

CISO

Changing The Strategy

by Yohann BAUZIL, FRANCE

Yohann BAUZIL joined Airbus OneWeb Satellites (AOS) at 33 years old in early 2017 and currently holds the role of Chief Information Security Officer (CISO) for the French entity. AOS is a startup of the New Space, created as a joint venture between Airbus and OneWeb. Located in Toulouse, Yohann is also Head of "Cybersecurity, Industrial Security & Data Protection" for France.



Since 2008, he has worked for Airbus Defence & Space (ADS) as IT Project Leader and Expert in Network and Security dedicated for all the ADS spacecraft launch campaigns. Working directly within the business during all these years, he has always maintained the same approach:

"Security has to be a business enabler and has to work for the business".



Throughout our life and in our education, from kindergarten to engineering school, we are taught to strive for the best grades across all subjects. We have the societal goal to be good at everything. When you start working, you instinctively try to become an expert in your field. Then, one day, you become Chief Information Security Officer (CISO), and you realize that you will have to change strategy...

The scope a CISO has to cover is extensive: management, IT expertise, leadership, governance, DRP/BCP, offensiveness, budget management, showing pedagogy and persuasiveness with the board of directors, IAM, risk analysis, crisis management, and many others. We can often be experts in two or three of these aspects. However, the real challenge of the job is to have an opinion, knowledge, and know-how in all the topics we have to address.

"Considering the level of sophistication of today's security threats and the diversity of the missions we have to manage, the CISO's job is becoming increasingly complex."

And thus, when you eventually assess the true scope of your duties, you begin to understand that you will have to excel at your job without being excellent at everything. Being an expert in all areas is not a viable approach, so you need to find a new and acceptable personal strategy.

Looking at the new challenges ahead - such as quantum computing, the formidable efficiency of AI, or the dramatic rise in technology - excellence in the modern CISO profession is about stepping back and being humble enough to disregard the conditioning of our education and learning to accept to be just "average" in many aspects.

The question becomes simple: Are we sufficiently prepared to accept being just "an average"? The answer, not so obvious...