Ideographs
Pictograph

ashi: Leg or foot

足

あし
Culture affects communication
Different messages

Perceived

Intended
INFORMATION SECURITY
ONE CHARACTER AT A TIME
wa: Harmony

• 禾 (growing grain)
• 口 (mouth)
Group harmony

Shibuya (Tokyo) Crosswalk
Corporate harmony

• “Company as community”

• Policies and roles not always clearly defined

• Board members often executive directors
Infosec team harmony

Key attributes:

- Unity
- Span of control
- Broad participation
- Business centered thinking
**ringi: Gathering consensus**

- 積 ~ (receiving approval)
  - 回 (circulate)
  - 禾 (tree)

- 儀 (a matter or case)
  - 人 (person)
  - 義 (justice)
  - 我 (oneself)
Group decision-making

- Grass-roots process
- Underlying common philosophy
- Low-level managers:
  - Initiative
  - Responsible for execution
- “Credit” is not highly prized
CSIRT models for complex businesses

- Campus CSIRT model
  - Maximizes local influence
  - No strict hierarchy
- Corporate support
  - Common philosophy
  - Long-range planning
- External ties unusual
ganbaru: Persistence (do one’s best)

• がんば (stubborn)
• 張 (strain or stretch)
  - 弓 (bow)
  - 長 (strong point)
Hang in there!

- Twin pillars of business life:
  - *ganbaru* (do one’s best)
  - *gaman* (endurance)

*Setbacks Prohibited*
(Sundays and Holidays Excepted)
Succeed as a team

• Group dedication
  – Self-denial – positive
  – Personal desire – negative

• Nurturing a common philosophy

Tug-of-war
kaizen: Improvement

- 改 (renew)
  - striking or forcing

- 善 (goodness)
  - 吐 (mouth)
Continuous improvement

**Highlight (+)**
- Process improvement
- Incremental small ideas
- Worker satisfaction
- Auto-feedback

**Downplay (−)**
- Attaining targets
- Big breakthroughs
- Economic benefit
- Measurement
Measurement vs. improvement

- Thinking style
  - Process-oriented
  - Not result-oriented

- Behaviors
  - Structured
  - Repeatable

SOX documentation?
Style is communication
INFORMATION SECURITY
ONE CHARACTER AT A TIME