INFORMATION SECURITY CONFERENCE 2025
Future-Proofing Cybersecurity: Next-Gen Strategies

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BEYOND GRC: How governance of enterprise risk can transform the security and resilience of modern organizations.”

Virginia Information Security (IS) Conference 2025

Future-Proofing Cybersecurity: Next-Gen Strategies

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Personal Story

I wasn't born this way.

- I started as a very technical ISDN operator.
- I did not adjust the message for the audience.
- I had no business in the boardroom.

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Horror Story

Doing everything "right" does not guarantee that things will not go horribly wrong.

- **Information Security Management System**
- **Cyber Liability Insurance**
- **Threat and Vulnerability Management**
- **Out of Business**

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What is GRC supposed to do for me?

According to OECG, “Governance, Risk, and Compliance (GRC) produces “principled performance.””

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What do people usually use GRC for?

Used incorrectly, GRC = CRG

- Compliance monitoring (checklists)
- Risk reporting (not risk management)
- Management reporting (tactical, not strategic)

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Why bother moving beyond GRC?

Compliance is the weakest risk management driver.

- **Regulator resources are limited.**
- **Most companies suffer consequences only after a problem occurs.**

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But . . . governance is part of GRC!

Governance only exists when there is active engagement from executive leadership. Apathy and disengagement from leadership is not governance.

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Does governance affect risk psychology?

Risk culture, influenced by governance, determines whether organizations prioritize compliance (pain avoidance) or value generation (pleasure maximization).

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How should governance work?

Governance practices that work well in one organization could be disastrous when applied to another organization.

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What is governance of enterprise risk?

Risk governance refers to the rules, processes, culture, and guidelines by which decisions about risks are taken and implemented.

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How is risk governance done in practice?

Established risk boundaries move people from making "gut" decisions based on feelings to making informed decisions based on data.

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Who sets the boundaries for risk?

The board of directors in partnership with the CEO should establish the acceptable risk boundaries for the company.

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What are the key risk areas?

Cybersecurity affects key risks but is not a key risk itself.

- Revenue
- Operations
- Regulations
- Reputation
- Safety

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Who is ultimately responsible?

The board is responsible for strategy, and the CEO is responsible for execution that creates value. Both roles are responsible for enterprise risk, which cybersecurity influences.

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What does everyone else do?

The entire company operates within the risk boundaries established by leadership and provides notice when problems are identified.

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How do we confirm risk governance works?

Performance measurement is the best tool to direct resources and adjust strategies to produce desired outcomes.

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What if we get risk governance wrong?

The business judgement rule protects boards from liability as long as the duty of loyalty and the duty of care are satisfied.

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What are the fundamental resources?

- Corporate Governance Matters, 3rd Edition
- Essentials of Risk Management, 3rd Edition
- NIST IR 8286 (Plus Appendix A-D)
- NIST SP 800-221
- ISO 37000

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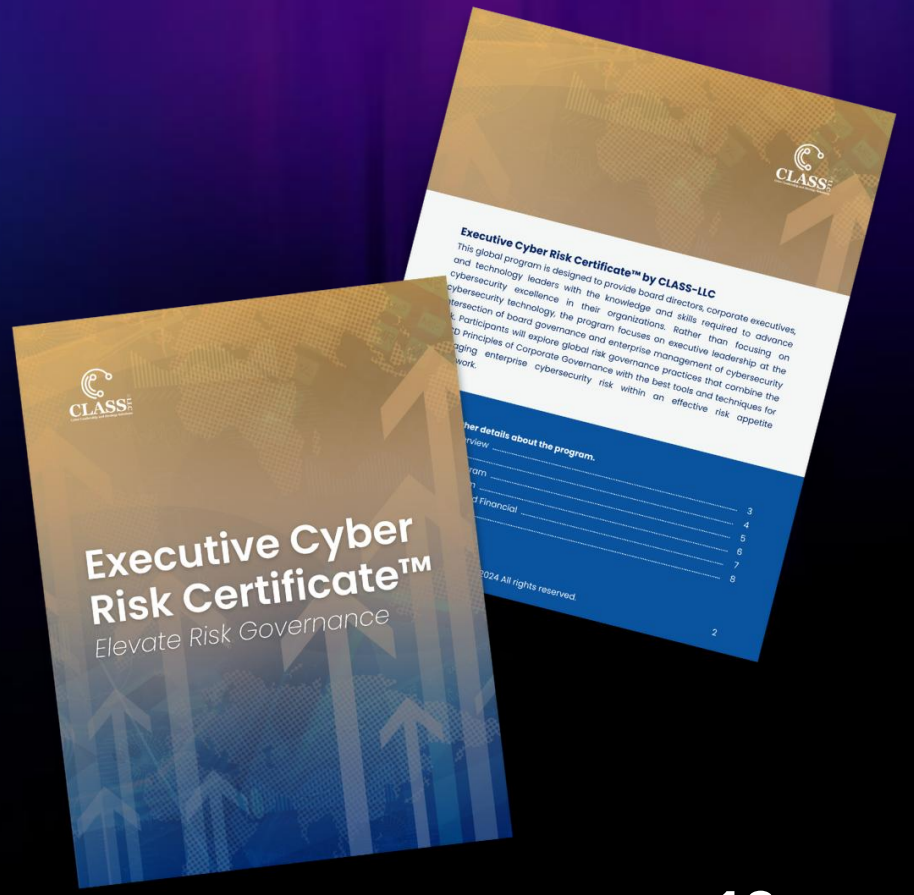
What if I need more help?

- Email ecrc@class-llc.com to learn more about our executive education program.
- Follow or connect with Keyaan Williams on LinkedIn.



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Thank you!