

Surviving A Crisis A View from The Trenches



Eric 'Pinky' Pinkerton
Director

AUSNOG Conference April 2022



Who Am I?



47.99

Trips around the sun

24

Companies I have worked for since 14 (Inc Telco's and ISP's)

0⁰

HND in Media Technology and a BSC

1:1.4 KDR

I believe have solved or alleviated more issues than I have caused or compounded

Hundreds

Of hours on conference bridges and in war rooms

15

Years as an AusNOG Subscriber
2nd Talk (2017)



Agenda

1. Defining
2. Refining
3. Timing
4. Revising
5. Finding
6. Inspiring
7. Maligning



"Try to relax and enjoy the crisis."

- Ashleigh Brilliant



“A time of intense difficulty or danger.”

--Oxford English Dictionary

Nature



Nurture



Suture



**Getting Good at
Crisis Management**



Crisis Lifecycle

Before





Crisis Lifecycle

During



A man with dark hair, wearing a green corduroy shirt and a headset with a microphone, is smiling and gesturing with his hands. He is positioned in the foreground against a background of an aerial satellite view of a city with a grid pattern of streets and green spaces. A red horizontal bar is visible in the top left corner.

Crisis Lifecycle

After

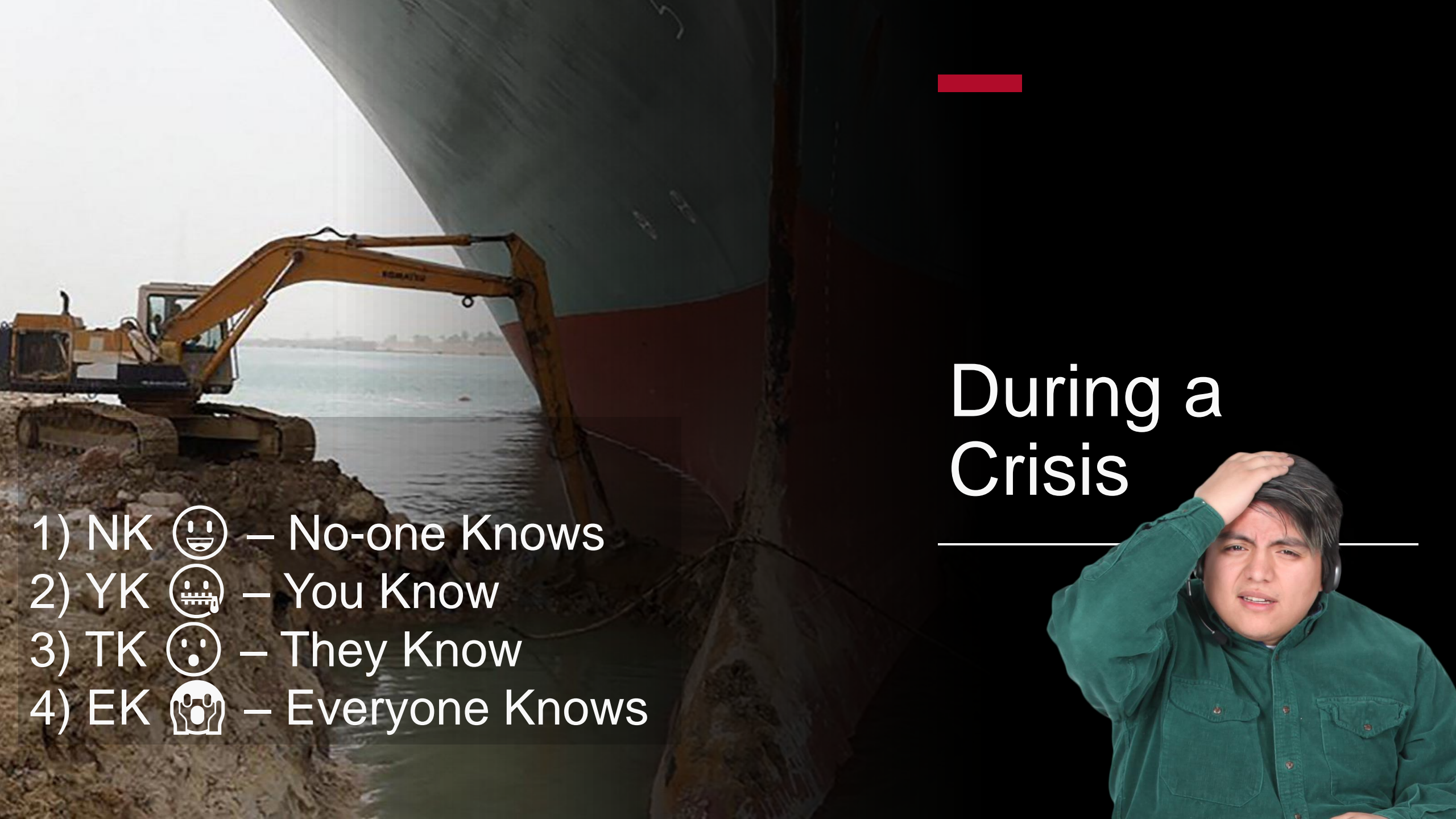


Before a Crisis

Preparation

- Assemble your team
- Select your partners
- Develop your plans
- Drill
- Refine your plans
- Rinse & Repeat





During a Crisis



- 1) NK 😊 – No-one Knows
- 2) YK 😬 – You Know
- 3) TK 😬 – They Know
- 4) EK 🙌 – Everyone Knows



After The Crisis



- Decompression
- The Blame Game
- Postmortem
- Executing on Lessons Learned

Enhanced Cyber Security Obligations for systems of national significance



Under the Security Legislation Amendment (Critical Infrastructure) Bill 2020, after first consulting with the entity, the Minister for Home Affairs may privately declare an asset to be a system of national significance.

*Entities responsible for assets designated as systems of national significance may be subject to **Enhanced Cyber Security Obligations***

These include:-

- Incident response plans (What to do and who to call)
- **Cyber security exercises** (may be discussion or tabletop-based, operational or functional)
- Vulnerability assessments (Paper based, Hands on or Automated scanning)
- Access to system information (Real time telemetry, periodic reporting, or after an event)



Crisis Simulation



- Involve the actual crisis management team
- Be relevant and plausible
- Give people a sporting chance
- Pressure test extant resources
- Be tailored for your organisation
- Use your lessons learned process



Pinky's Observations

1. Poor Preparation
 - Out of Band Communications
 - IR Retainer
 - Insurance Cover
 - Can't Find the Plans, or Plans are Online
 - Confusion about BCP/DR/CMP
2. Too Many/Too Few People in the Room
3. Absence of Record Keeping
4. Analysis paralysis
5. Kneejerk reactions
6. I can't hear you, can you hear me?



Pinky's Recommendations



- CYA – Scribe, Scribe, Scribe
- Phone all the friends – But know when to hang up
- OODA Loop: What do we Know/Not Know/Assume
- Indecision Kills – Fast is better than perfect
- Consistency is better than perfection
- Look after each other (Mentally and Physically)
- Do not be afraid to use levity
- Aviate, Navigate, Communicate, Administrate



I fought the laws and the laws won

- Finagle's Law
- Occam's Razor
- Hanlon's Razor
- Bookers Law



#CensusFail



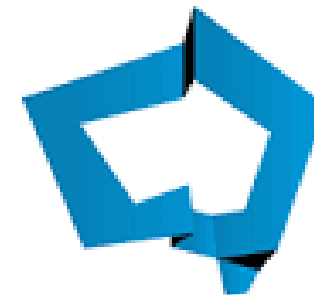
Exit



Log in to your 2016 Census



Thank you for participating in the Census. The system is very busy at the moment. Please wait for 15 minutes before trying again. Your patience and cooperation are appreciated. [code 9]



Census
abs.gov.au/census

The Daily Telegraph

We're for you

\$1.60 // TUESDAY, JUNE 19, 2018

NSW BUDGET CHILDCARE WIN EASY AS 1-2-3

ANNA CALDWELL
STATE POLITICAL EDITOR

PRE SCHOOL will now be subsidised for three-year-olds in a Budget move by Treasurer Dominic Perrottet to help families struggling to meet childcare costs.

The pledge — which will save families \$800 a year — is part of what Mr Perrottet (below) last night dubbed the "people's Budget".

However, it could face pushback from some education experts who say three is too young to send kids to school or start preparing them for tests like NAPLAN.

At least 4500 three-year-olds will access the preschool scheme, which will cost about \$200 million. It joins a suite of cost of living measures in today's Budget, from helping families get cheaper energy bills, free apprenticeships for 100,000 people and connecting people to government financial assistance.



TELCO'S WORLD CUP OWN GOAL



ELI OPORT

Playback Error

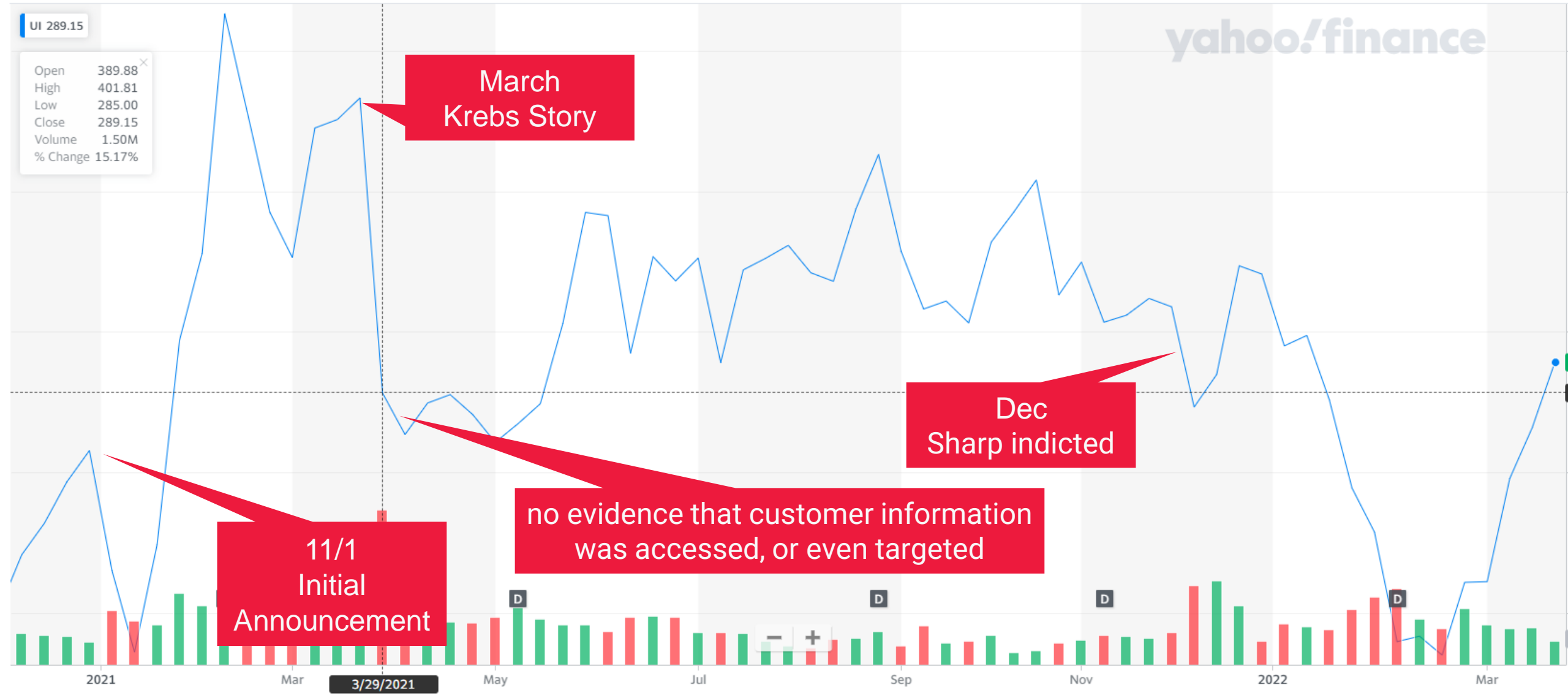
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RETRY

Telco's World Cup Own Goal

UI 289.15

Open	389.88
High	401.81
Low	285.00
Close	289.15
Volume	1.50M
% Change	15.17%



March
Krebs Story

Dec
Sharp indicted

11/1
Initial
Announcement

no evidence that customer information
was accessed, or even targeted

2021 Mar 3/29/2021 May Jul Sep Nov 2022 Mar

Project Kansas

The old Coke is back

By Keith Herndon
Star writer

Trying to appease pressure from consumers and some investors, the Coca-Cola Co. said Wednesday it will reintroduce the original formula for its flagship soft drink, Coca-Cola, under the new trademark "Coca-Cola classic," while continuing to market the new Coke.

"Everyone wins," said Caroline Curtis, a spokesman for Coca-Cola. "Over 88 million consumers every day in the U.S. enjoy today's Coca-Cola, but thousands of dedicated Coca-Cola consumers have told us they still want the original taste as an option. We have listened, and we are taking action to satisfy their request."


Coca-Cola said the old Coke would be back on grocery store shelves in three weeks. Investors embraced the return of old Coke, bidding up the soft drink company's stock by 22.27% per share to close at \$72.27 on the New York Stock Exchange, the highest value for Coca-Cola's stock in 11 years. More than 1.4 million shares of Coca-Cola stock changed hands Wednesday, the largest Coke trading volume ever on a day when the stock rose.

The stock for Pepsi-Cola's parent company, PepsiCo Inc., was down 7% to \$25 per share in close of \$12 per share.

Wednesday's announcement by Coke caught the soft drink industry by surprise. In fact,



Enjoy
Coca-Cola



America's taste just got better.

So much better you won't believe it.
We're rushing to bring you the
greatest Coca-Cola® you ever had!

Coming
soon

New &
Improved
Shapes

ARNOTT'S

“We sell 74 million boxes of Shapes a year, while we have seen small declines on some flavours, most Aussies are happily buying the new Shapes range. By having both new and Original Barbecue flavours available side-by-side, we have seen sales grow more than 24%. We hope there is similar appetite for both new and Original Pizza.”

Pizza

FLAVOURS
YOU CAN
SEE

Q&A

&

MOAOTAQ



 Trustwave[®]

<https://twitter.com/ericpink>

