New Era Risk Management: Using Information to Predict, Understand and Mitigate Organizational Threats
History and Context
Cold War Hunt
The Age of Terror
Practice, Partners and the \((un)\)Predictability of Outcomes

Effective, but Consequential
Espionage

Purposely Ignored
A New Era of Threat
Asymmetrical Threat Actors: “democratization of power”

The Weak, the Strong
Once upon a time…

…it was the domain of the few
The Actors

Convergence of interests, resources, talent and technology
Threat Surface

Assets Under Constant Threat
Lessons Learned and New Realities
The Pathology of Convergence: technology, opportunity and interests
Multi-Purpose Targeting

Learn and Destroy Later
Already Inside the Gates
Focusing in the Wrong Place
- - the Perimeter Fence Line
Best to Observe Within and Without
Deep Within

Insider Threats: the Willful and the Unwitting
New Society
Generational and Cultural Shifts

A Growing Democratic Deficit
Capability To Succeed
Innovate, Challenge… Keep Moving
Anomaly Detection: Trust, but Verify

Resilience Through Smart / Active Defense
Dark Web

Leveraging Threat Intelligence
What Lies Ahead?
Steps to Mitigate Threats in the Environment

*Multipolar and Highly Competitive World* affecting *Interests – Inside and Outside*

An era of *Asymmetrical Threats*

*technology enabled threat actors*
*disproportionate power of individuals and smaller entities*
*convergence of commercial, criminal and state interests*

*Organizational Sustainability* is achievable if organizations focus on *Malicious Actors* and *Invest in “people focused” tool-sets*

*Environmental Awareness*, active *Counter Measures* and refreshed *Preparedness* are mission critical
Thank You… Questions?