

# NAVIGATOR

Elevating cyber leaders into  
transformative business leaders.

23RD - 27TH SEPTEMBER, 2024 | UTAH, USA

Designed and delivered  
in collaboration with:



**Executive**Education





Deer Valley, Utah

# Executive education on cyber resilience

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ISTARI was founded with the belief that knowledge is protection. Cybersecurity has become one of the most critical risks businesses face in today's digital world, making it essential for us to come together to learn from each other to meet the challenge. We believe in collective power, convening and partnering with world-renowned institutions and leading experts that can help us on our journey to cyber resilience.

That's why we created and designed this unique programme with one of the world's most prominent academic institutions, the University of Cambridge Judge Business School. CJBS Executive Education prides itself on offering an interdisciplinary, interactive learning environment that celebrates and creates real-world impact, shaping leaders who change the world.

This programme will help you embrace the knowledge and skills you need to grow in confidence, to evolve and to adapt in an ever-changing cyber landscape. It will support you in leading purposefully, managing effectively and innovating nimbly in an increasingly complex landscape.

Navigator is designed to widen senior cyber leaders' knowledge, deepen their perspective and provide a unique space to share insights with their peers from across the region.

We hope to explore what it takes to forge the path to cyber resilience — now and in the future. We will provide an environment where you can contribute freely and learn directly from one another, all with the shared goal of delving into the learnings from real-life cyber scenarios and advancing toward increased resilience.

## Topics covered:

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Why Resilience Matters

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How to Prevent a Crisis from Becoming a Catastrophe

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Anticipating Strategic and Geopolitical Trends

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Shaping & Organisational Culture

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Rethinking Cyber Risk Management

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Crafting a Cyber Resilience Strategy

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Winning the C-suite: Power and Influence

# Programme overview

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Monday, 23 September – Friday, 27 September, 2024

The programme begins with a half day of content followed by a welcome dinner and drinks reception. Content wraps up with a half day programme on Friday.

## Day 1 (half day)

### Boiler Room to Boardroom: Why Resilience Matters

*Dr. Manuel Hepfer*

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*“There must now be a paradigm shift in the approach to cybersecurity. Enterprise leaders need to think in terms of assuring the integrity and resilience of the interconnected business and social processes that sit on top of an increasingly complex technology environment – rather than cybersecurity being simply an issue of protecting systems and networks.”*

*World Economic Forum*

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This foundational session explores the systemic issues impacting leaders and enterprises and how resilience fits into the modern business world. It explores the concept of resilience, the shift from cybersecurity to cyber resilience and why it is so important for cyber leaders to manage the transition. Importantly, it explores and provides a framework of leadership that executives can use to lead their organisation’s evolution, in partnership with their C-Suite and the Board.

## Day 2

### How to Prevent a Crisis from Becoming a Catastrophe

*Dr Simon Learmount,  
Cambridge Judge Business School*

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*“Uber, the world’s largest taxi company, owns no vehicles. Facebook, the world’s most popular media owner, creates no content. Alibaba, the most valuable retailer, has no inventory. And Airbnb, the world’s largest accommodation provider, owns no real estate. Something interesting is happening.”*

*Tom Goodwin, Tech Crunch*

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This module is a specially designed business school case study for the Navigator programme. Focusing on Uber, it explores the strategic and disruptive forces that enabled it to become one of the world’s most well-known companies. However, it also has had organisational and management challenges along the way, which has at times led towards major governance and culture issues, including its former CISO, Joe Sullivan, being prosecuted by US authorities. Accordingly, effective cyber crisis management requires the full scope of the entire company, from individuals up to the C-suite, as management of the crisis impact may last well beyond the time required to mitigate the technical incident. This session focuses on those business processes.





## Anticipating Strategic Threats and Geopolitical Risks

*Will Dixon, ISTARI*

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*“The golden age of globalisation that we experienced in the last 30 years since the end of the Cold War has ended clearly, and we are entering a new era, a new era that will be marked by greater geopolitical contestation.”*

*Lawrence Wong, Deputy Prime Minister of Singapore*

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Having the ability to access and understand strategic macro trends and their impact on the threat and risk landscape, including their applicability to their enterprise, is increasingly a core requirement for the modern cyber resilience leader. Alongside a former high profile five-eyes intelligence chief, this session focuses on elevating understanding of the larger strategic trends and political developments and how they impact the resilience of an organisation.

## Day 3

### What is Governance? Becoming Board Ready.

*Dr Simon Learmount,  
Cambridge Judge Business School*

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*“Culture eats strategy for breakfast.”*

*Peter Drucker, Practices Of Management, 1954*

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What is corporate governance, and why does it matter? Effective governance, especially a business’ Chairman and Board members, play a vital role in the effective management and stewardship of an entire enterprise. They are a critical stakeholder for any cyber leader. But how does effective governance work, and how can it help an executive with objectives such as driving organisational and cultural change alongside effective cyber risk management?.

### Corporate Governance & Cyber Risk Management

*David White, Axio*

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*“We will bankrupt ourselves in the vain search for absolute security.”*

*Dwight D. Eisenhower, 34th President Of The United States, 1961*

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Managing cyber risk within organisations is a major leadership challenge. The costs for enterprises are increasing. Building and maintaining cybersecurity capability is expensive, and the return on investment often is uncertain. Calibrating investment to the dynamic nature of the changing cyber threat and risk landscape is challenging. This session focuses on cyber leaders’ need for a deep understanding of the key issues in their cybersecurity strategy but also the need to be able to align it to the business’ wider corporate governance and enterprise risk management practices and capabilities.

## Day 4

### Crafting a Cyber Resilience Strategy for the Board

*Dr Manuel Hepfer, ISTARI*

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*“Then, in 72 words, I laid out the strategy, which was essentially to be the conduit of capital between those who have it and those who need it. That’s our job. Then we took a poll, and the result was that 98 percent understood and agreed with the strategy. Clarity of message is key.”*

*James Gorman, CEO Of Morgan Stanley, 2019*

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Can you summarise your company’s strategy in 35 words or less? If so, would your colleagues put it the same way? Very few executives can honestly answer these simple questions in the affirmative. The companies that those executives work for are often the most successful in their industry. This session is dedicated to the art of not only understanding what strategy is, and what is required to craft strategy successfully but also communicating it effectively. A must for modern cyber leaders.

## Personal Leadership Skills: Power and Influence at the C-Suite

*Kelly Dozois, Leadership Design & Communications Expert*

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*“The true measure of leadership is influence. Nothing more. Nothing less.”*

*John C. Maxwell, The 21 Irrefutable Laws of Leadership, 1998*

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Leadership, innovation and change are all about influence. Power resides in multiple places within an organisation. To succeed, cyber leaders must market their ideas and convince stakeholders within these power structures. The capacity to influence without executive authority is a critical skill. This is especially pertinent when engaging with senior executives who are required for resilience efforts but often perceive cyber as a complex domain associated with specialised threats, risks and vulnerabilities.

## Day 5 (half day)

### Putting your Cyber Resilience Strategy into Action

*Dr Simon Learmount, Cambridge Judge Business School*

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*“Thinking is easy, acting is difficult, and to put one’s thoughts into action is the most difficult thing in the world.”*

*Johann Wolfgang von Goethe*

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The final culminating session seeks to consolidate all of the knowledge and skills gained throughout the programme. It provides a final tool kit that can empower cyber executives to put their learning into action within their respective companies. This session serves as a platform for participants to share their strategic thinking, leadership abilities, and new found expertise and how as a cohort they can continue their journey as a community of peers.





# Accommodation

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## Location

A longstanding architectural gem in the heart of Deer Valley's Silver Lake Village, Goldener Hirsch blends the historic charm of an Austrian-inspired ski chalet with the modern lines of recently added mountain residences.

## Address

Goldener Hirsch hotel, Deer Valley,  
7520 Royal Street, Park City, Utah 84060, United States

The programme is designed to be residential, in order to optimise the learning experience and allow for ample time with your executive-level peers.

Included in your programme fee is accommodation costs for four nights, along with all breakfasts and lunches, as well as a welcome and farewell dinner.



## Core faculty and experts

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**Dr Simon Learmount**

**Associate Professor in Corporate Governance,  
Cambridge Judge Business School**

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Previously the Director of the University of Cambridge's MBA Programme, Dr Simon Learmount is also a lecturer in Corporate Governance, a Fellow of the Centre for Business Research (CBR) and a Fellow of Pembroke College, Cambridge. He has published extensively on the convergence of national systems of corporate governance, organisational trust and cooperation and is a world-renowned expert and lecturer on effective corporate governance of risk.



**William Dixon**

**Director of the Academy & Community, ISTARI,  
and Fellow, Royal United Service Institute**

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William Dixon is the Director of the Academy and Community. Previously he was Head of Future Networks and Technology at the World Economic Forum's Centre for Cybersecurity.

He has a decade's experience as an operational and strategic lead for a range of National Security and Cybersecurity programmes in the UK Government, which included significant experience working on a number of major and high-profile International Cybercrime Investigations.

He is the author and contributor to several publications and has a Masters's Degree from Kings College London and is a fellow at the Royal United Service Institute (RUSI).



**Dr Manuel Hepfer**

**Head of Knowledge & Insights, ISTARI,  
and Research Affiliate, University of Oxford**

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Dr Manuel Hepfer leads research at ISTARI and is a Research Affiliate at Oxford University's Saïd Business School. Before joining ISTARI, he completed a PhD in Cybersecurity and Strategic Management at the University of Oxford. His research won several awards and appeared in academic and practitioner journals such as MIT Sloan Management Review and was covered by the Financial Times.



## David White

**Co-Founder & President, Axio, Teaching Fellow,  
Carnegie Endowment for International Peace & Security**

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David is co-founder and Chief Knowledge Officer at Axio Global, where he helps companies evaluate and improve their cybersecurity risk management programs and deploy cyber insurance as an effective risk transfer control. He works with insurance industry leaders on improving cyber insurance products, underwriting, and claims data analyses. Previously, at the CERT Program at Carnegie Mellon's Software Engineering Institute, he was responsible for a portfolio of cybersecurity and resilience maturity models, frameworks, and research. He co-authored the CERT Resilience Management Model (CERT-RMM).



## Kelly Dozois

**Leadership Design  
and Communication Expert**

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Kelly Dozois is the Founder of Ocean Beach Consulting, with over twenty years experience coaching senior executives on influence and communication. She has worked with some of the world's leading brands, including Apple, Nike and Salesforce, supporting members of their top management group with the design and communication of their business strategies. Prior to founding Ocean Beach Consulting, she was a Vice President at the Gap Cooperation responsible for the learning pathways of over 160,000 employees and the executive development of its top management group.



# Navigator in numbers

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**5**

day immersive  
executive education

**5+**

industry-leading  
speakers and educators

**9/10**

overall programme  
feedback rating

**25**

global senior cybersecurity  
peers for knowledge sharing

**150+**

alumni from world  
leading organisations

**3**

global cohorts  
each year



## Previous cohorts

 Allianz	 DBS	 DP WORLD
 Emirates	GLENCORE	 Mahindra
 NIKE	 randstad	 REPSOL
 Santander	 Statkraft	 TOMTOM

## Programme costs

The fee is \$9,750. This includes accommodation and all breakfasts, lunches and a welcome and farewell dinner, but excludes travel and taxes. **Tax is not included in the fee.**

## How to apply

**Monday, 23 September – Friday, 27 September, 2024**

To apply for an upcoming Navigator programme, please do so on our website: [navigator.istari-global.com](https://navigator.istari-global.com)

For more information, please contact the Academy Director, William Dixon: [willdixon@istari-global.com](mailto:willdixon@istari-global.com)



# Testimonials

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*“This is the most fulfilling course I have attended in a long time. The content, delivery and peer collaboration exercises have provided great takeaways that will help shape and guide my personal resilience journey.”*

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CISO, major European energy provider,  
(\$1.6 billion annual revenue)

*“This is the best executive education course I’ve been on. Each session was well thought out, curated and delivered by the excellent teaching lineup and guest speakers. Can’t wait to put into practice what I’ve learned.”*

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Head of Information Security,  
online fashion retailer  
(\$2.2 billion revenue)

*“Learning isn’t just about content. The seasoned professionals I met and exchanged insights with were the icing on the cake.”*

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Senior Director, Global Information Security,  
multinational athletic and apparel company  
(\$52 billion revenue)

*“I valued most that it was aimed at the right level, close to where a CISO wants to be with CEO and management conversations.”*

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Global Information Security Officer,  
global leader in the HR services industry  
(€27.6 billion annual revenue)







# ISTARI

ACADEMY

[navigator.istari-global.com](https://navigator.istari-global.com)



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