Agile Ways of Working Securely

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If you have knowledge, let others light their candles in it

Margaret Fuller (1810 – 1850, Journalist, Critic and Women's Rights Activist)

Big Asks!

- BT are on our Digital journey

  - We seek to align with the demands of our business

- Adaptability is in our bloodstream

  - Support new Operating Models

  - Achieve Business Value Sooner Safer Happier

  - Build a scalable, flexible, autonomous, collaborative model

  - Create a long-lived cross-functional "Security Team" aligned to value and customers

- Our business must take a fearless yet safe approach…

Big Asks!

- Our business must take a fearless yet safe approach…

… reframing Security as an elite coach

## Dee Hock – Chaordic Organisations

- Based on the fundamental principles of Nature
    - Self-organising
    - Just enough order to stay on the edge of chaos

- **Chaordic (adj)** – the behaviour of any self-organising and self-governing organism, organisation or system that harmoniously blends characteristics of chaos and order.

- **Leader (n)** – one who goes before and shows the way
- **Educe (v)** – to draw forth something already present in a latent or undeveloped form

- Lead yourself, lead your superiors, lead your peers, employ good people and free them to do the same. All else is trivia.

One from Many - copyright of Dee Hock

Dee Hock – Founder of VISA
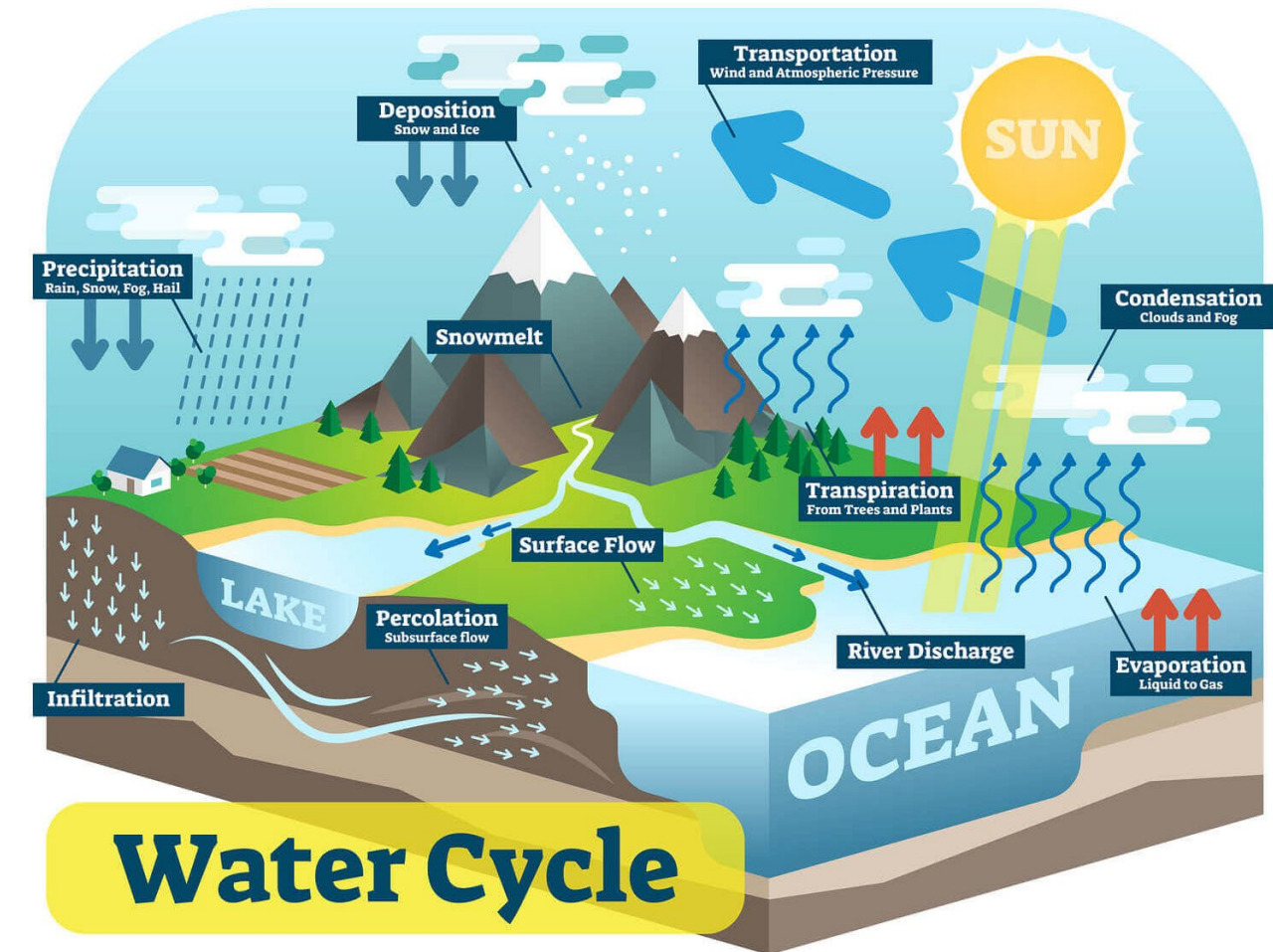
- World's premier system for the global exchange of value

- 140.8 billion Transactions
- $ 21.8 billion Net Revenue
- $ 8.8 trillion Payments Volume

- Nature's premier system for the global exchange of life

Images – copyright of Visa & Surfnetkids.com Inc.

David Marquet

- Captain of US nuclear submarine Santa Fe

- Intent based leadership

  - Provide Psychological Safety

  - Move the authority to the information

  - Create the environment for thinking

- Don't take control and create followers

- # Give control and create leaders

Image - copyright of David Marquet

Cynefin (Kuh-nev-in) Sense-making Framework
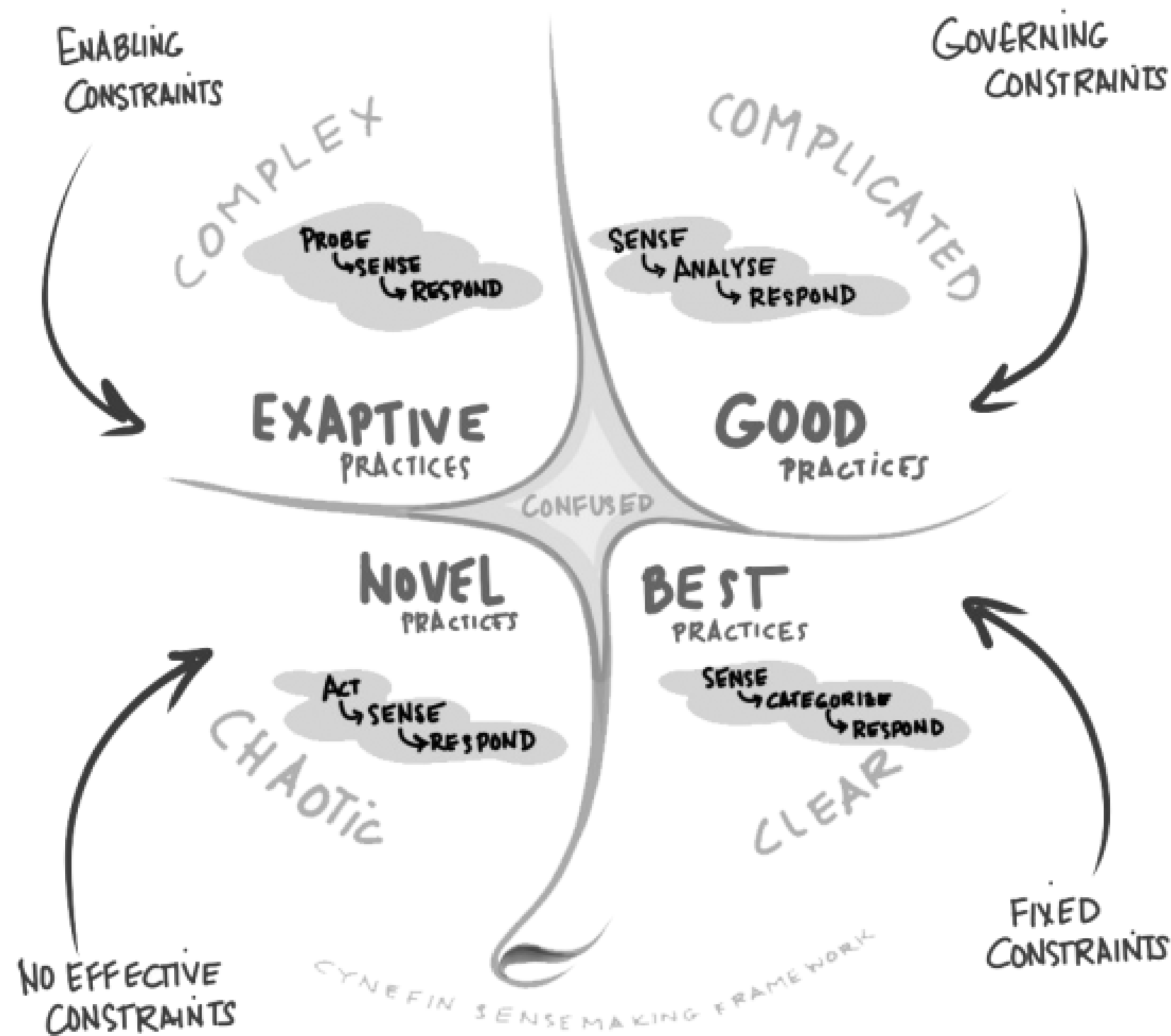
Image - copyright of Cynefin Centre

Our Vision for change

GUIDE	TRUST	VERIFY
Enable the autonomy our design community needs	Support the agility BT demands	Ensure any risks our business accepts are understood

Cyber & Information Security **GUIDE** our business on how to deliver Secure by Design

We build up **TRUST** that our business is doing all the right things at the right time to meet all our stakeholders' requirements

Our business develops excellent delivery engagement, and outputs the Assurance and Compliance evidence required to **VERIFY** Secure by Design

Foundations of Secure by Design

Secure by Design (SbD)

Guide	Trust	Verify

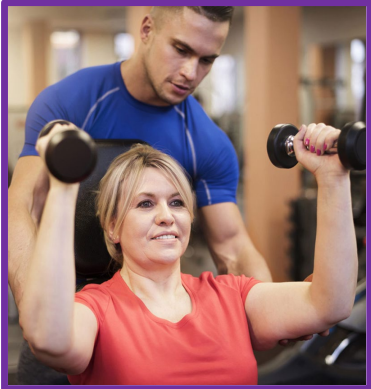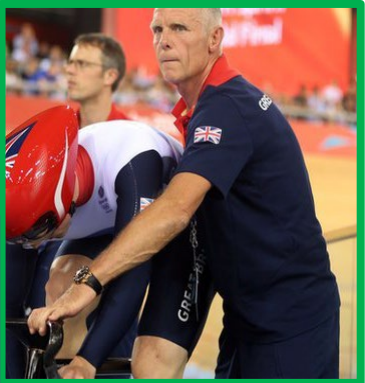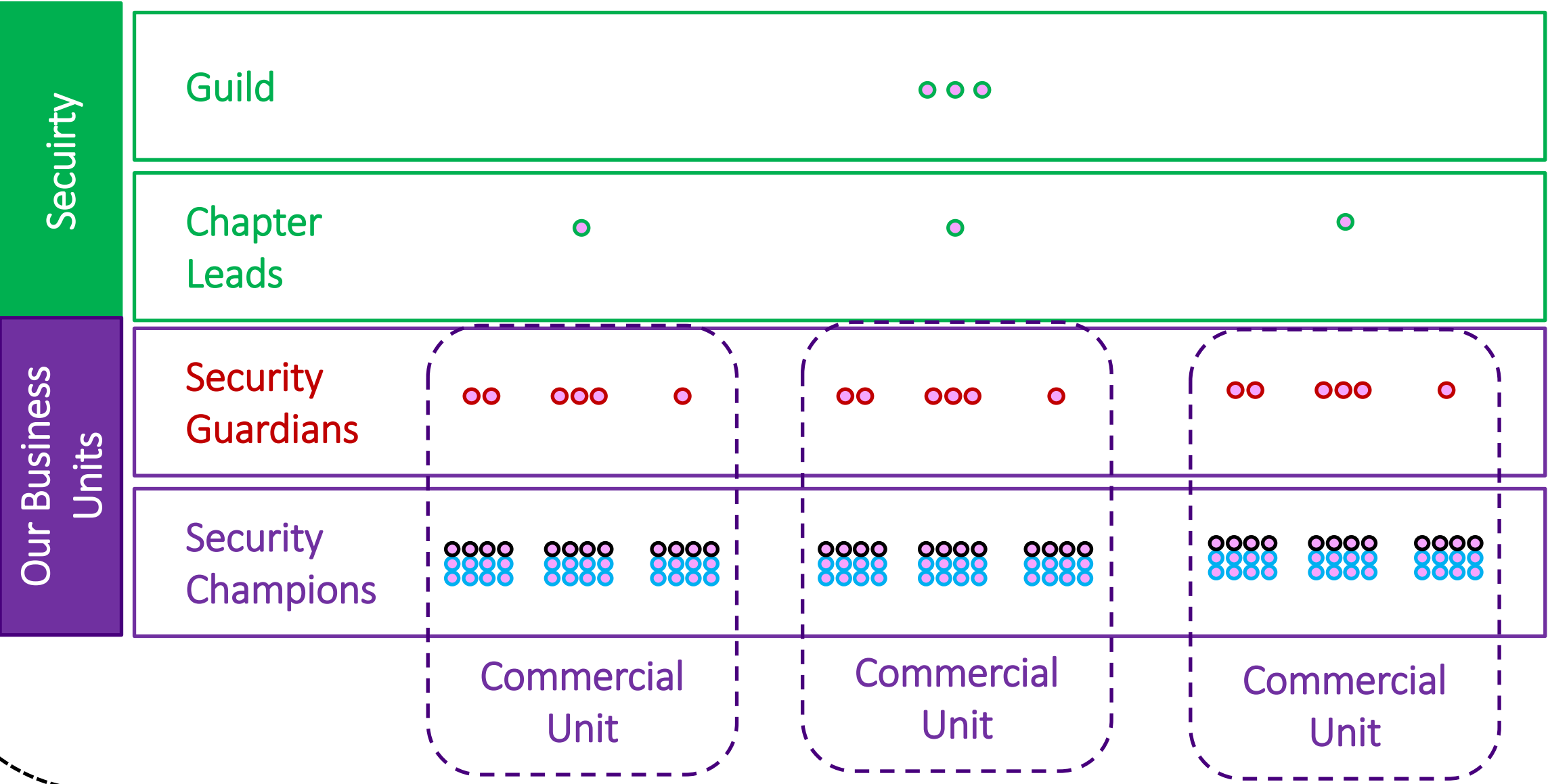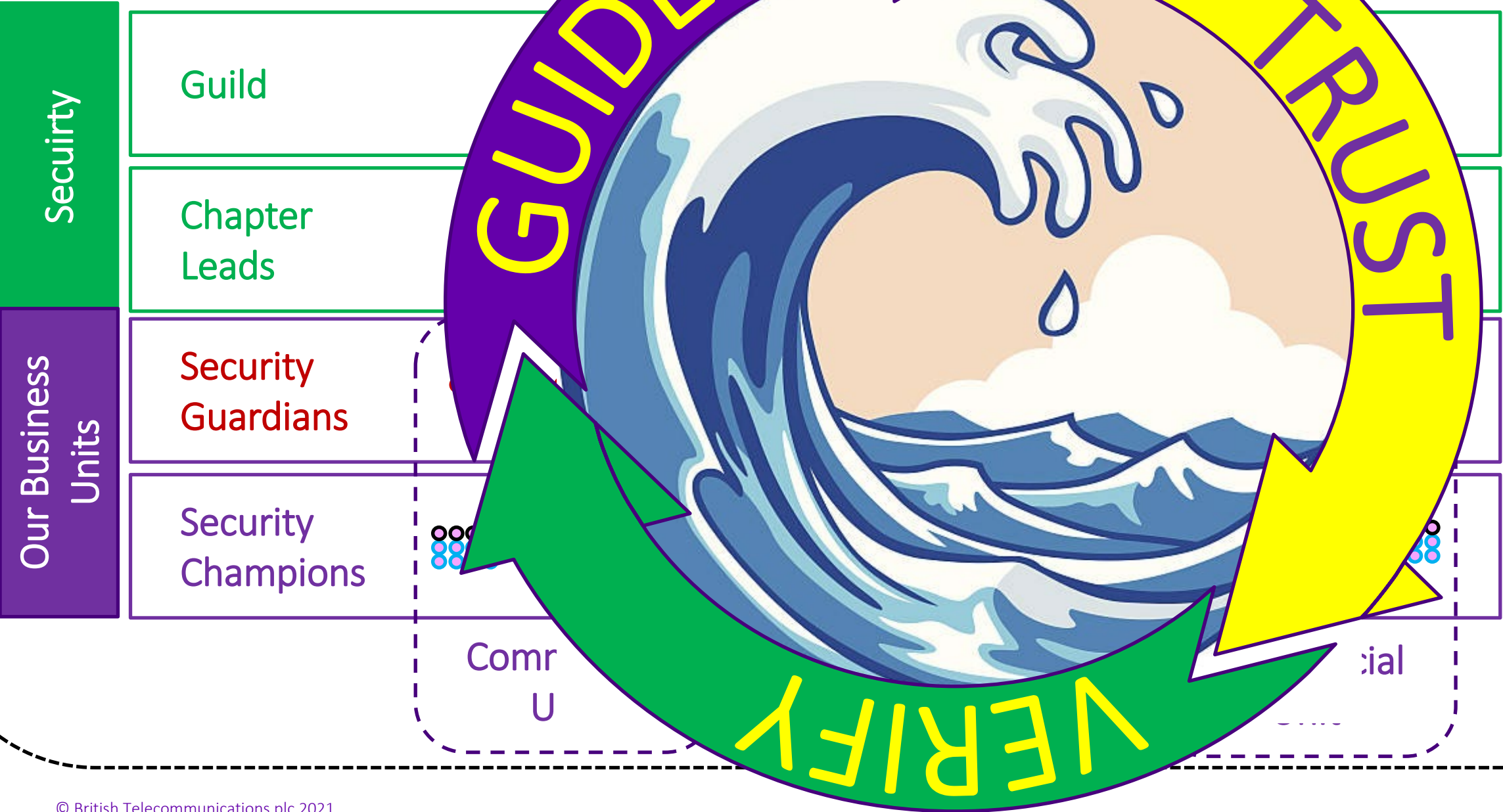| Creating Reusable Solutions	Building up Security Knowledge	Trust is Earnt	Driven by Maturity	Accurately Assess the Levels of Risk	Improve Quality of Information	Localise Security Decision Making	Evidencing of Assurance	Quality Artefacts	Auditability	Record Risk Output

Our Security Guild structure

Long-lived, cross-functional Security Team aligned to value and customers

Security	Guild
Security	Chapter Leads
Our Business Units	Security Guardians
Our Business Units	Security Champions

Commercial Unit

Commercial Unit

Commercial Unit

Long-lived, cross-functional ~~~~~~ ligned to value and customers

GUIDE

TRUST

VERIFY

Security	Guild
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Any Questions?