

# CYBER GOVERNANCE EXERCISE FOR BOARDS AND CXO'S

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STAY AHEAD OF RISK AND SEC REQUIREMENTS

**BLACKOPS**<sup>®</sup>  
PARTNERS

# LEADING THROUGH THE CURRENTS OF RELENTLESS CHANGE AND RISK

*'Most dangerous time the world has seen in decades'*  
- Jamie Dimon, CEO, JPMorgan Chase

Cyber-attacks have surged to become the preferred method for ubiquitous disruption, espionage, IP theft, and financial gain. Rapidly increasing risk of damage to brand equity value have become commensurate with the growth of adversaries' capabilities targeting nearly every company.

Corporate cybersecurity has become a non-negotiable priority with the boardroom as the essential element of the cybersecurity system. Boards and CXO's must quickly develop next-level insight through honest and critical examination of their weaknesses. Proactivity requires the ability to think beyond current assumptions and the immediate future and simultaneously prepare for multiple known and unknown paths.

New SEC cybersecurity regulations shift critical company oversight responsibilities to the boardroom for cyber policies, controls, and governance and expose immediate risk to those unprepared. Boards are required to demonstrate they have conducted an independent assessment of the current landscape, including gaps to be addressed, and prove they are receiving the most recent intelligence while adequately demonstrating effective oversight and governance of management's cybersecurity programs and associated risks.

## BOARD BENEFITS

### BOARD PERSPECTIVE:

The BlackOps® Cyber Governance Exercise presents real-world scenarios and best-in-class governance tailored to your organization.

### DYNAMIC PROACTIVE APPROACH:

Based on dynamic wargaming principles and specifically designed for Boards and CXO's.

### CORPORATE COUNTER INTELLIGENCE:

BlackOps® expert understanding of threat actors and their motivations, strategies, evolving methods and tactics provides a 360 degree approach critical for effective governance and oversight.

### CYBER GOVERNANCE MUSCLE MEMORY:

Develop real world prioritization with your fellow board and CXO leadership in a no-risk environment to know what to do next in the event of an incident within your organization and SEC reporting requirements.

### ATTORNEY/CLIENT PRIVILEGE AVAILABLE:

The cyber landscape has become a litigious minefield for boards and CXO's. Safeguard your organization through active preparation for anticipated litigation. This service is in partnership with a leading global cyberlaw firm and extends beyond our traditional non-disclosure agreement.

The key to minimizing the risk of being surprised by the unknown and experiencing catastrophic loss is to proactively manage uncertainty. Unique strategic planning methods identify hidden risk, reduce uncertainty, and create opportunities for strength and resilience by developing agile thinkers to lead in this new era of risk. This can only be accomplished with a top-down, tailored, cyber governance exercise conducted by an expert unbiased third party. You need BlackOps Partners.

*'They're the SEAL Team Six for boards and cyber governance. They give you exactly what you need, when you need, it without consultant speak.' - Fortune 100 director serving multiple boards*

## **CYBER GOVERNANCE EXERCISE VS. CYBER TABLETOP**

It is critical to embrace the fact that cyber risk is predominantly driven by the human elements rather than strictly by technology. Essential governance and cyber risk oversight require a dynamic, human-based, discussion method derived from dynamic wargaming principles to manage the human factor rather than the traditional cyber tabletop exercise, whose canned, technology-based scenarios with predetermined outcomes have been rendered obsolete. Current board governance requirements must be strategically considered in the context of key human and business factors in order to master best practices necessary to face modern cyber risks.

*'Three hours of doing is worth 100 hours of planning' – T. Casey Fleming, Chairman and CEO, BlackOps Partners; NACD Directorship 100: Governance Award; Cybersecurity Professional of the Year; founder of IBM's early Cyber division*

## **HOW ARE WE DIFFERENT? BETTER**

### **DEEP EXPERIENCE:**

The BlackOps unique team includes senior expert facilitators from cyber, governance, boards, corporate counterintelligence, wargaming, law and corporate industry - specifically assigned to individually participate or oversee your exercise. Participants are challenged to work together and share their experiences on how similar organizations have tackled similar challenges.

### **UNCOMPROMISED AND UNBIASED:**

BlackOps Partners stands apart as never operating in China, Russia, or any adversarial country known to conduct espionage, IP theft, or subversion against the United States. By contrast, our competitors who operate in China, for instance, are subject to China's national security laws, which compel information sharing with Chinese Intelligence and Security Services. Moreover, many of the world's leading consulting firms have been required to employ large numbers of Chinese Communist Party (CCP) members in major global cities. We remain uncompromised and unbiased by fiercely guarding our duty to protect both our clients and our national security commitments.

### **CHATHAM HOUSE RULE:**

Under the Chatham House Rule, anyone who comes to a meeting is free to use information from the discussion, but is not allowed to reveal who made any particular comment. It is designed to increase openness of discussion.

### **ANNUAL CERTIFICATION:**

We provide annual Cyber Governance Exercises to meet and exceed SEC requirements.

## TRUE CYBER GOVERNANCE AND RESILIENCE

True cyber governance and resilience can only be achieved by fusing a dynamic method to allow for the constant holistic change in technology, increased volume, increased attack surfaces, and sophistication of cyber threat actors.

## TOP-DOWN (GOVERNANCE) VS BOTTOM-UP (TECHNOLOGY)

The BlackOps® Cyber Governance Exercise has evolved from years of board-focused cyber governance advisory services that emphasize on board requirements involving oversight, response, communication, and SEC reporting. Standard cyber tabletop exercises typically take a technology-based, bottom-up approach with poor adaptation for boards.

## DISADVANTAGES OF TABLETOP EXERCISES (TTX)

- Lack realism – failure to provide a true test of crisis, security, business continuity, or response
- Superficial exercise of plans, procedures, and team capabilities
- Inability to practically demonstrate system overload
- Inadequate to meet new SEC cyber governance requirements
- Obsolete

## BLACKOPS PARTNERS - SERVICES FOR BOARDS

- Cyber Governance Exercise
- Boardroom Cyber Governance System
- Independent Cyber Risk Assessment and Gap Analysis
- Business Risk Wargaming

## TOP SCENARIOS

- RANSOMWARE
- CONTROL SYSTEMS
- ESPIONAGE / IP THEFT
- AI / QUANTUM
- ECONOMIC WARFARE
- GEOPOLITICAL UNREST
- DE-RISKING
- WAR
- OTHER
- CUSTOM: M&A, DUE DILIGENCE, ETC

## DELIVERABLES

- EXERCISE RESULTS
- KEY AREAS OF CONCERN, RANKED
- ACTION PLAN WITH ASSIGNED TASKS WITH DUE DATES
- SEC FORM 10-K CYBER GOVERNANCE REPORTING OUTLINE
- BOARD CERTIFICATE

# SPECIFICS

## TIME REQUIRED

Half-day

## STRUCTURE

- Two (Red and Blue) teams of three or four
- Mix of board and CXO's
- Teams assembled based on our recommendation and client sponsor agreement
- Control / Facilitators
- Observers: Limited Number Based on room size, must be silent at all times, no distractions
- Three tailored scenarios with 'hot wash' reviews
- Final review and recommendations
- Chatham House Rule
- Attorney / Client Privilege in preparation for anticipated litigation: Recommended

## REQUIREMENTS

- Board chair as sponsor; Co-chair with CEO is preferred
- All board members in attendance (few may be remote)
- Executed agreement including mutual NDA (MNDA)
- No last minute attendees without joint approval
- No mobile devices during exercise (stored in Faraday unit in rear of room)
- Large boardroom or offsite recommended to facilitate security, deep discussion, and maximum teamwork with zero distractions

## DELIVERABLES

- Exercise results
- Key areas of concern, ranked
- Action plan
- Assigned tasks with due dates
- Reporting outline
- Annual board certificate

## FEE

- Annual BlackOps® Cyber Governance Exercise: \$50,000 plus travel expenses
- Attorney / Client Privilege: \$10,000 through partner cyberlaw firm
- Boardroom Cyber Governance System: Tailored for size and scope
- Attorney / Client shield: Retainer through partner cyberlaw firm
- No notice board and CXO drills with hot wash and gap analysis
- Independent Assessment and Gap Analysis: Tailored for size and scope

# **BLACKOPS<sup>®</sup>**

## **PARTNERS**

**BLACKOPS PARTNERS:  
CYBER GOVERNANCE EXERCISES AND BUSINESS WARGAMING**

More at: [www.blackopspartners.com](http://www.blackopspartners.com)  
Email: [contact@blackopspartners.com](mailto:contact@blackopspartners.com)

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