ISTARI
ACADEMY

NAVIGATOR

Elevating cyber leaders into
transformative business leaders.

Designed and delivered
in collaboration with:

UNIVERSITY OF
CAMBRIDGE
Judge Business School

ExecutiveEducation

Certified
B
Corporation

Downing College, University of Cambridge

Executive education on cyber resilience for new and future CISOs

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 future and new CISOs to embrace the knowledge and skills to grow in confidence, to evolve and to adapt in an ever-changing cyber landscape. Learn to lead purposefully, manage effectively and innovate nimbly in an increasingly challenging - and critical - business role. 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:

Why Resilience Matters

How to Prevent a Crisis from Becoming a Catastrophe

Anticipating Strategic and Geopolitical Trends

Shaping Governance & Organisational Culture

Rethinking Cyber Risk Management

Crafting a Cyber Resilience Strategy

Winning the C-suite: Power and Influence

Programme overview

Why Resilience Matters
Dr. Manuel Hepfer

"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

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.

How to Prevent a Crisis from Becoming a Catastrophe
*Dr. Simon Learmount,
Cambridge Judge Business School*

"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

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 CSO, 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.

Day 2

Anticipating Strategic & Geopolitical Trends

Lucas Kello

"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

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 leader. This session focuses on elevating understanding of macro strategic trends and political developments and how they impact the resilience of an organisation.

Crafting a Cyber Resilience Strategy

Dr. Manuel Hepfer

"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

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.

Day 3

Rethinking Cyber Risk Management

David White, Axio

"We will bankrupt ourselves in the vain search for absolute security."

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

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.

Shaping Governance & Organisational Culture

Dr. Simon Learmount,
Cambridge Judge Business School

"Culture eats strategy for breakfast."

Peter Drucker, Practices Of Management, 1954

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?

Winning the C-suite: Power and Influence
Dr. Patrizia Vecchi,
Cambridge Judge Business School

"The true measure of leadership is influence. Nothing more. Nothing less."

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

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.

Putting Your Cyber Resilience Strategy into Action
Dr. Simon Learmount,
Cambridge Judge Business School

"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

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.

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Core faculty and experts

Dr. Simon Learmount

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

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.

Lucas Kello

**Associate Professor in International Relations,
University of Oxford & Advisor, ISTARI**

An accomplished academic and author, Lucas is currently an Associate Professor at Oxford University, where he directs the Academic Centre of Excellence in Cyber Security Research, with a research focus on technology and global affairs. He has authored two bestsellers on cybersecurity, "The Virtual Weapon and International Order" and "Striking Back: The End of Peace in Cyberspace and How to Restore It." Lucas advises ISTARI on thought leadership.

Dr. Patrizia Vecchi

Assistant Professor of Organisational Behaviour and Academic Director of the Cambridge Rising Women Leaders Programme, Cambridge Judge Business School

Dr. Vecchi's research interests include interpersonal relationships in organisations, social networks, interpersonal cognition, and teamwork. She has taught professionals and executives around the world in topics such as negotiation, and power and politics. Dr. Vecchi is the Academic Programme Director for the Cambridge Rising Women Leaders Programme. Dr. Vecchi is part of the Organisational Behaviour subject group at Cambridge Judge Business School, which aspires to promote our understanding of behaviour within organisations and translate our scientific research into practical applications.

Dr. Manuel Hepfer

Research Affiliate, University of Oxford

Dr. Manuel Hepfer is a cybersecurity researcher at Oxford University's Saïd Business School. He holds a PhD in Cybersecurity and Strategic Management from the University of Oxford. His research focusses on how organisations can build resilience to cyberattacks, and the role of CEOs and Boards in managing cybersecurity risk. He has presented at major industry conferences, including RSA and Gartner. His research won several awards and appeared in academic and practitioner journals such as MIT Sloan Management Review and the Financial Times. Drawing on his research, he helps companies proactively strengthen their cyber resilience.

David White

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

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).

Jason Mallinder

Client Partner, ISTARI

Jason is the former Global CISO and Managing Director at Credit Suisse. He was responsible for information security, including cybersecurity and technology risk management, globally.

He is a certified information security manager and certified risk manager. He chaired the Investment Banking Information Security Group in the U.K. and worked closely with the Bank of England and the U.K. government on cross-sector cyber defence development, testing and exercising programs.

Jo de Vliegher

Client Partner, ISTARI

Jo is a client partner at ISTARI, supporting EMEA clients in managing digital risk and enhancing cyber resilience. Previously, he was Group CIO at Hydro, overseeing IS/IT, digitalization, and cybersecurity for 34,000 employees, including leading the company's acclaimed response to a major 2019 cyberattack. Before that, he held senior IT roles at solar energy firm REC in Singapore. Fluent in Dutch, English, French, and Norwegian, he brings extensive global expertise in cybersecurity and IT leadership.

Navigator in numbers

4

day immersive
executive education

4.89/5

overall programme
feedback rating

150+

alumni from world
leading organisations

5+

industry-leading
speakers and educators

25+

global senior cybersecurity
peers for knowledge sharing

2

global cohorts
each year

Alumni

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

Course fee

The fee is £5,500 + VAT. This includes all course materials, lunches and two dinners at historic University of Cambridge colleges, but excludes accommodation, travel and incidentals.

Eligibility requirements

Navigator is most suited to future or new CISOs (or equivalent role) within global organisations. We welcome applications from those looking to sharpen their understanding of governance, cyber risk and leadership competencies.

How to apply

To apply for an upcoming Navigator programme, please visit our website: navigator.istari-global.com

For more information, please contact istariacademy@istari-global.com

This programme is certified by the CPD Certification Service. It may be applicable to individuals who are members of, or are associated with, UK-based professional bodies.

Find out more about CPD

Alumni testimonials

NorthStandard

"Navigator is a 'must' for organisations wishing to elevate technical leaders into transformational business leaders, and an experience I will carry with me for the rest of my life."

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CISO,
North Standard

TomTom

"Navigator was not only a highly enriching professional experience but also a deeply inspiring personal one. The course content, focusing on cyber resilience and leadership, was expertly delivered by both academic and industry leaders, offering practical strategies and insights."

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Head of Security Operations – Detection & Response (DART),
TomTom

ROLLS ROYCE

"The Istari Navigator programme is a superb and comprehensive package for any current or aspiring CISO. I attended in October 2024 and was hugely impressed with the quality of the contents which were delivered by an array of excellent guest presenters. The sessions on strategy development and risk management were underpinned by excellent analysis, included relevant case studies and illustrated how to use a new array of tools and techniques. I would recommend the programme for anyone wanting to develop their competencies and skills to become a future CISO."

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Head of Cyber and Information Security,
Rolls Royce

Washington University in St. Louis

"The Navigator Programme was genuinely helpful and has helped me think about cyber from new perspectives. Only problem is that now my team and I have a lot more work to do, even though I'm confident the new work will be highly valuable. Thanks to the whole group, de jure faculty members, as well as my classmate peer "instructors!"

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CISO,
Washington University in St. Louis
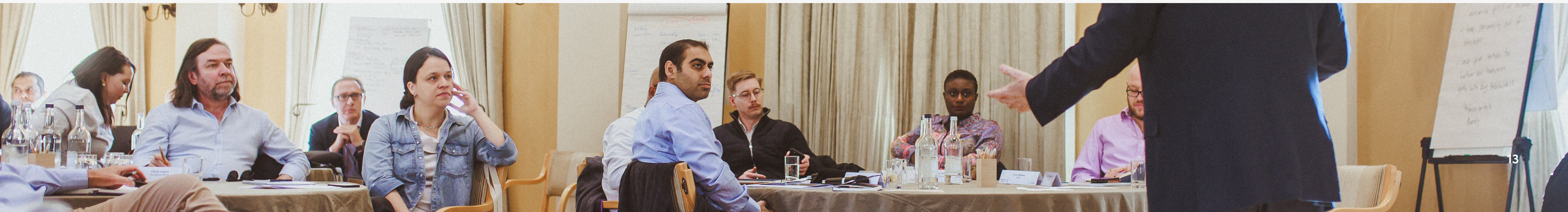
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