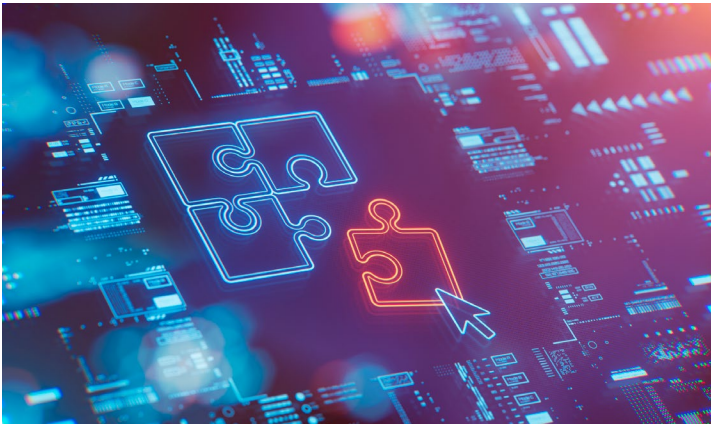


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## A Shifting Market is Keeping AI and Cybersecurity Recruiters on Standby



The landscape of AI and cybersecurity recruiting is dynamic and constantly evolving. Executive recruiters say that there is a significant demand for skilled professionals in AI, including machine learning engineers, data scientists, and AI researchers. Companies across various industries are actively seeking talent to leverage AI for innovation, efficiency, and competitive advantage.

Meanwhile, with the rising frequency and sophistication of cyber threats, there is a heightened demand for cybersecurity experts. Roles such as security analysts, incident responders, penetration testers, and security engineers are in high demand. The intersection of AI and cybersecurity is becoming increasingly important. AI is being used to enhance cybersecurity defenses through automated threat detection, anomaly detection, and predictive analytics. Conversely, cybersecurity is critical in ensuring that AI systems are secure from adversarial attacks and data breaches.

Lea Hagglund, who leads technology, product, AI, and cybersecurity roles at **NU Advisory Partners**, says that “AI is transforming the executive search landscape in ways I wouldn’t have anticipated just a few years ago. At NU Advisory Partners, we’ve been integrating AI into our workflows in numerous ways to enhance both efficiency and quality day to day,” she said. “AI allows us to automate tasks that previously took a lot more time. It’s freed up our team to maximize our value-add: diving deep into understanding the unique needs of our clients and candidates.”

### Using Artificial Intelligence

“Our team uses AI both internally and externally,” Ms. Hagglund said. “For example, we can now move mountains of unstructured data – emails, for instance – into our database with a click of a button. We also leverage AI to streamline our deck creation and free up our time to focus on candidate communication. Additionally,

AI enhances our ability to market-map swiftly, as well as get quick answers to internal company questions, like benefits details.”

“However, despite all its power and capabilities, AI is still just a tool,” said Ms. Hagglund. “The heart of our work remains in the relationships we build and the insights we bring to the table. AI helps us be more efficient and informed, but it’s our team’s human touch – our ability to understand, empathize, and connect – that truly drives our success. As we continue to integrate AI into our processes, we’re excited about what’s next. The possibilities are vast, and they’ll quickly redefine the future of executive search.”

Cybersecurity roles are a board-level topic and a top priority in the market, explains Sal DiFranco, managing partner, global advanced technology practice at **DHR Global**. “New threats are emerging daily, and organizations need strong, technical cybersecurity leaders who can secure their environment, mitigate risk, and keep their business safe from potential threats,” he says. “Of course, cybersecurity leaders, specifically CISOs and top VPs of cybersecurity, are tasked with leading their teams in protecting an organization’s assets effectively. But equally important, now more than ever, it’s essential for these leaders to be strategic partners to the overall business. That means that CEOs need proactive leaders who can articulate best practices and the right approach to maintaining a secure and compliant environment, communicating both strategy and technology at the C-suite and board levels. Identifying and securing cybersecurity leaders who can blend their technical skill set, leadership, and business acumen is critical.”

### BY THE NUMBERS

#### AI Workers in Hot Demand

By 2025, **97 million** workers will be needed in AI-related industries...

...Experts in big data, analytics, & data science will be in hot demand.

Source: Search Logistics

### Blending Technical Skills with Business Acumen

Mr. DiFranco also notes that cybersecurity has become a more specialized skill over the last 10 years, with organizations focusing on it as a critical need for the business. “There is now more talent available as cybersecurity organizations have grown to have multiple levels, functions, and levels of seniority,” *(cont’d. to page 2)*

he said. “Because of this, organizations need talent in a variety of levels. There is not a shortage of technical talent, but finding leaders who can blend the technical skills with business acumen to create an impact for an organization is where we see the talent gap in the field at the executive level.”

“AI has impacted recruiting by speeding up our recruitment process and providing us with enhanced capabilities to find, vet, and attract talent,” according to Mr. DiFranco. “It is streamlining our approach to finding and qualifying top candidates more quickly while delivering enhanced service to our clients,” he says.

“At the executive level, we are focused on finding leaders who have a strong technical background and skill set in addition to highly effective communication skills and understanding of the businesses they support,” Mr. DiFranco says. “The ability to translate technical issues, innovation, and how technology can impact business strategy is a critical factor for hiring managers. If candidates can’t bridge the gap between technology and the business, they tend not to be as valued as those who can.”

Can AI help tackle bias? Mr. DiFranco says it depends. “AI can analyze vast amounts of data to identify patterns of bias that might be invisible to humans, such as biased language in job descriptions or biased decision-making,” he said. “AI systems can also provide explanations for their decisions, making it easier to identify and correct biased behavior, thus enhancing transparency and accountability. However, AI systems can perpetuate biases if the training data is biased, highlighting the importance of using diverse and representative data. Additionally, human biases are complex, requiring continuous monitoring and updating of AI systems to adapt to new forms of bias.”

Mr. DiFranco says that AI will continue to help automate and streamline the executive recruitment process. “It is a tool that will support our work similar to how applicant tracking systems, LinkedIn, and other resources have become the norm in the executive search world,” he said. “AI helps to increase our productivity and provides us access to more data on candidates and the market as we make impactful placements for our clients.”

“The market for cybersecurity recruiting has shifted a good amount,” said Drew Fearson, CEO of **Ninjajobs**, a cybersecurity recruiting firm operating under the Direct Recruiters brand. “The last year saw layoffs across the board after the COVID hiring boom, then hiring freezes. We have started to see some hiring come back, as hiring managers are realizing a lot of internal recruiters are spread too thin. We are also seeing companies ask for contract labor/staff augmentation to circumvent full time headcount caps.”

Mr. Fearson notes that for years, there hasn’t been a shortage of people looking for jobs, as many have attempted to enter into the field over the years, pushed by the promise of high salaries, and aided by any number of short-term cyber training programs. “The trick now is to identify those that have actual talent and potential and help them cut through the high signal to noise ratio,” he said.

“In regards to AI, there are multiple ways recruiters are using this technology to help their jobs,” Mr. Fearson said. “It can and is used

## INSIGHT

### How CISOs Can Prepare for the Competitive Job Market Ahead



As the inflationary environment continues to elevate operational costs, many businesses have shifted toward cautious hiring practices, according to a report from **JM Search**. U.S. job openings have fallen to a three-year low,

and the wide breadth of executive opportunities has slimmed – yet 75 percent of CISOs remain ready for a career change. As such, cybersecurity leaders must be strategic in their pursuit of other career opportunities. As competition grows, cultivating strong professional relationships will prove paramount for securing leadership roles. Proactive engagement with peers – as well as executive recruiters – can keep CISOs on the radar for interesting roles, empowering them, whether actively or passively job searching, to seize ideal opportunities. Regular outreach to professionals in your field and desired industry should be routine for any CISO considering a career change soon.

Further, preparedness is critical to relationship-building success. By staying abreast of market dynamics, CISOs can join network-widening LinkedIn conversations and contribute their own thought leadership, all while improving their interview readiness. Maintaining a robust, up-to-date LinkedIn profile can further attract valuable connections. Be sure to highlight your awards and accomplishments in senior leadership roles and ask colleagues in advance for references and LinkedIn recommendations if possible.

The CISO job search has become an intensive process – and even executives with an outstanding track record must compete against a robust pool of qualified candidates. In the current job market, CISOs should be ready to double the time they expect to find a new position and anticipate a potential need to compromise on salary, industry, organization size, location requirements, and other important considerations.

While executive search firms can connect CISOs to optimal opportunities – particularly when given clear job criteria such as location, industry, scale, and position – competition is high. At JM Search, they are increasingly seeing InfoSec executives broaden their parameters; many top-performing CISOs are even stepping into CIO, operating partner, and investor roles. Others are showing openness to more conservative increases in compensation than they may have previously in different market conditions, particularly when offered a more senior role with broader scope of responsibilities, the chance to learn a new industry, and/or to have significant impact with businesses of a smaller scale. Be transparent with recruiters about areas where you’re willing to compromise, as well as dealbreakers in your search.

in creating Boolean search strings, creating job descriptions when there isn’t one already made, automated meeting note taking. Some are even using it to do a first screen on candidates.”

### Using AI to Lighten Workload

“I believe AI will allow us to be more efficient with our time and handle a heavier workload,” said Mr. Fearson. “As with any tool, I believe the key will be to figure out how to wield it effectively, while not becoming fully reliant on it.”

The overall executive search market during the last three to six months for cybersecurity companies *(cont'd. to page 3)*

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that are VC backed is flat, according to Glenn D. de Gruy, founding member and senior partner and leader of the global cybersecurity practice at **Kingsley Gate**. “The VC deal volume remains soft and generally deal value has adjusted to the current market conditions,” he said. “Over the last 18 months, cybersecurity start-ups and early stage companies have experienced significant market headwinds to include their customers budgets remaining flat and in some cases modestly increasing. This has forced CISOs to prioritize their business investments in their top 5/6 cybersecurity technologies, and not spending to far outside of those targeted areas. There is cautious optimism in the market to regain some momentum around the upcoming National elections and for the Fed to begin to reduce interest rates and inflation to begin to flatten.”

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*“There is not a shortage of technical talent, but finding leaders who can blend the technical skills with business acumen to create an impact for an organization is where we see the talent gap in the field at the executive level.”*

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“During this time, the top cybersecurity functional needs have been sales, marketing, and product management,” Mr. de Gruy said. “The hiring leaders continue to focus on cybersecurity knowledge, experience and leadership competencies and unwilling to consider leadership talent outside of this category. We believe this is problematic for the industry and minimizes the ability to bring in new leadership competencies and experiences to drive growth and enterprise value that benefits both the companies and investors.”

“Also, to preserve cash and extend runway, before engaging with a retained executive search firm, we have seen these VC backed companies pause in their hiring decisions, roll up the responsibilities of the departed executive to another executive on an interim basis, and try to maximize their and BODs rolodexes,” said Mr. de Gruy. “These types of decisions often drive delays in attracting the right fit leadership and negatively affects business operations and continuity. We can significantly reduce the amount of time to place executive candidates, as a result of being focused on the global cybersecurity market and utilizing our innovative, proprietary technology tools. We can quickly understand our client’s needs and present leadership candidates that meet their scorecard requirements with velocity, accuracy (right fit) and transparency.”

Market demand for cybersecurity leadership talent far exceeds the current supply, according to Barry Cressley, executive director of **CIO Partners**. “The high demand is fueled by heavy investment in cybersecurity by organizations across the globe in response to regulatory requirements and the increasing frequency and sophistication of threats,” he said. “The need for rapid maturation of cybersecurity within hiring organizations and the high levels of security that they must deliver has created a seemingly endless demand for experienced leaders who are both knowledgeable on the subject and experienced in proactively solving problems under immense pressure.”

*(cont'd. to page 4)*



### Complex Roles

“Meanwhile, on the supply side, a barrier of entry to leadership positions in the cybersecurity field lies in the complexity of these roles,” Mr. Cressley said. “Being a talented technologist is only the foundation. At the same time, it is incredibly difficult to take classroom cybersecurity knowledge and apply it to real world challenges where threats are constant and consequences can be extreme. While there has been an influx of entry-level cybersecurity candidates, they are generally not ready to fill the middle and upper tiers of a fully mature security organization. Many top cyber leadership candidates spent years in traditional IT roles learning the nuances of the effects of decisions made and are able to apply those lessons to cybersecurity and translate their skills and knowledge to defend against impending threats.”

Mr. Cressley also notes that when recruiting cybersecurity leadership talent, the expertise of an executive search firm that specializes in those roles can be invaluable in fully examining the market and significantly shortening the time to fill these key positions. “The right firm will offer extensive knowledge of the technology leadership landscape, maintain a robust network of information security professionals, and place paramount importance on understanding the culture of the hiring organization and the typical threats they face,” he says. “It is imperative that a search partner presents leadership candidates who understand the client’s culture and pain points and are able to prescribe multi-faceted approaches to their people and technology.”

“Recruiting cybersecurity executives continues to be a dynamic and challenging environment,” said Whitney Ambrose, managing director of **Diversified Search Group (DSG)**. “Demand remains high, even in a choppy jobs market, due to an ever-expanding threat landscape. Cybersecurity budgets continue to rise, although modestly, during a conservative economy. After a quiet 2023, there has been more activity in the cyber leadership recruiting market this year. Executives are starting to consider their next opportunity and organizations seemingly feel more comfortable investing in talent.”

“There will always be high demand for cybersecurity talent,”

Mr. Ambrose explains. “How we define cybersecurity and risk management will continue to change as technology progresses and threats evolve, however there will always be a need for professionals who can mitigate risk and provide security for an organization. With high demand, ever changing technology, and expanding threats, there will be always be a need (and therefore a potential shortage) of cyber talent. How we define cybersecurity and what skills are needed in this industry may change but I believe the demand will always be there.”

“At Diversified Search Group, generative AI tools are helping our recruiters stay informed about new technologies and trends, create efficiencies in their workflow, and deliver high-quality materials,” said Mr. Ambrose. “AI assists in streamlining repetitive tasks, such as summarizing call notes, drafting follow-up emails, and generating initial drafts of job specifications. This allows our recruiters to spend more time focusing on what matters most—the client and the candidate.”

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# Hunt Scanlon Top 45 Cyber Technology Search Firms

<b>3D Executive Search Partners</b> Blake Dunavant, Managing Partner	(972) 402-5767	<b>Isaacson, Miller</b> Ericka Miller, President + CEO	(202) 552-5532
<b>Acertitude</b> Tim Cook, Partner	(401) 522-5150	<b>JM Search</b> Jamey Cummings/Doug Bower/Kevin Kerna, Partners	(610) 964-0200
<b>Artico Search</b> Matt Comyns, President	(203) 570-7472	<b>Kingsley Gate</b> Umesh Ramakrishnan, Office of the CEO	(972) 726-5550
<b>Bespoke Partners</b> Eric Walczykowski, CEO	(858) 356-6730	<b>Korn Ferry</b> Tony Rossano, Head of Global Technology Practice	(612)-906-3438
<b>Benchmark Executive Search</b> Jeremy King, President	(703) 728-8506	<b>McDermott + Bull</b> Chris Bull, Managing Partner	(949) 529-2690
<b>Calibre One</b> Aanand Varanasi, Partner	(650) 248-8350	<b>McIntyre Associates</b> Jeff McIntyre, President	(860) 284-1000
<b>CarterBaldwin Executive Search</b> Jennifer Poole Sobocinski, Partner	(678) 448-0010	<b>N2Growth</b> Kelli Vukelic, CEO	(800) 944-4662
<b>CIO Partners</b> Joe Gross, President	(770) 971-0324	<b>Odgers Berndtson</b> Steve Potter, CEO	(212) 972-7287
<b>Comhar Partners</b> Bernard Layton, Managing Director	(415) 903-4000	<b>ON Partners</b> Bailee Parker, Partner	(612) 825-4215
<b>Cowen Partners</b> Shawn Cole, President	(360) 947-2804	<b>The Onstott Group</b> Joe Onstott, Founder	(781) 235-3050
<b>Cyber Exec Executive Search</b> Jean-Louis Lam, Managing Partner	(312) 568-6748	<b>Pinpoint Search Group</b> Mark Sasson, Managing Partner	(970) 816-6175
<b>CyberSN</b> Deidre Diamond, CEO	(857) 415-2650	<b>Riviera Partners</b> Eóin O' Toole, Managing Partner	(877) 748-4372
<b>Daversa Partners</b> Joe Patalano, Managing Partner		<b>Russell Reynolds Associates</b> Angela Jung, Consultant	(305) 717-7400
<b>DHR Global</b> Sal DiFranco, Managing Partner	(312) 782-1581	<b>Sheffield Haworth</b> Mark Dixon/Daniel Woodgate, Managing Directors	(212) 593-7119
<b>Direct Recruiters</b> Ryan Lange, Partner	(440) 996-0593	<b>Slope Partners Cybersecurity</b> Mike Mosunic, Co-Founder	(888) 784-3422
<b>Diversified Search Group/Alta Associates</b> Joyce Brocaglia, Global Practice Leader, Cybersecurity	(908) 806-8442	<b>Spencer Stuart</b> Peter Hodkinson, Consultant	(212) 336-0200
<b>Egon Zehnder</b> William Houston, Global Lead	(202) 774-1300	<b>SPMB</b> Radley Meyers, Partner	(415) 924-7200
<b>EMA Partners</b> Chris Pantelidis, Managing Partner	(212) 808-3077	<b>StevenDouglas</b> Jamie Javorsky, Senior Vice President	(954) 385-8595
<b>The Executive Search Group</b> Tim McIntyre, Founder	(860) 652-8000	<b>True</b> David Winch, Partner	(646) 741-2585
<b>Executive Search Partners</b> Gary Erickson, Managing Partner	(248) 470-9976	<b>Wilton &amp; Bain</b> Erin Callaghan, Partner/Chloe Watts, Partner	+44 (20) 7621 3570
<b>Heidrick &amp; Struggles</b> Matt Aiello, Partner	(415) 981-2854	<b>WittKieffer</b> Hillary Ross, J.D., Managing Partner/Nick Giannas, Senior Partner	(312) 859-8841
<b>Heller Search Associates</b> Martha Heller, CEO	(508) 366-7005	<b>ZRG Partners</b> Lisa Hooker, Managing Director	(512) 501-1515
<b>Hightech Partners</b> Raffaele Jacovelli, Managing Partner	+32 475 733348		

## SPOTLIGHT

## A Look at the Growing Need for Cybersecurity Executives



*Daversa Partners was founded in 1993. Its global footprint spans two continents and eight offices, giving its teams visibility into the entirety of the market. Daversa is dedicated to developing meaningful relationships with entrepreneurs, executives, and investors across consumer and enterprise businesses.*

*Jason Slattery joined Daversa Partners in 2000 and serves as one of the founding partners of the firm's enterprise software and technology practice. He is the firm's preeminent go-to-market partner for cyber-focused companies and venture capital firms building next-generation cybersecurity companies across the globe, having completed extensive work up and down the software stack. Some of his notable past work includes Okta, Abnormal Security, HUMAN, Pindrop, Censys, SentinelOne, and Swimlane.*

#### **Jason, can you give us an overview of the market for cybersecurity recruiting?**

The cybersecurity recruiting landscape is undergoing an unprecedented surge, fueled by a wave of activity across various sectors in both enterprise and cybersecurity domains. This growth, driven by venture-backed and strong private equity investments, creates a dynamic ecosystem rich with opportunities at every stage of development. We're witnessing a range of innovations – from cutting-edge platforms to advanced tools and enterprise-grade solutions. Product-led growth (PLG) strategies are also emerging, presenting new avenues for talent acquisition in this rapidly changing market. A significant focus is on managed service providers (MSPs) and managed security service providers (MSSPs), which are redefining the landscape by offering vital cyber defense mechanisms against evolving threats.

#### **Do you expect this surge to continue?**

The demand for cybersecurity professionals is not just a passing trend; it reflects the critical importance of security in today's digital age. Recent data indicates that the volume of search activity in cybersecurity has skyrocketed by 150 percent compared to last year. This surge highlights a growing awareness of cyber threats and an urgent need for skilled professionals who can navigate the complexities of protecting sensitive information. As businesses increasingly prioritize cybersecurity, innovative and effective recruitment strategies have never been more essential. Organizations are on the lookout for talented individuals who can enhance their defenses, making the infusion of talent crucial for fostering growth and ensuring that enterprises are prepared for the challenges of the digital landscape.

#### **For years, recruiters have told us that there is a shortage of cybersecurity talent, is this still the case?**

Though I would argue that the landscape has shifted, there is certainly no deficit of seasoned cybersecurity leaders. In particular,

venture-backed tech companies have a wealth of experienced executives ready to step in. However, when we look at the broader market – from Fortune 500 to Fortune 5000 – the picture becomes more complex. We are witnessing an exodus of established chief information security officers (CISOs) who are seeking new avenues rather than remaining in traditional roles. This transition has created a noticeable gap, especially as organizations grapple with the increasing sophistication of cyber threats. The vacuum left by these seasoned leaders is significant, and there is a pressing need for a new wave of skilled CISOs who can navigate today's ever-evolving cybersecurity landscape.

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*“Many aspiring marketers, sellers, or product developers see the CISO organization as the Holy Grail of their customer base but fear that their lack of connections puts them at a severe disadvantage.”*

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#### **What is the biggest challenge right now?**

The biggest challenge is not just about filling roles, but rather cultivating the next generation of cybersecurity leaders – those innovative thinkers who can steer organizations through uncharted waters and advance their strategic security initiatives. As more seasoned professionals retire or move on, it's imperative that we invest in developing talent that is not only capable but also hungry and adaptable in this fast-paced environment.

#### **Despite lucrative salaries, what is preventing people from entering this field?**

When I speak with individuals outside the realm of cybersecurity – especially those from a go-to-market perspective on the venture side—I often encounter a common hesitation: the belief that without an established network of CISOs, breaking into this field can feel like an uphill battle. Many aspiring marketers, sellers, or product developers see the CISO organization as the Holy Grail of their customer base but fear that their lack of connections puts them at a severe disadvantage. This networking barrier forms a significant psychological hurdle that discourages talented individuals from seizing opportunities in cyber.

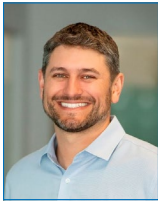
#### **For those looking to enter the sector what else should they know?**

Additionally, the complexity of the cybersecurity landscape cannot be overstated. For those intrigued by the field, it can be challenging to discern whether a company's solution has sustainable viability. For those willing to take the leap, seek mentorship, and build their networks, the rewards are not just financial – they are intellectually stimulating, fulfilling, and immensely impactful.



## SPOTLIGHT

## Navigating the Evolving Market for Cybersecurity Executives



As a partner at **SPMB**, Radley Meyers works with a variety of technology and tech-enabled-services companies, placing senior-level executives at venture capital-funded, private equity-backed, and publicly traded companies. A key area that Mr. Meyers brings extensive knowledge and expertise to is SPMB's security and data-related search work. He leads both functional searches, and also builds out executive teams at top security software and data companies. Mr. Meyers recently sat down with **Hunt Scanlon Media** to share his views on the booming cybersecurity market.

### Radley, explain to us the market for cybersecurity executives.

I'd split this into two categories: cybersecurity companies and functional security searches. The cybersecurity companies continue to be highly active in the recruiting market, specifically hiring CRO, CMO, COO, CEO, and president roles. This is in line with broader recruiting themes no matter the industry. Companies are trying to turnaround what has been an underwhelming market over the past 18 months or so, and the path to doing so is generally through these five functions. As for security companies specifically, it's important to note that there are a lot of new entrants into the security industry that are tying AI and cybersecurity together. This is especially true in the threat intelligence space, which makes sense given the higher visibility of breaches in today's environment. Functional security searches (CISO, VP security, etc.) have been less active in 2024 than my peers and I expected at the start of the year.

### Why do you think this is?

I believe this is because many companies are in 'wait and see' mode due to the current economic climate, paired with it also being an election year in the U.S. My expectation going into the year was there would be increased pressure for companies to uplevel security programs, leading to a higher volume of security executive searches, but most activity has been the result of current executives retiring or moving on from their roles, or hiring at a step below the CISO level. However, I'd anticipate this will pick up in 2025.

### Are organizations continuing to invest in cybersecurity talent?

In the last five years I've noticed a significant shift at companies investing in the next group of security leaders, which has resulted in a new wave of security executives prepared to take on the top job. This will continue to evolve and improve over the next few years as these "deputies" get more board level exposure and get deeper into the executive function within their companies. The other thing worth noting is the continued rise of CISO leadership into broader CIO, or even chief digital/data roles, reporting directly to the CEO in many cases. The fact that companies are elevating security leaders into these broader roles creates a clear growth path and allows for those who have been in CISO roles to better develop that next group of executives in a familiar environment.

### What is preventing people from entering this field?

While compensation for security executives has definitely become more consistent and in line with other C-level executives, there still remains some discrepancy in compensation throughout the market. Another significant factor that's discouraging people from entering the field is the personal risk that is tied to the position. Security leaders who saw how things played out at Uber or the recent Solar Winds situation are definitely being more cautious when looking at opportunities. I am seeing more candidates negotiating for protection through D&O insurance to mitigate their personal risk. Another reason people are either opting out of security as a long term career option, or are leaving the field after reaching the CISO level is the increased, and increasing, opportunity as a consultant or founder. Over the last decade, the emergence of security as an active member of product development in software companies has developed a breed of security executives who are very product minded, which has led to strong executives rolling the dice as entrepreneurs.

### In regards to AI, what are some ways recruiters are using this technology to help their jobs?

Proprietary research is such a vital part of any recruiting firm. At SPMB we have nearly five decades of institutional knowledge and data that allows our research function to educate themselves on specific topics quickly and efficiently. That said, generative AI tools have been incredibly useful for validation and idea generation to supplement this institutional knowledge we already have in place. We like to be on the cutting edge of technology, so we are always looking for ways to leverage new technology to drive efficiency in the firm, but we also recognize that decades of first-hand experience are more reliable than current AI technology, so we take a very balanced approach to AI internally.

### When looking to recruit cyber executives, what are the most important traits/skills you look for?

The number one thing when looking at cybersecurity executives is executive presence. This seems like an obvious statement, but it hasn't always been a key criteria for these roles. For a long time, being out of the spotlight was viewed as a positive for security executives — meaning, no news is good news. As security has become more embedded into product development, data management, and customer facing activities, the ability for a security leader to be a vocal advocate, internally and externally, has become table stakes. Security is not purely the security team's responsibility, so finding an executive with a track record of driving a culture of security throughout the organization, and being able to articulate thoughtful strategy and progression on their program to the board is paramount. Additionally, specifically within software companies, we look for security executives who have a track record of working with product and data teams closely. Ideally, having embedded teams that overlap with the chief product or chief data officers' teams, and have strong influence over the strategy for these functions.



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## Cybersecurity Executives Increasingly Performing Multiple Roles

Cybersecurity leaders have been managing talent shortages in key cyber functions for several years. Amid growing financial demands and an increasing scope of responsibility, cybersecurity leaders are facing increased pressure to do more with less, resulting in multifunctional security roles, according to **IANS Research** and **Artico Search's Cybersecurity Staff Compensation Benchmark Report**. The report illustrates that typical functional combinations within a role include architecture and engineering (A&E), application security (AppSec) and product security.

Among survey respondents, 42 percent have responsibilities that span multiple cybersecurity domains. Of the AppSec staff, 74 percent also contribute to product security and 67 percent are involved in identity and access management (IAM). Within product security, 63 percent of staff also support IAM. However, governance, risk, and compliance (GRC) exhibits lighter ties with other roles. About 37 percent of GRC staff also take on A&E responsibilities, and just 25 percent are engaged in AppSec work.

The study also found that typical corporate bands and role categorizations often do not align with the infosec talent market. Steve Martano, a partner in Artico Search's cybersecurity practice and IANS Faculty member, said: "For years we have heard many cybersecurity professionals discuss the number of hats they wear in their organization. This latest report clearly illustrates the sheer number of day to day responsibilities by function. Not only does each function support its own set of core tasks, most roles also support at least two additional functions. This has many companies grappling with typical corporate salary bands as cybersecurity requires specialized compensation packages to better compete for talent and minimize attrition."

Additional highlights from the report include:

**Vast experience, specialization and advanced degrees all lead to higher pay:** Experienced staff with at least 12 years of relevant experience earn as much as 22 percent above the baseline. Expertise in AppSec, product security or IAM, or a master's degree or Ph.D., commands a premium of 21 percent for cash compensation. Meanwhile, staff with fewer than three years of relevant experience earn packages up to 40 percent below the baseline.

**Gender diversity varies across domains, while the gender pay gap remains prevalent:** Twenty percent self-identify as female, binary or other. GRC has the highest gender diversity at 40 percent, followed by IAM at 25 percent, while A&E staff has the lowest non-male representation at 10 percent. Data suggests there is a seven percent pay gap, which increases with experience. Self-identified females with 12-plus years of experience can be faced with a double-digit pay gap.

**Staff recognition and job perks are associated with higher retention rates:** Of four criteria, feeling valued and supported, as well as having the opportunity for career advancement, show the strongest relationship to job change considerations.

# Is Your Search Firm Seeking Funding, A Merger or an Acquisition?

**Executive search firms around the U.S. and globally are seeking capitalization...and M&A activity is rising. Every recruiting firm qualifies, no matter your size or specialization.**

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## Top Cyber Searches Making News...

### JM Search Recruits CIO for Subaru of America



**JM Search**, a senior-level talent provider serving private equity investors, portfolio companies, and Fortune 1000s, recently helped to recruit Aurelian Sin as the new chief information officer of

Subaru of America. Partners Bill Hogenauer and Ben Millrood led the assignment. "With more than 20 years of experience in IT leadership roles, Aurelian has developed successful IT strategies and roadmaps aligned with the business goals of each venture, making him the perfect fit for this position," JM Search said. "Congratulations to Aurelian on his new role. We are excited for the continued success of Subaru and Aurelian." Most recently, Mr. Sin served as vice president of IT at Tenneco.

### Renovata & Company Recruits Chief Technology Officer for OAG Aviation Worldwide

**Renovata & Company** has placed

James Cameron-Williams as chief technology officer of OAG Aviation Worldwide Ltd (OAG). "James is a

dynamic CTO and boasts an impressive 13-year tech journey," said Lisa Morgan,

principal at Renovata. For the last 10 years, Mr. Cameron-Williams was with global information services company Experian, most recently serving as CTO. "Renovata introduced me to a fascinating opportunity with a company that powers seamless travel through the use of data," said Mr. Cameron-Williams. "I'm fascinated by travel, technology and data, so helping such a big and vibrant industry recover from huge macro geopolitical disruption and of course, a pandemic, is an exciting and rewarding challenge."



### CIO Partners Retained by the University of Vermont to Find Chief Information Officer



The University of Vermont (UVM) recently called in **CIO Partners** to lead in its search for a chief information officer.

Executive director Barry Cressley is leading assignment. Reporting to the president, the

CIO is the lead executive responsible for information technology across the institution. The expectation is that the CIO will partner with the president and become fully integrated into the senior leadership team, demonstrating credibility and integrity and contributing to university efforts broadly as a subject matter expert in information technology. The CIO sets and implements the strategy to meet the university's varied IT needs through principled and transparent prioritization, sound security and compliance practices, and effective collaboration.



## ...More Cyber Searches

### Reffett Associates Fills Senior Role for Pacific Northwest National Laboratory



After a rigorous, nationwide search, **Reffett Associates** placed John McCarthy as the director of digital analytics for Pacific Northwest National Laboratory (PNNL).

In this role, he will lead the lab’s digital transformation process. Thomas Young, director of operations of the firm, led the assignment. Reffett Associates focused their national recruiting efforts to find technology leaders from the private sector to bring industry knowledge, best practices, and a depth of personal and professional experience in digital and data analytics to the role. “The high level of interest in candidates for this role from a wide variety of backgrounds, from start-ups to major corporations, is a testament to the important and innovative work that the PNNL is involved in,” Mr. Young said.

### Assembly Group Recruits Chief Technology Officer for Prometheus Group

Austin, TX-based executive search firm **Assembly Group** recently assisted in the recruitment of Keith Davies as the new



chief technology officer of Prometheus Group in Raleigh, NC. Mr. Davies most recently served as CTO of software development company Dodge Construction Network in Beford, MA. Prior to that, he served as CTO of AGDATA, LP. Before this, Mr. Davies was CTO – intelligence platforms for GE. Prometheus Group enables unified enterprise asset optimization through an integrated approach to planning, scheduling, work management, and business analytics across routine and preventive maintenance, shutdowns/turnarounds, and production scheduling. Assembly Group is focused exclusively on growth equity and venture capital-backed software and technology companies. Carissa Clark is the founding partner of Assembly Group.

### Anthem Executive Recruits CIO for Texas Woman’s University



**Anthem Executive** has placed Henry G. Torres as the new chief information officer Texas Woman’s University (TWU) in Denton, TX. Dr. Torres joins TWU from the Arkansas State University System, where he has

served as vice president of information technology & CIO. In his role at Arkansas State, he led teams of IT professionals across seven system campuses and was instrumental in overseeing several key initiatives related to emerging technology, cloud services/hosting, and improving IT service. In his private-sector career, Dr. Torres has been an information technology executive specializing in the areas of distribution, logistics, store operations, and e-commerce. The nation’s largest woman-focused university system, TWU produces leaders in the fields of education, the arts, sciences, business, nursing and the health professions.

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