

# AMSC

Opening minds  
to impact the world

## **Diversity and Inclusion in Cybersecurity**

On exploring and defining core practices that benefit the effectiveness of Cybersecurity teams

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& Yuri Bobbert

**Antwerp Management School**





# The Value of Diversity and Inclusion in Cybersecurity



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**Read Time:** 16 minutes

**Related:** [Artificial Intelligence: A Primer on Machine Learning, Deep Learning, and Neural Networks | Digital | English](#)



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# Dynamics

Threat landscape evolves vast and dynamic.

## Last 20 Years of Threat Actors



# Leadership scope

## Cybersecurity domain vs HR challenges

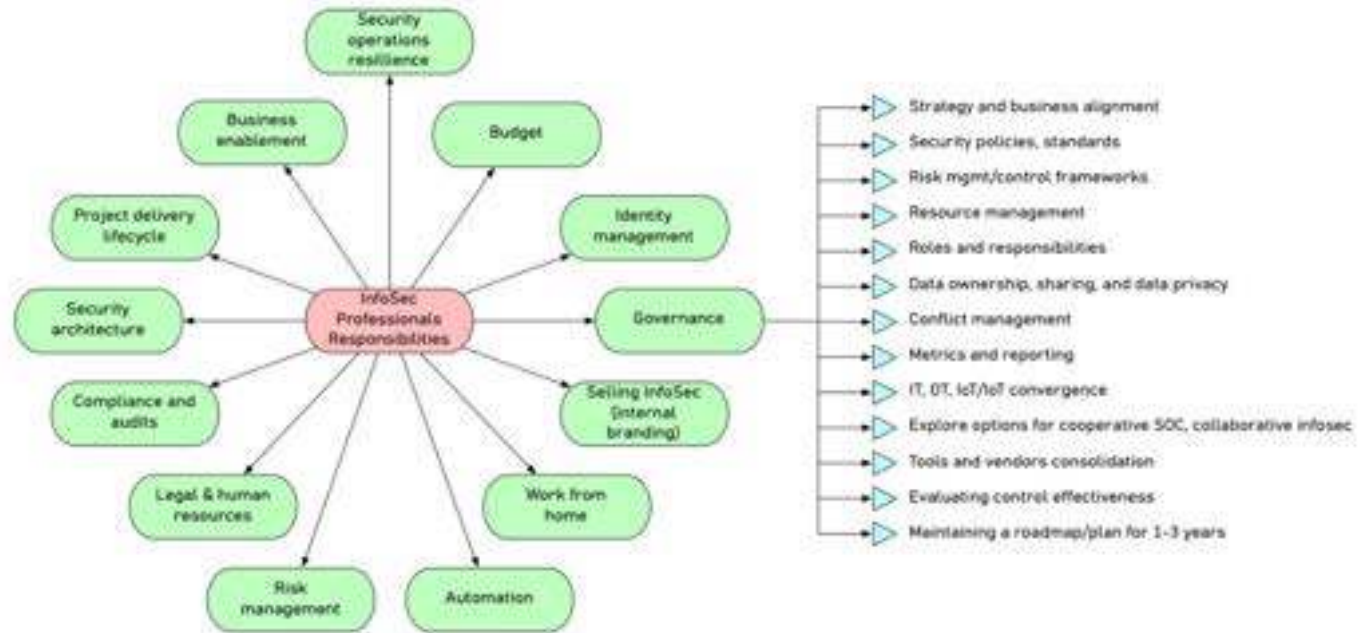


Figure 3 - Cybersecurity topics (extract from the work by Rehman<sup>3</sup>)



# Leadership scope

Updated 2025 version

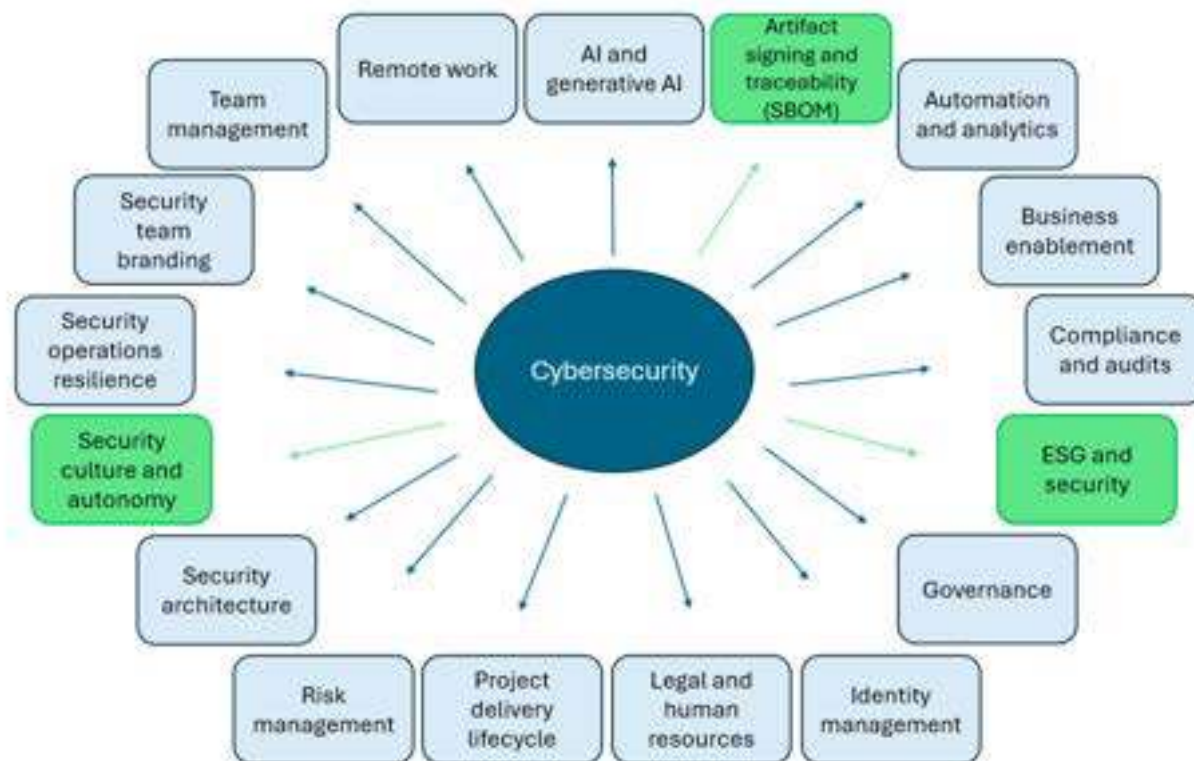


Figure 1 - Simplified CISO mindmap 2025 showing only main topics.



# Leadership personalities

Different examples of leadership.



# Leadership pitfalls

A lack of self-reflection might lead to unconscious incompetence.

**PARADÖX**  
play table and chair



# Leadership authenticity



# Leadership authenticity





# Our perspective

A strategy based on D&I to gain novel insights for addressing cybersecurity challenges.



Figure 2 - dimensions of diversity, adapted from (INSEAD, n.d.)

# How educations evolve

- **Cyber Attack Agent,**
- **Cyber Calamity Forecaster,**
- **Machine Risk Officer**
- **Virtual Identity Defender,**
- **Data trash engineer,**
- **Cloud orchestration architect,**
- **Security vaccinator,**
- **Cyber talent magnet,**
- **AI auditor,**
- **Security pusher,**
- **Security User Experience (SUX) Designer**
- **Cyber Philosopher,**
- **Cyberdiplomat,**
- **Chief Information Security Orchestrator**



# Recruiting for Diversity: SELF-ASSESSMENT

RECRUITING TRAITS MATURITY LEVELS
<b>Diverse Skill Sets:</b> Identifying various competencies, regardless of their field, and excellence in those skills.
<b>Remote Work Opportunities:</b> Leveraging and expand the talent pool beyond geographical boundaries to promote biorhythm diversity.
<b>Neurodiversity Awareness:</b> Assessing awareness and skills needed within the organization to support neurodiversity, requiring leadership buy-in.
<b>Diversity Hiring Mindset:</b> Emphasizing the importance of daring to think differently and taking action.
<b>Continuous Learning and Adaptability:</b> Creating educational opportunities an organization can keep up with rapid technological advances.
<b>Background Utilization:</b> Capitalizing on the diverse backgrounds of individuals, even those without a cybersecurity background, through effective training.
<b>Team Complementarity:</b> Evaluating whether new hires are complementary to existing team members.

RECRUITING TRAITS MATURITY LEVELS
<b>Empathic Recruitment:</b> Implementing a more effective recruitment process that fosters a safe environment and avoids hierarchical power dynamics.
<b>Feedback Aptitude:</b> Assessing the ability to provide and receive feedback to management and stakeholders.
<b>Collaboration Skills:</b> Investigating collaboration as an essential factor.
<b>Ethics and Integrity:</b> Evaluating the values and resolving differing opinions among employees.
<b>Out-of-the-Box Thinking:</b> Acknowledging the influence of senior management's willingness to promote innovative thinking in the recruitment process.
<b>Diverse Educational Backgrounds:</b> Looking beyond traditional education to include individuals with essential skills, especially for training purposes.
<b>Willingness to Share Experience:</b> Considering an individual's willingness to share their security-related experiences. From stress or security-incident related experiences.

RECRUITING TRAITS MATURITY LEVELS	5. We are aware and act on this in our recruiting process	4. We are aware but don't act on it yet in our recruiting process	3. We are unaware and we don't incorporate this in our recruiting process	2. We are unaware, don't have function profiles and miss a formal recruiting process	1. We don't do anything related to diversity and inclusion in our hiring process
<b>Diverse Big Five Personalities:</b> Creating a team with various Big Five personalities, understanding the trade-offs of excluding certain personality traits.					
<b>Integrity:</b> Assessing an individual's integrity, honesty and reliability –working in sensitive situations and cases.					
<b>Flexibility in Work:</b> Offering flexibility in working locations and hours to accommodate different preferences.					
<b>Personal Connection in Recruitment:</b> Incorporating a personal connection in the assessment and interview process.					
<b>Technical Skills and Competencies:</b> Recognizing the importance of technical skills, especially in technology-related security topics.					
<b>Authenticity:</b> Focusing on alignment with norms, beliefs, and organizational culture.					
<b>Safe Working Environment:</b> Ensuring a safe working environment, particularly for individuals who are highly sensitive.					
<b>Role Models:</b> Highlighting the significance of having role models within the organization and its ecosystem.					

# Curiosity & Perspective





# Thank you!



#### **More information:**

- *Influential trends for emerging roles in digital security – 2023 and beyond*
- *The Compensation Trap – Why less cyber security staff is more*

#### **Contact**

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# Tomorrow



**How Anove Empowers Virtual CISO & Virtual DPO**

An interactive webinar  
With Yuri Bobbert

September 19th 2024  
11:00 CEST

Tomorrow, 11:00 AM

**How Anove Empowers Virtual CISO & Virtual DPO**

# Next week



Square Table: The Nuts and Bolts of achieving security compliance

Antwerp Management School (AMS) research involved 120 respondents from 10 financial institutes in a large study to improve regulatory approaches. Karthik and Erwin will highlight the main findings and conclusions in this talk. Prof. Yuri Bobbert who supervised this work will explain WHY such research is vital in order to improve the overall cybersecurity market.

The information security requirements from the regulatory bodies overseeing the financial industry lack information on how these requirements and guidelines can be implemented in an Agile/DevOps environment and the (cloud) infrastructure supporting it. Working per these requirements is a prerequisite for maintaining a banking and insurance license. Besides the business necessity of maintaining the license, the risks of working in an Agile/DevOps environment are similar to working in a more traditional environment, thus, not mitigating

- DATUM**  
25 september 2024 (vrijdag)
- TIJD**  
19:00 - 20:00
- LOKALE TIJD**  
Tijdsone: Europe/Paris  
Datum: 25 september 2024  
(vrijdag)  
Tijd: 19:00 - 20:00