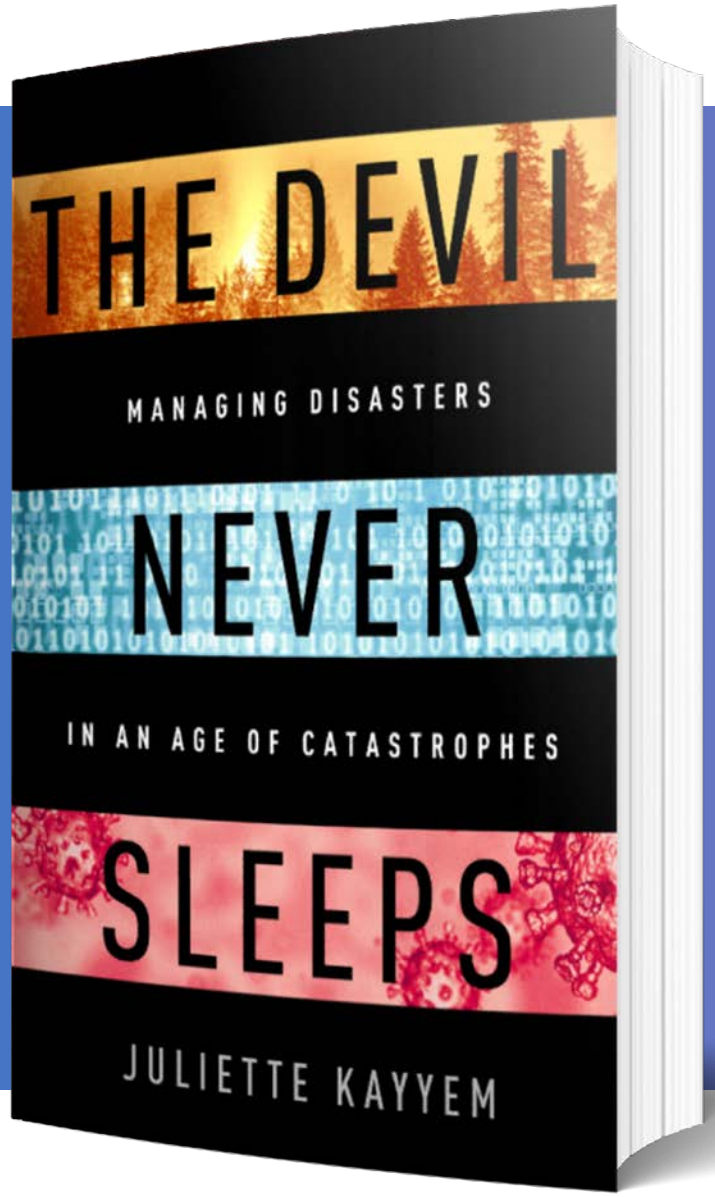


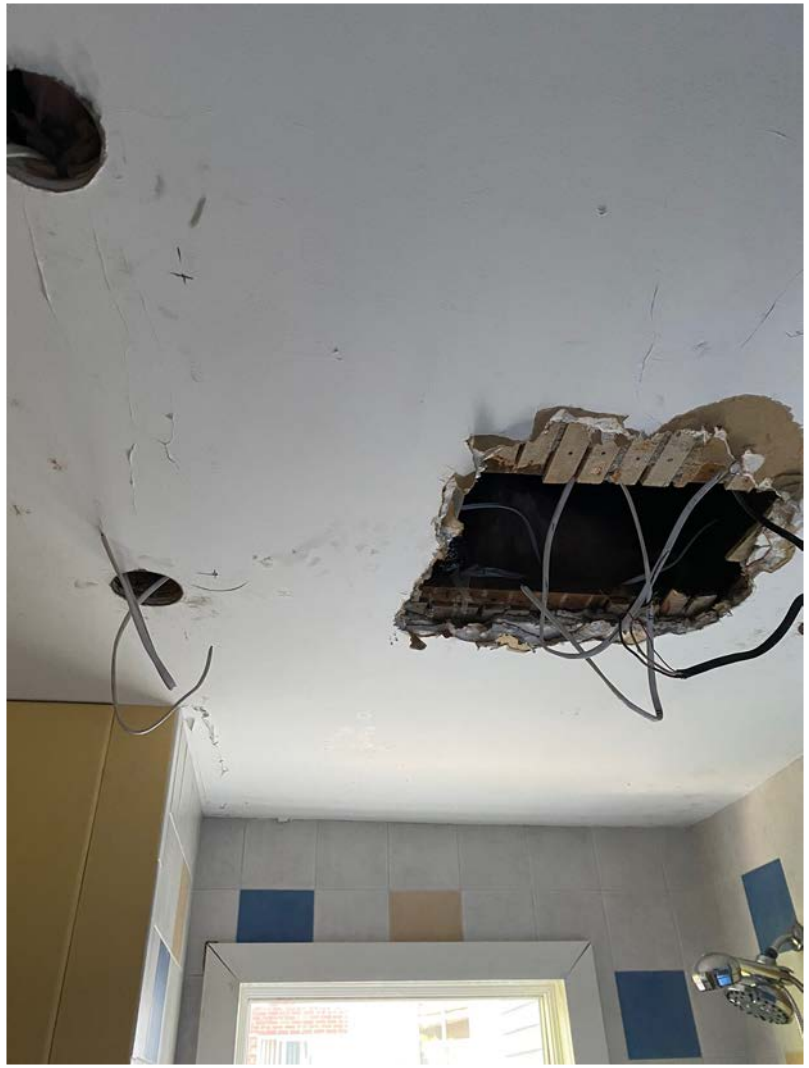
Annual Qualys Security Conference

Risk and Resilience

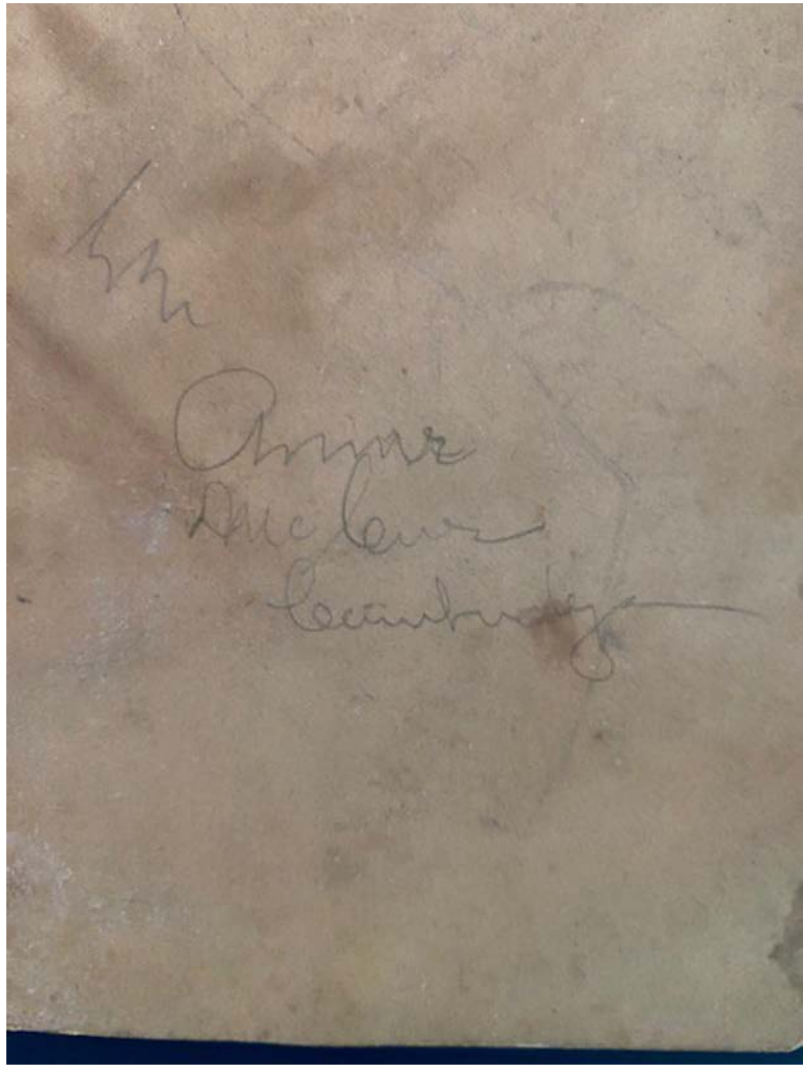
Juliette Kayyem

- Harvard Kennedy School, Faculty Chair of the Homeland Security Project
- CNN Senior National Security Analyst
- Former Assistant Secretary at the Department at Homeland Security

May 22nd, 2020 - Cambridge, Ma



A Mystery



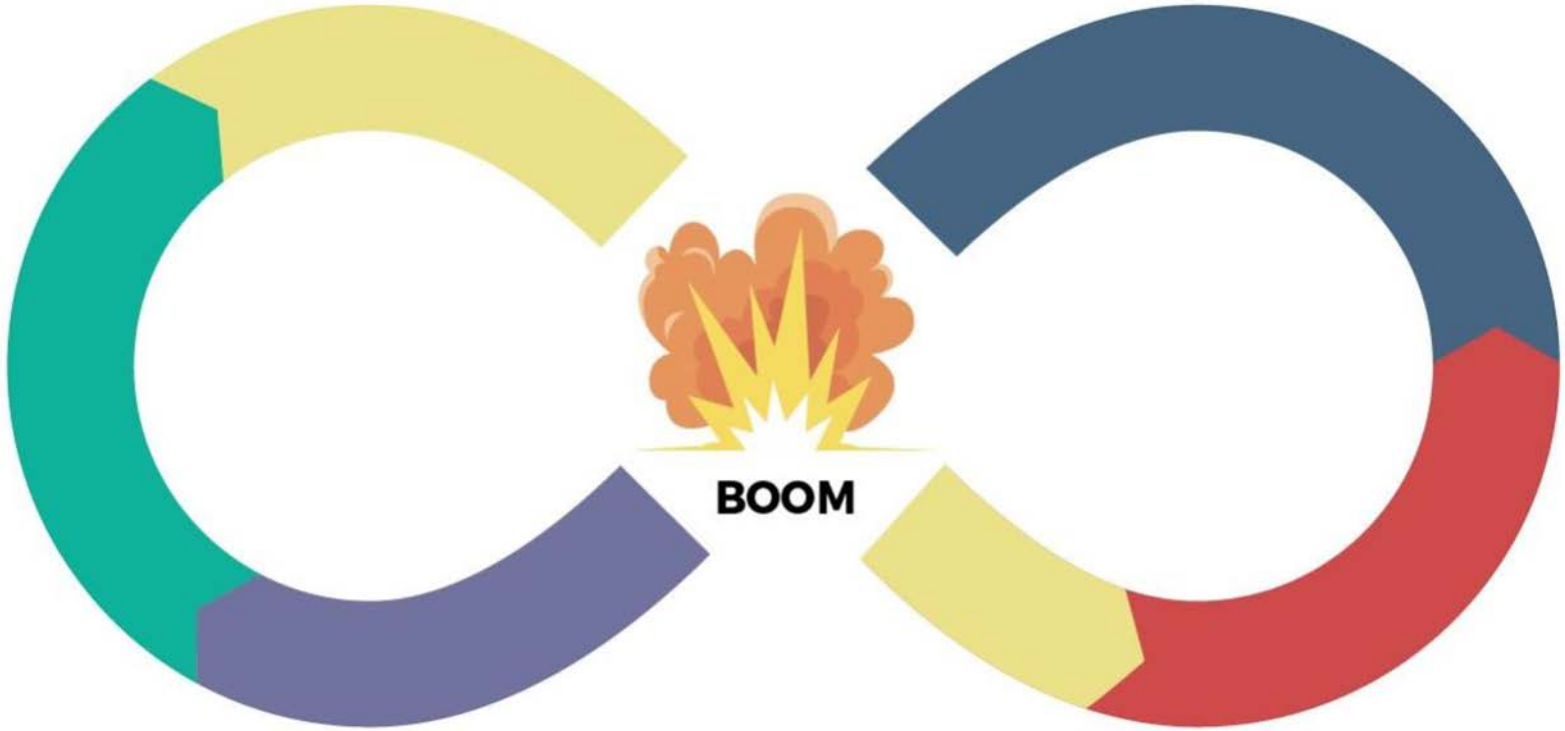
Elizabeth McCue

ELIZABETH LETITIA McCUE
(Tish)
30 Lee Strret
Prepared at Miss Barne's Private School
Undecided

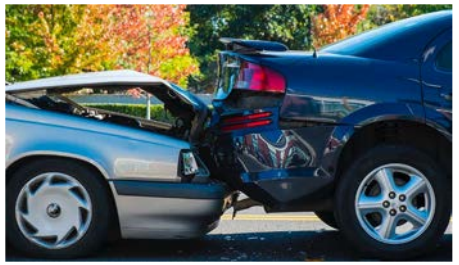
JAMES MICHAEL MacDONALD
(Jamie, Mac)

The Old Framework: Disasters as Random and Rare

The New Thinking:
Disasters as Standard Operating Procedure



Probability Consequence Risk Framework



Probability
Left of boom

Car Accidents	**Gray Rhino**
Selfie Stick Deaths	**Black Swan**

Consequence
Right of boom

High consequence risk calculation framework.

Cybersecurity Key Developments in 2024

Significant Data Breaches

High-Profile Supply Chain Attacks

Increase in Ransomware Attacks

Wired, 2024

Nation State Actors

AI Generated Fakes

Picture of a young girl fabricated to criticize response to Hurricane Helene.

New York Post, 2024

The AI-generated photo, depicts a child who doesn't actually exist.

The Preparedness Paradox :

What's In a Word?

Learning to Fail, Safer: Building Resilient Capabilities

- Assume the Boom (Leadership)
- What's the Word (Situational Awareness)
- Unity of Effort (Architecture)
- Avoid the Last Line of Defense Trap
- Stop the Bleed
- The Way We Were
- The Near Miss Fallacy
- Listen to the Dead

Fukushima and Naragansi

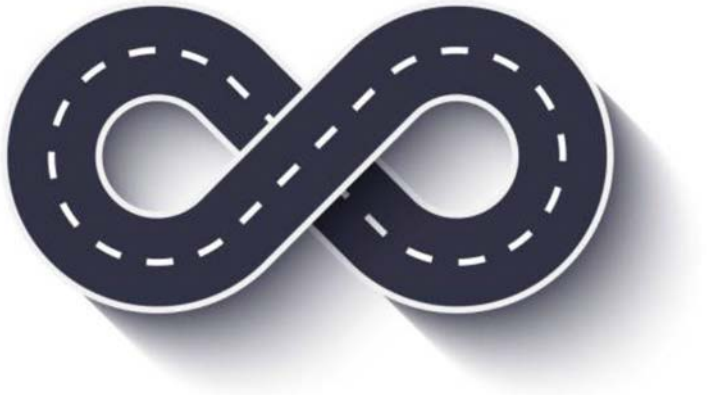
BBC, 2021

Chinese New Year, San Francisco, 2020

San Francisco Chronicle, 2020

Colonial Pipeline, 2021

New York Times, 2021

Where to Start When it Never Ends: Shift Left to Fail Safer

- Where are you?
- What is your resiliency architecture?
- What's the distribution of money?
  - Rules, tools, people and processes