

The Art of War for Talents

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- PricewaterhouseCoopers, IT-Auditor, 2013 – 2016
- E.ON, Information Security Manager, 2016 – 2019
- LANXESS, CISO, 2019 – 2021
- HS Fresenius, Lecturer, since 2017
- Author of „The human firewall – How to create a culture of Cyber-Security“

The Art of War – Sun Tzu

The Art of War, written by Sun Tzu in 5th century BC China, originally served as a military treatise on strategy, adaptability, and intelligence in warfare. Over time, it has become a globally recognized guide for leadership and management, offering timeless principles relevant to modern business.

Key concepts include:

- Strategic Planning
- Understanding Competitors
- Efficient Resource Use
- Leadership and Flexibility

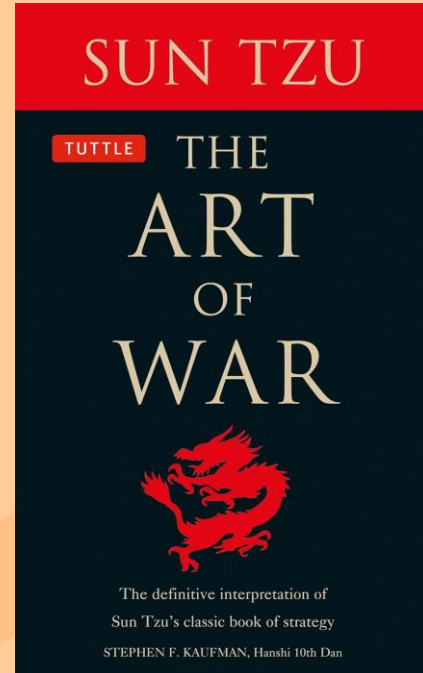
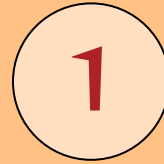


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Surveying the Battlefield



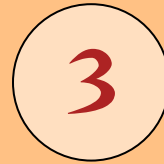
Attract

Recruiting: How to Attract Top Talents



Develop

Bootcamp: Onboarding & Development



Retain

Holding the Fort: Retention & Resilience Strategies





Intro

Surveying the Battlefield

Surveying the battlefield

- Success and continued existence of Information Security are based on competent and motivated employees who pull together as a powerful team

High
Demand



- Talent gap in IT and IS makes it difficult for every CISO to find employees
- Projects are delayed by months or even years due to personnel shortage

Severe
Shortage



- Stress and competition make it difficult for every CISO to keep employees
- Employees, sometimes even entire teams, are poached between competitors
⇒ **It is a war for talents!**

Competition





1

Attract

Recruiting: How to
Attract Top Talents

**Victorious warriors win
first and then go to war,
while defeated warriors
go to war first and then
seek to win.**

Sun Tzu | The Art of War



“Stand-Out” Job Descriptions



Clear, concise, and appealing job descriptions



Highlight the unique selling points of the role



Emphasize career growth and development opportunities



Ensure inclusivity and avoid gender-biased language



Carve out the USPs of your company as an employer – what sets you apart from the rest?

Bad examples - Description

Dabei übernimmst du folgende Themen:

- Verantwortung für unser ISMS sowie die Netzwerksicherheit für unsere 50+ Niederlassungen weltweit
- Sicherstellung der Einhaltung der gesetzlichen Anforderungen unserer IT-Prozesse und -Systeme
- Betreuung unserer jährlichen ISO 27001-Zertifizierung
- Verbesserung unserer Business Continuity Management (BCM) Prozesse und Systeme
- Betrieb unseres e-Discovery-Dienstes zur Aufdeckung von Sicherheitsrisiken

- Fundierte Erfahrung in IT-Sicherheit und Risikomanagement und Kenntnisse der gängigen Rahmenwerke für das Informationssicherheitsmanagement (ISO 27001, NIST, BSI), idealerweise in Azure AZ-500-zertifiziert
- Tiefes Verständnis von Microsoft, M365 und Cloud-Technologien sowie MS Azure im Speziellen; fundierte Kenntnisse von Microsoft-Sicherheitsfunktionen wie AIP oder ATP und Erfahrung im Betrieb komplexer hybrider Modelle im Kontext der IT-Sicherheit
- Kenntnisse in der Festlegung von Strategien, deren Umsetzung in umsetzbare Pläne und zur Erzielung von Ergebnissen

- Du stellst sicher, dass geeignete Verfahren und Technologien für die Wiederherstellung im Katastrophenfall und die Geschäftskontinuität vorhanden sind.
- Du überwachst die Einhaltung von Vorschriften und Standards (z. B. NIS2 usw.).
- Du bist für die Bewältigung von Sicherheitsvorfällen, Notfällen und Krisensituationen zuständig und koordinierst zwischen den Tochtergesellschaften im Falle größerer Bedrohungen.

Bad examples - Description

Informationssicherheitsbeauftragte/r (ISB)
(w/m/d) / Chief Information Security Officer (...)



, Nordrhein-Westfalen, Deutschland (Vor Ort)

Angesehen

- Hybrid working model
- Balanced work-life balance with flexible working hours
- Annual training budget for continuous professional and personal development (1.500 EUR)
- Free choice of hardware, including private use
- Monthly lunch subsidy (up to 100 EUR)
- Deutschland Ticket for environmentally friendly mobility options

Chief Information Security Officer CISO Junior

Madrid, Comunidad de Madrid, España · **hace 3 horas** · 4 solicitudes



Presencial · Jornada completa · Intermedio



De 501 a 1.000 empleados · Servicios y consultoría de TI

Bad examples - Salary

Wir suchen für unseren Kunden, ein IT-Dienstleistungsunternehmen mit Sitz in Wuppertal, einen IT-Security Experten.

Die Position ist im Rahmen der **Personalvermittlung in Festanstellung** zum nächstmöglichen Zeitpunkt zu vergeben.

Das Bruttojahresgehalt liegt je nach Qualifikation zwischen **80.000 und 95.000 Euro**.

Wir freuen uns auf Ihre Bewerbung als

IT Security Spezialist / CISO (m/w/d).

- Bleiben Sie hydriert mit kostenlosen Getränken und freuen Sie sich auf unsere jährlichen Firmenveranstaltungen.

Head of cyber for the treasury of Britain.
£57k



Head of Cyber Security

HM Treasury · London, England, United Kingdom (Hybrid) · 1 week ago · 31 applicants

£50,550/yr - £57,500/yr · Full-time · Mid-Senior level

1,001-5,000 employees · Public Policy Offices

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Skills: Cybersecurity, Cyber, +8 more

Apply

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BREAKING: China has hacked the UK Ministry of Defence

@SkyNews]

Bad examples - Salary

Informationssicherheitsbeauftragte/r (ISB) (w/m/d) / Chief Information Security Officer (CISO)
4 Bewerbungen

Vor Ort · Vollzeit · Geschäftsleitung

7 von 10 Kenntnissen passen zu Ihrem Profil – Sie könnten für die Stelle infrage kommen

Vergleichen Sie sich mit 4 anderen Bewerberinnen [Jetzt Premium für 0 EUR testen](#)

[Bewerben](#) [Speichern](#)

Details zum Jobangebot

Einsatzort

Einsatzbereich

Prorektorat für Transfer, Innovation und Digitalisierung

Informationssicherheitsbeauftragte/r (ISB) (w/m/d) / Chief Information Security Officer (CISO)

bis EG 14 TV-L je nach Vorliegen der individuellen Voraussetzungen

Entgelttabelle TV-L 2023						
€	1	2	3	4	5	6
E 14	4542.64	4885.93	5167.63	5593.59	6246.27	6433.67

Information Security Specialist / Expert*in für Informationssicherheit (all genders)

00b36 München

Gehalt

1.500 € pro Monat

Anstellungsart

Vollzeit

Consider Flexible Work Options



Home office and remote work possibilities



Workation: working from other countries



Benefits of flexible work arrangements



Benefits of flexible work hours
(e.g. catering to follow-the-sun structures of global clients)

Expanding the Search



Think internationally: broaden your search beyond local talent



Increase diversity: target female candidates and underrepresented groups (e.g. Non-binary, Neurodivergent, People with disabilities)

Deep Dive: Women in Cyber



WiCyS is a nonprofit organization that brings together women in cybersecurity from academia, research, government, and industry.



This nonprofit focuses on empowering women to succeed in cybersecurity through education, professional development, and networking.



Women4Cyber was launched by the European Cyber Security Organisation (ECSO) and promotes the participation of women in Cybersecurity.



The Cybersecurity and Infrastructure Security Agency (CISA) has initiatives aimed at increasing the representation of women in cybersecurity roles.



The Diana Initiative hosts an annual conference dedicated to women and non-binary individuals in Cybersecurity

...and more!

Internal talent & freelancers



Identify and nurture interested employees within the organization

- Provide training and development opportunities
- Create clear career paths for progression



Transition freelancers into full-time roles

- Evaluate their performance and cultural fit
- Offer competitive benefits and career development opportunities

Re-evaluating Requirements



Question how much experience is **truly** necessary for the role



What are the non-negotiables / essentials, what are the “nice to haves”?



Consider candidates with non-traditional backgrounds and diverse experiences



What time and resources can you invest to bring people up to the level you need them to be at?

Listening to Employees



Conduct regular surveys and feedback sessions (e.g. start / stop / continue exercises)



Act on employee suggestions / concerns and talk about it on internal channels (e.g. newsletter or teams posts)



Foster a culture of open communication

Rethinking Probation Periods



View the probation period as a trial for the company as well



Focus on mutual fit and support



Provide clear goals and feedback



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Develop

Bootcamp: Onboarding &
Development



**In the midst of chaos,
there is also
opportunity.**

Sun Tzu | The Art of War



Bootcamp: Onboarding

Onboarding process: Mapping out the path to success



- Functional onboarding session workshop for new hires (incl. key players from HR, people development, representatives of key departments as guest speakers)
- Onboarding booklet (incl. guides to setting up vital accounts, passwords, equipment, as well as lists of key contacts in IT, HR, etc.)

Knowledge Ramp up: Taking the first steps



- Each new hire should be equipped with a list of mandatory trainings (ideally with transferable certifications) to equip them with a solid foundation for their new position.

This may include:



- Security considerations for their new position
- Project management
- Specific skill sets such as negotiation, mediation, facilitation, etc.
- Additional languages

Bootcamp: Development

Painting a picture of the future



- Make sure new hires are informed about the various career paths (e.g. functional versus managerial)
- Have a succession management plan in place that new hire can slot into and are developed for accordingly, with their full knowledge from the start.

Slotting into the team



- Use org charts to illustrate roles, responsibilities and processes within the organization.
- A team chart can help individual teams to determine how they want to divide up roles & responsibilities, ways of working together, and modes of communication.

Finding strength



- Consider the use of “strength finder” workshops or assessments to better determine how to best position, support and develop each team member.
- Making the results transparent so that the whole teams knows which strengths they possess can boost team cohesiveness & performance!

Some Tips for Successful Feedback

GIVING FEEDBACK



- Praise in public, criticize in private – and do not get personal!
- Do it with empathy, be patient, be of service to the recipient.
- Offer support to the recipient with their plan of action based on the feedback.

RECEIVING FEEDBACK



- Listen carefully and with an open mind (“No one ever learnt anything from hearing themselves speak”).
- If all you hear is criticism, ask what positive points you can build on.
- Reflect on what you heard and decide what action(s) you may want to take.



3

Retain

Holding the Fort:
Retention & Resilience
Strategies



Regard your soldiers as your children, and they will follow you into the deepest valleys; look on them as your own beloved sons, and they will stand by you even unto death

Sun Tzu | The Art of War



Holding the Fort: Retention Strategies



Onboarding



Effective and Timely Communication



Regular Feedback & Recognition



Personal Growth & Development



Working Environment



Effective Change Management



Celebrate Successes

Analyzing Retention Risk

Useful questions to identify



What is the average turnover rate within this group of workers?



How difficult is it to find a candidates on the external market?



Are those workers a critical link in achieving business results?



Do those workers assume responsibilities requiring critical knowledge and skills?



Risk to the business if vacancies in those position may mean e.g. loss of experience, knowledge, skills, which are critical for business efficiency, negative impact on wider organization

62 %

of CISOs globally have experienced burnout.

74 %

of board members are aware that their cybersecurity employees are stressed or extremely stressed.

50 %

of cybersecurity employees will change jobs by 2025, according to a Gartner forecast.

The Importance of Resilience



Fostering Mental & Emotional Resilience

How you can increase your resilience **physically**:

NUTRITION



- Positive biochemical influence on body & soul:
- Mediterranean diet
- Vegetables, fibre, omega-3 fatty acids, curcumin, vitamin D3
- No processed fast food

SPORT



- Sport reduces acute stress and builds up stress resilience
- At least 3 times a week for $\frac{3}{4}$ hour of sport
- Anything is good, as long as it's fun

HORMESIS



- Constant pressure mentally meets few challenge physically
- Temporarily stressing the body (hormesis) revitalizes and increases resilience
- Sauna, cold showers, ice baths/Short periods of fasting

NATURE & LIGHT



- Modern work = overstimulating
- In nature, with few stimuli, our attention system can relaxe
- Minimum dose = 2 hours/week of forest, beach, mountains, lake...
- Daylight can alleviate depression.

Fostering Mental & Emotional Resilience

How you can increase your resilience **mentally**:

SLEEP & DREAMS



- Good sleep keeps us healthy: "batteries are recharged"
- Tips for good sleep: fixed day-night rhythm, lavender, hot bath, cool bedroom
- (Some) dreams can replace therapies

MEDITATION



- Takes the focus off the "inner critic"
- Become an observer and no longer identify with your thoughts and feelings
- Better emotion regulation through self-observing

STOIC ART OF LIVING



- To react to misfortunes with the greatest possible serenity.
- 1. life advice: Concentrate on what is within your power
- 2. life advice: Practise anticipating misfortune

SOCIAL RELATIONSHIPS



- Most important factor for happiness
- Your chronic stress also affects those around you. Balance makes more empathetic
- Have at least one person you can count on and in whom you can confide everything



Outro



Handout

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Thanks!

Do you have any questions?



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