



**Cybersecurity at MIT Sloan**  
Interdisciplinary Consortium for Improving Critical Infrastructure  
Cybersecurity (IC)<sup>3</sup>

# Board Level Balanced Scorecard for Cyber Resilience


Dr. Keri Pearlson, Mridula Prakash

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CAMS - (IC)<sup>3</sup> • <https://cams.mit.edu>

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## Background Assumptions:

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**Boards have oversight and fiduciary responsibility to help organizations make better business decisions and manage business risks.**

**Since we cannot be 100% secure, organizations need to invest in being cyber-resilient. Protection is part of resilience but resilience is more than protection.**

**Most organizations focus their cyber resources on cyber protection not cyber resilience. So, their boards are also focused on protection.**

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# Audience Participation



**What would you report to the board if their focus was cyber resilience, instead of cyber protection?**

**Would you report something different than you report today?**

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# Board Reporting is Often Focused on the Wrong Information



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## Our Research Project Asked this Question:



**What is the appropriate information for boards to receive to execute their oversight responsibilities and ensure their organizations are cyber resilient?**

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## Our Research Project Asked this Question:



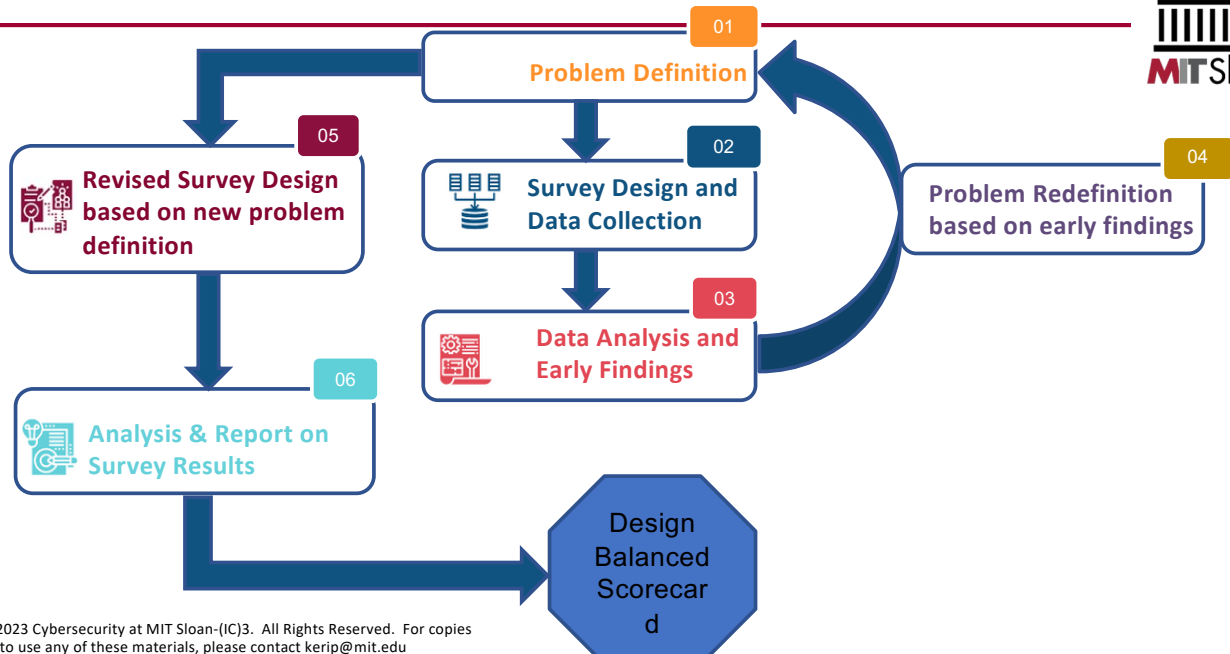
**What is the appropriate information for boards to receive to execute their oversight responsibilities and ensure their organizations are cyber resilient?**

**Our research resulted in a board-level balanced scorecard for cyber resilience (BSCR).**

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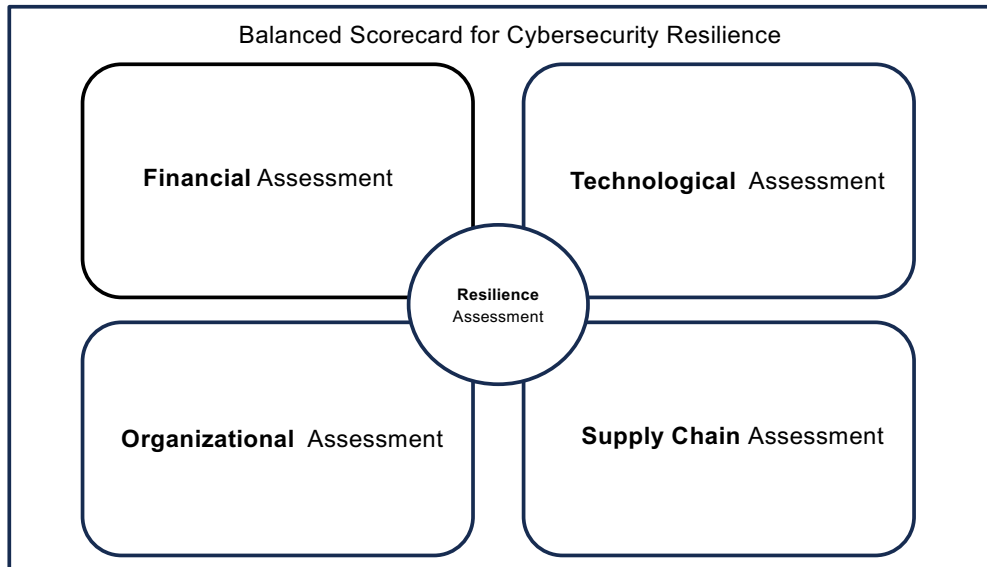
# Research Process:



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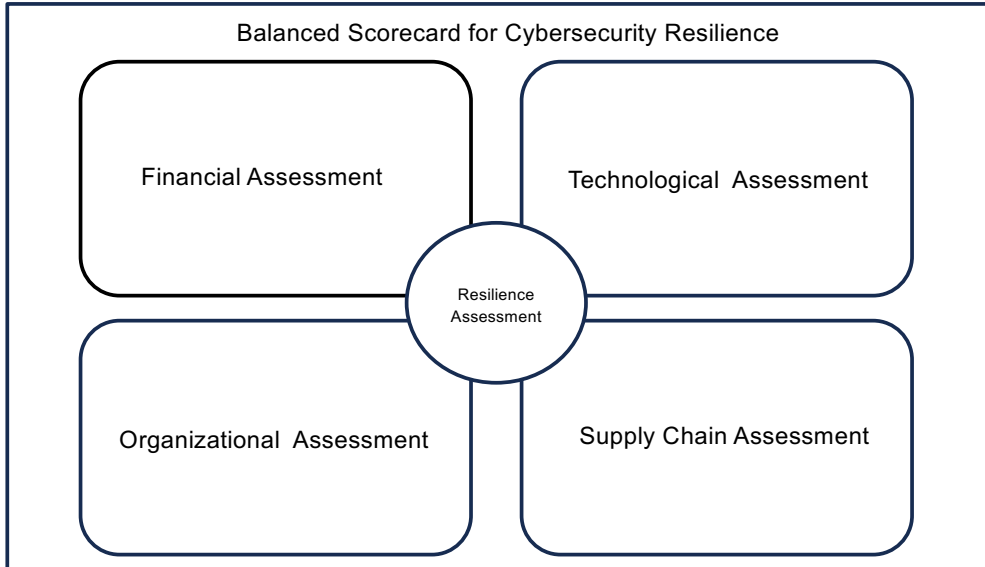
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# Developing a Balanced Scorecard : Four Quadrants Based on Business Context



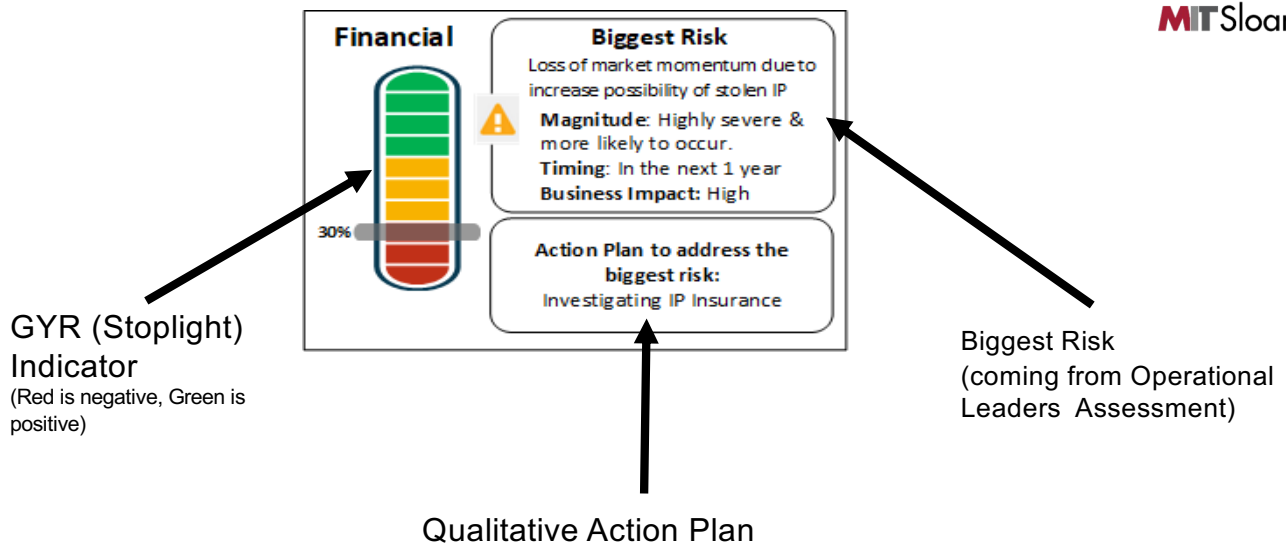
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# Developing a Balanced Scorecard : Each Quadrant Reports the Biggest Risk and What We Are Doing About It.



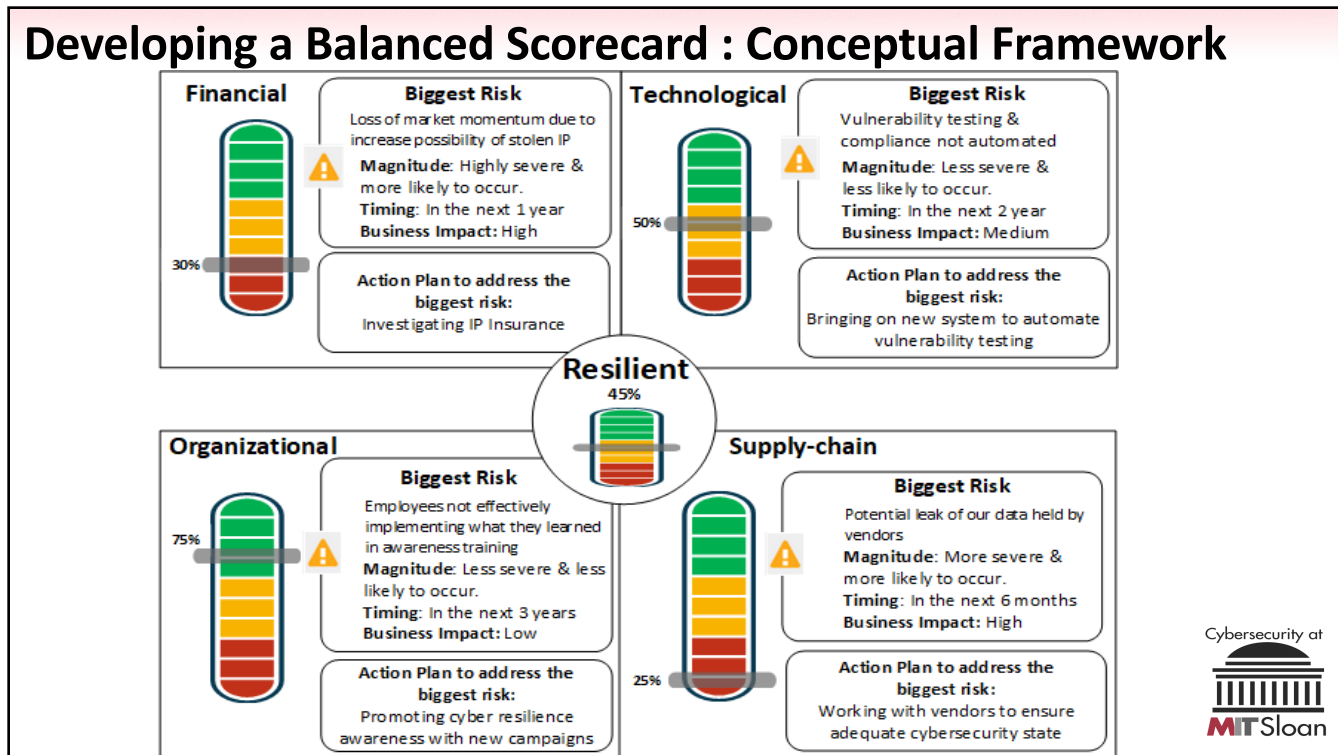
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## Balanced Scorecard – Each Quadrant Assessment has Three Components

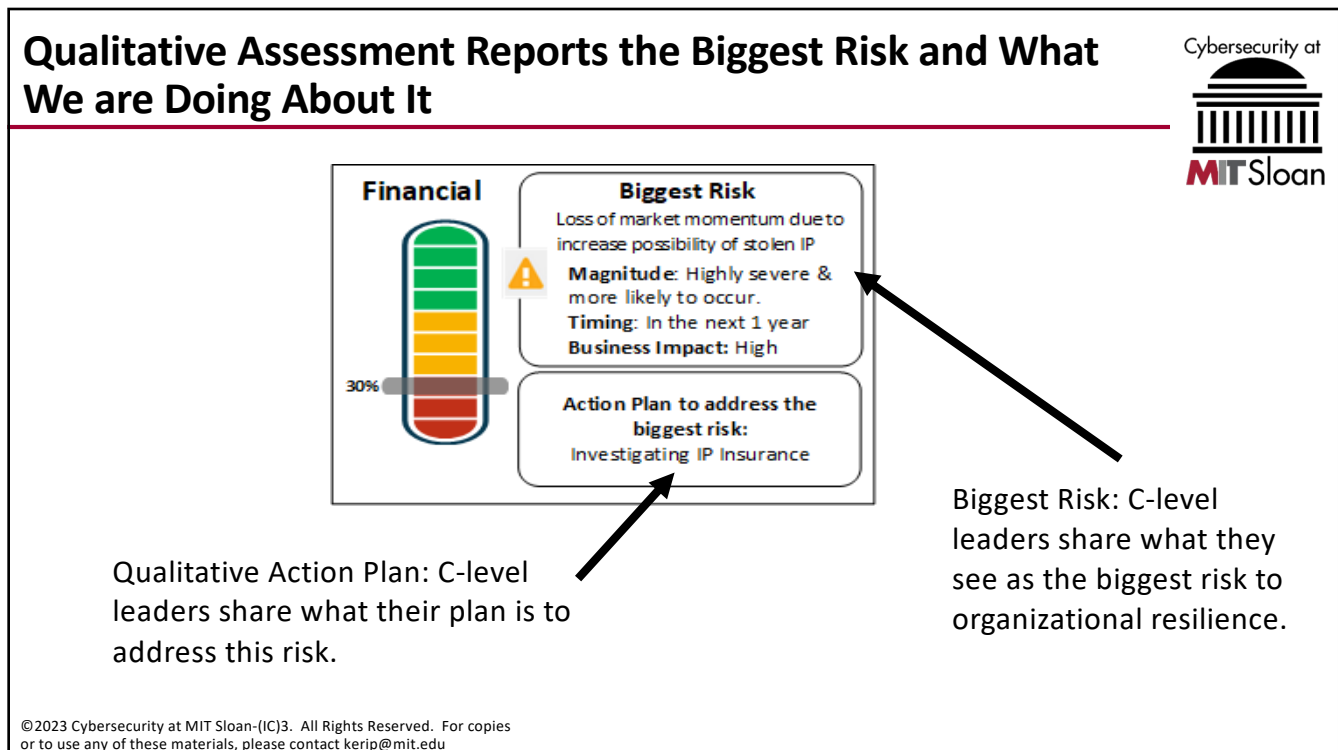


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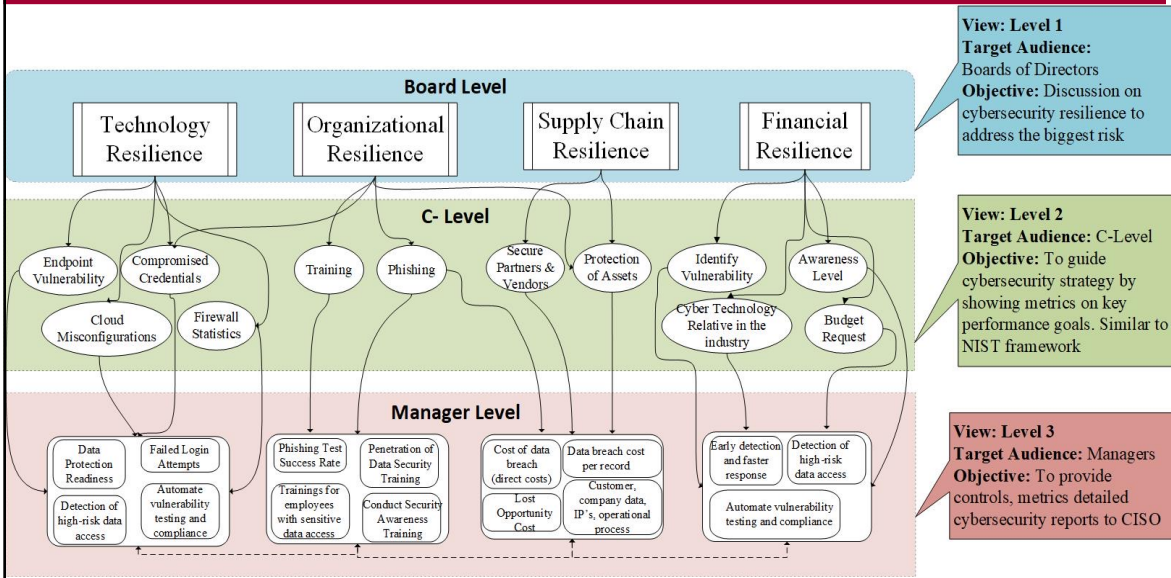


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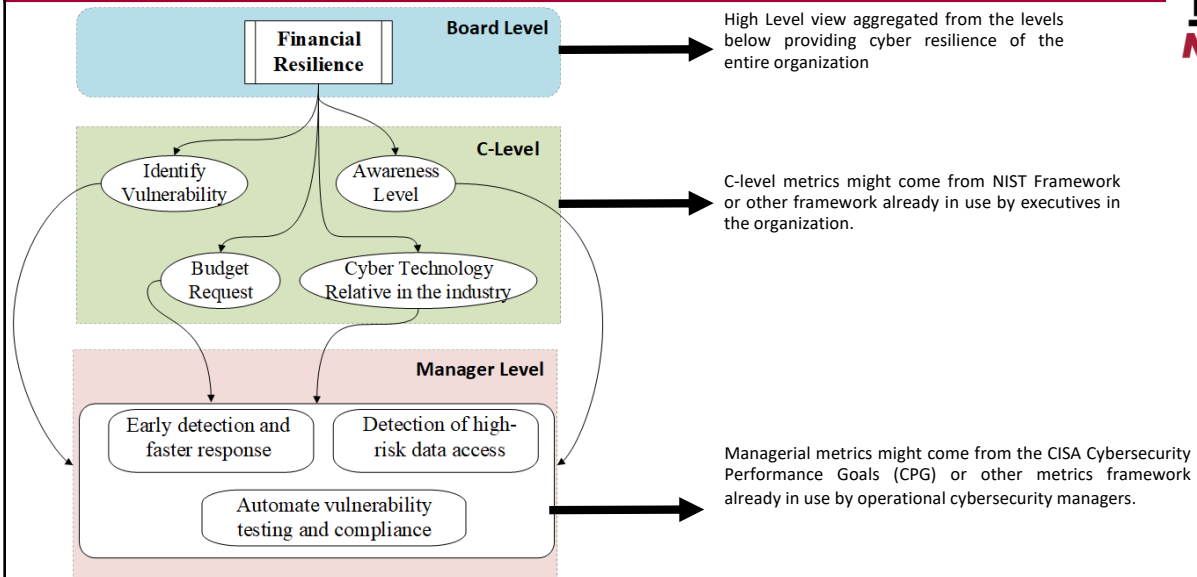
# Stoplight Indicator Reports Quantitative Information (the spaghetti diagram)



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# Example of the Financial Resilience Information Flow To Stoplight Indicator



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## We'd like your feedback : Discussion Questions for Today

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1. How do you define cyber resilience? Does your Leadership team or Board talk about resilience (or just protection)?

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## We'd like your feedback : Discussion Questions for Today

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1. How do you define cyber resilience? Does your Leadership team or Board talk about resilience (or just protection)?
2. What is the best information for the Board to have to provide oversight of operational leaders plan for cyber resilience?
3. What are the main business areas of cyber risk? We included financial, technical, organizational, and supply chain. What else would you suggest we include?
4. Please provide addition ideas and feedback on the balanced scorecard.

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# Thank You

For further questions reach out to:

[mridula@mit.edu](mailto:mridula@mit.edu)

[kerip@mit.edu](mailto:kerip@mit.edu)

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