

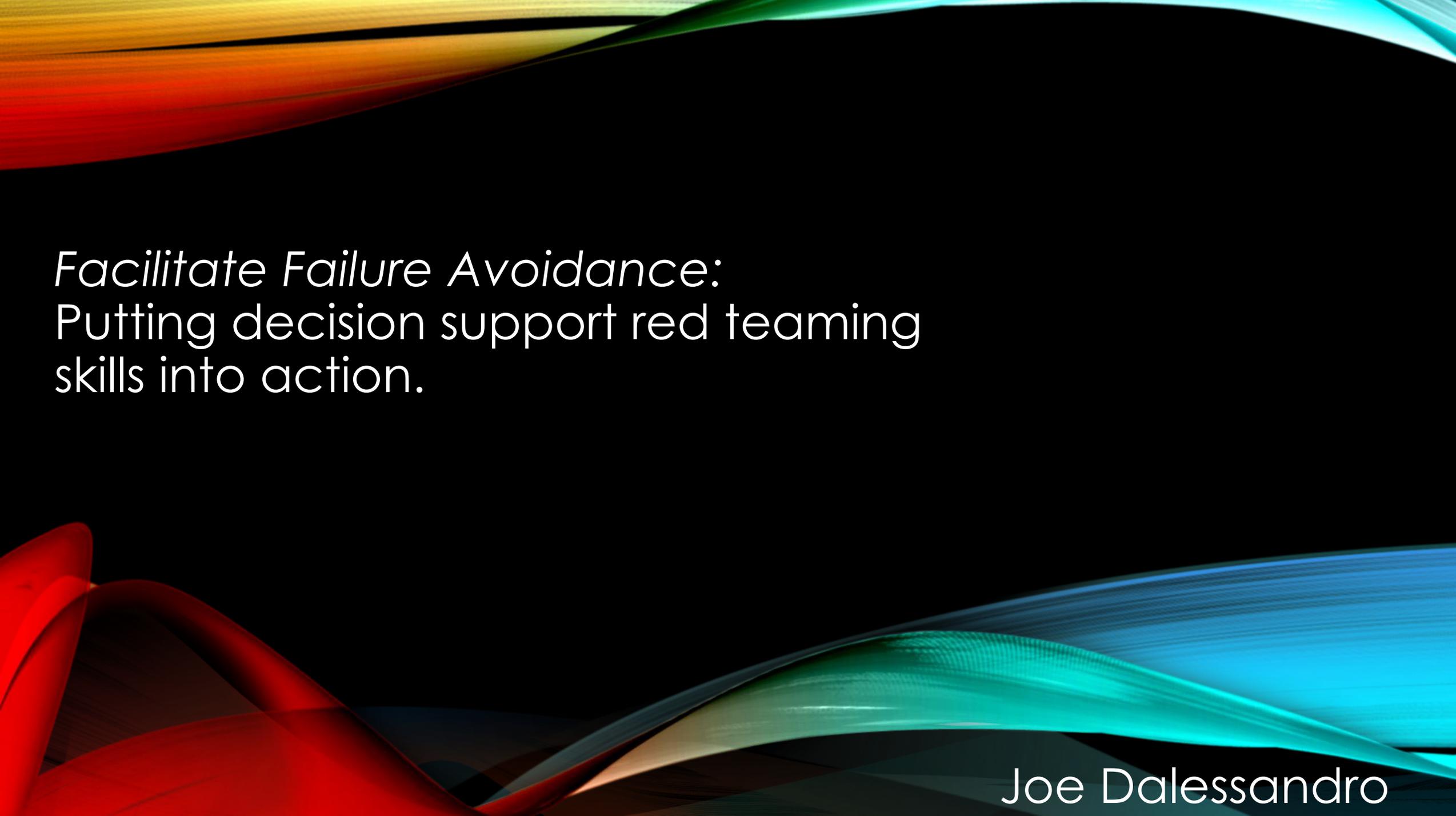
Session 3B

Facilitate failure avoidance: Putting decision support red teaming skills into action

Presented by

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Facilitate Failure Avoidance:
Putting decision support red teaming
skills into action.

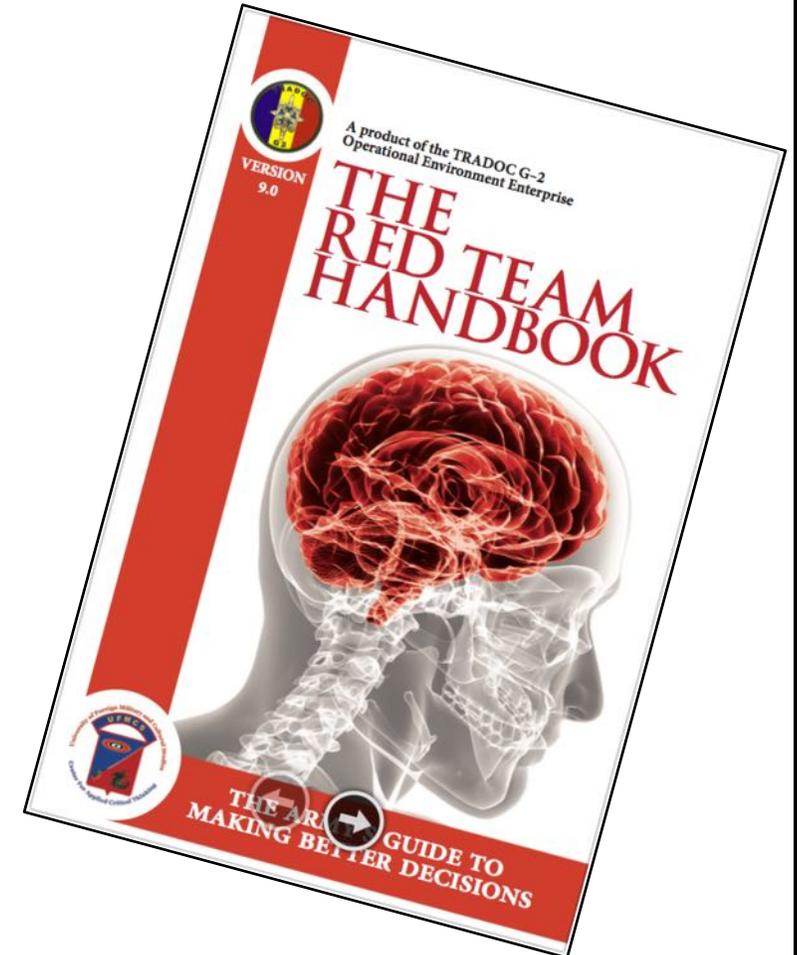
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FAILURE

- Groupthink. Human beings tend to do things in the easiest way possible, go along – get along. (See the work of Irving Janis, 1972)
- Patterns of behaviour employed to save time and negative energy (conflict is negative) means that we apply solutions to problems because they closely match previous problems.
- We join together in groups [to make decisions] and this behaviour is magnified.
- As Security leaders and practitioners we can help break this cycle and bring diverse and thinking to the problem space

DECISION SUPPORT RED TEAMING

- Where does this come from?
- UFMCS:
 - Introspection and reflection
 - Cultural empathy
 - Groupthink mitigation
 - Applied critical thinking
- Numerous tools and techniques in the Red Teamer tool box to redefine the problem space, break biases, prompt critical thinking, challenge assumptions and question the status quo.



https://usacac.army.mil/sites/default/files/documents/ufmcs/The_Red_Team_Handbook.pdf

PREMORTEM – ONE TOOL IN THE TOOLBOX

- Originally created by economist Gary Klein it was added as a staple of the UFMCS curriculum and can be found in v9.
- What is it?
- Why is it effective? Unlike a risk assessment in several ways. Game-like. Iterative. Collaborative. Compounding
- So how do we do it?

PREPARATION

- Pens/pencils, index cards
- Flipchart/Easel/Markers (or a whiteboard, VoxVote, or some way to jot down the input so everyone can see)
- Small circle or small post-it stickers and/or sharpie markers
- You need a scribe to take notes, observe body language and assist.
- The project team participates (executives are optional).
- Encourage everyone to be honest and open. You want this to be game-like. (This is creative).
- Failure reasons are anonymous so reinforce the need for honesty
- Use the index cards or VoxVote to enter your thoughts regarding the failures. If you hit 'return' you can add multiple entries in one VoxVote text field.

SCENARIO

- Step 1: Take 5 minutes in silence and jot down all the reasons that the project failed. TODAY: 1 from everyone is the goal!
- Step 2: 10 min. Review the results as a group and ADD to the result set of failures. Use the white board to add more failures.
- Step 3: 5 min. Prioritise and rank the failures. You can use dot-voting (another RT tool) or anonymous voting on paper or use post-its or stickers. Generate a list of the top-5 failures.
- Step 4: 10-15 min. Brainstorm interventions and corrections. Vote on these
- Step 5: Compile a 1-page report and listing of interventions

EXERCISE

An Australian FinSrv company based in Sydney with 2,200 employees grouped under 9 operational departments and 6 shared support service departments and has been in business for 15 years.

We are a project team that is about to pull the trigger on a project to migrate our SharePoint on-premise solutions, for which we have department storage, including macro-enabled spreadsheets, intra and inter-department workflows, company intranet and project management repositories off-site to SharePoint online. Our company is already in the midst of an Office on-premise to an o365 cloud migration.

Premortem:

“Imagine that we are 1 year into the future and despite all of the team’s efforts the project is a complete and utter failure. What could caused the failure?”

WHAT QUESTIONS DO YOU HAVE FOR ME?

“By labeling a bundle of problems with a single conceptual label, we make dealing with that problem easier - provided we're not interested in solving it.”

Dietrich Dörner, The Logic of Failure

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