

No son soft skills son capacidades humanas

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#LSD #LíderSegDigital. #rutaseguridad #diariociso #AdversarioDigital

www.cisos.club

Antes de empezar.....

We listen to views that make us feel good, instead of ideas that make us think hard.

Think Again
Adam Grant

THI
AG
ADA
GRA

El desacuerdo es inevitable cuando se emite un juicio.

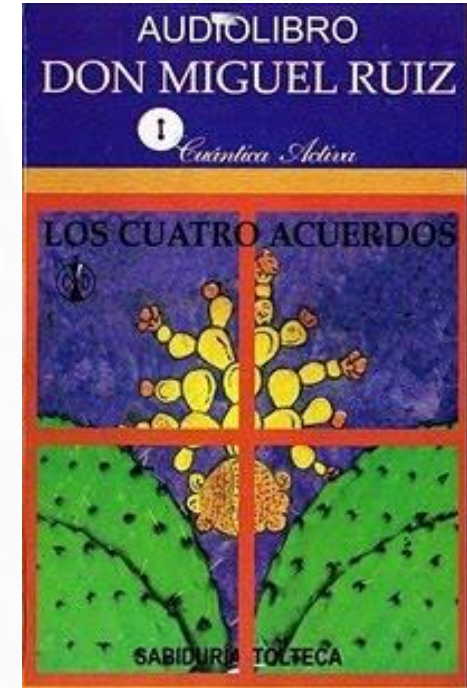
Ruido
Sunstein, Cass R.



“Un juicio siempre le corta las alas al posible aprendizaje que podremos tener”

Almanza, a. Reflexión Diaria

Juicio y Aprendizaje



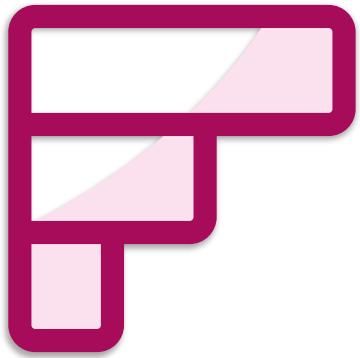
**Por favor
Acuerdo #2...**

- Objetivos
- Esperamos que esta Session pueda
 - ✓ **Explorar** conceptos
 - ✓ **Repensar** ideas del liderazgo
 - ✓ **Deconstruir** el modelo mental
 - ✓ **Navegar** por algunos posibles caminos

Agenda

- Contexto
- Historia
- Datos
- Conceptos
- Capacidades humanas
- Aproximación a su desarrollo
- Reflexiones finales





**¿Para usted que es más valioso
en un profesional de seguridad?**

Contexto



Macro Tendencias y Disrupciones Globales Potenciales



Adaptado de: Moyo, D. (2024). The Eight Headwinds Threatening Global Growth in 2025. Project Syndicate. [// WBCSD. \(2020\). Macrotrends & Disruptions shaping 2020-2030 \(Vision 2050 issue brief\) | WBCSD. WBCSD. <https://www.wbcds.org/resources/macrotrends-disruptions-shaping-2020-2030-vision-2050-issue-brief>](https://www.project-syndicate.org/onpoint/powerful-headwinds-herald-decade-of-paltry-growth-by-dambisa-moyo-2024-12)

Global Summary

Boxed numbers indicate the percentage-point change from 2023 to 2024.

Employee Engagement

ENGAGED

21% -2

NOT ENGAGED

62% 0

ACTIVELY DISENGAGED

17% 2

Life Evaluation

THRIVING

33% -1

STRUGGLING

58% 0

SUFFERING

9% 1

Daily Emotions

Emotions experienced during a lot of the previous day

STRESS

40% -1

ANGER

21% 0

SADNESS

23% 1

LONELINESS

22% 2

Job Market

JOB CLIMATE

Good time to find a job

51% -3

INTENT TO LEAVE

Watching for or actively seeking new job

50% -2

GALLUP

State of the
Global Workplace

Understanding Employees, Informing Leaders

2025 REPORT

Top Trends Shaping the Future of Work in 2025

Hybrid Work and Flexible Arrangements

Hybrid models are now standard, supporting work-life balance, talent diversity, and cost savings on office space.

Shifts in Demographics and Generational Differences

Gen Z is driving demand for flexibility and inclusivity, while remote hiring brings global talent and diverse perspectives.

Impact of Artificial Intelligence and Automation

AI and automation streamline tasks, free up time for strategy, and provide insights for better workflows, making upskilling essential.

Prioritizing Employee Well-being and Mental Health

Well-being programs that support mental health and flexibility enhance productivity, retention, and employee engagement.

Reskilling, Upskilling, and Closing Skills Gaps

Companies are prioritizing learning programs to close skills gaps, creating an adaptable, future-ready workforce.

Tomado de: <https://www.imd.org/blog/learning-and-development/future-of-work/>

Tomado de: <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

- **The “Age of the Polycrisis” is here**

2025 GLOBAL RISK MAP + GEOSTRATEGIC STRESS INDEX



- **Consistent disruption is ahead:**

- Supply chain, trade, and sanctions
- Personnel, travel, and facilities risk
- Markets and investments

A polycrisis refers to a situation where multiple global and local crises — from geopolitical conflicts to economic distress, climate change, and transnational crime — interact and exacerbate one another, creating complex and interconnected risks. These crises do not occur in isolation but instead amplify each other across geostrategic fault lines, escalating local issues into regional or even global threats.

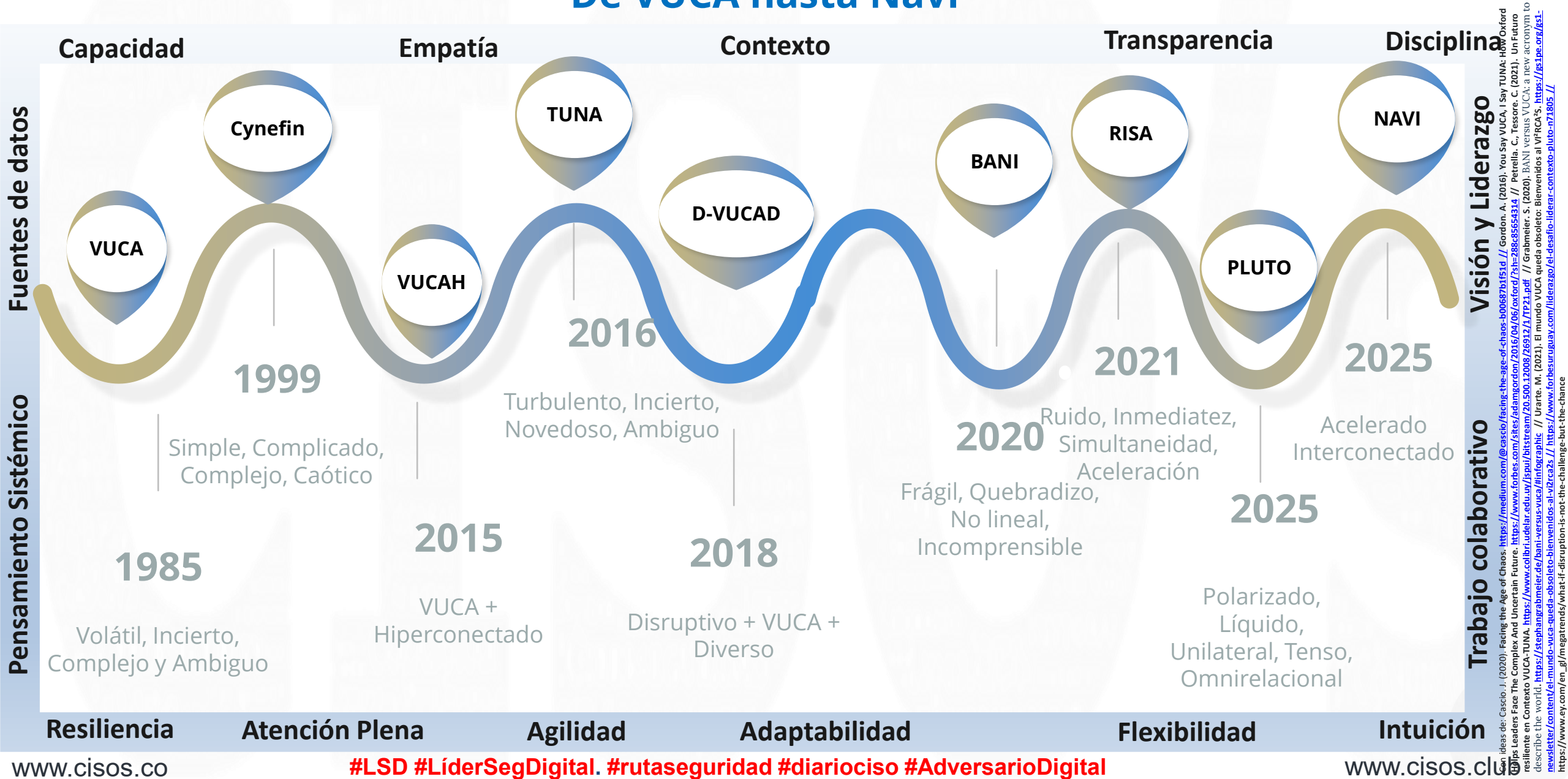
- **Define preparedness: Combination of intelligence, boots on the ground, and technology**

- Intelligence: how are you updated and prepared?
- Do you have a game plan to respond to your people/operations?

Tomado de: Team, G. G. (2024). Global Risks of 2025: How to Prepare for the Age of the “Polycrisis.”
Globalguardian.com. <https://www.globalguardian.com/global-digest/global-risks-polycrisis>

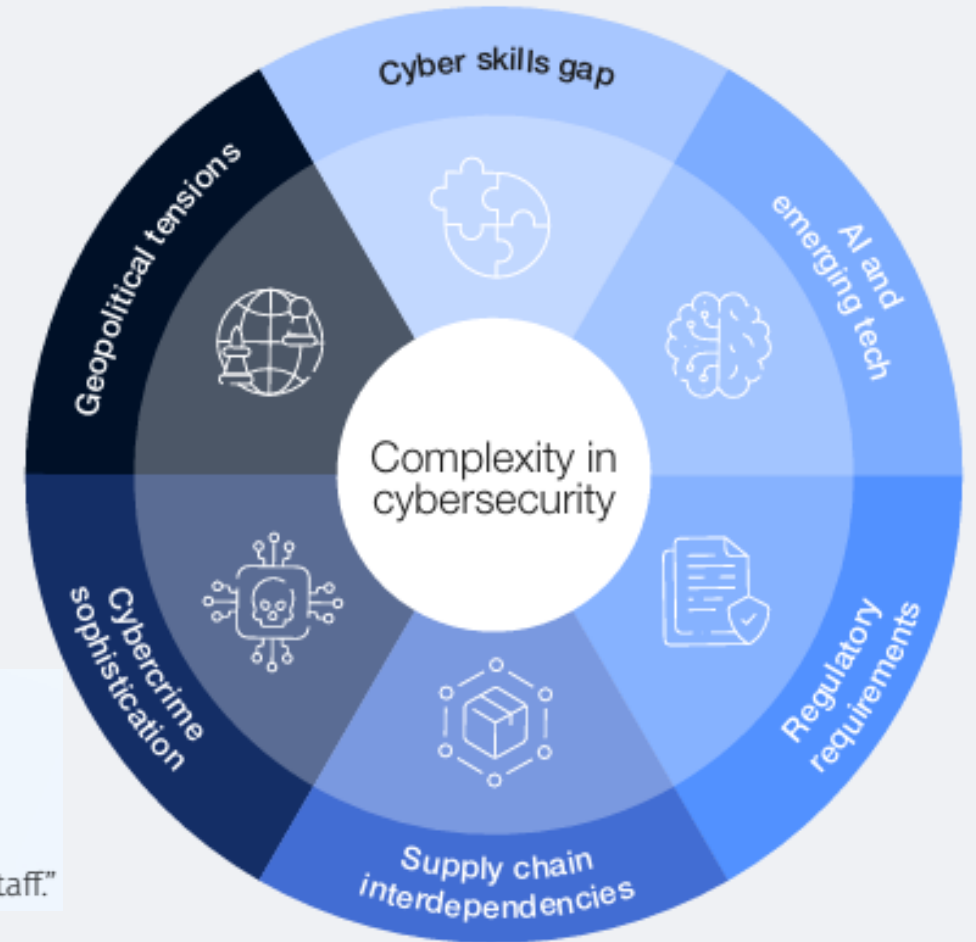
CONTEXTOS PARA LA ADMINISTRACIÓN DE LAS CRISIS

De VUCA hasta Navi

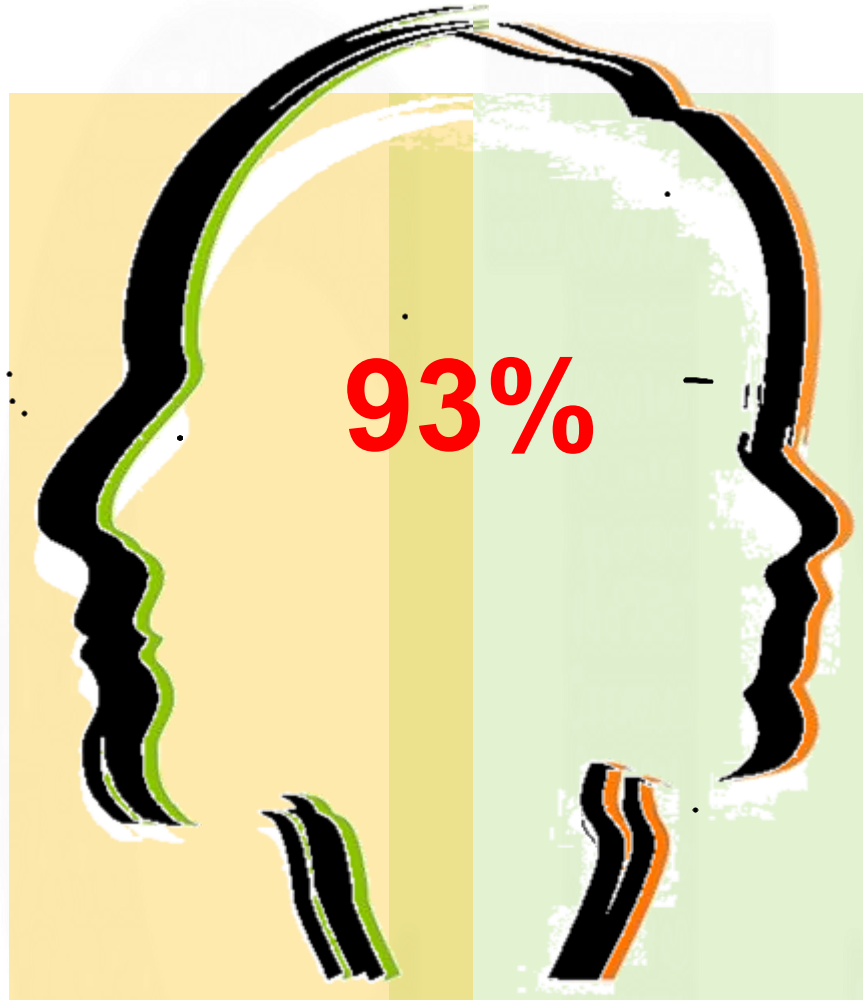




FOR THE FIRST TIME, organizations are placing greater emphasis on having the right staff with the right skills rather than just focusing on headcount, with 52% identifying “not having the right staff” as their primary challenge compared to 48% citing “not having enough staff.”



Tomado de: WEF. (2025) . Global Risks Report 2025. https://reports.weforum.org/docs/WEF_Global_Risks_Report_2025.pdf // Allianz Risk Barometer: A cyber event is the top global business risk for 2025. <https://commercial.allianz.com/content/dam/onemarketing/commercial/commercial/reports/Allianz-Risk-Barometer-2025.pdf> // WEF. (2025). Global Cybersecurity Outlook 2025. https://reports.weforum.org/docs/WEF_Global_Cybersecurity_Outlook_2025.pdf // Sans. (2025). New SANS Report Finds Cyber Talent Crisis Isn't About Headcount. It's About Skills. SANS Institute. <https://www.sans.org/press/announcements/new-sans-report-finds-cyber-talent-crisis-isnt-about-headcount-about-skills>



Consideración de empleadores por las capacidades humanas

QUE DICEN LOS DATOS...



85% del éxito laboral proviene de las capacidades humanas y 15% de las habilidades técnicas

<https://www.trvst.world/work-skills/soft-skills-facts-statistics/>

Skills History
By Andrés Almanza on 1 Apr 2025

Evolución de Capacidades y Habilidades

Foro Económico Mundial

Fuente



TEMPLATE CREDITS
Line chart race by Flourish teams

Explore
Examples
Elections & polls

Solutions
Financial services
Professional services

Resources
What's new
Help docs

Flourish
Flourish
UKC

Construida con los datos del Foro Económico Mundial <https://www.weforum.org/publications/the-future-of-jobs-report-2025/>.

Para poder
saber hacer
esto

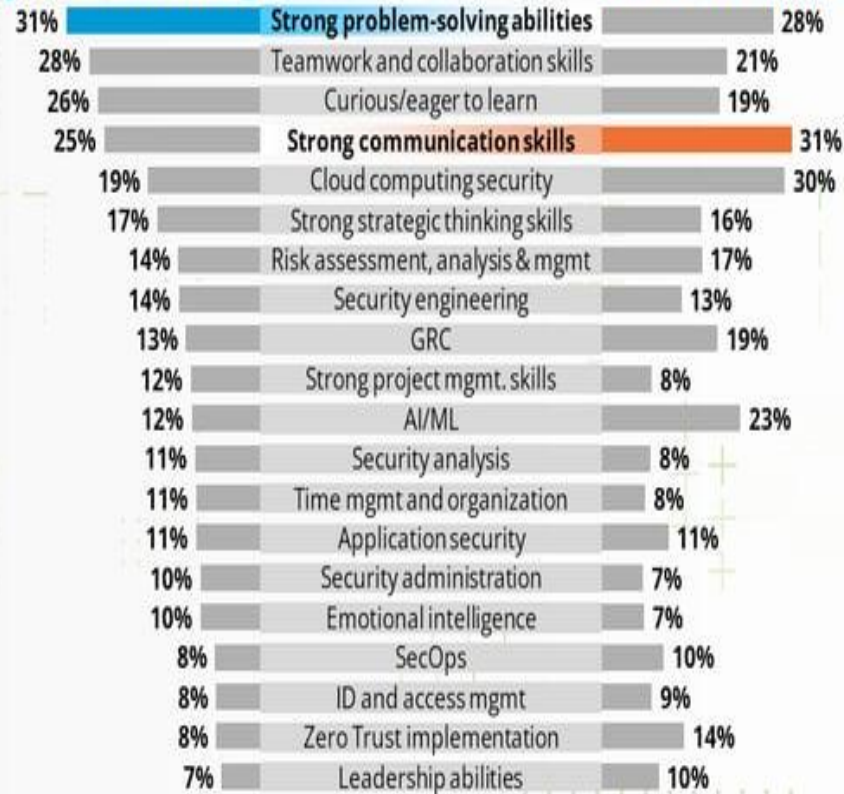


Necesitamos
profundamente
saber ser y
hacer esto

Adaptado de: Web Economic Forum (WEF). (2025). The Future of Jobs Report 2025. World Economic Forum. <https://www.weforum.org/publications/the-future-of-jobs-report-2025/digest/>

The skills cybersecurity hiring managers are *looking for when hiring*

The skills cybersecurity professionals *think are in demand*



Source: 2024 ISC2 Cybersecurity Workforce Study.

ISC2



51%

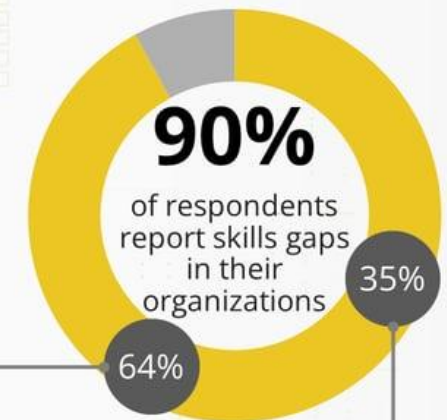
of respondents somewhat or completely agree that nontechnical skills will be more important for cybersecurity professionals in an AI-driven world.

Base: 15,571 global cybersecurity professionals

It's not only about people; the skills problem is quickly outpacing shortage concerns

"Skills gaps can be worse than staffing shortages."

"We have both skills gaps and staffing shortages!"



Source: 2024 ISC2 Cybersecurity Workforce Study.

ISC2

Tomado de: Almanza (2024). El problema de la ciberseguridad, parece ser resolver problemas. <https://www.linkedin.com/pulse/el-problema-de-la-ciberseguridad-parece-ser-resolver-almanza-junco-vp1be/> // ISC2. (2024). 2024 ISC2 Cybersecurity Workforce Study. <https://www.isc2.org/Insights/2024/10/ISC2-2024-Cybersecurity-Workforce-Study> // ISC2. (2024). Employers Must Act as Cybersecurity Workforce Growth Stalls and Skills Gaps Widen. <https://www.isc2.org/Insights/2024/09/Employers-Must-Act-Cybersecurity-Workforce-Growth-Stalls-as-Skills-Gaps-Widen>

Fundamentos



Katherine S. Newman, *Chutes and Ladders: Navigating the Low-wage Labor Market*, Harvard University Press 2006, [ISBN 0674023366](#), [p.351](#)

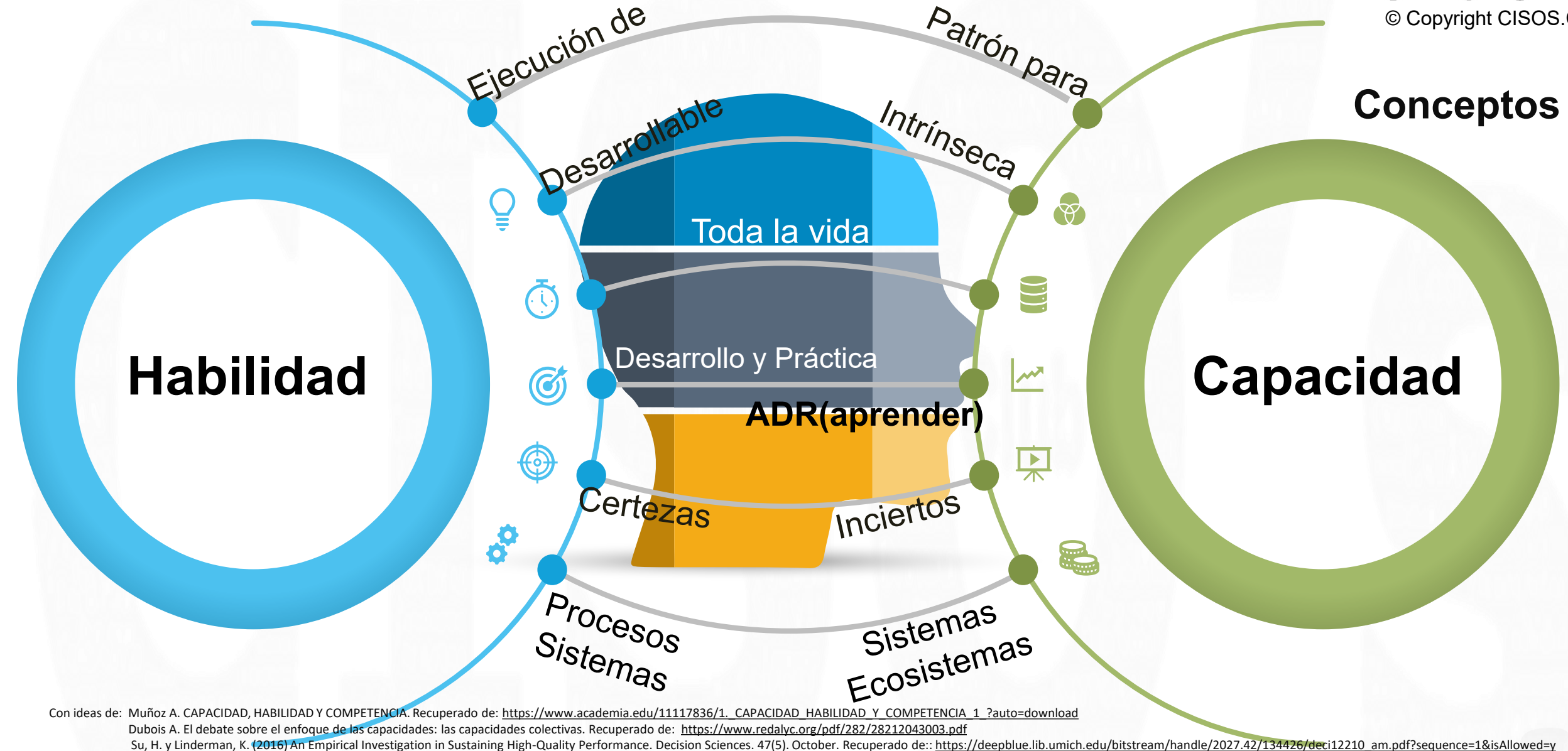
Conceptos



A tentative definition of soft skills might be formulated as follows:
Soft-skills are (1) important job-related skills (2) which involve little or no interaction with machines (including standardized because the situation or context contains a great deal of uncertainty; that is, we don't know much about the physical and social environments in which the skill occurs and we don't know much about the consequences of different ways of accomplishing the job function. In other words, those job functions about which we know a good deal are hard skills and those about which we know very little are soft skills.

<https://code.joejag.com/2018/the-origin-of-soft-skills.html>

Conceptos



Con ideas de: Muñoz A. CAPACIDAD, HABILIDAD Y COMPETENCIA. Recuperado de: https://www.academia.edu/11117836/1_CAPACIDAD_HABILIDAD_Y_COMPETENCIA_1?auto=download

Dubois A. El debate sobre el enfoque de las capacidades: las capacidades colectivas. Recuperado de: <https://www.redalyc.org/pdf/282/28212043003.pdf>

Su, H. y Linderman, K. (2016) An Empirical Investigation in Sustaining High-Quality Performance. Decision Sciences. 47(5). October. Recuperado de: https://deepblue.lib.umich.edu/bitstream/handle/2027.42/134426/dec12210_am.pdf?sequence=1&isAllowed=y

Capacidades Humanas

Orientado a las personas

COGNICIÓN

Escuchar

ADR-(PRENDER)

- ❖ Ciclo de crecimiento
- ❖ Aprender a (ADR)prender

Imaginación

Creatividad Empatía

- Metacognición
- Sistémico
- Crítico
- Resolución de problemas

Preguntar

TÉCNICA

- Fundamentos
- Conceptos
- Prácticas

Desarrollo

Largo Plazo

Visión

Adaptabilidad

Comportamientos

Crítico

Transformación

Mentalidad

- ☐ Inteligencia conversacional
- ☐ Inteligencias grupales
- ☐ Gestión Inter-Personal

Visión Transformadora

Visión de Futuro

INTELIGENCIA DIGITAL

- Contexto digital
- Interacciones digitales
- Negocios y ecosistemas digitales

Corto Plazo

Orientado a la tarea

Desempeño

Inspiración

Potencial

Tomar riesgos

Cálculos

CAPACIDAD AMPLIADA

DEL HACER

Status Quo

Hacer y hacer y volver a hacer

Métodos

- Saber hacer
- Detalles

Delegar

Habilidades

INTELIGENCIA SOCIAL

Medir

Eficacia

CONOCIMIENTO ESPECIALIZADO

Resultados

Que se haga

ENTENDER EL RIESGO

- Este es el lenguaje de la ciberseguridad

Reacción

Coordinar

Lineal



Gestión de Contexto

- ✓ Nuevas tecnología
- ✓ Vanguardia y

Soft no.....



Getting to the CORE: Putting an End to the Term “Soft Skills”

Jennifer Parlamis, Matthew J. Monnot

First Published December 25, 2018 | Research Article | [Check for updates](#)

<https://doi.org/10.1177/1056492618818023>

Mejor....

- ✓ Capacidad humana
- ✓ Power Skills
- ✓ Core Skills

- * Se olvidan desarrollar
- * La idea que transmiten (Negativa)
- * Condicionan lo que son (No se comprenden)



¿Por qué?

- Se aprende todos los días
- Son innatas algunas
- Saber hacer requiere de saber ser

¿Para qué?

Valor
Acceso
Adaptarse



C



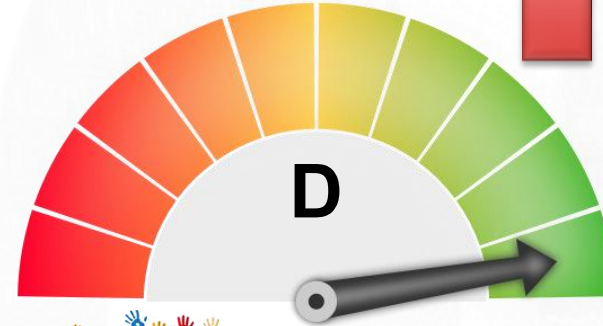
Are You Developing Skills That Won't Be Automated?

by Stephen M. Kosslyn

September 25, 2019



<https://hbr.org/2019/09/are-you-developing-skills-that-wont-be-automated>



¿Por qué?

Liderazgo, soy líder.....seguro.....

Liderar basado en habilidad



¿Qué necesito saber para hacer?

¿Quién necesito ser para poder hacer con otros?



Liderar basado en el servicio



MIT J-WEL Human Skills Matrix

Human Capability Standards Reference Model



rdeningCisos #Cyberjuegoinfinito

56 DELTAS¹ across 13 skill groups and four categories

CISO's
SOS.CLUB

Cognitive	
Critical thinking - Structured problem solving - Logical reasoning - Understanding biases - Seeking relevant information	Planning and ways of working - Work-plan development - Time management and prioritization - Agile thinking - Ability to learn
Communication - Storytelling and public speaking - Asking the right questions - Synthesizing messages - Active listening	Mental flexibility - Creativity and imagination - Translating knowledge to different contexts - Adopting a different perspective - Adaptability

Interpersonal	
Mobilizing systems - Role modeling - Win-win negotiations - Crafting an inspiring vision - Organizational awareness	Developing relationships - Empathy - Inspiring trust - Humility - Sociability
Teamwork effectiveness - Fostering inclusiveness - Motivating different personalities - Resolving conflicts - Collaboration - Coaching - Empowering	

Self-leadership	
Self-awareness and self-management - Understanding own emotions and triggers - Self-control and regulation - Understanding own strengths - Integrity - Self-motivation and wellness - Self-confidence	
Entrepreneurship - Courage and risk-taking - Driving change and innovation - Energy, passion, and optimism - Breaking orthodoxies	
Goals achievement - Ownership and decisiveness - Achievement orientation - Grit and persistence - Coping with uncertainty - Self-development	

Digital	
Digital fluency and citizenship - Digital literacy - Digital learning - Digital collaboration - Digital ethics	
Software use and development - Programming literacy - Data analysis and statistics - Computational and algorithmic thinking	
Understanding digital systems - Data literacy - Smart systems - Cybersecurity literacy - Tech translation and enablement	

¹Distinct elements of talent.

McKinsey & Company

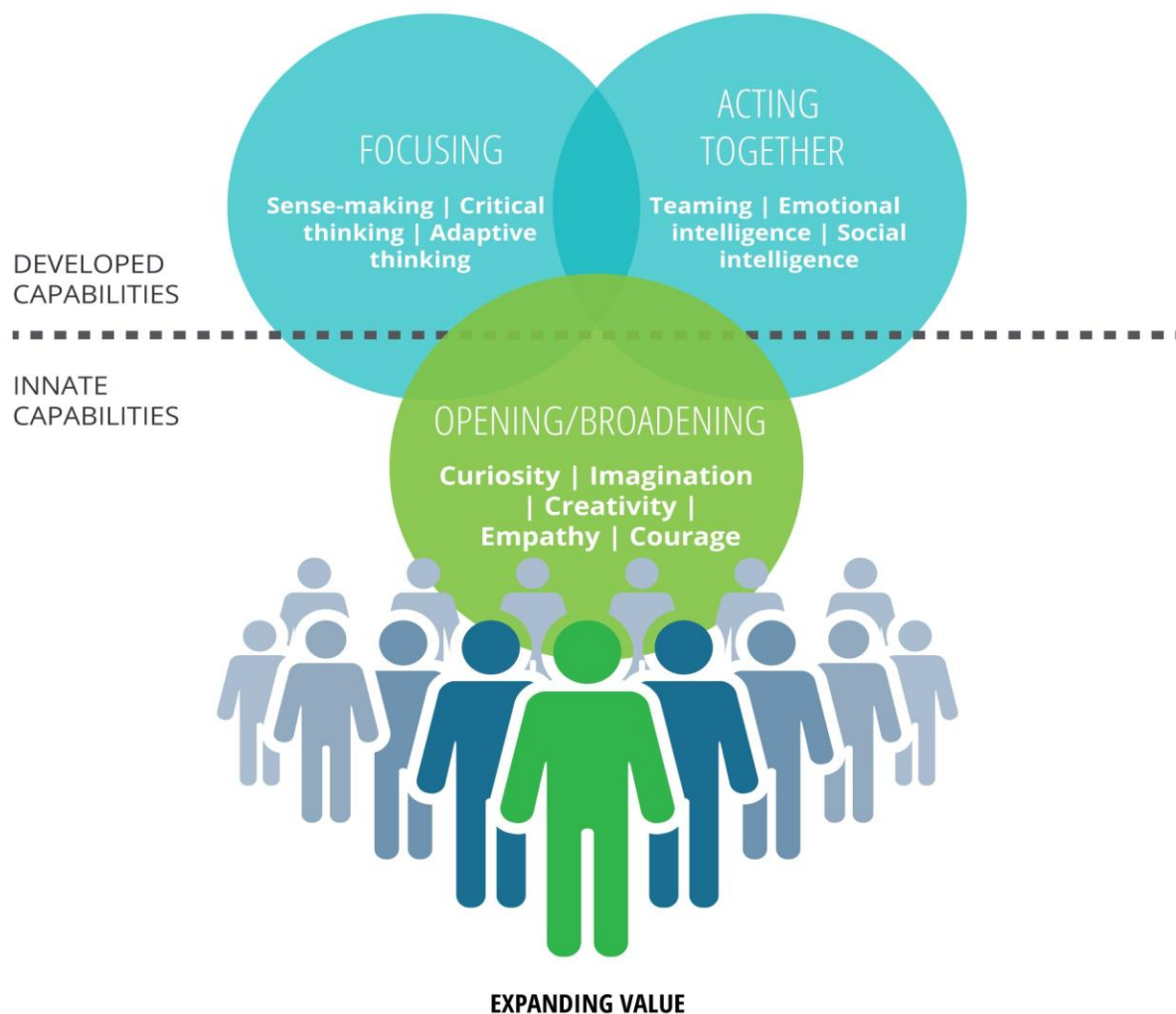
Modelo McKinsey

iociso #AdversarioDigital

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Innate human capabilities broaden the horizon

While the capabilities needed to focus (strategy and decision-making) and act (mobilize and execute) are clearly important, the impact may be limited without the innate capabilities to open the playing field



INNATE

but can be amplified

Imagination

Seeing through variety of lenses that challenge present assumptions of what is possible

Empathy

Understanding and considering others' feelings, thoughts, and experiences

Curiosity

Seeking out new information and experiences; striving for understanding; asking questions

Resilience

Persisting despite challenges, obstacles, and disruptions

Creativity

Innovating and applying improvisation; using resources in unexpected ways

DEVELOPED

through experience and practice

Emotional intelligence

Understanding others' emotions and experiences and how they shape human interactions

Teaming

Collaborating effectively across spatial, organizational, and cultural boundaries

Social intelligence

Understanding interpersonal dynamics and behavioral impacts of human interactions

Sense-making

Creating meaning and awareness out of collective experiences

Critical thinking

Analyzing, evaluating, synthesizing, and reconstructing information

Adaptive thinking

Recognizing new patterns and applying patterns in new contexts

CONDITIONS: Organizational culture and mindset influence if, and how, we demonstrate capabilities

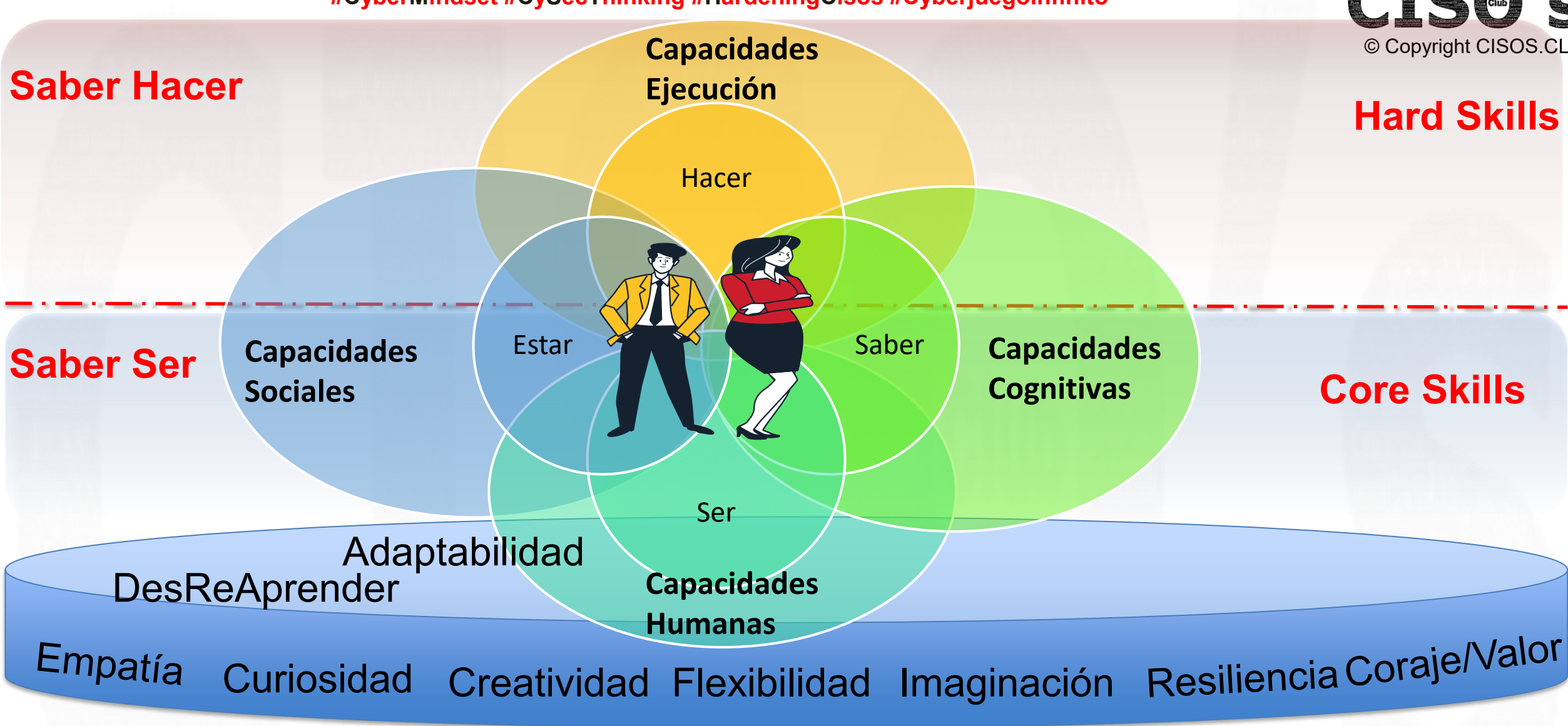
Modelo de Deloitte

Hard Skills

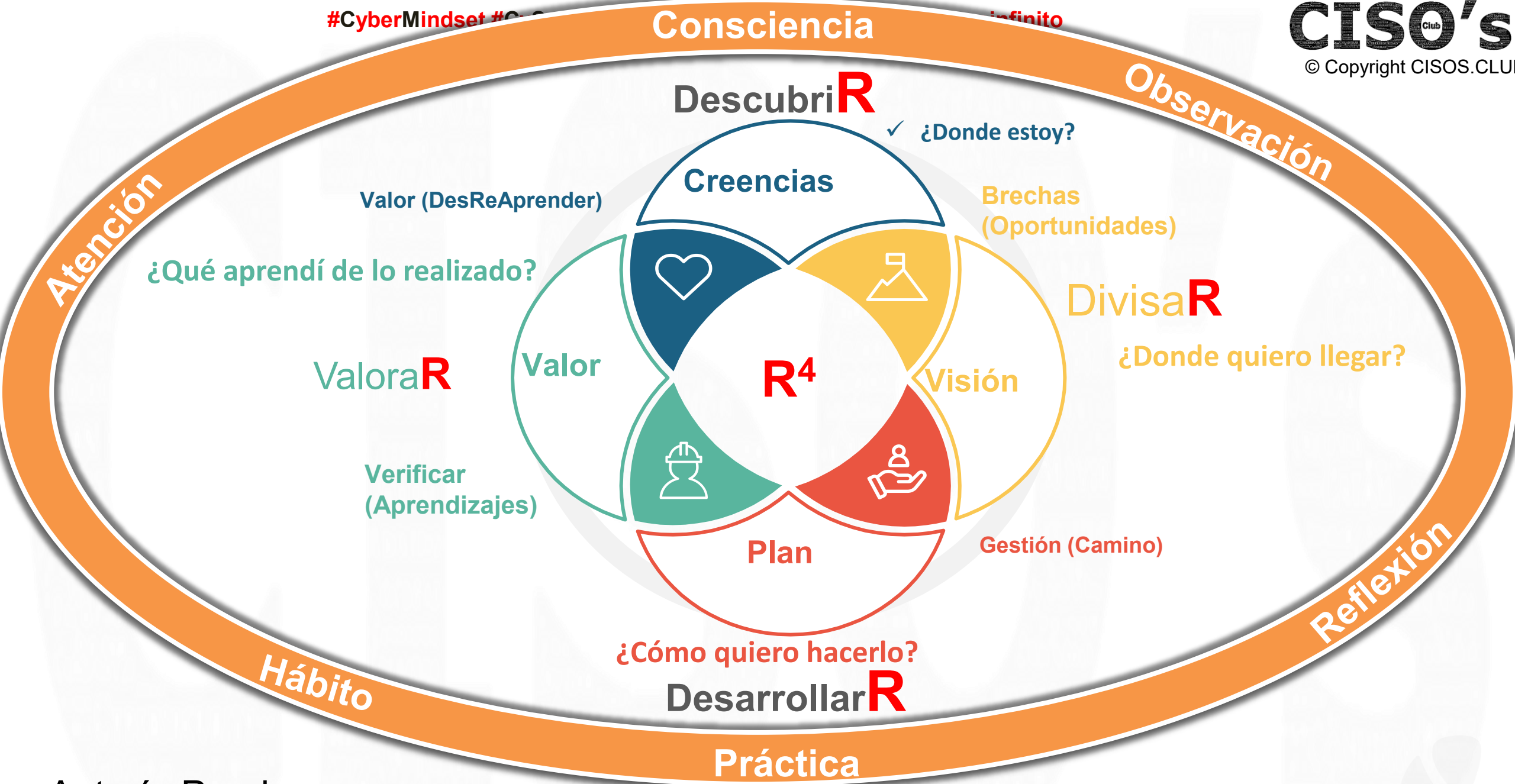
Core Skills

Saber Hacer

Saber Ser



Autoría propia



Autoría Propia

Ser Profesional de Seguridad

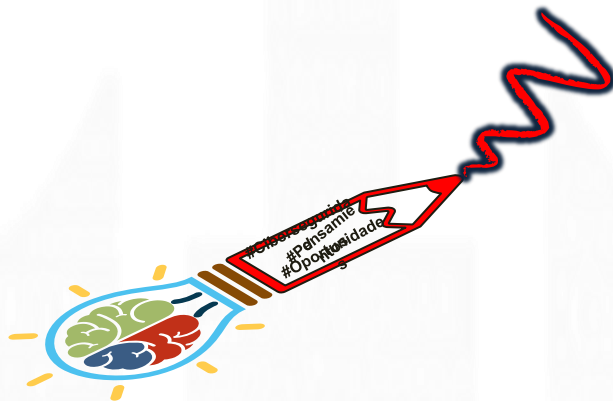


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“Un profesional de seguridad digital debe Ser más **Multipotencial**, que **multitarea**, el primero **diversifica** en su conjunto de **capacidades** y **habilidades** para **desarrollar** su tarea, el segundo **disminuye** la **calidad** de la ejecución”.

Adaptado de

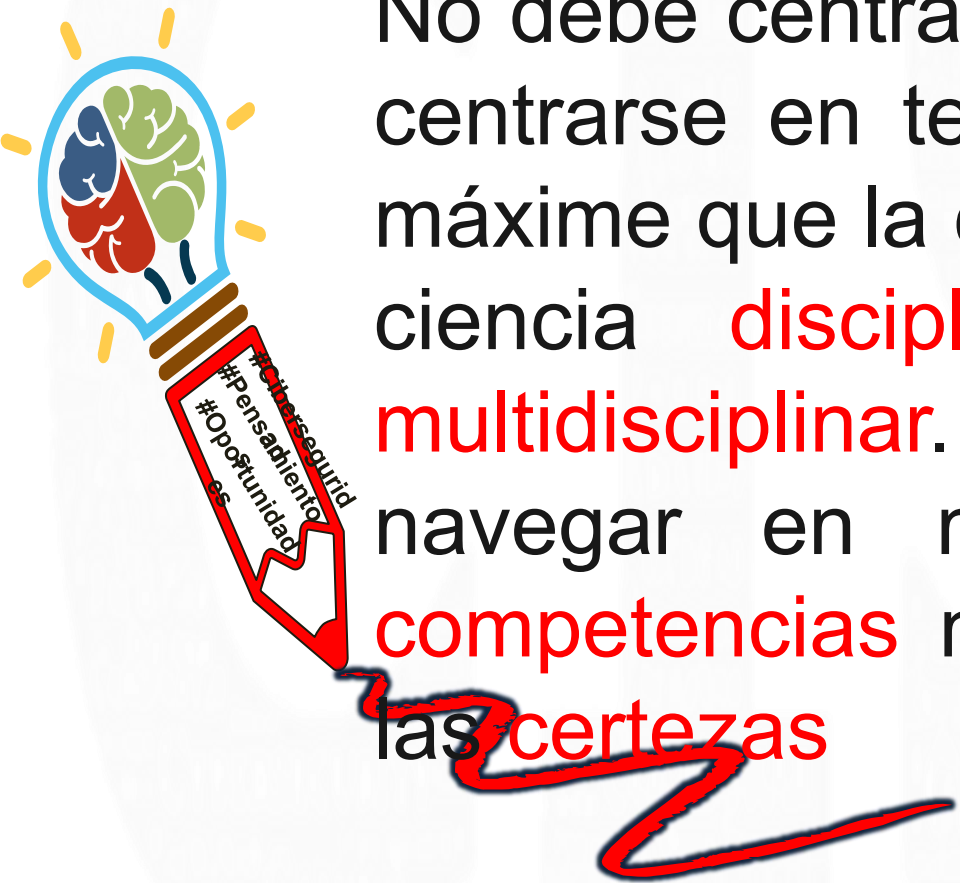
Brooks. A. (2021). Here's 10,000 Hours. Don't Spend It All in One Place. Recuperado de:
<https://www.theatlantic.com/family/archive/2021/03/having-dual-career-can-make-you-happier/618311/>



Conversaciones que inspiran #conspiran

El profesional de Ciber-Seguridad

No debe centrarse en tener **competencia** en algo, debe centrarse en tener la **capacidad** para aprender algo, máxime que la ciber-seguridad está dejando de ser una ciencia **disciplinar** a pasar a ser una ciencia **multidisciplinar**. Donde las **capacidades** nos ayudan a navegar en medio de las **incertidumbres** y las **competencias** nos ayudan a trabajar en el mundo de las **certezas**

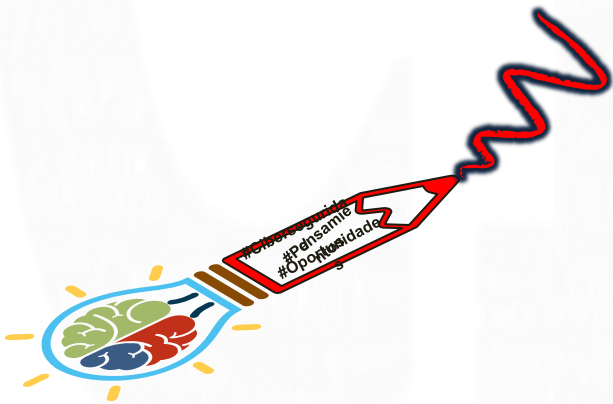


Liderazgo de un #LíderSegDigital #LSD



“La posición no **hace** al Líder de Seguridad Digital, es el **#LSD** que hace a la **posición**”

Almanza. A.



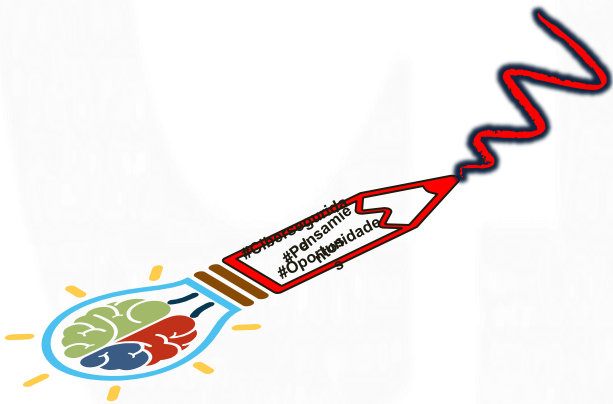
Liderazgo de un #LíderSegDigital #LSD



“Como profesional de seguridad digital debemos pasar de una postura de ejercer el poder a ejercer la influencia. En el primero están los debes y en el segundo están los podemos.

¿Usted decida en cual quiere estar?”

Almanza. A.





“Necesitamos pasar de estar obsesionados con la ACCIÓN (Qué hemos hecho – Qué haremos después, Que hacemos) a estar orientados a la REFLEXIÓN (Por qué hay que hacerlo – Para qué hay que hacerlo - Qué aprendimos y podemos mejorar para la próxima vez).”

adaptado de: Martinez, J. (2025).

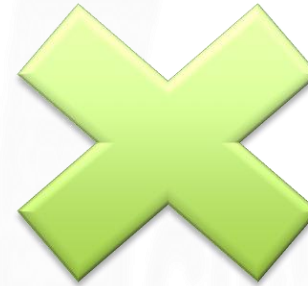
<https://www.linkedin.com/feed/update/urn:li:activity:7363449696549277696/>



a otros peso
para **avanzar**

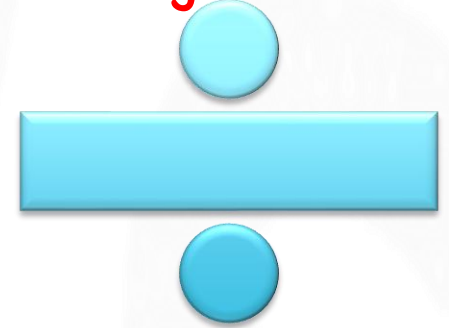


a otros esfuerzos
para **alcanzar**



a otros
capacidades
para **cocrear**

con otros las cargas
para **trabajar**



#C

"Yes, I think I have good people skills.
What kind of idiot question is that?"

arjuegoinfinito

CISO's
Club
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<https://external-content.duckduckgo.com/iu/?u=https%3A%2F%2Ftse3.explicit.bing.net%2Fth%3Fid%3DOIP.8ruCnSyVJEnVPzVoyNV9KAHaEP%26pid%3DApi&f=1>

Gracias
Sigamos conectados
???





¿Que te llevas de esta sesión?