



ZANDER SEARCH

HIRING A GLOBAL CHIEF INFORMATION SECURITY OFFICER

- THE CLIENT:** A Global Derivatives Exchange and Clearing House
- THE ROLE:** Global Chief Information Security Officer
- LOCATIONS:** Chicago, London, New York, Washington, Singapore & Hong Kong
- OUR SUCCESS:** Talent Map presented in 3 weeks / Search Delivered in 10 weeks (including 5 weeks of client process)

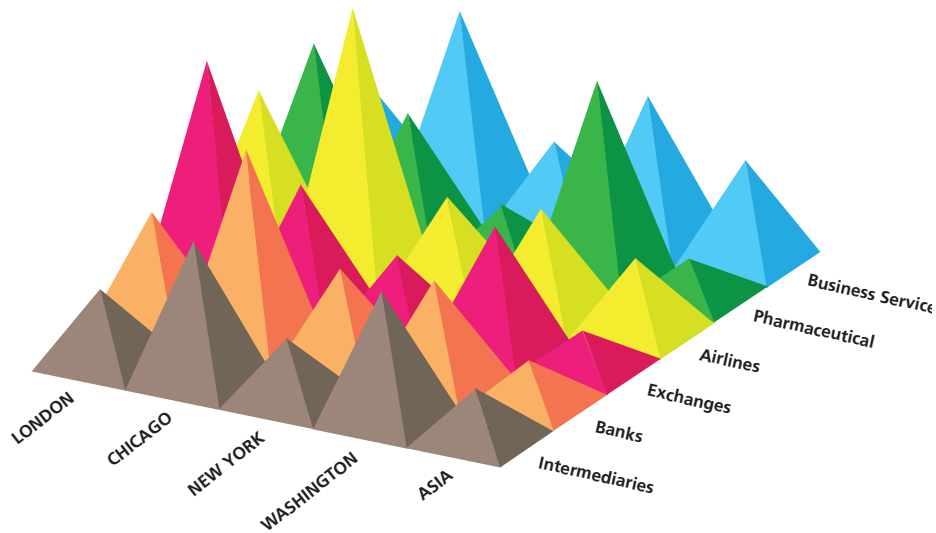


Illustration showing the projects focus on both sectors and geographies

- SITUATION:** Our client had an established information security programme with a dedicated team focused on protecting core and secondary business operations. The team was led by a traditional IT specialist and the business was keen to upskill the programme and re-deploy the existing head into a more technical role. The function was owned by the CIO but worked very closely with both the COO and Global Head of Compliance. Technical operations sat in Chicago with a team also in Ireland. Due to the need for the role to be visible with the regulators and government officials, there was also a need to create a presence in Washington and London. The main clients for this role were based in New York, Chicago, London and across Asia.
- REQUIREMENT:** The Managing Director and Chief Information Security Officer is responsible for establishing, maintaining and improving the corporation's Information Security Program including establishing an enterprise wide information security strategy, adapting relevant frameworks, directing the development of a corporate

information security architecture, conducting risk assessments, ensuring timely and effective incident response, compliance, reporting on security posture and providing training and awareness across the organisation.

CHALLENGES:

Whilst the role was owned by the CIO, both the operations and compliance functions had a significant influence on defining the role. With this in mind the search had to review each of their specific requirements and ensure all expectations were managed. As this role also had a broad client base, the interview panel included people from across the entire organisation which created logistical challenges when managing the process.

THE SOLUTION:

In order to gain commitment from across the business, the search began by mapping the CISO functions across different financial service and commercial environments in each of the target geographies. During this process we highlighted key figures and profiled their backgrounds. This was then presented in the form of a map to each of the stake holders and used to gain an agreement in principal on how the 'right person' would look. Simultaneously we mapped out who the market considered the top 10 CISO's to be in each of the key locations. (Chicago, London, New York, Washington and Asia), and presented this data in the form of league tables.

THE OUTCOME:

The complete map comprising of 140 profiles was presented within 3 weeks of the full brief, from which 80 priority calls were identified. During the following 3 weeks we approached everyone on the list and during weeks 4 and 5 we conducted interviews. In order to ensure we presented a variety of options we interviewed at least 4 candidates in each of the agreed locations. All interviews were carried out by the same consultant in order to maintain continuity.

THE SHORTLIST:

Our shortlist was comprised of 3 reports. The first presented the best candidates against the brief, irrespective of location; the second presented the top three in each location and the third considered the challenges of being in a particular location and fulfilling the broader brief. From this the client concluded that the challenge of delivering this role from London, Singapore, Hong Kong and Washington were greater than the benefit of hiring from one of these regions. Following this conclusion we defined and presented a final shortlist of 4 candidates (2 in New York and 2 in Chicago).

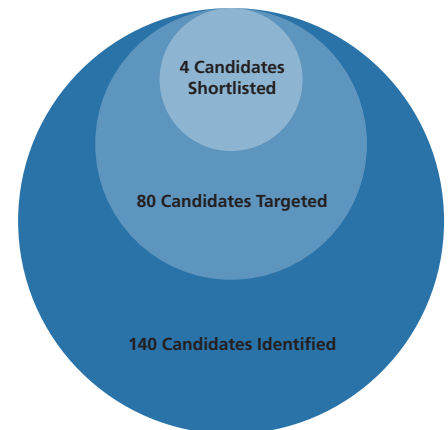


Illustration showing how many candidates were considered at stages of the recruitment process

THE PLACEMENT:

An offer was made in week 10 of the project. Unfortunately the preferred candidate received a counter offer and chose to stay in their existing position. We returned to the original shortlist and within 6 days of the first offer being rejected, a second offer was made and accepted.