

BOARD BRIEF

Cyber Resilience: Reframing the Board Conversation

A practical prompt set for moving executive cyber dialogue from control activity to business exposure, resilience and decision readiness.

A stronger board cyber conversation answers: What are we exposed to, how resilient are we, what evidence do we have, and what decision is required?

Shift the conversation

Boards need enough clarity to understand which business services matter most, what could interrupt them, how prepared the enterprise is to recover, and where management needs a decision or investment.

Control coverage remains important, but it becomes more useful when connected to business consequences and recoverability.

Five board questions

Which business services would create the greatest enterprise impact if disrupted?

What are the most important technology and third-party dependencies behind those services?

How quickly can the organization detect, contain and recover from a material event?

What resilience assumptions have been tested rather than merely documented?

Which risk decisions require board awareness, acceptance or investment?

Suggested dashboard

Use a small set of outcome-oriented measures: critical-service exposure, recovery readiness, tested recovery performance, material third-party dependencies, and unresolved risk decisions.

Prototype member resource. Adapt the prompts, priorities and benchmarks to your organization before executive use.