RSAConference2018

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NOW MATTERS

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SECURING INNOVATION: TRANSFORMING THE CONVERSATION FROM FEAR TO POSSIBILITY

Jessica Long
Consultant & Cyborg Anthropologist

Causeit, Inc.
@causeit

MJ Petroni
CEO & Cyborg Anthropologist

Current models of cybersecurity may protect companies—but might not let them evolve.

Our ‘posture’ can’t just be reactive—we have to empower responsible use of data.

For most organizations, an inability to use or access data across the enterprise—and with partners—will equal death.

In the absence of access and interoperability, innovation either won’t happen or will happen in unnecessarily risky ways.

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Transform the conversation

Platforms

Build IT environments that enable exploration

Data Diplomacy

Empower stakeholders to experiment together… securely.

Doctrine

Co-create guidelines… rather than just dictate rules.

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Open Innovation!

Collaboration!

Shared Ecosystems!

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Let’s talk about the shift from IT-enabled systems to the new mindset of platform-based business.

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Takeaway one:
Security as Enabler of Innovation

Cybersecurity can play a role in creating environments where organizations can take necessary risks—so that innovation can happen with minimum restrictions.

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So, how do we enable stakeholders to use data to innovate… without opening the door to disaster?

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PLATFORMS

Build IT environments that enable exploration

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@users

#data

#data

@users

#data

@institutions

@institutions

@users

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IT-focused platforms were originally…

Closed to other systems

Proprietary

Difficult for users to access

IT-streamlined but not fully ‘digital’

Limited to value in linear, analog mindset: “Pipes”

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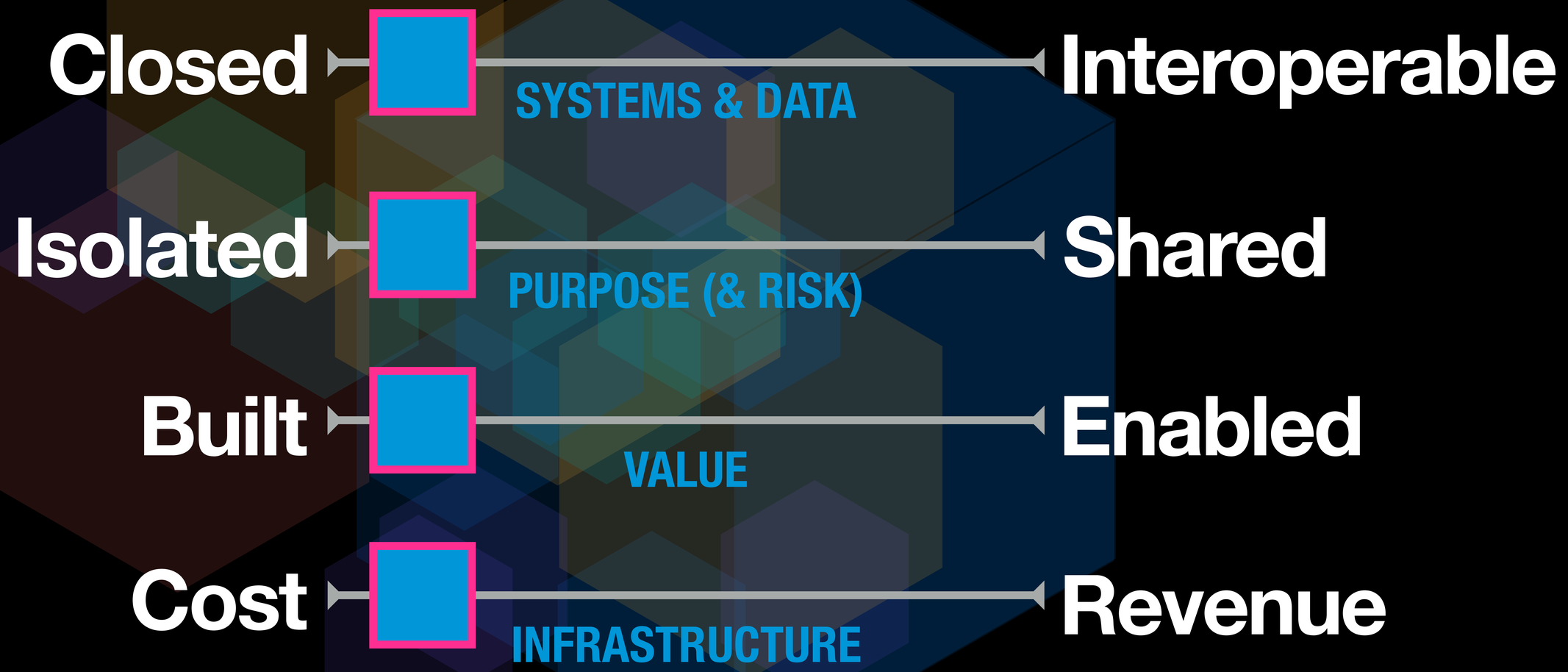
Old model



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Further reading: causeit.org/msp

New model

Closed	SYSTEMS & DATA	Interoperable
Isolated	PURPOSE (& RISK)	Shared
Built	VALUE	Enabled
Cost	INFRASTRUCTURE	Revenue

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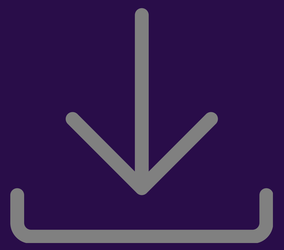
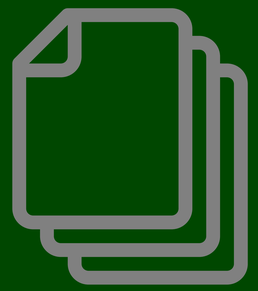
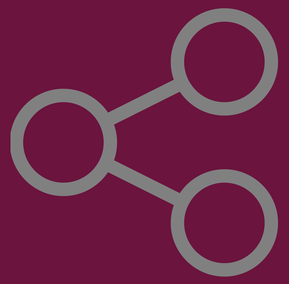
At each stage of data's journey, it may go in and out of various platforms and multiple organizations

…we can't just contain it.







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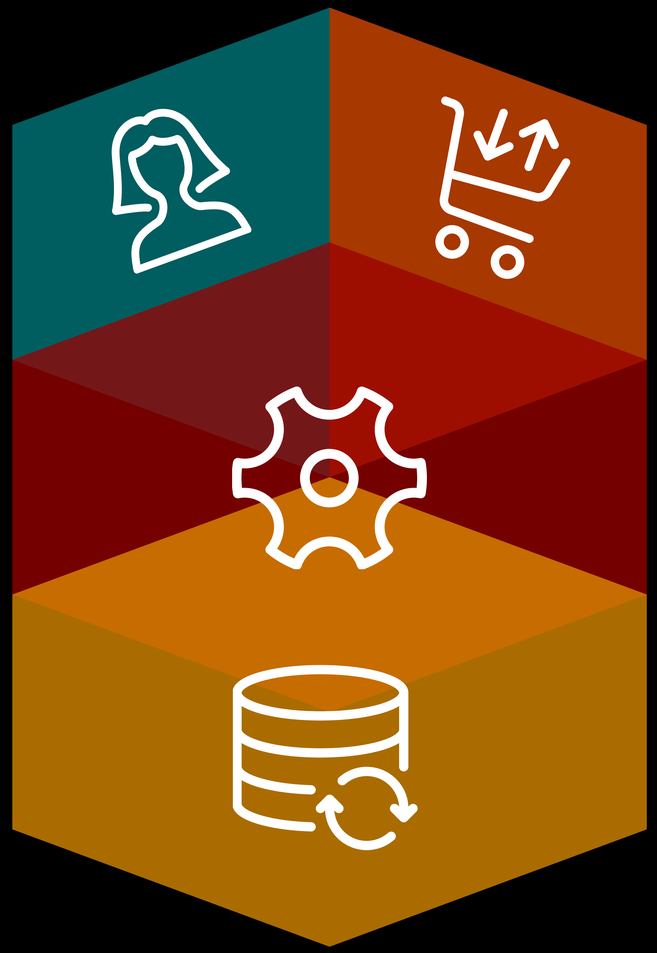
A Multi-Sided Platform



Community &
Marketplace

Infrastructure

Data

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Further reading: causeit.org/msp

COMMUNITY: Groups of users receiving value from accessing the platform

MARKETPLACE: Ways to exchange value (like an App Store)

DATA: Information about users, devices and the environment which can be used to create value

INFRASTRUCTURE: Components which connect systems and enable value for users

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Further reading: causeit.org/msp

Over 80% of the Fortune 500 are expected to have platform-based business models in 3-5 years.

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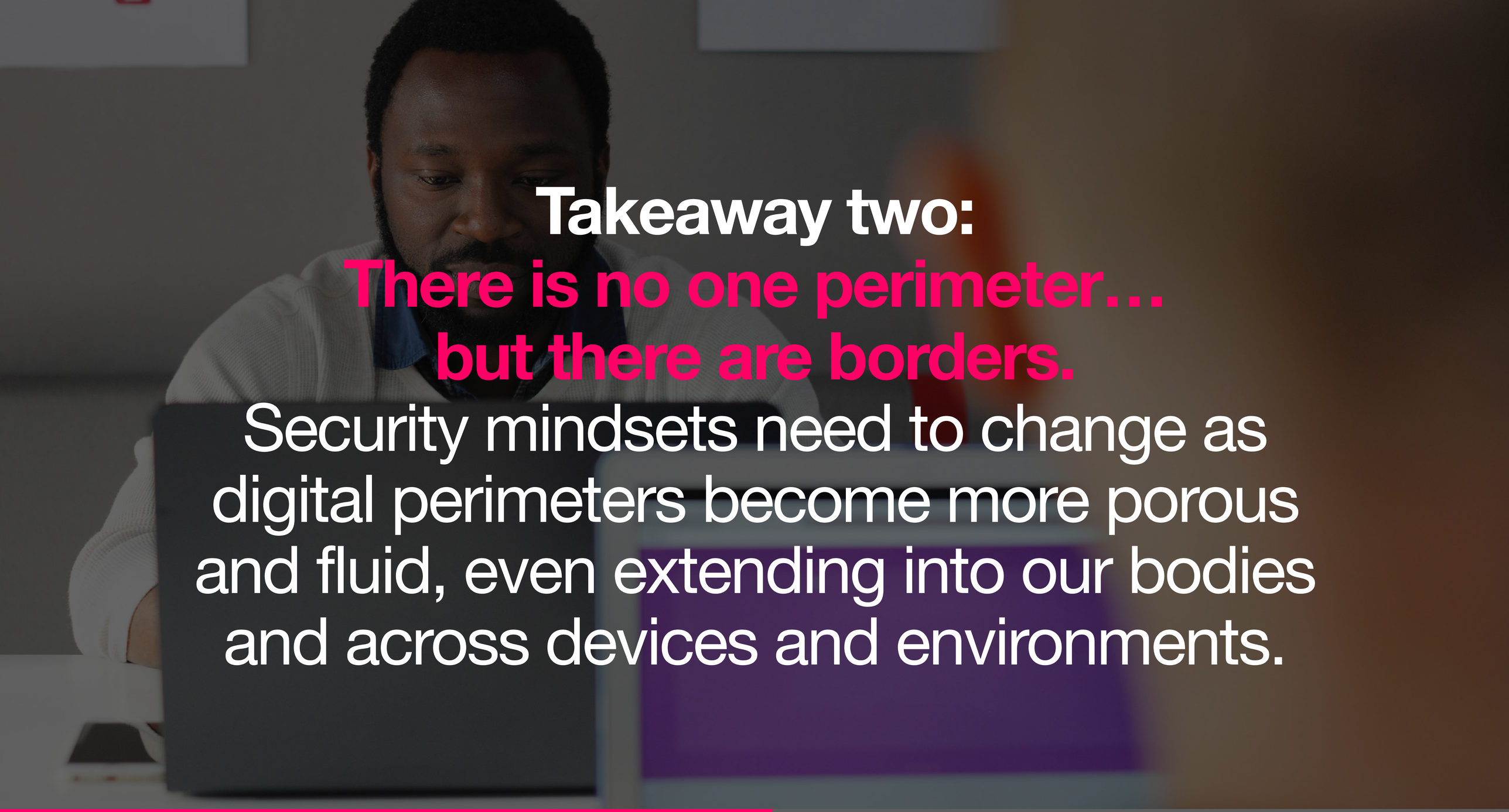

Takeaway two:

There is no one perimeter… but there are borders.

Security mindsets need to change as digital perimeters become more porous and fluid, even extending into our bodies and across devices and environments.

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Further reading: causeit.org/cybersecurity

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DATA DIPLOMACY

Empower stakeholders to experiment together… securely.

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further reading: causeit.org/msp & causeit.org/cybersecurity

“That’s for internal use only.”

“There’s a lot we can do now that we have a secure platform.”

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Further reading: causeit.org/msp

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Further reading: causeit.org/msp

[[Video from Apple's debut of CareKit API & SDK being used within larger organizations to speed up innovation while respecting data privacy]]

Timestamp: 1:10-1:23 / 1:38-2:05

https://youtu.be/XTiuEM_-fVo?t=1m10s

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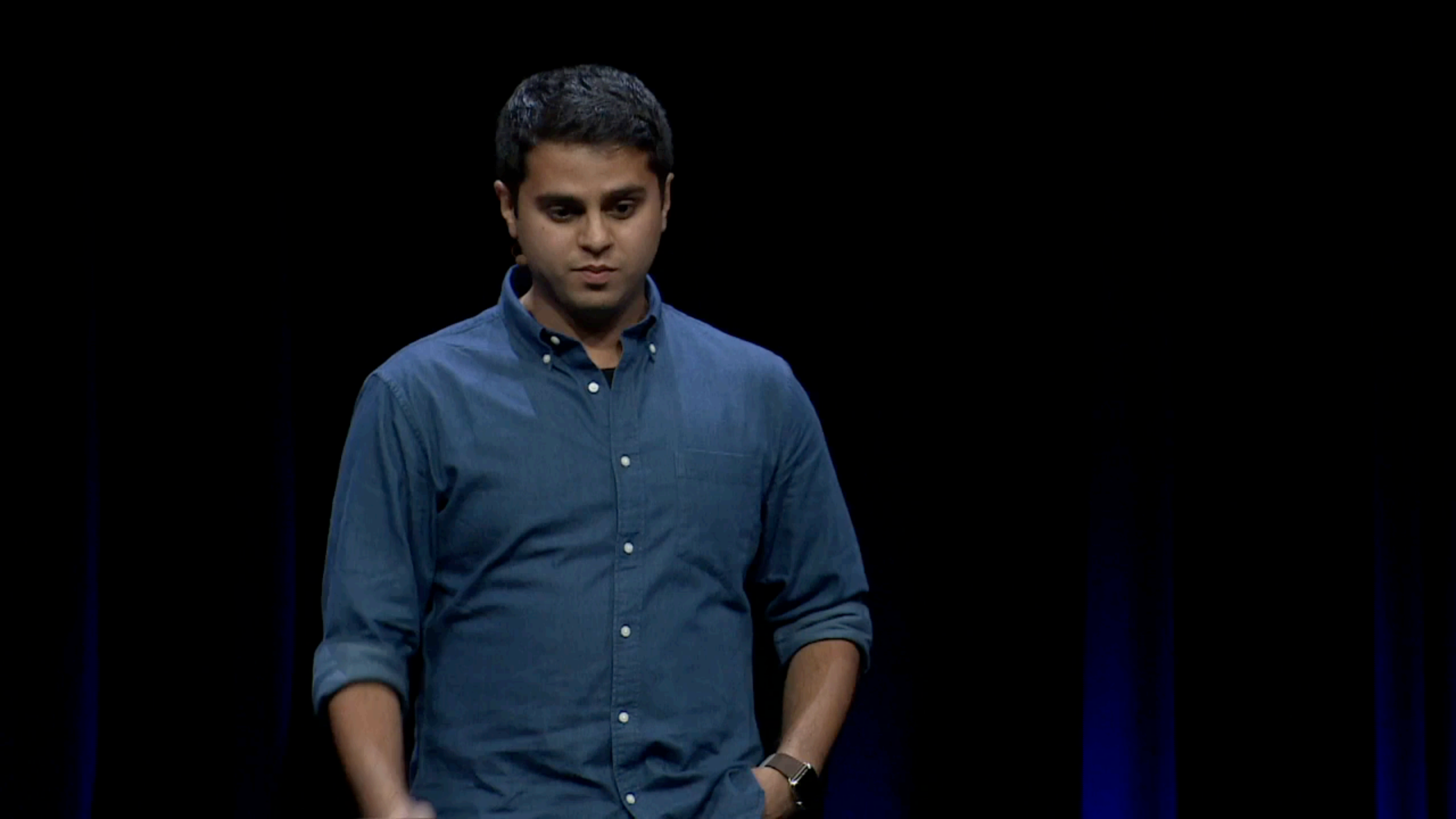

“We have guards…and builders.”

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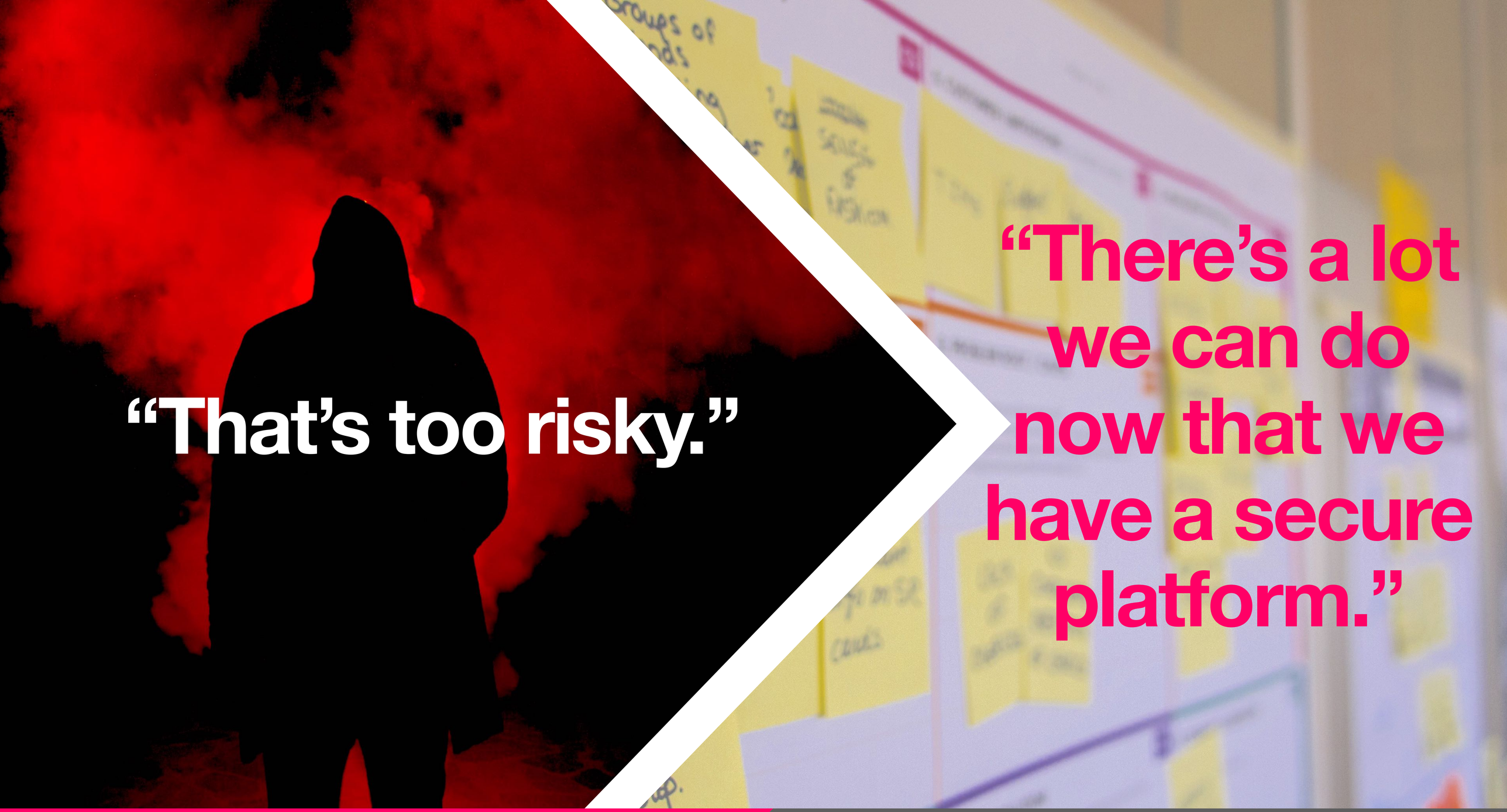

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Further reading: causeit.org/msp

Don’t wait for them to come to you with a use case…

…anticipate it and offer them sandboxes & toolkits.

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Tools which enable innovation without ‘reinventing the wheel’

SDKs
APIs

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Takeaway three:
Practice Hygiene, Not Lockdown

Cybersecurity has an emerging role in educating users and leaders about digital hygiene, best practices, and how to mitigate issues. This is a different role than being responsible for locking things down and creating constraints.

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Further reading: causeit.org/cybersecurity

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DOCTRINE

Co-create guidelines… rather than just dictate rules.

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further reading: causeit.org/doctrine

For every decision made here…

there are thousands made out here

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Further reading: causeit.org/doctrine

Agility at scale requires both alignment…

…and autonomy.

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Further reading: causeit.org/doctrine

That’s where doctrine comes in.

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Further reading: causeit.org/doctrine

Doctrine is not the same as rules.

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Further reading: causeit.org/doctrine

Rules make decisions for you in advance. They say, “always do this,” “must,” or “never do this.”

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Rules are based on authority, or sometimes trust. Rules work well for computers, not as well for humans. And they don’t adapt well to unforeseen situations.

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Doctrine is not the same as information, explanation, awareness, knowledge, etc.

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Information alone does not make or guide decisions, though it is of course important.

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Further reading: causeit.org/doctrine

Doctrine helps you make your own decisions.

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Further reading: causeit.org/doctrine

What's motivating my decision right now?

Doctrine helps prioritize competing interests or reconcile tension.

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Further reading: causeit.org/doctrine

Example: The Agile Manifesto

Cool, this helps me make choices—even if I'm in a totally new situation.

"**Individuals and interactions** over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan"

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Why should they do it your way? Doctrine provides enough ‘why’ for people to make good decisions in evolving situations.

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Rules	Doctrine
Say what you can't do or must do—decisions are already made	**Gives context for how to make decisions—promotes both alignment and autonomy**
"Don't ever post on social media."	"Please post on social channels in support of our projects based on our guidelines about attribution."
"Never use a public wifi network with company devices."	"Avoid public wifi networks such as those found in airports and coffee shops. These expose your computer to security risks. It is preferable to use cellular tethering in these circumstances. If you must use these networks, enable and run Express VPN on your computer and phone."

Doctrine may also be called **decision principles**, **guidelines** or **best practices** —anything which empowers decision-making rather than making decisions for someone in advance.

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Further reading: causeit.org/doctrine

Doctrine

empowers autonomy without being overly pre/proscriptive.

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Further reading: causeit.org/doctrine

Request authorization from the user to read and share HealthKit data.

You must do this before you can perform any tasks with your store. To help protect the user's privacy, HealthKit requires fine-grained authorization. You must request permission to both read and share each data type used by your app.

Any time your app requests new permissions, the system displays a form with all the requested data types shown. The user can toggle individual read and share permissions on and off. To learn how to provide a great user experience when asking for permissions, see HealthKit in iOS Human Interface Guidelines.

Ok, that's a rule. It tells me what I have to do.

This is doctrine. It tells me what I need to know so I can make my own decisions for the best outcome.

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APPLY

Actions for next week & next quarter, as well as further reading

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In the next week:

Think about situations in the past where stakeholders or clients have requested access or capabilities that you had to say no to. What would you have needed to have in place in order to say yes?

Read through the resources linked on the next page, and determine which of the recommendations in the 100- and 365-day plans are relevant to you.

If you were to design a sandbox for digital innovation in your org, what would it look like? Who would help you build it? Who would fund it?

In the next 90 days:

Reach out to colleagues and clients for insight about how security concerns affect their innovation efforts.

Work with your team to create a project plan for establishing security doctrine—guidelines for acceptable improvisation—and discuss it with other teams who are responsible for innovation in your org.

Start rallying your allies. Find others within your organization and network who are excited about creating security practices and environments that enable innovation. Schedule a recurring lunch or create an online discussion group to build momentum, collaboration, and support.

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Learn more…

Platforms

causeit.org/plaforms

Explore how platforms work and apply the concept to your **internal** customers and your **external** customers, as well as **strategic partners**

Doctrine

causeit.org/doctrine

Learn about how to **create repsonsive, living guidelines in addition to rules**, so that all parts of the organization have both alignment and autonomy

Cybersecurity Mindsets

causeit.org/cybersecurity

Understand what **key cybersecurity mindsets** need to be shared throughout the organization to support platform-based or platform-linked businesses

Data Ethics

causeit.org/data-ethics

Learn about the **data supply chain** and how to **manage informed consent** and doing no harm so that all stakeholders consider end user privacy

Thinking Styles & Thought Partnership

causeit.org/thinking-styles

Determine **what kinds of thinkers participate in your various technology & product discussions** and how to build productive thought partnerships between them

Most articles include sample 100- and 365-day actions, case studies and sightings from the field. All are free of charge and do not require registration.

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