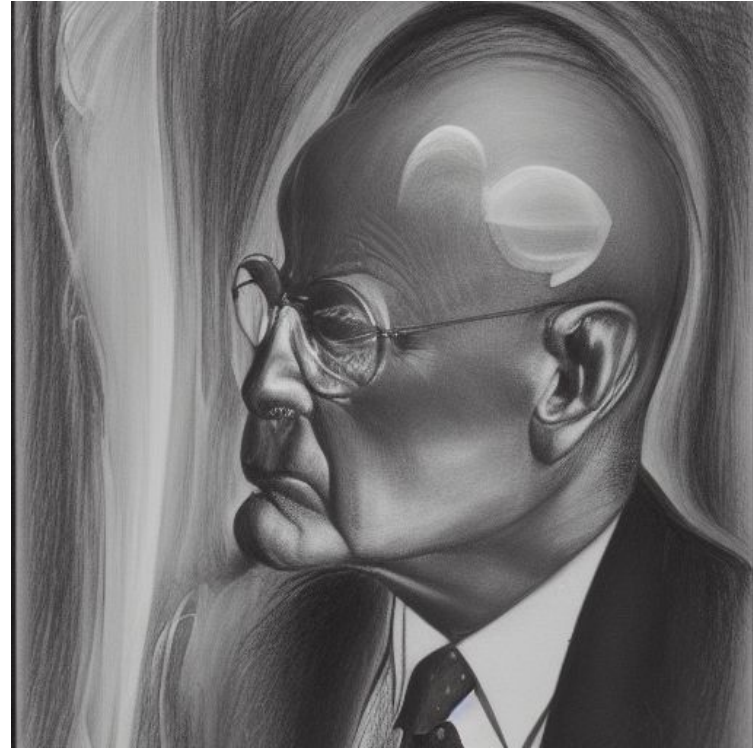


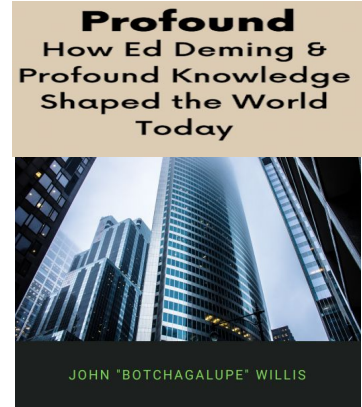
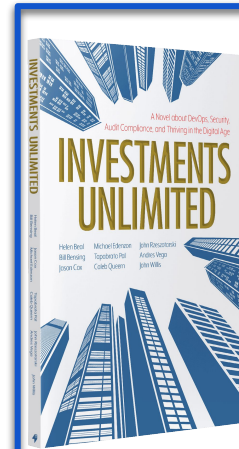
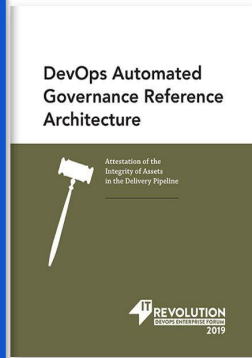
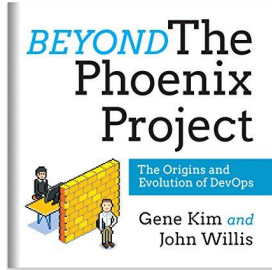
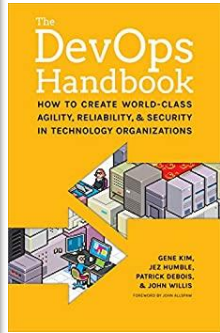
What Would Deming Do In a “Cyber” World?

John Willis
Botchagalupe



All Images Generated by OpenAI DALL-E-2

@botchagalupe





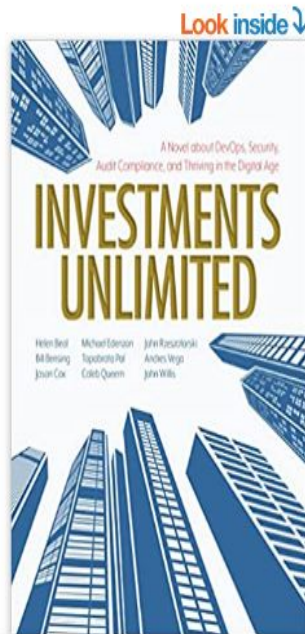
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Investments Unlimited: A Novel About DevOps, Security, Audit Compliance, and Thriving in the Digital Age Paperback – September 13, 2022

by Helen Beal (Author), Bill Bensing (Author), Jason Cox (Author), Michael Edenzon (Author), John Willis (Author)

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Qty: 1 ▾

Quote Wall

“Learning is not compulsory... neither is survival.”

“In God we trust; all others bring data.”

“A bad system will beat a good person every time.”

“Every system is perfectly designed to get the result that it does.”



Demingmania

Mathematical Physics

Epistemologist

Statistician

Professor

Psychologist

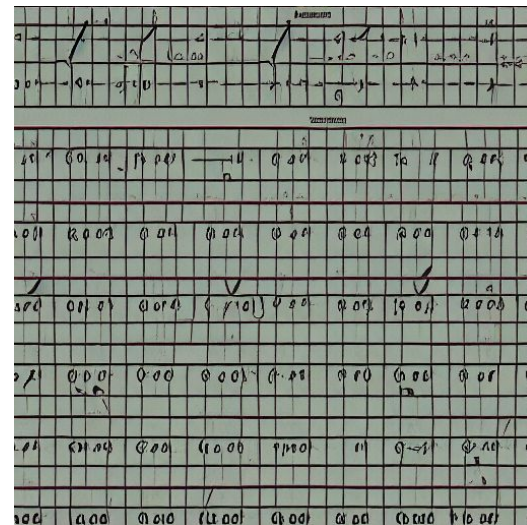
Systems Thinker

Agriculturist

Industrialist

Devopsist

Futurist



**In 2011 Marc
Andreessen said
“Software is
Eating the World”**



**Software is infecting
The World
(DevSecOps???)
– 2015 Josh Corman**



**Software is screwing
with...**

"Maslow"

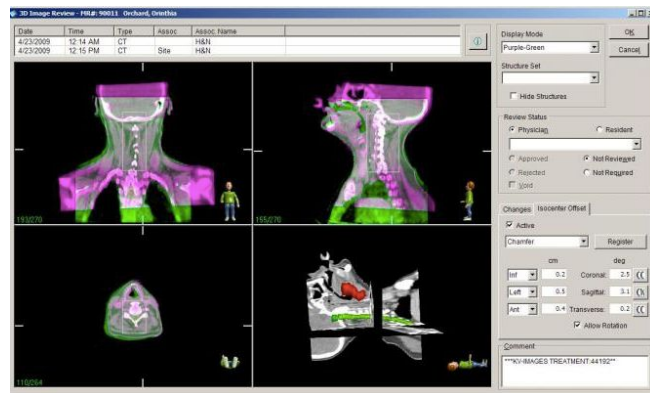
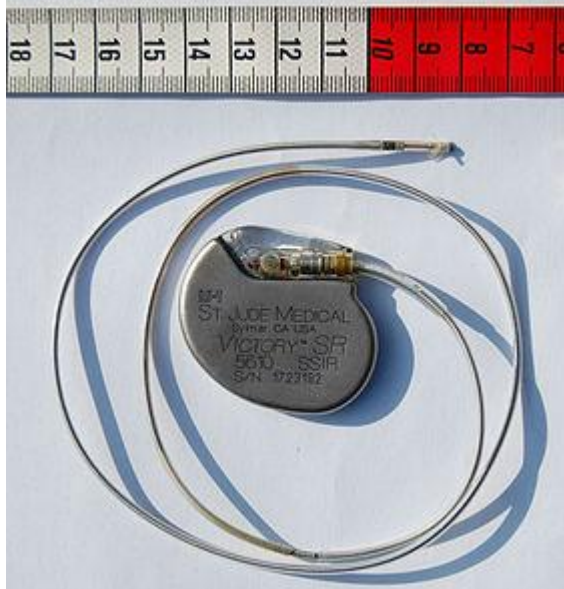
(Health, Food, Water, Shelter)



Create Purpose (AIM)

Research says 5,600 hospitals in the US have zero cybersecurity people on staff. Most people in an organization view governance, risk, and compliance (GRC) activities as an annoying inconvenience—something to leave to the IT guys.

Profound - John Willis



Revolution Ransomware (Maslow)

- Schreiber Foods was hit with \$2.5 million ransomware
- JBS Paid \$11 Million to Resolve Ransomware Attack
- Hackers try to poison the drinking water in Tampa Bay
- Hackers Breached Colonial Pipeline
- Alabama hospital linked to 1st alleged ransomware death

**Deming and
the “Cyber”
Future World**



System of Profound Knowledge (SoPK)

Four Elements as a Lens for understanding Complexity

- **Theory of Knowledge**
 - How do we know?
- **Theory of Variation**
 - How do we understand?
- **Theory of Psychology**
 - How are people motivated?
- **Appreciation for a Systems**
 - Systems thinking integrates all four.



Statistical Data as a Rational Basis for Action

The job of the statistician is to work with experts in the subject-matter to help them to solve their problems. It is the responsibility of the substantive expert to decide with or without help of the statistician, what problems are important and what information or tests or comparisons or other spade-work, resulting in statistical information, might be helpful, and to arrive finally at a meaningful (statistical) statement of the problem and what might be done about it.

The Essential Deming

SoPK for IT Risk

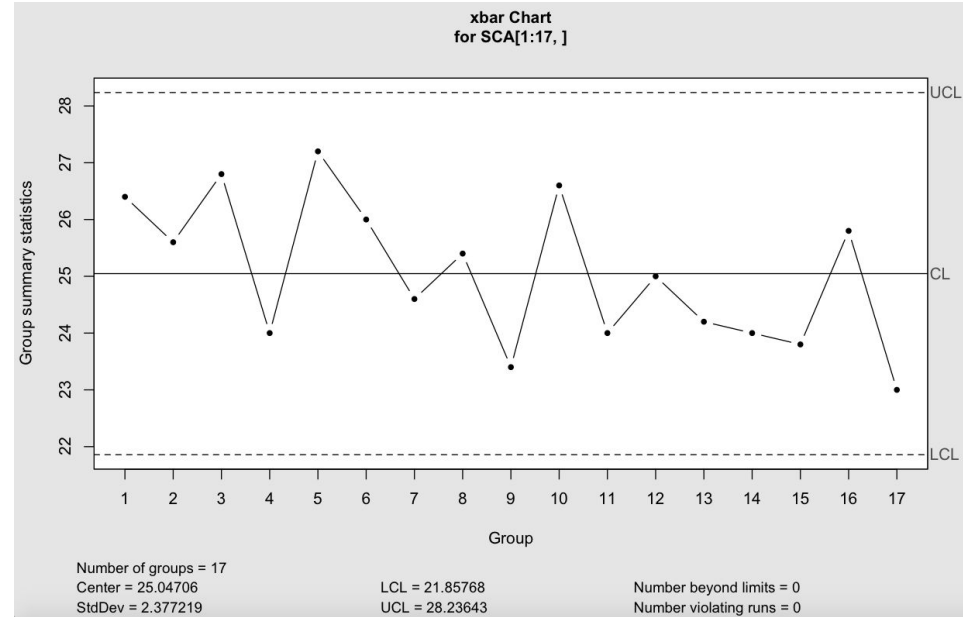
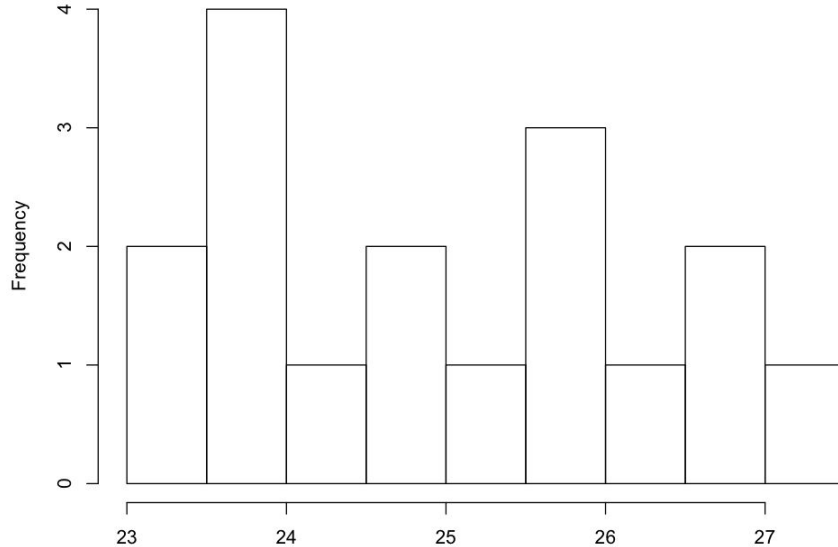
- **Risk Control: Container Security Scanning**
 - Attestation: “All dependencies in this build satisfy any known vulnerables.”
 - Pass/Fail
- **Risk Control: Unit tests**
 - Attestation: “All tests executed and passed.”
 - Percentage
- **Risk Control: Information Leakage**
 - Attestation: “Secret information observable information defects.”
 - Pass/Fail

SoPK for IT Risk

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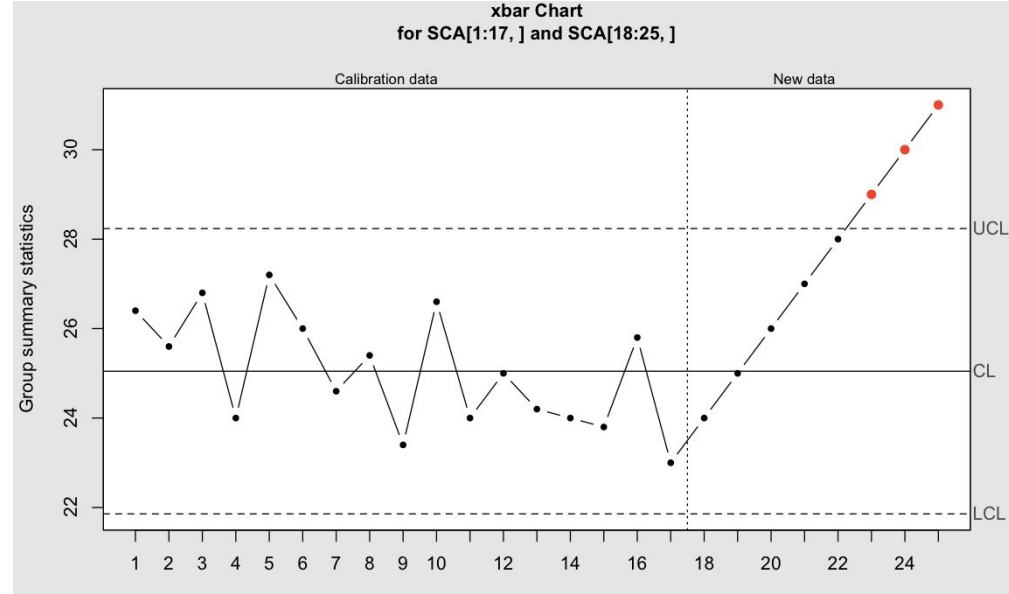
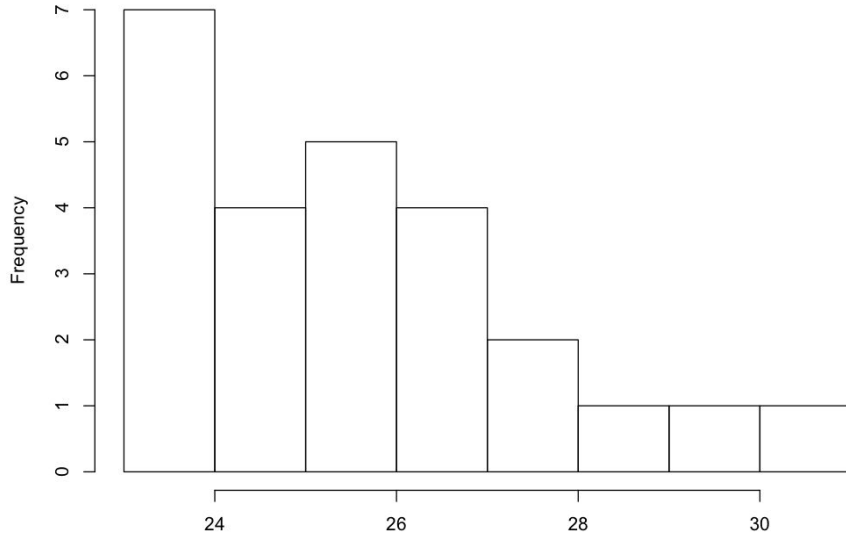
Enumerated Versus Analytical

Histogram of rowMeans(SCA[1:17,])



Enumerated Versus Analytical

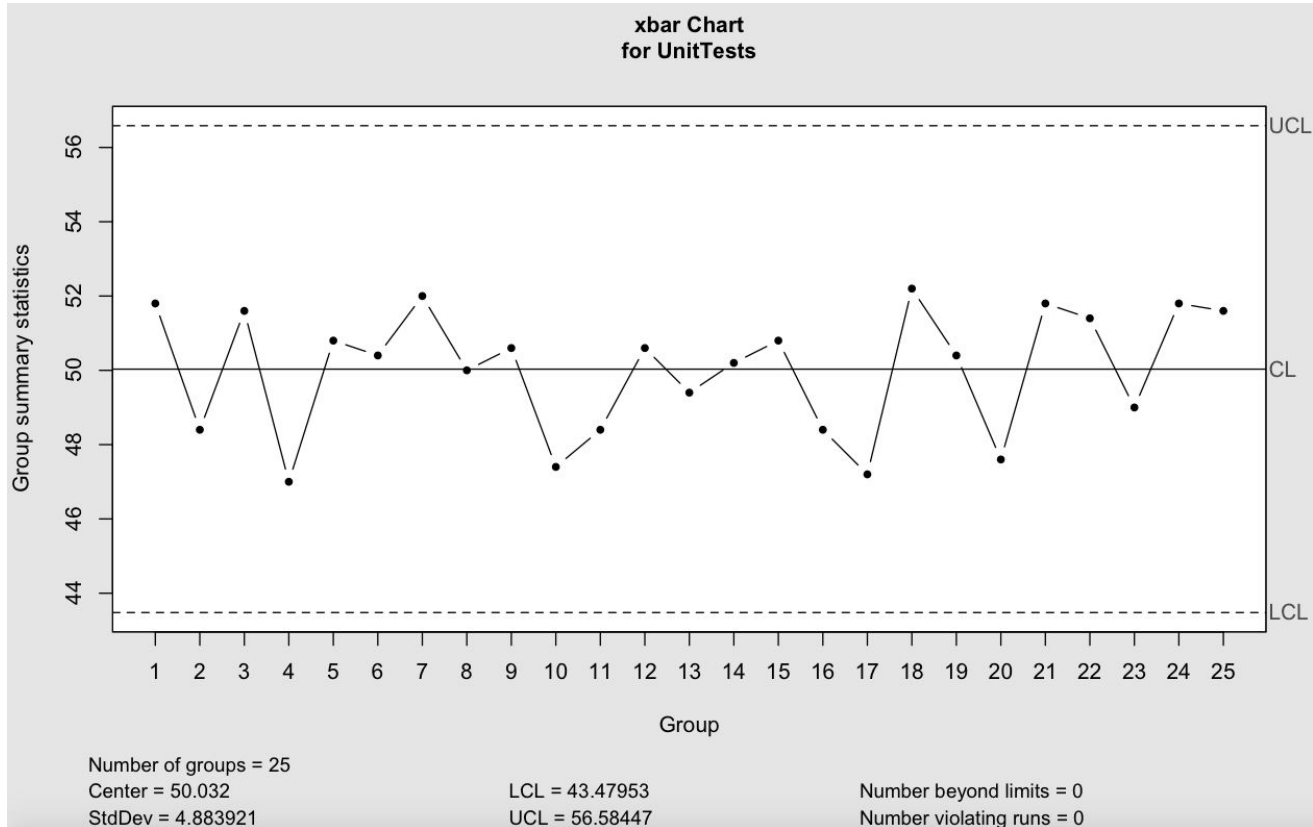
Histogram of rowMeans(SCA)



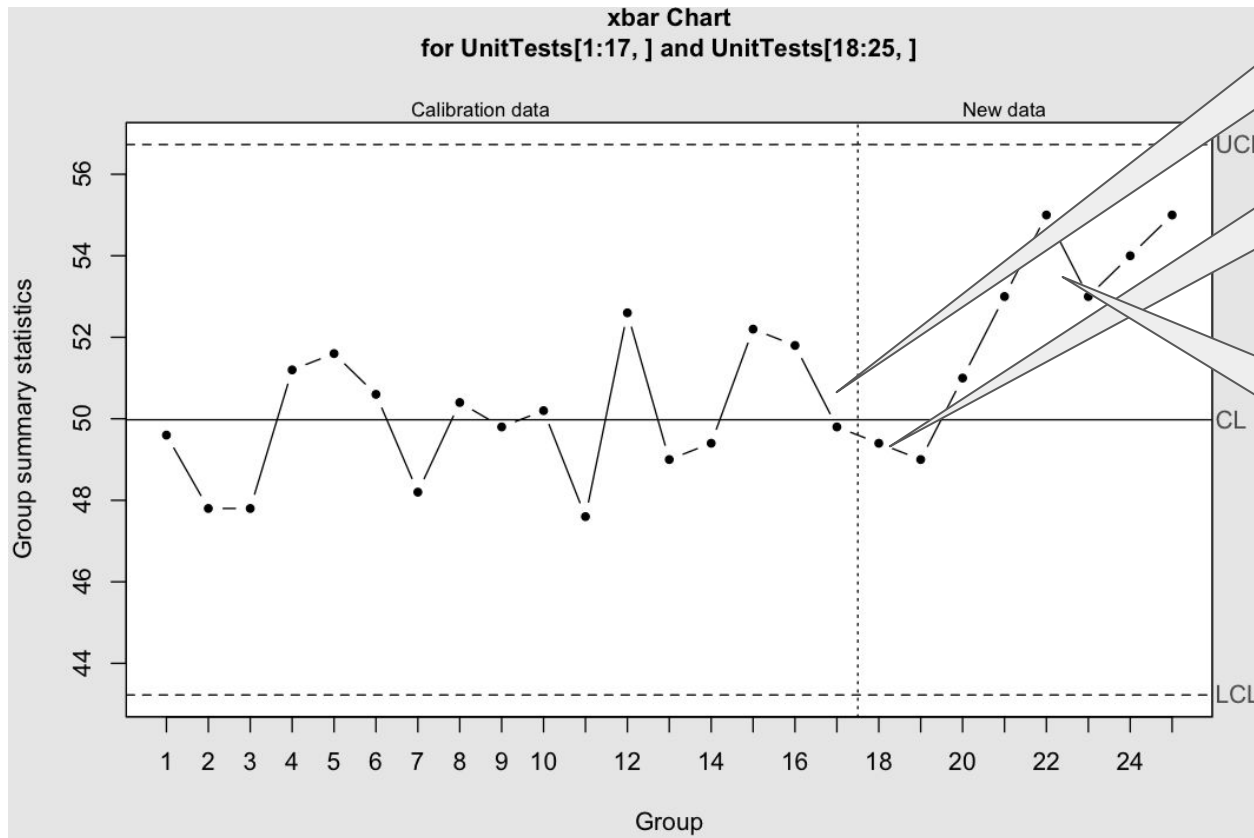
SoPK for Kaizen

- **Risk Control: Container Security Scanning**
 - Attestation: “All dependencies in this build satisfy any known vulnerables.”
 - Pass/Fail
- **Risk Control: Unit tests**
 - Attestation: “All tests executed and passed.”
 - Percentage
- **Risk Control: Information Leakage**
 - Attestation: “Secret information observable information defects.”
 - Pass/Fail

SoPK for IT Risk



SoPK for IT Risk



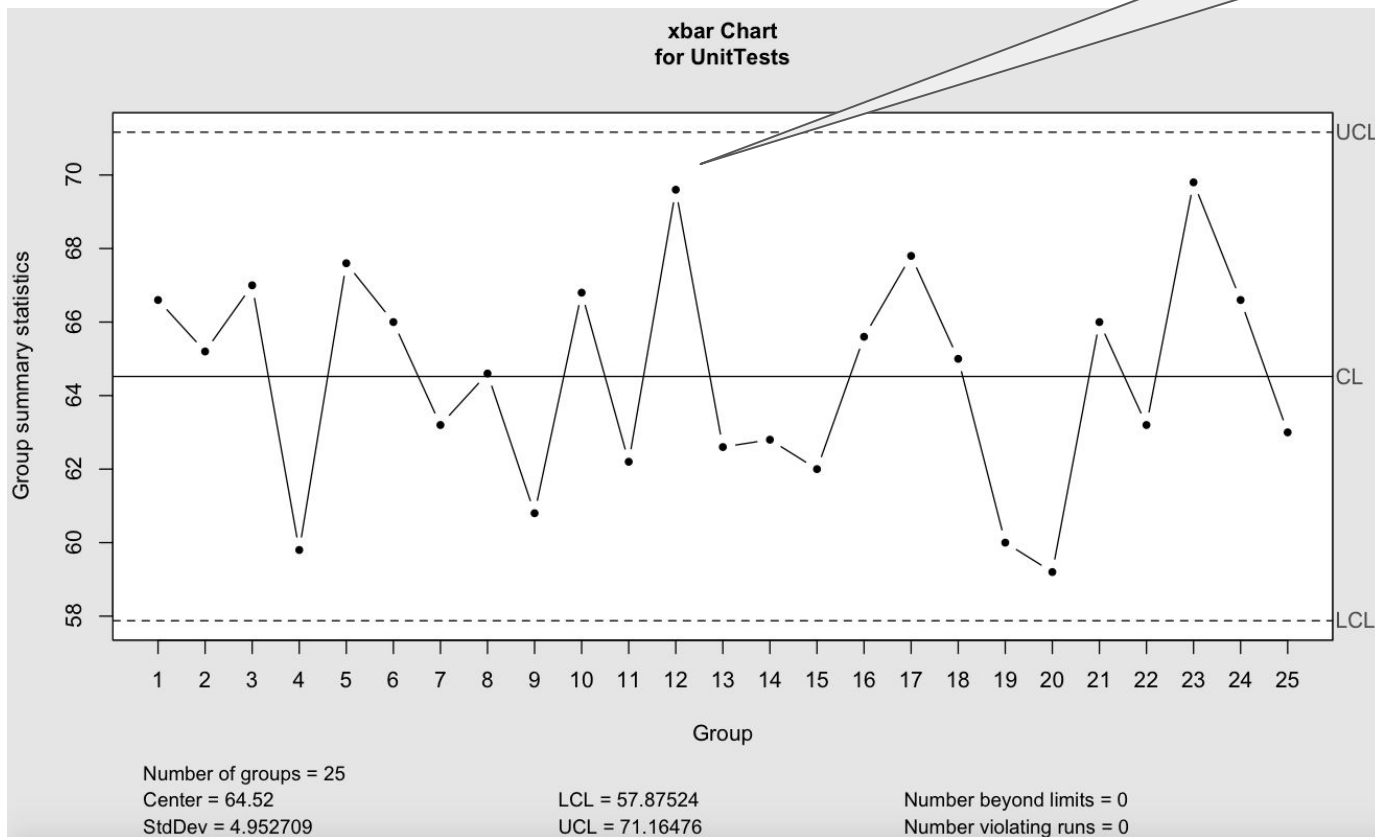
PLAN

DO

STUDY

The New Normal

ACT



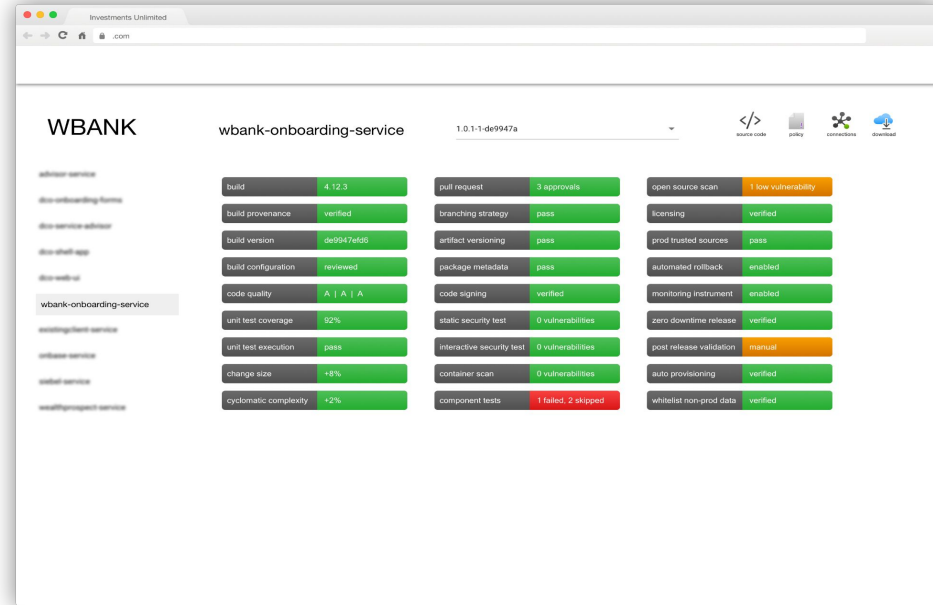
DevOps/DevSecOps Analytical Statistics

Modern Governance Practices

Pragmatic SRE Practices

DevOps Data Lake

Adaptive Skills Liquidity



Knight Capital

Under the Lens of Profound Knowledge

In 2012, Knight was the largest trader of stocks on the NYSE and Nasdaq. Knight's Electronic Trading Group managed an average of 3.3 billion trades each day, worth over \$21 billion. 440 million lost in 45 minutes.

SEC Cease and Desist

- **Knowledge:**
 - “Second technician to review the code installation”
- **Variation:**
 - “Procedures sufficient to ensure an orderly installation of new code nor to prevent the activation of code no longer intended for use”
- **Physcology:**
 - “Reasonably designed to guide employees’ responses to significant technological and compliance incidents”
- **Systems:**
 - “Adequate written description of its risk management controls”

14 Points in a Cyber World

1. Create constancy of purpose
2. Adopt the new philosophy
3. Cease dependence on inspection to achieve quality
4. End the practice of awarding business on the basis of price tag
5. Improve constantly and forever the system of production and service
6. Institute training on the job
7. Institute leadership
8. Drive out fear, so that everyone may work effectively for the company
9. Break down barriers between departments
10. Eliminate slogans, exhortations, and targets
11. Eliminate work standards (quotas) and management by objective
12. Remove barriers that rob the hourly worker of his right to pride of workmanship
13. Institute a vigorous program of education and self-improvement.
14. Put everybody in the company to work to accomplish the transformation

#1 Create Purpose

Schreiber Foods is one of Wisconsin's largest milk providers and second behind Kraft as the largest producer of cream cheese. In Mark Swartz's "Seat at the Table," he asks the question of whether a company is serious about information technology if the CIO doesn't have a direct seat at the executive, board-level table. In the case of Schreiber Foods, they don't even have a seat at the C-Level table for security. Their top security professional, even today, is at a director level. They still don't have a Chief Security Officer.

#5 Never Stop Improving

This is a never ending cat-and-mouse game. The bad guys do bad things while the good guys try to keep up as well as they can. Shannon Lietz takes what I call a uniformity approach. Instead of a purely defensive stance, she takes a proactive stance which she calls adversary management. She monitors the behavior and motivations of attackers. How often do adversaries attack? What's their purpose or aim? What do they target and what do they ignore? How long will they mount an attack before giving up? In effect,

#7 Don't Manage—Lead

Most organizations have enough resources to resolve only P1 incidents. Managers responsible for cybersecurity are primarily motivated by reducing P1 incidents. The more they see that number shrink, the better they believe things are. Incidents are software quality issues that need to be dealt with quickly and quietly. This is not leadership. This is firefighting. Ed, in contrast, would get rid of the arbitrary four categories and instead use SPC to create a mathematical approach to managing security incidents.

Profound - John Willis

#9 No Silos

The US House of Representatives committee investigating the breach found some institutional organizational barriers between the chief information security officer (CISO) and the chief information officer (CIO): the CISO didn't report to the CIO, as you might assume with both of them being responsible for the company's tech. She didn't even report to the CEO. The person responsible for cybersecurity of multibillion-dollar corporation reported to...a lawyer.

Profound - John Willis

#11 Quality, Not Quotas

A goal that lies beyond the means of its accomplishment will lead to discouragement, frustration, demoralization. In other words, there must be a method to achieve an aim. By what method?

Deming, W. Edwards. The New Economics for Industry, Government, Education, third edition .

MBO's, MBR's, OKR's

The required transformation of Western style of management requires that managers be leaders. Focus on outcome (management by numbers, MBO, work standards, meet specifications, zero defects, appraisal of performance) must be abolished, leadership put in place.

Deming, W. Edwards. Out of the Crisis (MIT Press) (p. 54).

Management by Means

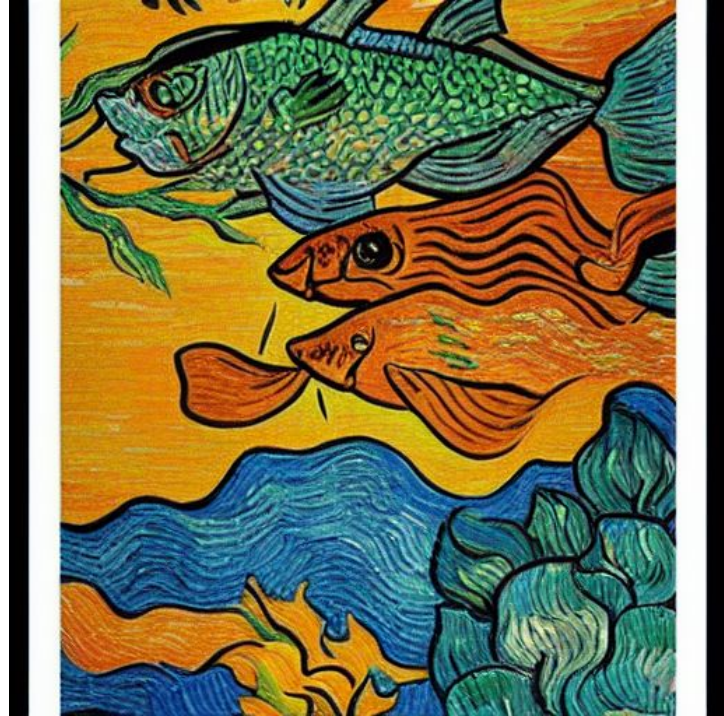
If you can accomplish a goal without a method, then why were you not doing it last year?

Deming, W. Edwards. The New Economics for Industry, Government, Education, third edition - (Lloyd Nelson)

In Other Words

**Give a “person” a Fish, and
You Feed “them” for a Day.
Teach a “person” To Fish,
and You Feed “Them” for a
Lifetime**

Chinese Proverb?

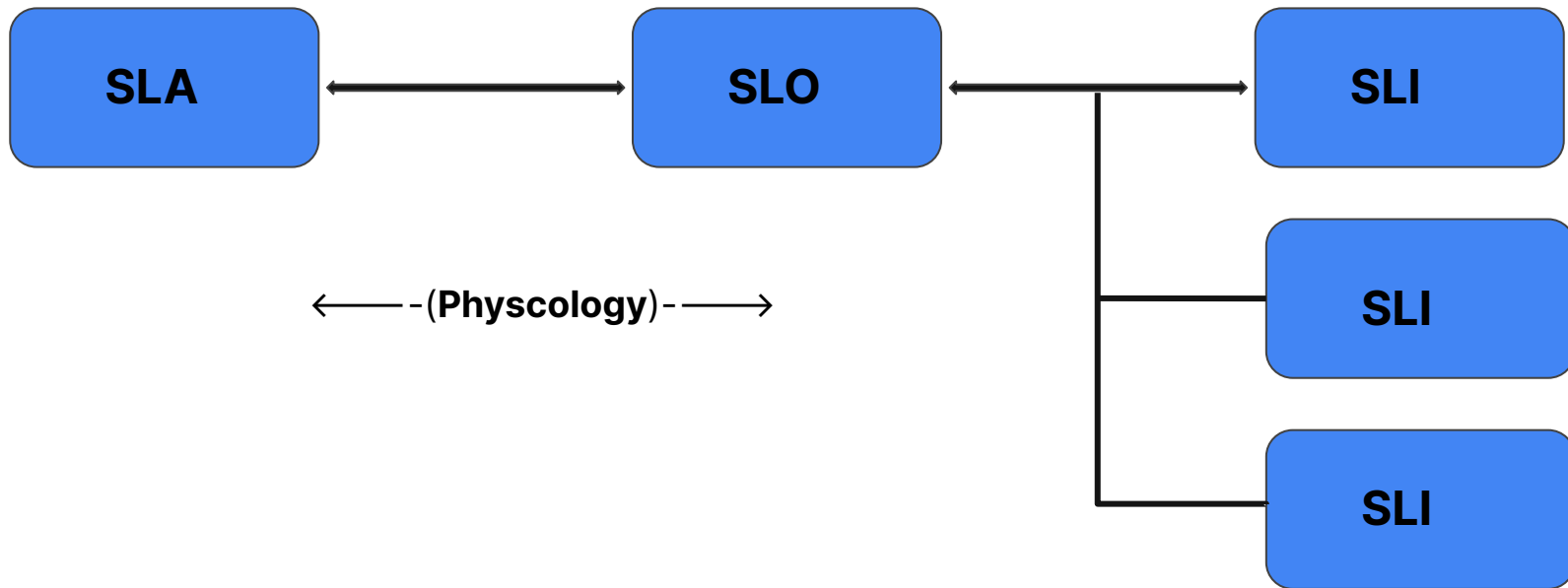


SRE is Profound Knowledge

Service Level Agreement
Between provider and user
(**Systems**)

Service Level Objective
A services objective
(**Variation**)

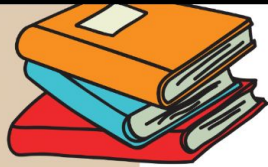
Service Level Indicator
Performance indicators
(**Knowledge**)



#12 No Barriers to Pride

I've seen this over and over again in the tech industry. Take one metric for example: KLOC, or “defect per thousand lines of code.” One KLOC is considered good: Out of a thousand lines of code, there was only one bug or error. From a deterministic perspective, it's logical to want that number to be as close to zero as possible—100% clean code. Therefore, you would always want that number to be going down.

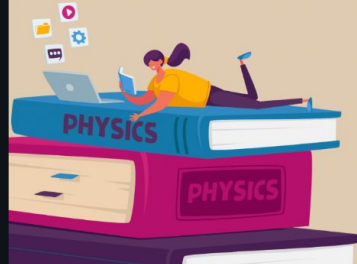
Profound - John Willis



Profound

How Ed Deming & Profound Knowledge Shaped the World Today

18 October 2022



THINK THE BOMBER MAFIA MEETS MONEYBALL.

Dozens of books have been written about William Edwards Deming and his methods that led to Six Sigma and Total Quality Management. None have ever told the story of how he developed his ideas in the first place. PROFOUND fills that gap with never-before-seen details and insights as well as the unrecognized impacts of his work, from the US Census to Rosie the Riveter to the Economic Miracle in Japan...much less his influence in lean and agile software development as well as cyberwarfare today. This isn't a biography but a crash course in understanding the fundamentals of Deming's masterwork, the System of Profound Knowledge. Included are stories around Deming, such as a real-life Rosie, a missionary nun to Papua New Guinea, a retired woman who revolutionized software, and a hacker writing US cybersecurity law. The book best fits in the business history genre.

PROFOUND is the Deming book for the 21st century. While dozens of books have been written about Deming and/or his methods (statistical process control, Six Sigma, Total Quality Management), to date no source has revealed how Deming—a farm boy from the badlands of Wyoming—developed his ideas, enshrining them in his System of Profound Knowledge. Virtually none connect the dots of how Deming's experiences early in life uniquely positioned him to be perhaps the only outsider who could catalyze Japan's jumpstart economy, taking the country from the status of a devastated, war-torn developing nation to the second largest economy in the world. No books reveal how Deming influenced the outcome of WWII on multiple fronts. None adequately examine his lasting impact on global manufacturing, the American Quality Revolution of the 1980s, healthcare, and the US Census. None have even made the connection of how Deming's methods directly led to best-in-class software development and set the stage for the technological explosion over the last two decades nor examine how his ideas help us fight cyberterrorism today.

Included in the narrative are never-before-seen stories of those linked to Deming, including his wife (an accomplished statistician), a real-life Rosie the Riveter (the author's mother), a missionary nun to Papua New Guinea who became a Vanderbilt professor and head of quality education at MD Anderson Cancer Center, and an unsung Japanese statistician whose political savvy led to Deming being positioned to help Japan in the first place. PROFOUND corrects several historical inaccuracies and puts to rest the question of whether Deming deserves the accolades he's received over the years. Perhaps most interestingly, the author posits that Deming didn't save Japan—Japan saved Japan. In fact, Deming learned as much from the Japanese as he taught, resulting in a beautiful fusion of East meets West principles and ideas that Deming would evangelize for the rest of his life.



OUTLINE

PROFOUND

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PROFOUND

How Ed Deming & Profound Knowledge Shaped the World

John “Botchagalupe” Willis



Thank You

Websites:

Profound-deming.com

Kosli.com

Twitter:

[@botchagalupe](https://twitter.com/botchagalupe)

Linkedin:

linkedin.com/in/johnwillisatlanta/

Email:

john.willis@kosli.com

