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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The Value of Diversity and Inclusion in Cybersecurity

ONLINE EXCLUSIVE

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Dynamics

Threat landscape evolves vast and dynamic.

Last 20 Years of Threat Actors

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Source: Bobbert, Van Dijk (2023) Influential Trends for Emerging Roles in Digital Security

Leadership scope
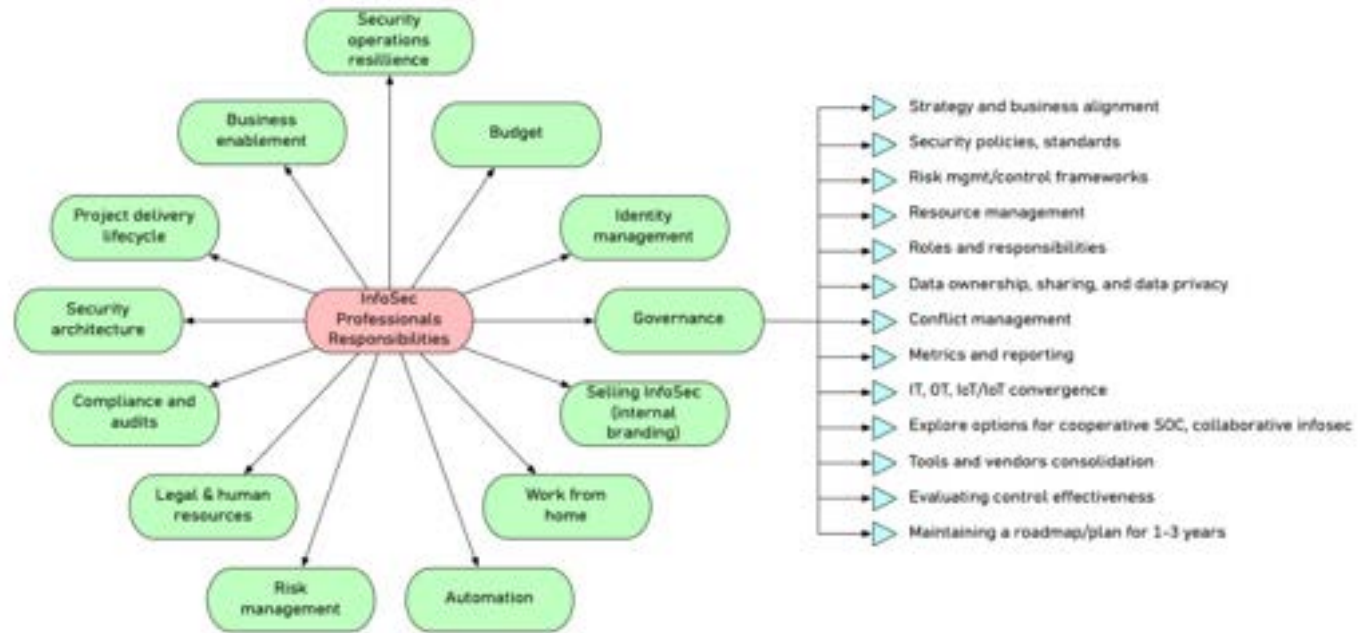
Cybersecurity domain *vs* HR challenges

Figure 3 - Cybersecurity topics (extract from the work by Rehman[3])
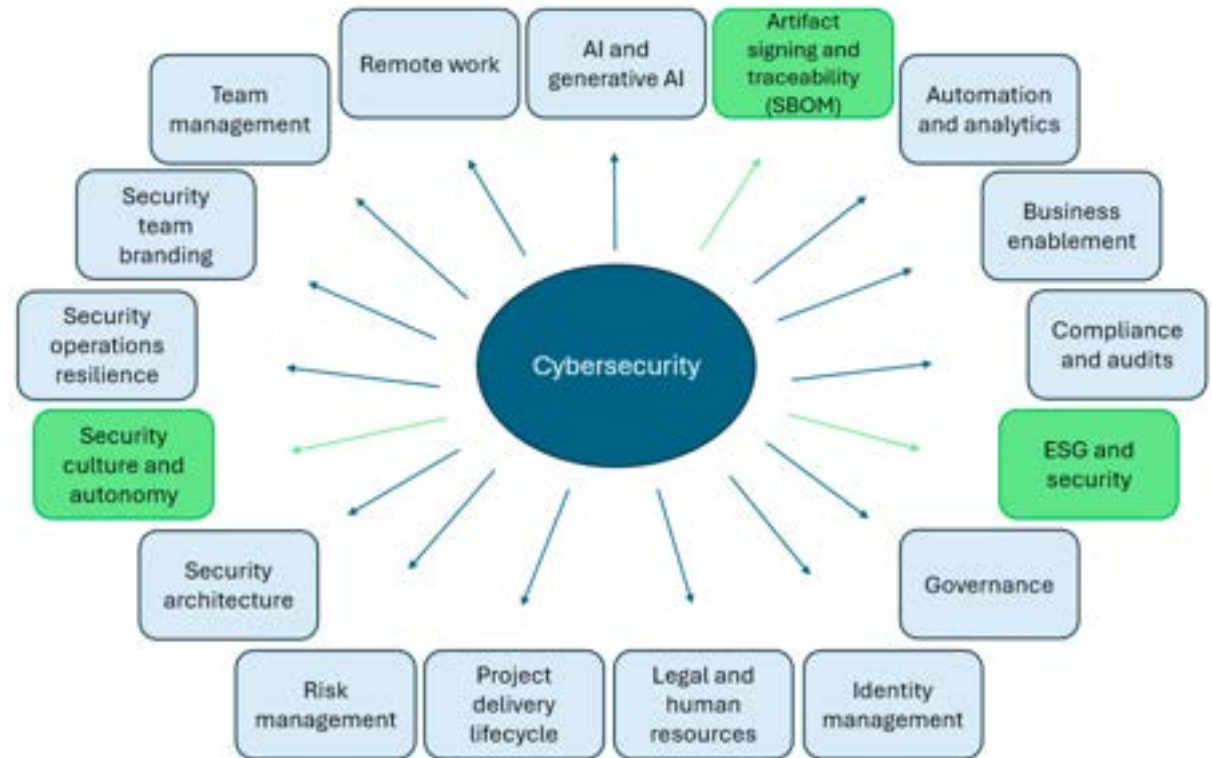
Leadership scope

Updated 2025 version

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

Source: CISO Mindmap by extension by M. Jansson (2024)

Leadership personalities

Different examples of leadership.

Leadership pitfalls

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

PARADÖX
play table and chair

Source: Bobbert (2022) Ikea effect in Cybersecurity investments,

Leadership authenticity

Diversity in Cybersecurity

Leadership authenticity

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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**

Source: Bobbert (2022) Emerging Roles in Digital Security

Recruiting for Diversity: **SELF-ASSESSMENT**

RECRUITING TRAITS MATURITY LEVELS

Diverse Skill Sets: Identifying various competencies, regardless of their field, a... excellence in those skills.

Remote Work Opportunities: Leveraging ... expand the talent pool beyond geographica... promote biorhythm diversity

Neurodiversity Awareness: Assessing ... awareness and skills needed within the o... support neurodiversity, requiring leadership ...

Diversity Hiring Mindset: Emphasizing the ... daring to think differently and taking action ...

Continuous Learning and Adaptability: C... educational opportunities an organization ... keep up with rapid technological adva...

Background Utilization: Capitalizing o... backgrounds of individuals, even those ... cybersecurity background, through effec...

Team Complementarity: Evaluating wheth... complementary to existing team m...

RECRUITING TRAITS MATURITY LEVELS

Empathic Recruitment: Implementing a more e... recruitment process that fosters a safe environm... avoids hierarchical power dynamics

Feedback Aptitude: Assessing the ability to p... feedback to management and stakeholder...

Collaboration Skills: Investigating collaboration s... essential factor.

Ethics and Integrity: Evaluating the values and re... differing opinions among employees.

Out-of-the-Box Thinking: Acknowledging the infl... senior management's willingness to promote inn... thinking in the recruitment process.

Diverse Educational Backgrounds: Looking beyo... education to include individuals with essential ... especially for training purposes.

Willingness to Share Experience: Considerin... individual's willingness to share their security-re... experiences. From stress or security-incident c...

RECRUITING TRAITS MATURITY LEVELS

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

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Curiosity & Perspective

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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*

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Tomorrow

Next week