

spinlock  
technologies



KURT SAUER

# INFORMATION SECURITY

ONE CHARACTER AT A TIME



# Ideographs



# Pictograph



*ashi*: Leg or foot

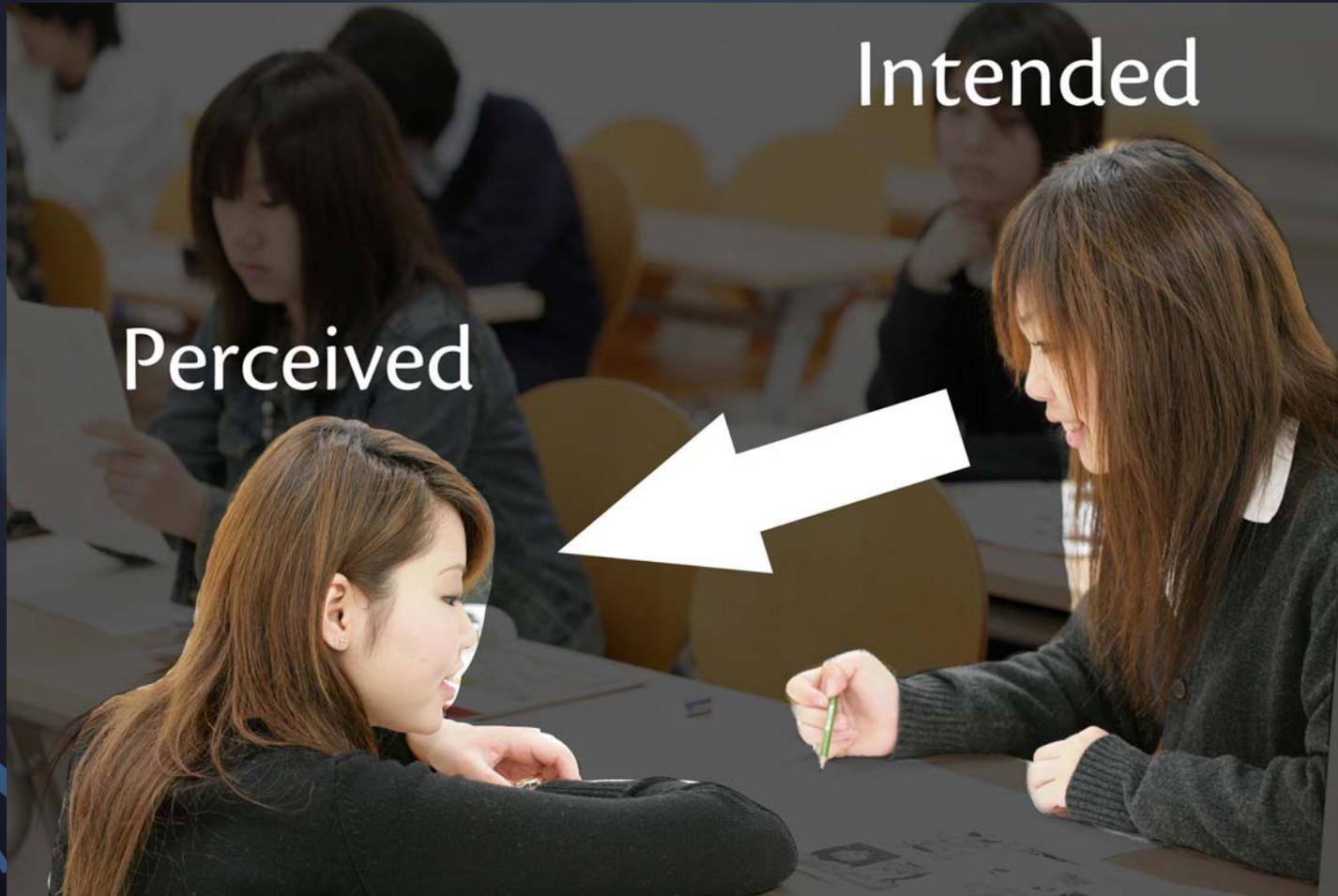
足

あし

# Culture affects communication



# Different messages



わ  
和

りんぎ  
稟議

がんば(る)  
頑張

かいぜん  
改善

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# *wa*: Harmony

和

わ

- 禾 (growing grain)
- 口 (mouth)



# Group harmony



Shibuya (Tokyo) Crosswalk

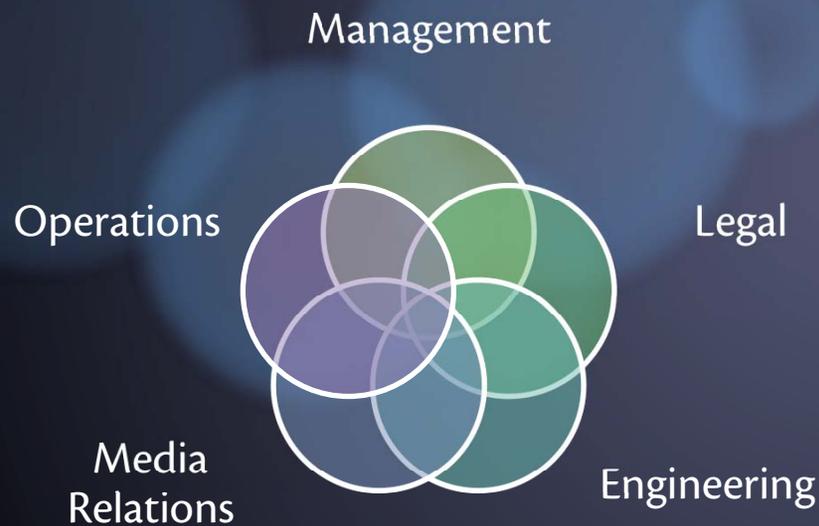
# Corporate harmony



- “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

稟儀

りん

ぎ

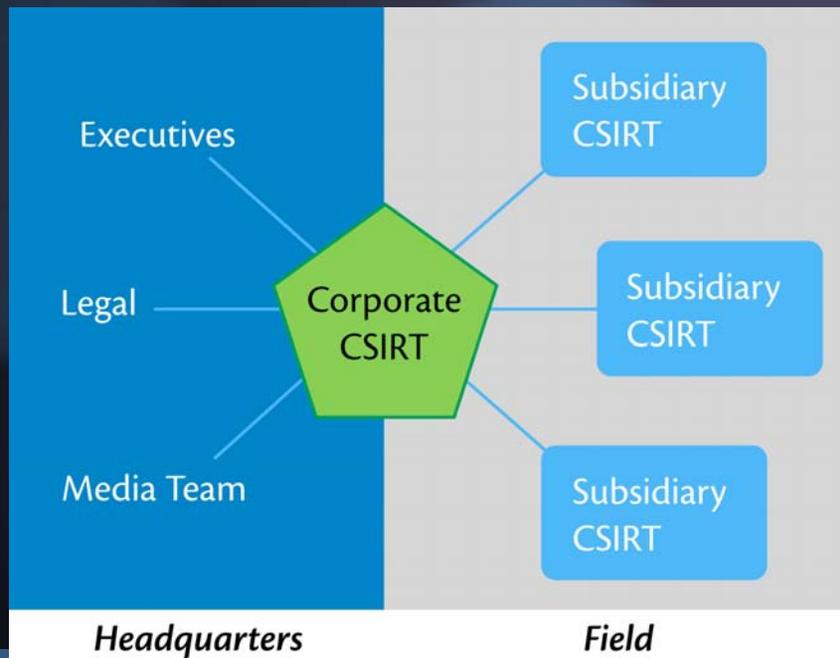
- 稟 ~ (receiving approval)
  - 回 (circulate)
  - 禾 (tree)
- 儀 (a matter or case)
  - 人 (person)
  - 義 (justice)
  - 我 (oneself)

# 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)

頑張

がん ば(る)

- 頑 (stubborn)
- 張 (strain or stretch)
  - 弓 (bow)
  - 長 (strong point)



# Hang in there!



**Setbacks Prohibited**  
(Sundays and Holidays Excepted)

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

# Succeed as a team



**Tug-of-war**

- Group dedication
  - Self-denial – positive
  - Personal desire – negative
- Nurturing a common philosophy

# *kaizen*: Improvement

改 善

かい

ぜん

- 改 (renew)
  - striking or forcing
- 善 (goodness)
  - 口 (mouth)



# Continuous improvement

## *Highlight (+)*

- Process improvement
- Incremental small ideas
- Worker satisfaction
- Auto-feedback

## *Downplay (-)*

- Attaining targets
- Big breakthroughs
- Economic benefit
- Measurement

# Measurement vs. improvement



**SOX documentation?**

- Thinking style
  - Process-oriented
  - Not result-oriented
- Behaviors
  - Structured
  - Repeatable

# Style is communication



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