Gartner:
Leadership Vision for 2022
Top 3 Strategic Priorities for Security and Risk Management Leaders
As we head into 2022, we continue to feel the human toll of the global pandemic, but we already know it has been a watershed period in which attitudes and norms have permanently shifted — in our everyday lives and at work.

Living through COVID-19 has increased social awareness — as have growing demands for equity for those who are underrepresented.

Businesses have also changed. For many organizations, the pandemic has catalyzed digital business initiatives as we adapt to the demands of employees, customers and other stakeholders, who were forced into new digital options that they have now come to favor.

B2B purchasers are happy to buy digitally, without a sales representative; B2C consumers are buying off social media platforms; employees are physically distributed and communicating asynchronously — and IT infrastructures must secure the organization despite this “anytime, anyway, anywhere” way in which we’re operating.

In your role as a leader, you’ve now spent months adapting to change and delivering new solutions at speed. You and your team may be burning out, and it’s never been more important to prioritize your time and energy. To help with that, Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research.

We’re providing detailed insights to our clients across dozens of roles, and we’re now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.

Chris Howard
Chief of Research, Gartner
Job 1: Reframe the Role of the Cybersecurity Leader ...

Today, business units and individuals have the ability to make substantial decisions about their digital destiny — which sometimes lead to bad security outcomes. Security and risk management (SRM) leaders are being squeezed between an increasingly aggressive threat environment and the unrealistic expectation that the chief information security officer (CISO) won’t ever interfere with business unit computing. Successful CISOs recognize these misconceptions and actively work to change them in 2022 and beyond.

**Leadership Misconception**

- "The CISO prevents breaches."
- "Cyber risk is security's problem."
- "Security is a roadblock to speed."

**Reframe**

- "A leader facilitates risk management."
- "Cyber risk is a business/organizational risk."
- "Security enables agile and secure products."

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... And Focus on Adding Value

Effective CISOs want to invest more time in strategic planning and building relationships.

- Security Operations: 1.5 hours per week overinvested
- Staff Management: 1.2 hours per week overinvested
- Policy and Standards Setting: 0.7 hours per week overinvested
- Project Risk Assessment and Oversight: 0.5 hours per week overinvested
- Vendor Management: 0.3 hours per week overinvested
- Stakeholder Relationship-Building: 2.0 hours per week underinvested
- Strategic Planning: 2.2 hours per week underinvested

n = 129 CISOs
Source: 2020 Gartner CISO Effectiveness Survey
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Three Challenges and Actions for the Security and Risk Management Leader

**The loss of control**
One in five workers consider themselves digital technology experts since COVID-19. 49% of “ineffective” CISOs incur unrealistic expectations from stakeholders.

**Boards demand value**
One in 10 organizations are now creating cybersecurity-specific committees at the board level. Boards identify cybersecurity risk as the second highest source of risk for the enterprise.

**A cybersecurity mesh architecture has evolved**
If endpoints, digital citizens and IT assets will be located anywhere, then cybersecurity controls need to be able to follow suit.

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**Actions for the SRM leader**

Develop a culture of cyber judgment and align this culture with evolving talent needs.

Prioritize customers and market-facing business relationships and focus on value-generating activities.

Choose cybersecurity technologies that offer high levels of integration, automation and orchestration capabilities.

Source: Gartner
Create Competent Decision Makers Across the Organization

All employees are now citizens in a digital democracy. The security and risk team must equip them with processes and guiderails that encourage them to follow safe paths. Building cyber judgment in this way is a practical risk response to the phenomenon of citizen computing.

<table>
<thead>
<tr>
<th>Security Activities</th>
<th>Low Trust</th>
<th>Medium Trust</th>
<th>High Trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Assessment</td>
<td>Security-led</td>
<td>Self-administered, security reviewed</td>
<td>Self-administered</td>
</tr>
<tr>
<td>Control Implementation</td>
<td>Done by security</td>
<td>Controls for high risks are implemented by security</td>
<td>Done by groups</td>
</tr>
<tr>
<td>Exception Request</td>
<td>Issued by security</td>
<td>Made independently within a predefined risk range; peer reviewed</td>
<td>Made autonomously within a predefined risk range</td>
</tr>
<tr>
<td>Verification</td>
<td>Frequent security reviews</td>
<td>Reviews only in cases of major revision</td>
<td>Self-verification</td>
</tr>
</tbody>
</table>

As digital citizens increasingly demonstrate higher levels of trustability, the need for centralized governance activities decreases.

The ultimate goal of cyber judgment is self-service.

Source: Adapted from client case study
Build Game-Changing Relationships Outside IT

Building relationships with business unit leaders, heads of sales and heads of marketing is key as these are the exact areas where increased technology use is leading to a higher volume and variety of information risk decisions. There is an order of magnitude difference between the number of top- and bottom-performing CISOs who meet with these higher-impact stakeholders on a frequent basis.

Source: Gartner
Prioritize Three to Five Areas With High Business Value

Concentrate on the relatively small number of activities that provide the greatest marginal return on time and resource investment — and make these choices consistent with the reframing of your mission.

Make it clear to internal customers that you are not there to solve all their problems, but that you will identify and address the significant ones.

Prioritize three to five things you own and control that have the greatest impact on business value priorities.

Source: Gartner
Use Cloud-Delivered Solutions for Scalability, Integration and Automation

80% of organizations surveyed already have or plan to have a cybersecurity product as a service in the next two to three years.

n = 396, all respondents; excluding “don’t know”
Q. Are any of your organization’s information security products delivered “as a service”?
Source: Gartner 2020 Security & IAM Solution Adoption Trends Survey
Actionable, objective insight

Explore these additional complimentary resources and tools for security leaders:

**Tool**
Gartner IT Score
Benchmark key processes and activities to advance your function.

**Tool**
Gartner BuySmart™
Reduce costs, avoid pitfalls and buy technology with confidence.

**Roadmap**
The Roadmap for Maturing Information Security
Build a mature program to mitigate cybersecurity risk effectively.

**eBook**
3 Steps to Stop Employees From Taking Cyber Bait
Bring cyber awareness to your employees to manage risks.

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