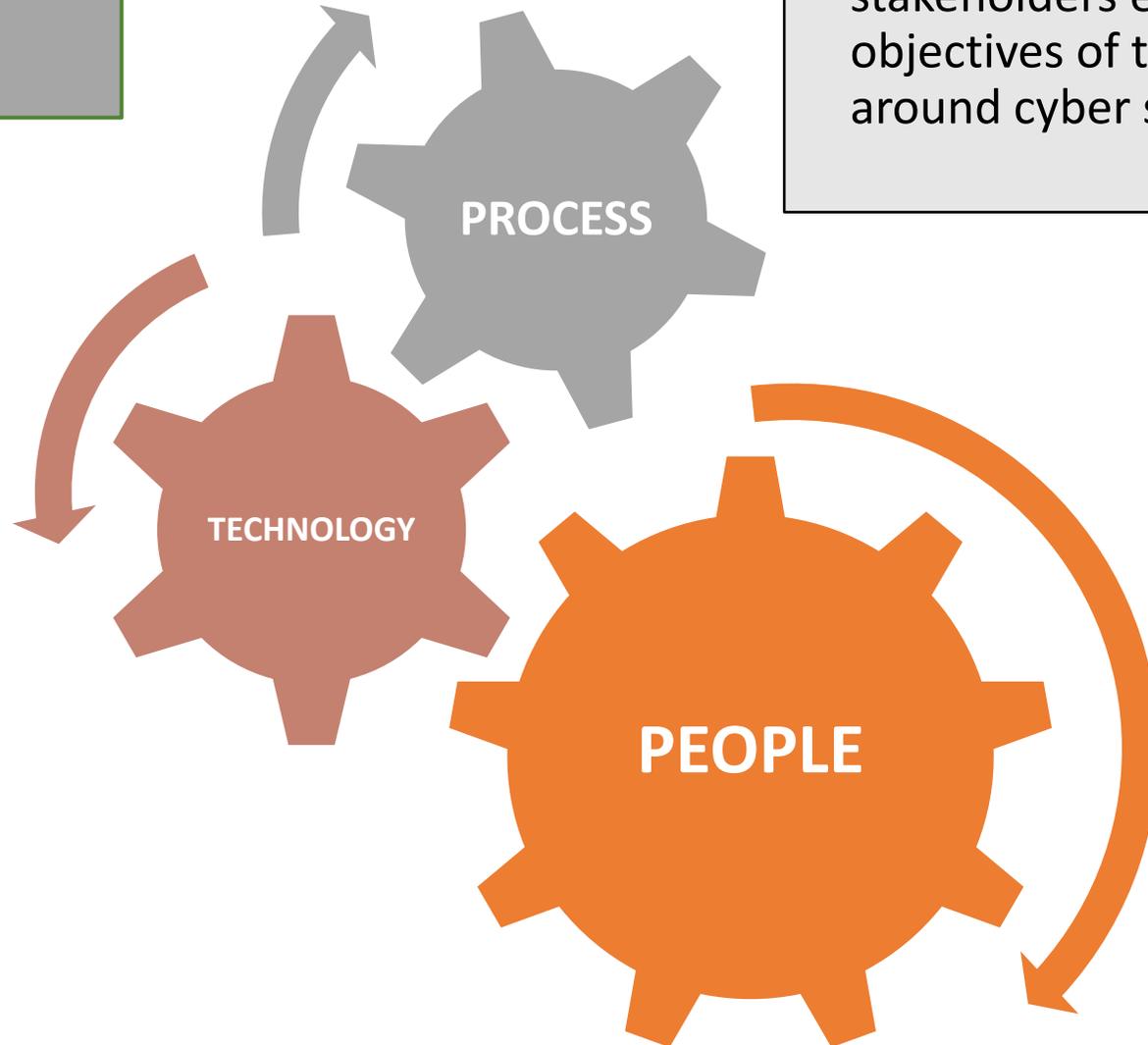
TECHNOLOGY

- Technology comes last, not first,
- It comes in support of alignment plans and new process and organisational structures

PEOPLE

- Focus on clear, consistent, realistic role descriptions and RACI model aligned to Security Processes
- Involve key stakeholders throughout, including HR and the relevant employees representatives where necessary

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Please be in touch to discuss further

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Thank You