

# Start with why: Are we doing stuff just because?

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# Takeaways

*At the end of this presentation we hope that you will be inspired to **start asking why!***

Responding to your priorities or the priorities of someone else?



# Background

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**Why**

do we adopt the  
practices of  
others?

**Whom**

do we adopt  
from?

**How**

do we adopt it?

**We adopt the practices of others,  
because we hope to copy their  
success.**



# Whom we are inspired by\*,



flickr

amazon



NETFLIX

Google



Amazon

“You build it - you run it”



Flickr

“Release early, release often”



Facebook

“Move fast and break things”

\* A more or less random sample

Whom we are inspired by\*,

and the differences between us.



Laws and regulations



Norms and culture



Size and resources



Assets

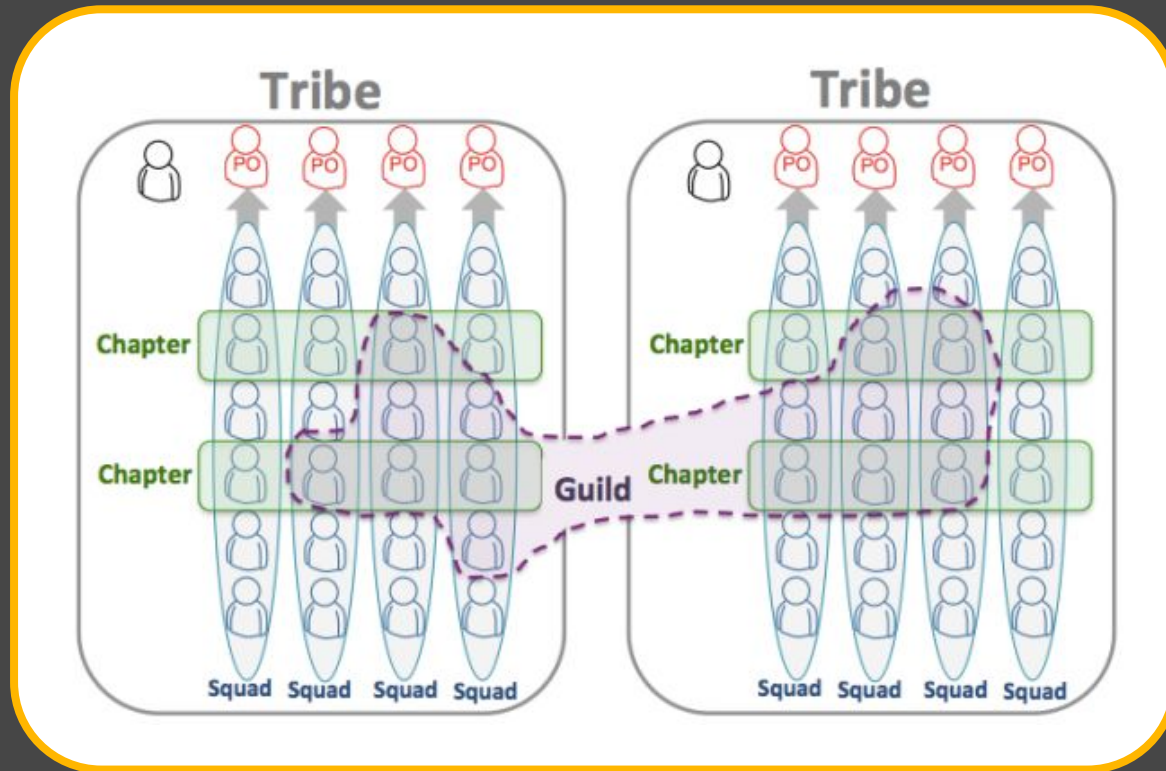


Mission, goals and risk appetite

\* A more or less random sample

# All that glitters is not gold

## The Spotify Model



1. Well-known organisational structures were renamed, causing confusion

4. Aspirational and never implemented - yet still popular

2. An unbalanced focus on autonomy led to issues with expertise, collaboration and accountability

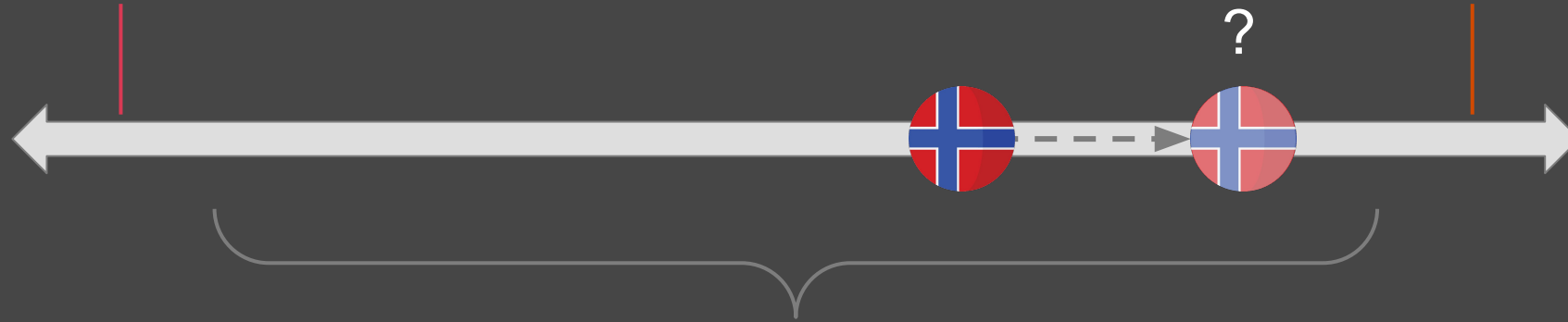
3. Despite various deficiencies, Spotify has not vocally denounced the model. Why not?



# Spectrum of autonomy

Micromanagement

Anarchy



Where is your right amount of autonomy?

## Challenges with:

- Slow decision-making
- Decisions made far away from problem
- Motivation and engagement
- Accountability

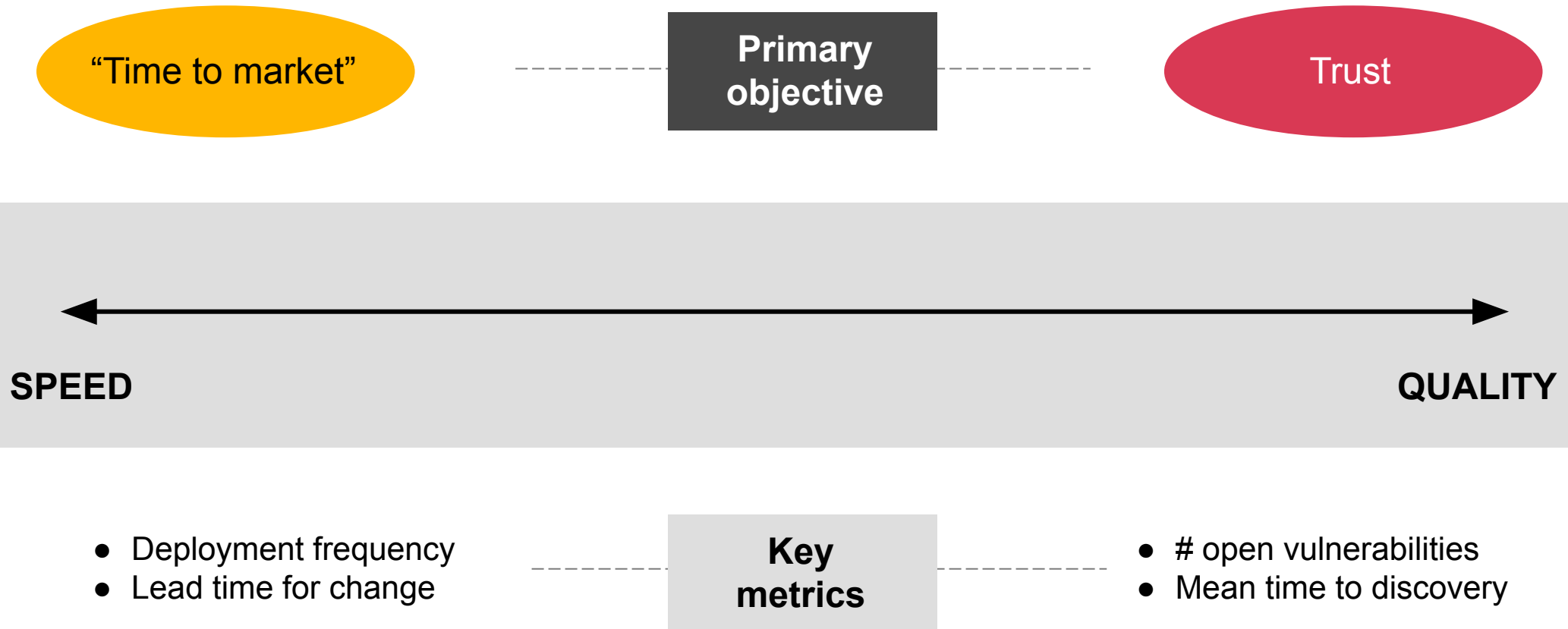
## Challenges with:

- Subcultures
- External collaboration
- Alignment
- Accountability
- Corporate risk management

Need for speed?



# What are your primary objectives?



- Highly competitive, global market
- Answers to shareholders
- Little or no sensitive assets
- Little or no regulation

# What are your primary objectives?

“Time to market”

Primary objective

Trust



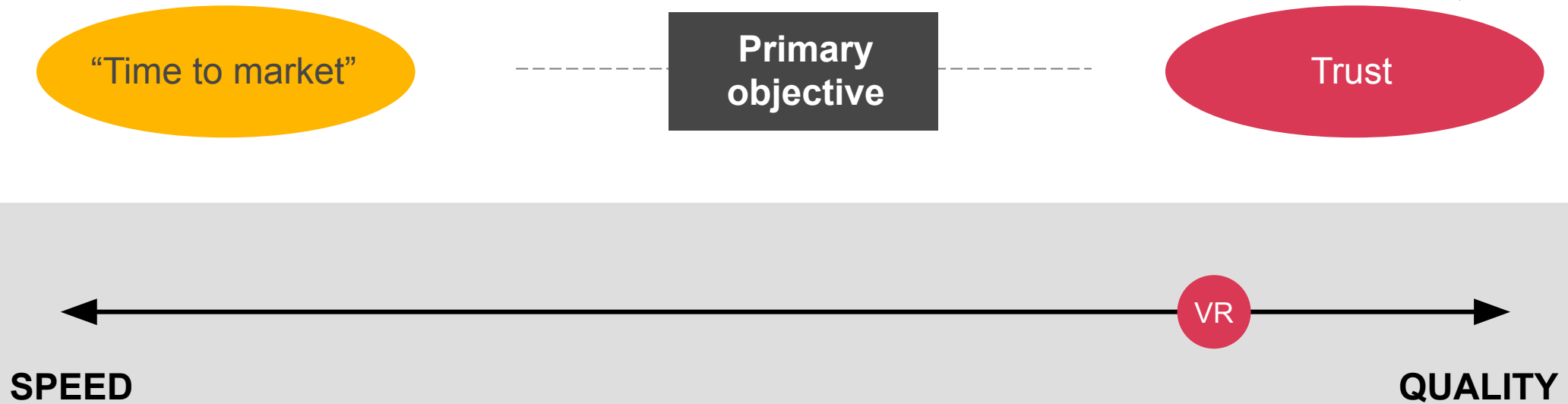
- Deployment frequency
- Lead time for change

Key metrics

- # open vulnerabilities
- Mean time to discovery

# What are your primary objectives?

- Little or no competition
- Serves the public
- Tons of sensitive assets
- Highly regulated



- Deployment frequency
- Lead time for change

## Key metrics

- # open vulnerabilities
- Mean time to discovery

# You get what you measure



- Deployment frequency
- Lead time for change

**Key  
metrics**

- # open vulnerabilities
- Mean time to discovery

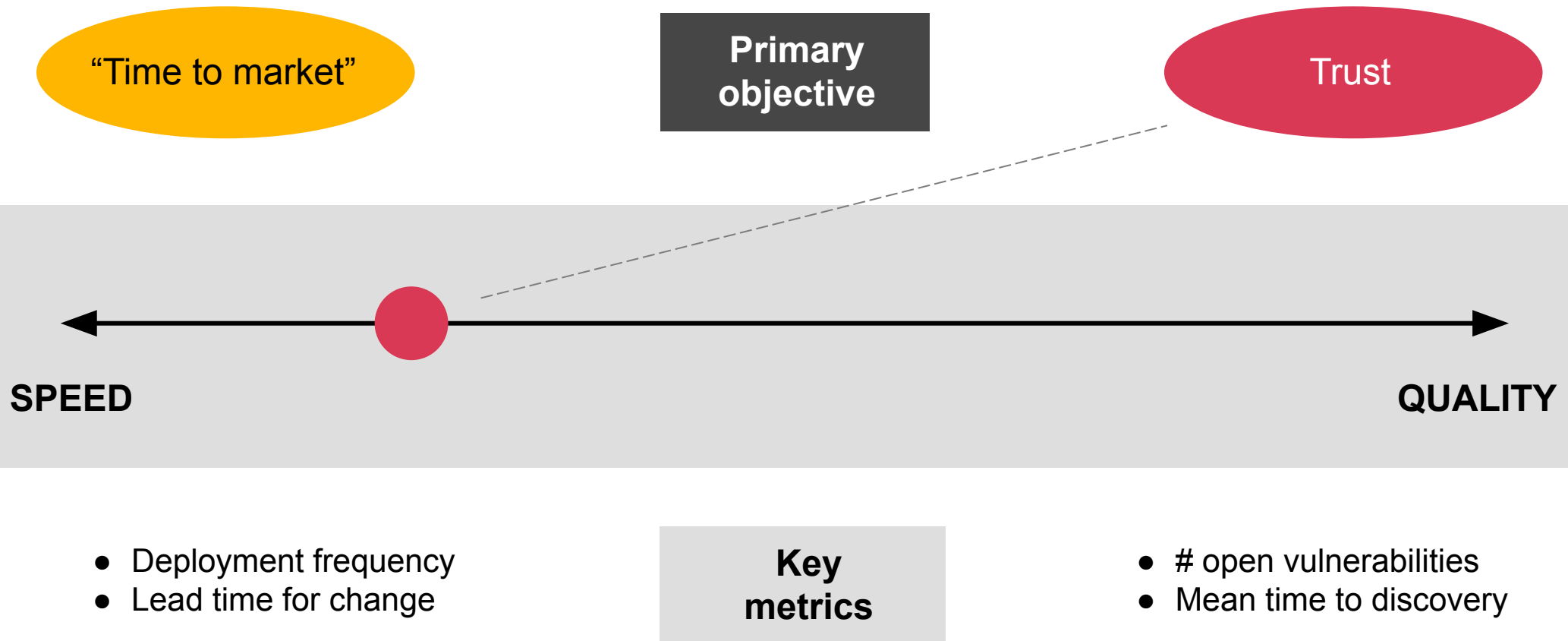
“

tired of industry players  
who try to use a safety  
argument to stop  
innovation

**Stockton Rush**  
Former OceanGate CEO



# Mind those whom pay the price





# Security automation challenges



## Limitations of today's tools

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- Lack human intuition and creativity
- Poor sense of motivation and context
- Not good at detecting design and logic flaws



## Security competence and funding for continuous:

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- Planning and prediction
- Test development
- Tuning and development of tools
- Remediation efforts



## Vulnerability “visibility”

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Compared to functional and operational issues.

**Circumstances matter!**

*Mission &  
objectives*

**RISK  
APPETITE**

*Laws  
and  
regulations*

**Resources**

# Why is Continuous Deployment appealing?

**Legitimate  
needs**

Resonates with  
business unit's  
**priorities**

Speed is  
easy to  
**measure**  
and  
**communicate**

An **overreliance**  
on what security  
tools can do

We are not here to tell you that you are doing anything wrong, or that we have a better way of doing things ...

... we merely want you to reflect on how your current practices are getting you where you want to be.

## Start with why!

And make sure that ...

1

The goal of the practice you want to adopt supports your own organisation's goals.

2

The practice you want to adopt is in fact a credible good practice.

3

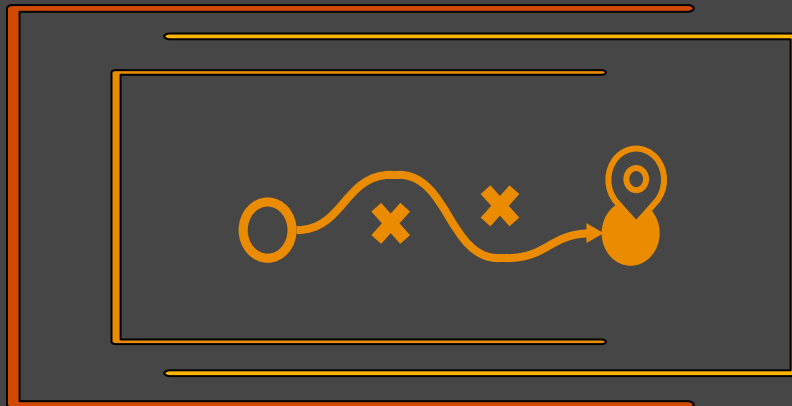
Understand the success factors behind the practice.

4

Understand your own circumstances and prerequisites compared to whom you are adopting from.

# One size does not fit all

Make sure you do not adopt the goals and risk appetite of others!



# Thank you

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