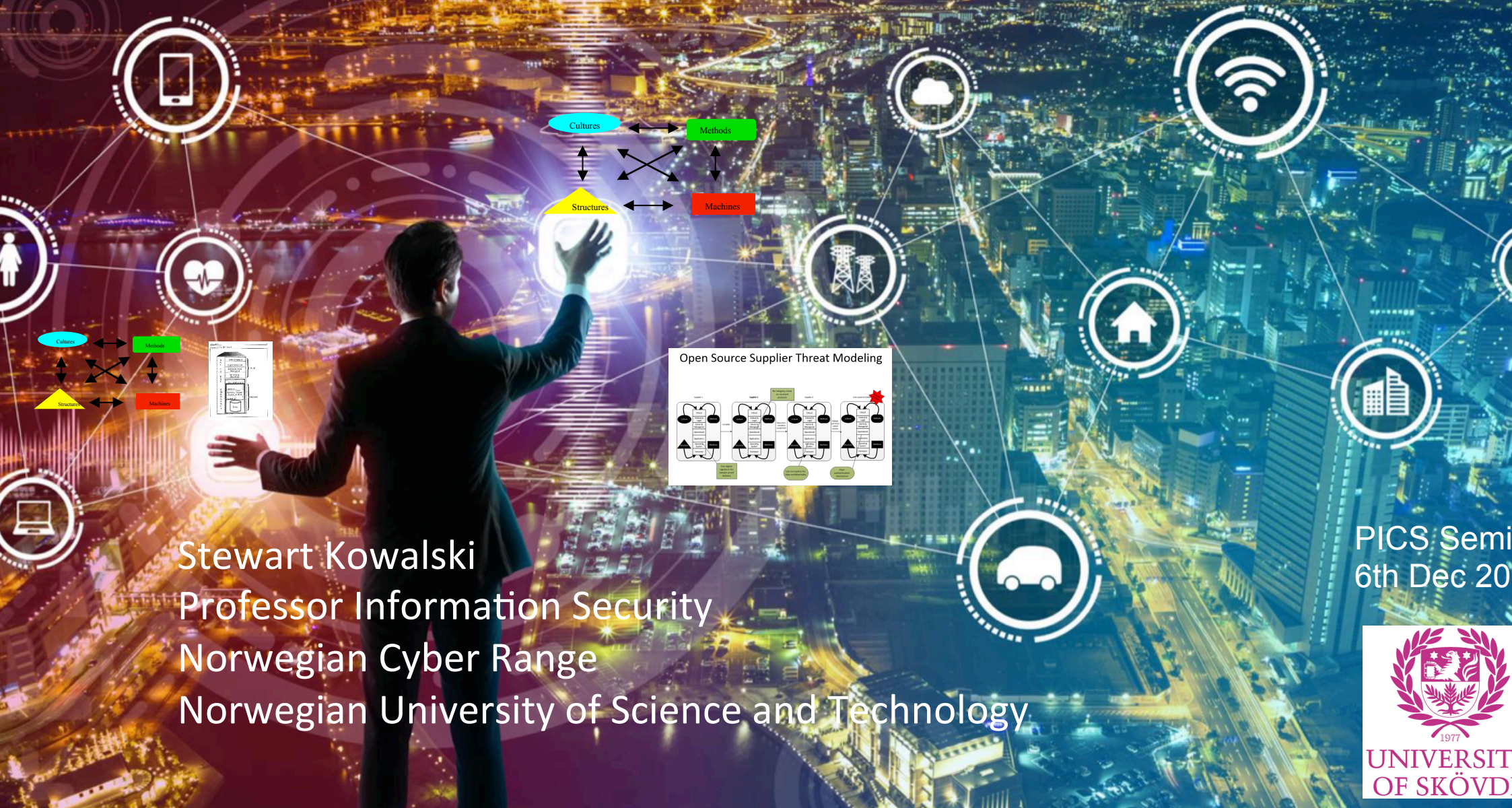


# Socio-Technical Modeling Approach to Secure Digital Transformation.



Stewart Kowalski  
Professor Information Security  
Norwegian Cyber Range  
Norwegian University of Science and Technology

PICS Semi  
6th Dec 20



# A Digital Model of Kowalski

<https://www.ntnu.edu/employees/stewart.kowalski>



Professor Information Security

Scientific, academic and artistic work

A selection of recent journal publications, artistic productions, books, including book and report excerpts. [See all publications in the database](#)

Journal publications

Zoto, Erjon; Kowalski, Stewart James; Frantz, Christopher Konstantin; Lopez Rojas, Edgar Alonso; Katt, Basel. (2018) A Pilot Study in Cyber Security Education Using CyberAIMs: A Simulation-Based Experiment. *IFIP Advances in Information and Communication Technology*. vol. 531.

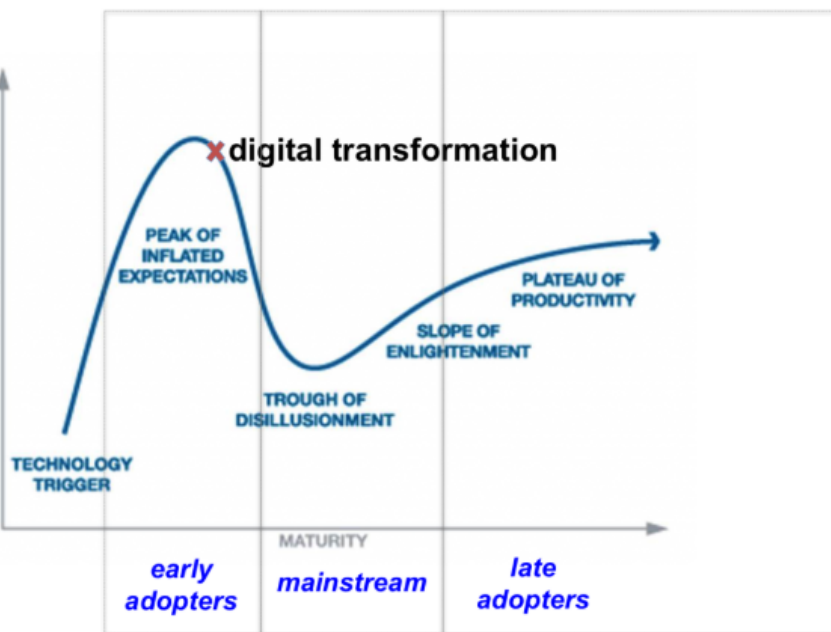
Kowalski, Stewart James. (2017) Summary of the interactive workshop sessions at STPIS'16. *CEUR Workshop Proceedings*. vol. 1854.

Kowalski, Stewart James; Andersson, Tina; Windahl, Sabina. (2017) I am ok, the material's not: A transactional analysis of information security education material for swedish elementary school students. *Communications in Computer and Information Science*. vol. 714.

Ukraine  
Polish  
Canadian  
Swedish  
Norwegian  
Socio-technical  
Systems Security  
Educator, Researcher and Consultant



# What Keeps me up at night



Hype

## Nearly Half of the Norway Population Exposed in Breach

January 21, 2018 Swati Khandelwal

### Norway

Massive HealthCare  
Data Breach



Norway and the EU  
Mission of Norway to the EU



### Beredskapsplaner, pasientinformasjon og forskning kan være stjålet fra Helse Sør-Øst

PST henlegger etterforskningen av hvem som stod bak datainnbruddet mot Helse Sør-Øst. Inntrengerne skaffet seg full administratortilgang til helseforetakets nettverk.



Maria Knoph Vignæs  
Journalist  
Olav Davik  
Journalist  
Helge Carlsen  
Journalist

Publisert i 11.17.10  
Oppdatert i 11.17.11

HENLEGGES HACKING: PST meddeler i dag at de henlegger etterforskningen av datainnbruddet mot Helse Sør-Øst.

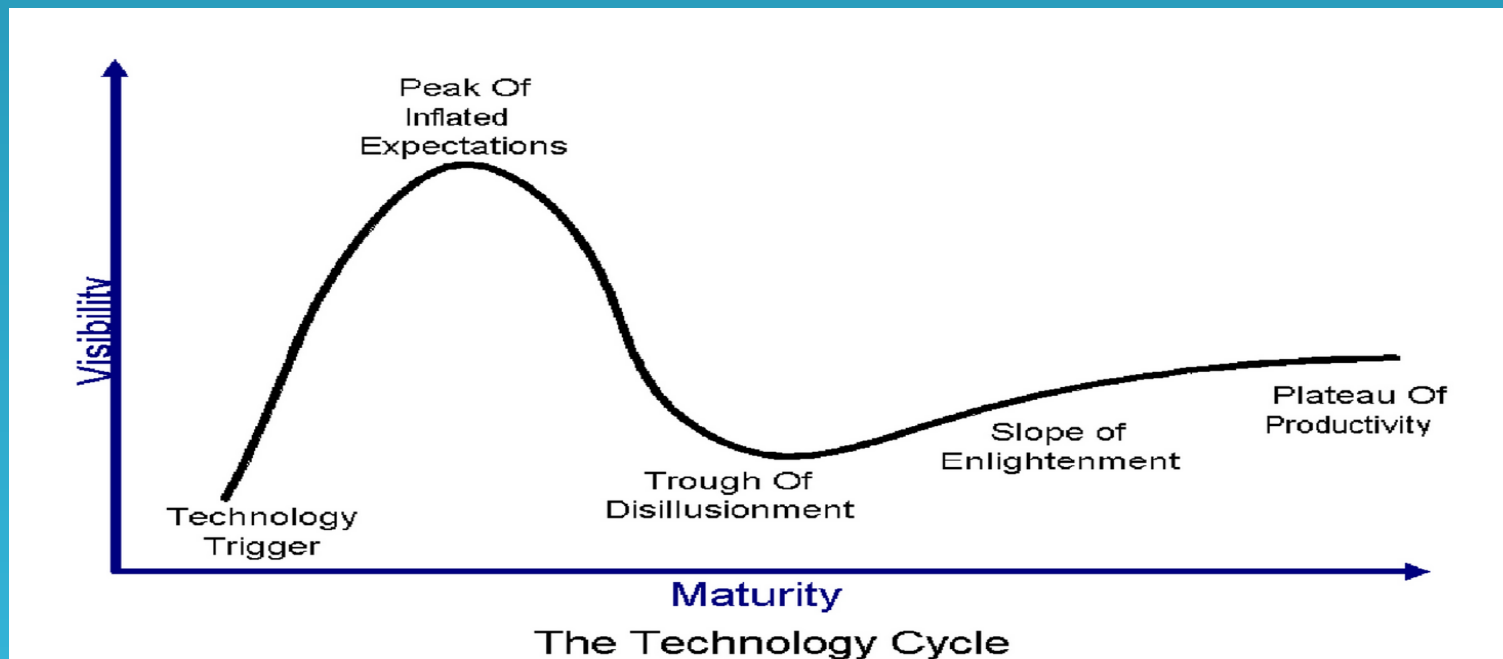
### Digital Economy and Society Index 2017



Norway retains top two spot in 2017 EU ranking.

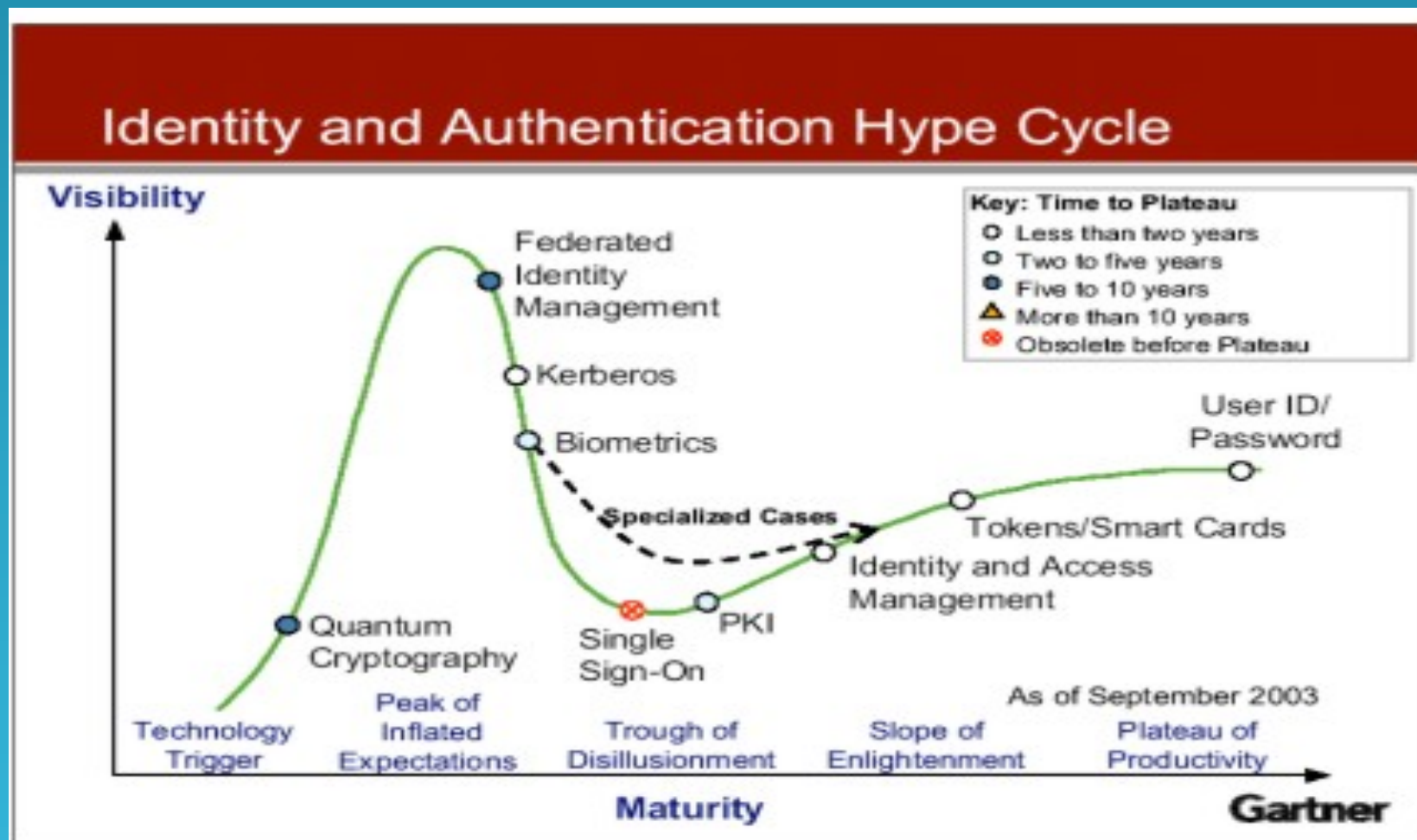
## PROBLEM 1

“Computer and Media Technology” research and development, adoption and implementation is driven to a large extent by “hype” and security and privacy issues and legal constraints are neither thought about or taught correctly!



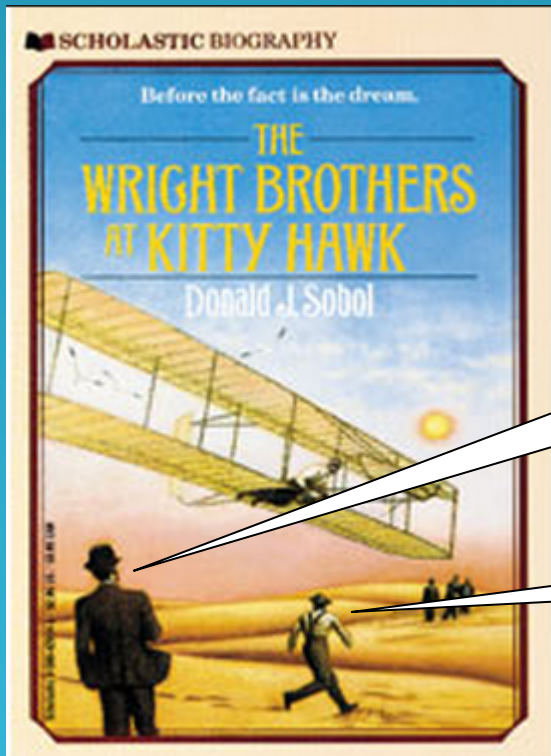


## EXAMPLE GARTNERS SECURITY HYPE CURVES 2003



## PROBLEM 1

Computer and Media Technology research and development, adoption and implementation is driven to a large extent by “hype” and security ,privacy and the law are neither thought about or taught correctly!



Do you want to  
buy a  
parachute?

What ???????  
We need to  
make this thing  
a light as  
possiblle!



## PROBLEM 1

Computer and Media Technology research and development, adoption and implementation is driven to a large extent by “hype” and security issue and other constraints are neither thought about or taught correctly correctly!



### NEWS

#### Parachute Saves 3 When Plane Goes Down In Danbury, Conn.

January 22, 2013 10:43 PM

Gilla 45 Tweet 10 Share 9



A parachute saved three people when a parachute came down in Danbury, Conn. (Credit: Joe Britton, via Twitter)

**DANBURY, Conn. (CBSNewYork/AP)** — The pilot and two passengers escaped serious injury when a small plane went down in Danbury on Tuesday night.

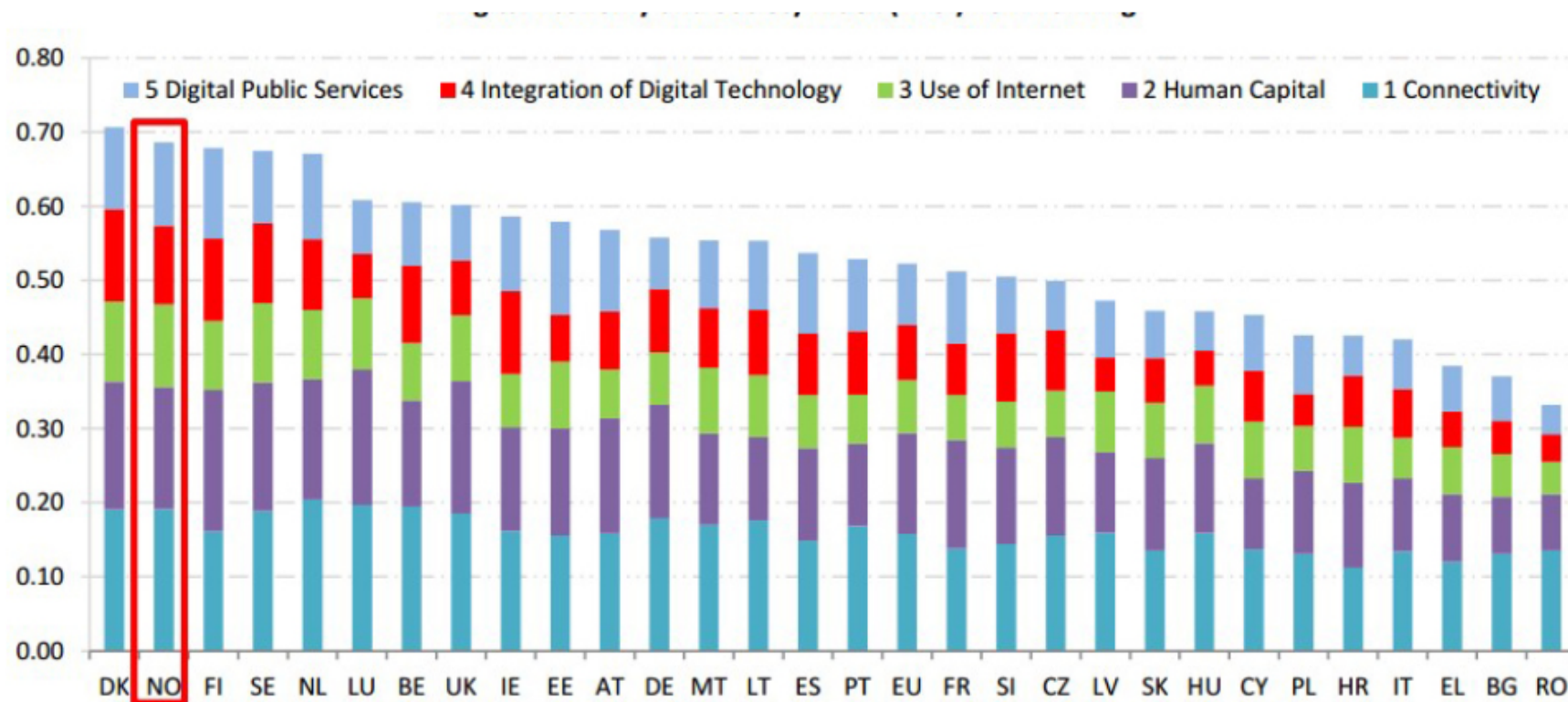
The plane was coming from Groton when the pilot deployed the parachute because of an unspecified mechanical problem. The plane went down near South Street and Wixed Avenue in Danbury around 7:30 p.m., but because of the parachute, everyone escaped without serious injury.

<http://ca.news.yahoo.com/blogs/good-news/airplane-recovery-parachute-saves-three-lives-connecticut-crash-171749029.html>



# Norway and the EU

Mission of Norway to the EU



DESI - evolution over time



# Norwegian cyber range offisielt åpnet

Statsministeren på besøk på NTNU Gjøvik for å offisielt åpne den nye trenings- og testarenaen for kybersikkerhet.

SARAH McDONALD GERHARDSEN | SIKKERHET | PUBLISERT: 5. SEP. 2018 - 21:00



Espen Torseth, førsteamanuensis Basel Katt og professor Stewart Kowalski fra NTNU IIK i møte med Thomassen fra Oppland fylkeskommune. (Foto: Sarah McDonald Gerhardsen)

Stewart Kowalski Quotes Swedish-Norwegian-English  
in an arena where you can exercise with complex  
technical systems

There are a number of great climbing walls in  
the area to keep fit which is great. Unfortunately  
we need better swimming pools since most of  
Norwegians are drowning in data!

Why are we climbing walls



Erna Solberg sto for den offisielle åpningen av Norwegian cyber range. Etter å ha avduket skiltet tok hun seg tid til å brette duken pent sammen før hun overleverte den til instituttlederen. (Foto: Sarah McDonald Gerhardsen)

-- Drowning in Data







# Information Security Management and Privacy Group (ISMP-G)

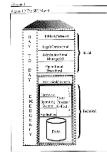
“You continually need to learn to manage yourself and your organization or society **efficient** and **effectively** with **incentives** and **disincentive** or you will end up being managed by your **enemies or near friends**. “

The Information Security Management Group researches and teaches, theoretical, empirical, applied and clinical methods and techniques to



**model, mea-sure, manage**

i.e. **govern**



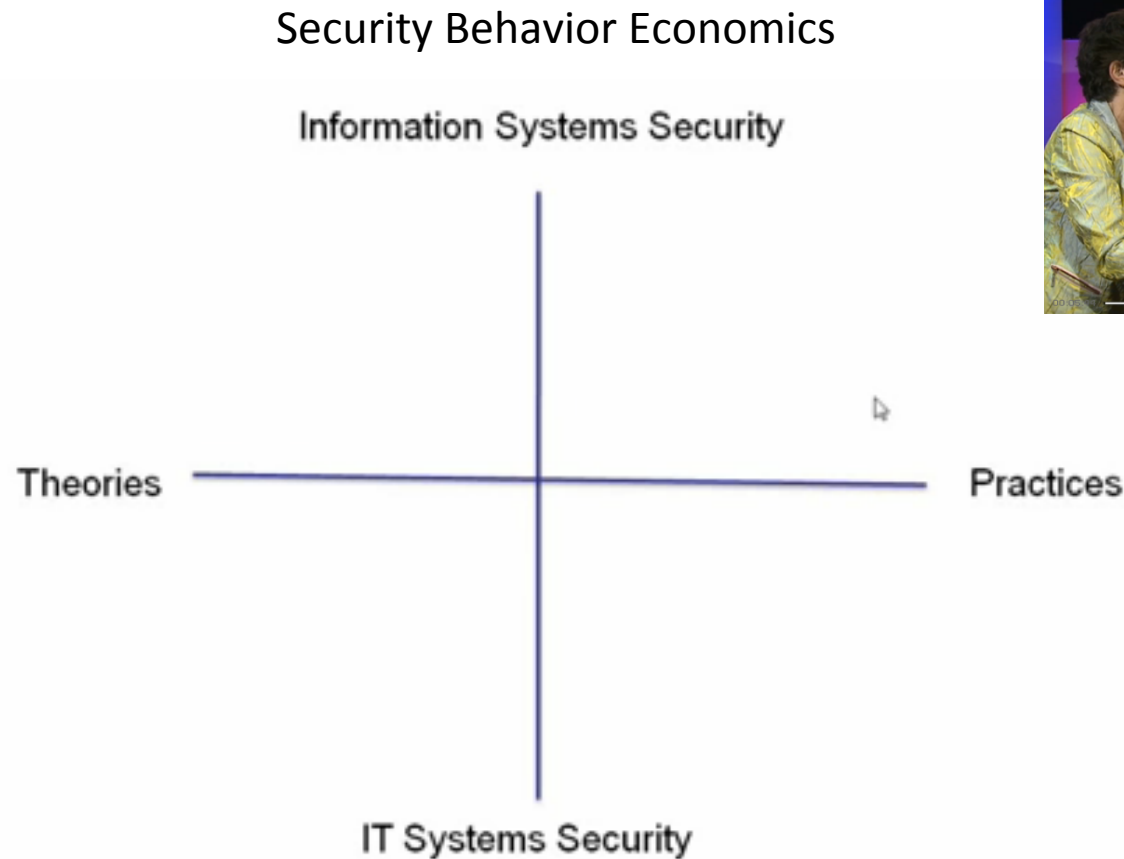
information security management system's  
strengths (**security, privacy**) and weaknesses (**Risk**)  
at the  
**individual,**  
**organization**  
and  
**nation**  
levels.



! Manage or be Mana-ged !

# Let **Us** Calibrate

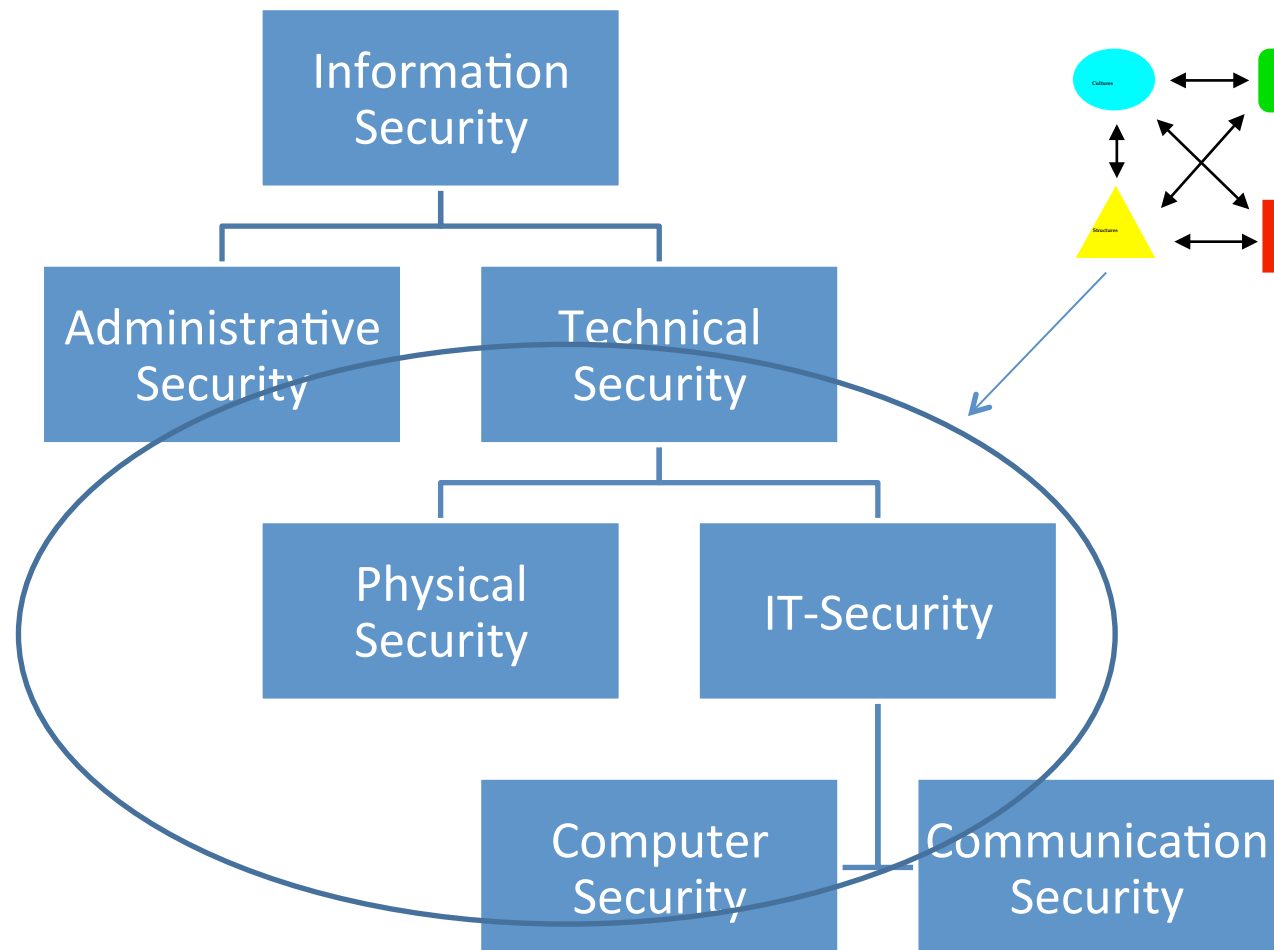
The PICS seminar is a PICS forum for research in the fields of privacy and information security and cyber security. We discuss both practice and new research and improve our knowledge about selected practice and research areas of common interest.



<https://oldplay.dsv.su.se/hyercaster/3762/width=640/height=360/link.js>



# Socio-Technical Systems Engineering Mapped on Information Security



# me History

walski is a cup that runneth over and on!



Security Architect  
Cyber Security Officer  
2009-2011 & 2015-201



Risk and Security Manager  
Ericsson Global Services  
2006-2009

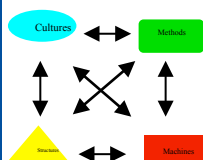


Royal Canadian Mounted  
1980-1985

# Information Security Management and Privacy Group (ISMP-G)

“You continually need to learn to manage yourself and your organization or society **efficient** and **effectively** with **incentives** and **disincentive** or you will end up being managed by your **enemies or near friends**. “

The Information Security Management Group researches and teaches, theoretical, empirical, applied and clinical methods and techniques to



The diagram on the left shows a central box with the text 'model, measure, manage' in red, green, and red respectively. To the left of this box is a diagram with four colored shapes: a blue circle labeled 'Cultures', a green square labeled 'Machines', a yellow triangle labeled 'Individuals', and a red square labeled 'Machines'. These shapes are interconnected by double-headed arrows, forming a network. To the right of the central box is a small diagram of a building with a flag on top.

**model, mea-sure, manage**

i.e. **govern**

information security management system's  
strengths (**security, privacy**) and weaknesses (**Risk**)  
at the  
**individual,**  
**organization**  
and  
**nation**  
levels.



! Manage or be Mana-ged !



1984

# Some History of Security Modeling

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September 1984

MTR9531

J. K. Millen  
C. M. Cerniglia

Computer Security  
Models

CONTRACT SPONSOR: OUSDRE/C1 & ESD/ALEE  
CONTRACT NO.: F19628-84-C-0001  
PROJECT NO.: 8804C & 4610  
DEPT.: D-75

Approved for public release;  
distribution unlimited.

**MITRE**  
The MITRE Corporation  
Bedford, Massachusetts

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ELECTE  
MAY 03 1986  
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1984

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September 1984

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J. K. Millen  
C. M. Cerniglia

Computer Security  
Models

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CONTRACT SPONSOR OUSDRE/C'I & ESD/ALEE  
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Approved for public release;  
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**MITRE**  
The MITRE Corporation  
Bedford, Massachusetts

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ELECTE  
MAY 03 1986  
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PR - 064

## Some History of Security Modeling

“Computer security models are engineering models, giving them somewhat more freedom than models used in physical science.

In physical science, reality comes first, and one uses a model to make predictions about physical events and measurements.

If a prediction fails, the model is wrong.

In engineering, the model comes first.

The engineer decides what the system ought to do, and then constructs a system that does it.

If the system output does not match the model, the system is wrong, not the model.

# What is an Educated Person?

One who in every subject he "or she" studies looks for only so much precision as its "nature" permits  
(Aristotle, 350 BC)

Questions 1994

What is the nature of information security/insecurity



IT Insecurity:  
A Multi-disciplinary  
Inquiry

Stewart Kowalski

DSV

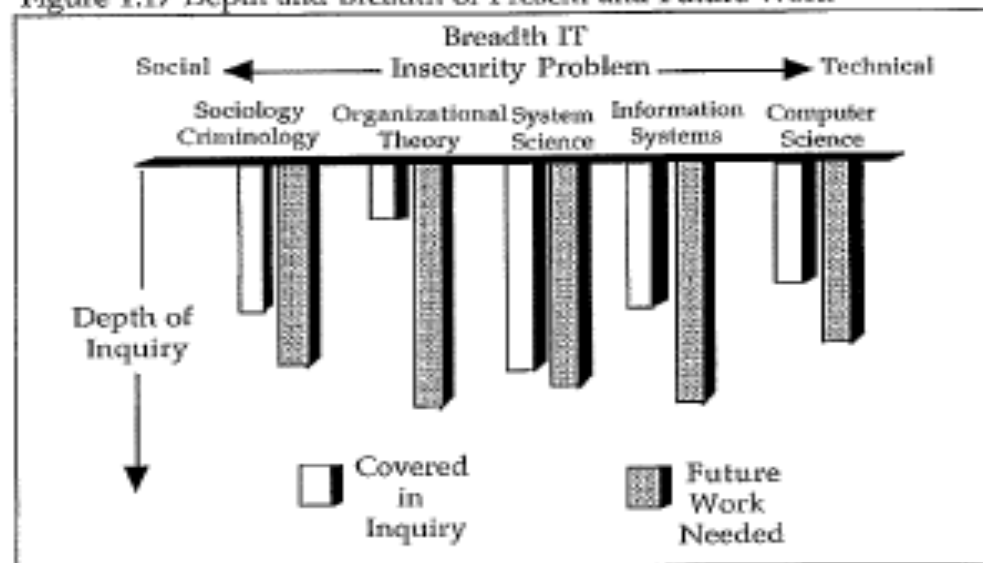
Department of Computer  
and System Sciences

Report series  
No. 98:04  
ISBN 1101-4024  
ISSN 10-KTH/DSV-98/4-01

March 1994

Submitted to The Royal Institute of Technology in partial  
fulfillment of the requirements for the degree of Doctor of  
Philosophy

Figure 1.17 Depth and Breadth of Present and Future Work



Sunking "CapStone" 1994



# Some History of Security Modeling

(((Chapter 6)))

## Do Computer Security Models Model Computer Crime: A Study of Swedish Computer Crime Cases

Proceedings of the 5th Canadian  
Computer Security Symposium,  
Ottawa, May, 1993.  
Revised December 1993.

### Abstract

In this paper the results of an analysis of 47 Swedish computer crime cases using the computer security functional requirements of the United States National Computer Security Centre criteria TCSEC, the Provisional Harmonised Criteria of England, France, Holland and Germany (ITSEC), and the Canadian System Security Centre criteria (CTCPEC) are presented. The goal of the analysis was to see if the computer security functionality's that are specified in these criteria correspond with actual security breaches, failures and losses that were reported to the Swedish Police in 1989. For most of the reported crimes the analysis indicated that a weak coupling can be made between the criteria of security functionality's and the modus operandi used in the reported computer crime cases. Also in some cases the commission of the crime might have been prevented if higher levels of security functionality specified in the criteria were in place at the time.

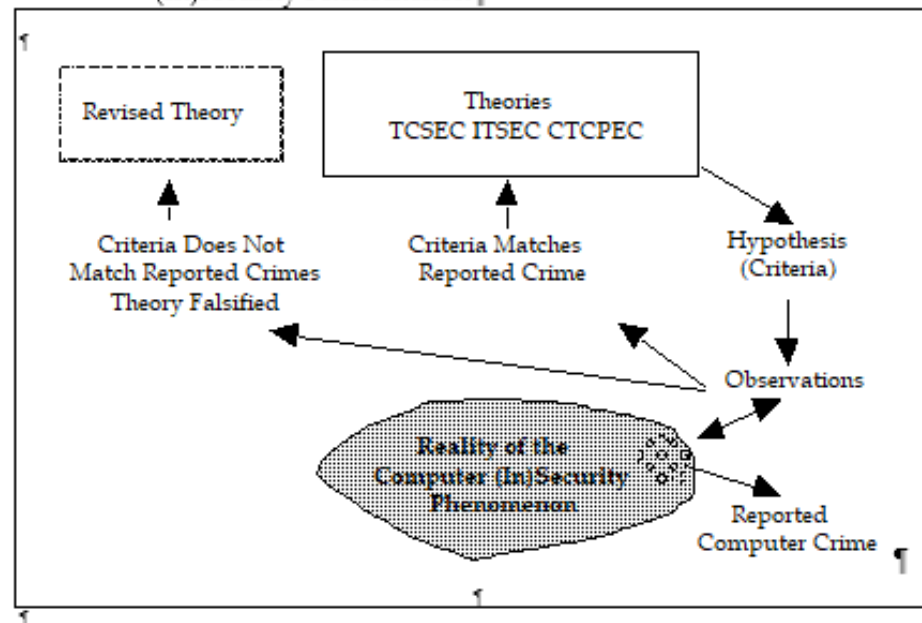
### 6.1 Introduction

Peter G. Neumann and Donn B. Parker maintain that security of computer systems and networks have developed without sufficient attention to actual cases of computer security failures or breaches

Science Social : If a prediction fails, the model is wrong.

Technology : If the system output does not match the model, the system is wrong, not the model.

Figure 6.5 Computer (In)security Theories and the Computer (In)security Phenomenon



# Do Computer Security Models Model Computer Crime: A Study of Swedish Computer Crime Cases

Proceedings of the 5th Canadian Computer Security Symposium, Ottawa, May, 1993. Revised December 1993.

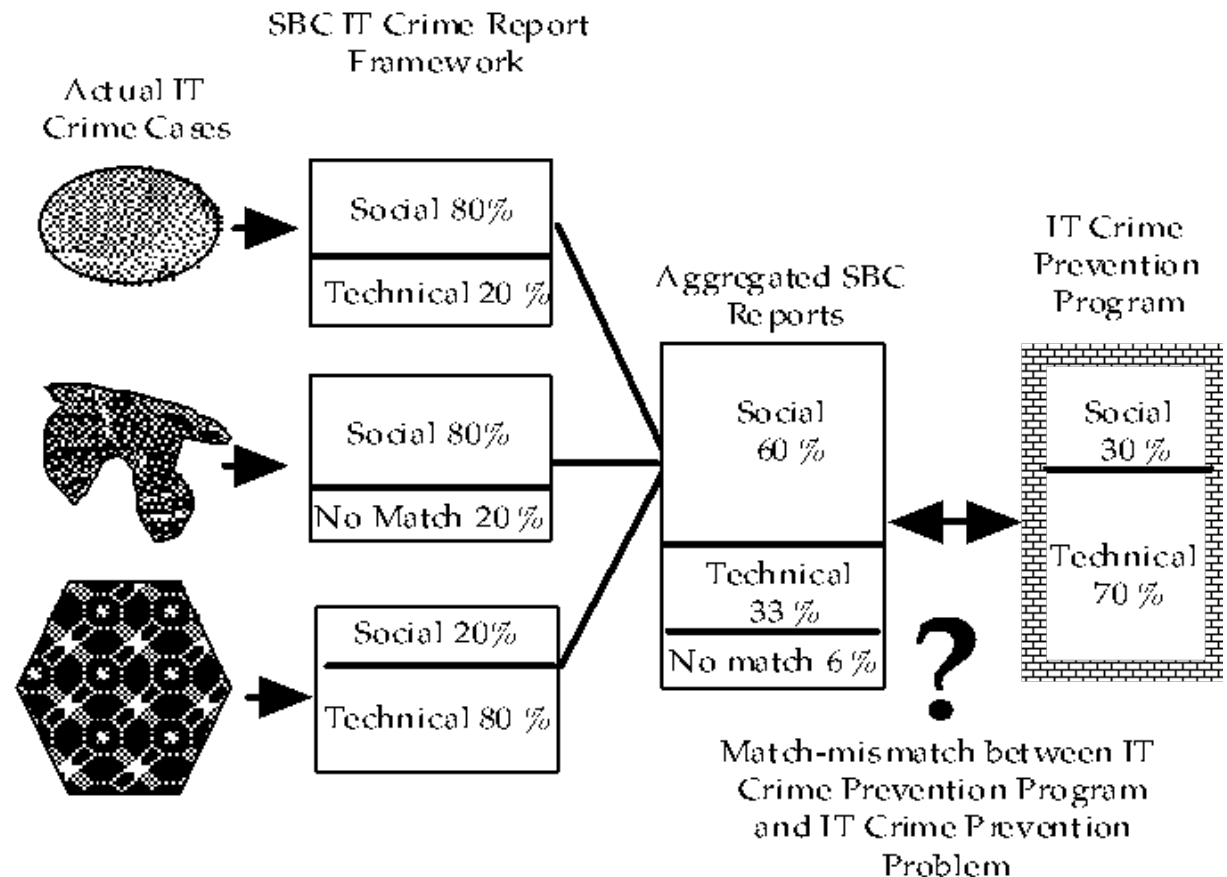
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## 6.1 Introduction

Peter G. Neumann and Donn B. Parker maintain that security of computer systems and networks have developed without sufficient attention to actual cases of computer security failures or breaches.

## Some History of Security Modeling



Essentially, all models are wrong, but some are useful.  
(Box and Draper 1987, 424)

1989

Chapter 11

# A SBC Modeling of USA's National Computer Security Policy

Computers & Security, Vol. 10, No. 5, 1991.  
Revised December 1993.

## Abstract

This paper describes an attempt, made in 1989, to construct a SBC model of the United States national computer security policies. Policy development is modeled as layered systems of controls which are connected via feedback loops to produce a national policy. The modeling indicated that in 1989, the United States national computer security policy was found to be a product of unsynchronized national framework that is intrinsically unstable.

## 11.1 Introduction

In 1989, as part of the Swedish industry information technology research initiative IT4 [ITDE 89], the research project System Integrity and Information Security (SIIS) was formed to analyse, monitor and develop an information systems security foundation model for IT systems security in Sweden [YNGS 89]. The ideological spring board for the research project was General Systems Theory. One of the basic premises, or axioms of the General Systems Theory is that all systems, be they abstract, conceptual or concrete, share certain common identifiable and observable characteristics [MILL 78]. It is believed that once these common characteristics are properly understood that they can be used to understand, explain, predict, control, create, and destroy any type of system with a given degree of certainty.

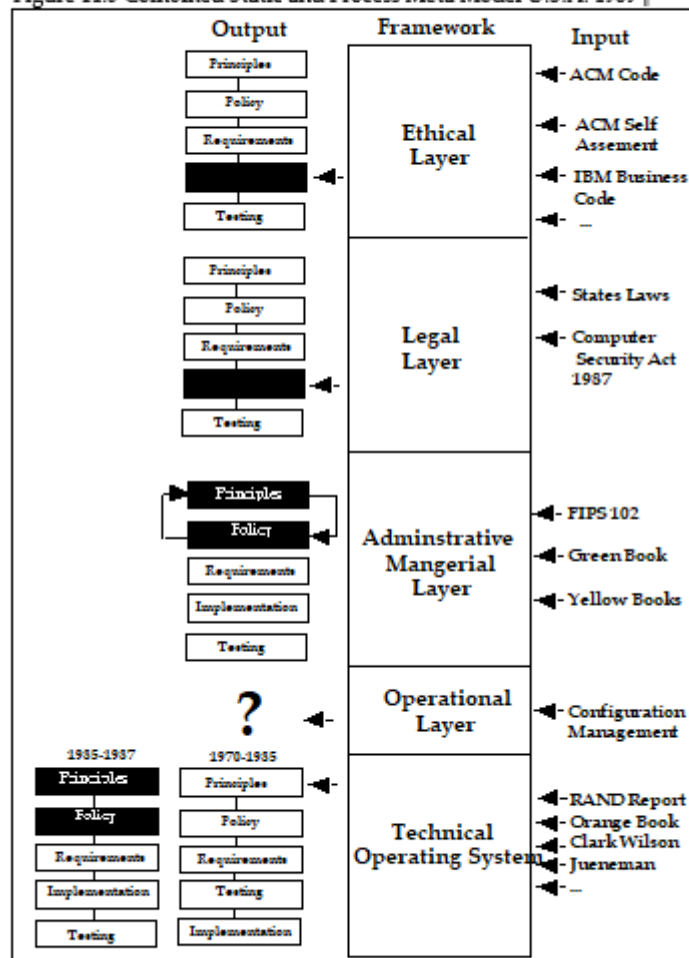
Page Break

## Some History of Security Modeling

Chapter 11

11

Figure 11.5 Combined Static and Process Meta Model U.S.A. 1989



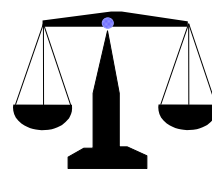
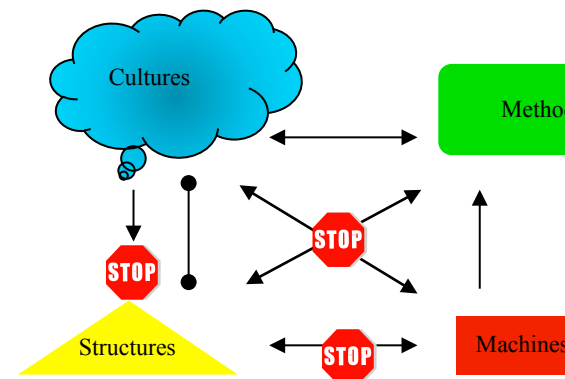
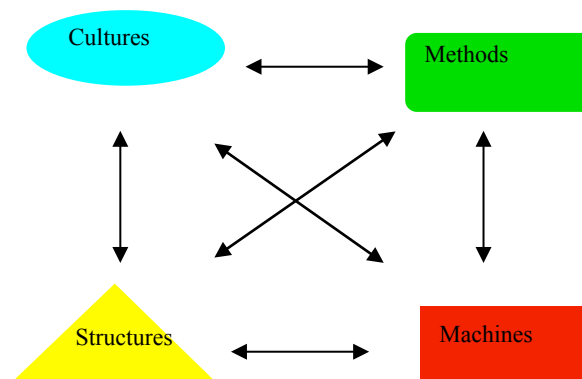
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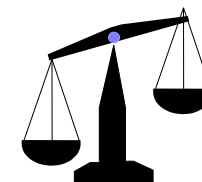
## IT Insecurity: A Multi-disciplinary Inquiry

Stewart Kowalski

# A Socio-Technical Dynamic Model



Secure



InSecure





STOCKHOLM  
UNIVERSITY



ROYAL  
INSTITUTE OF  
TECHNOLOGY

## IT Insecurity: A Multi-disciplinary Inquiry

Stewart Kowalski

Department of Computer  
and Systems Sciences

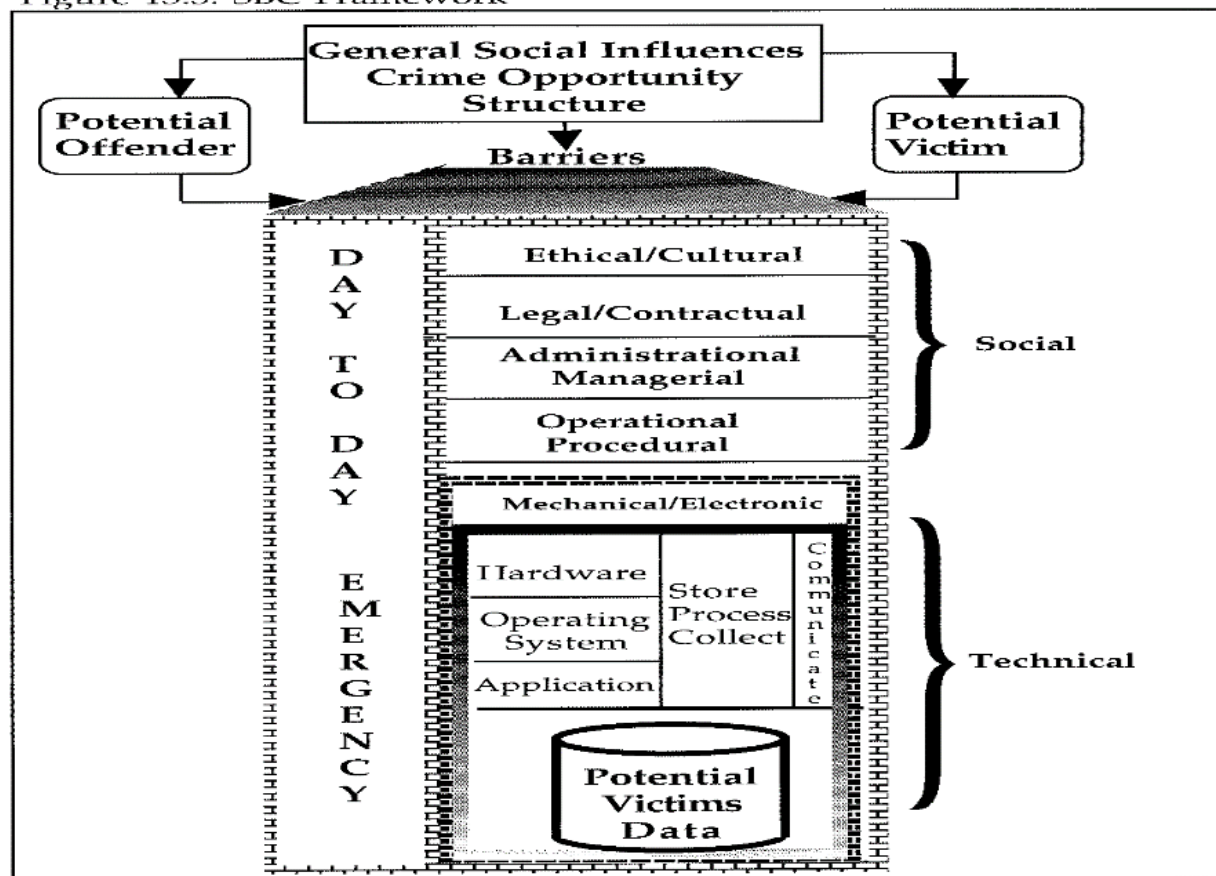
Report series  
94-004  
N 1101-8526  
N SU-KTH/DSV/R--94/4--SE

March 1994

Submitted to The Royal Institute of Technology in partial  
fulfilment of the requirements for the degree of Doctor of  
Philosophy

# A Socio-Technical Static Model

Figure 13.3. SBC Framework

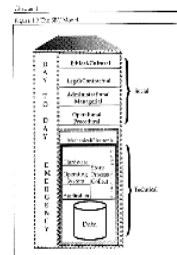
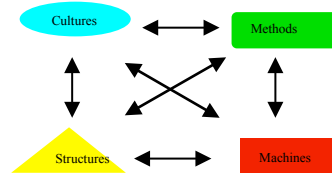


# Work Plan for The Next 30 Minutes Together

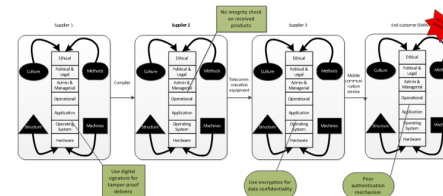
- Security Modeling and Socio-Technical Modeling

20 Minute

- Some History
- Some Theory
- Some Practise



## Open Source Supplier Threat Modeling



- Prolog Roundtable Session II

5 Minutes

- Introduction to Cases Study Escalation Maturity Modeling Validation

- Questions

(5 Minutes)



# 11th International Workshop on Socio-Technical Perspective in IS development (STPIS'18)

A CAiSE'18 workshop – June 2018,  
Tallinn, Estonia



[Home](#) [Purpose, Goal and Topics](#) [Submission categories](#) [Guidelines](#) [Submission instructions](#) [Organization](#) [Program & Presentation Slides](#)

## Purpose, Goal and Topics

The main purpose of the workshop is to arrange discussions on using a socio-technical perspective in IS development, the long term goal being to make this workshop *a meeting place for the community of IS researchers and practitioners interested in the socio-technical approach*.

Following the purpose, only part of the workshop is devoted to presentations, the rest is designated for collaborative work. This year we follow the practice introduced at STPIS'17 and will be working on a real case from the local industry. Report on the practical exercise from STPIS'17 can be downloaded from [here](#).

## Topics:

Topics of interest include but are not limited to:

### Attached to

[CAiSE 2018](#) – Tallinn, Estonia

### Important dates

#### Submissions

First call: ~~4th March~~

Second call: ~~1st April~~

Third call: ~~10th April~~

Poster submissions: ~~1st May~~

Workshop date: **12 June 2018**

### News

STPIS'18 proceedings are [online](#)

Preliminary [program](#) published that includes two social events:

Workshop Dinner on 11th May

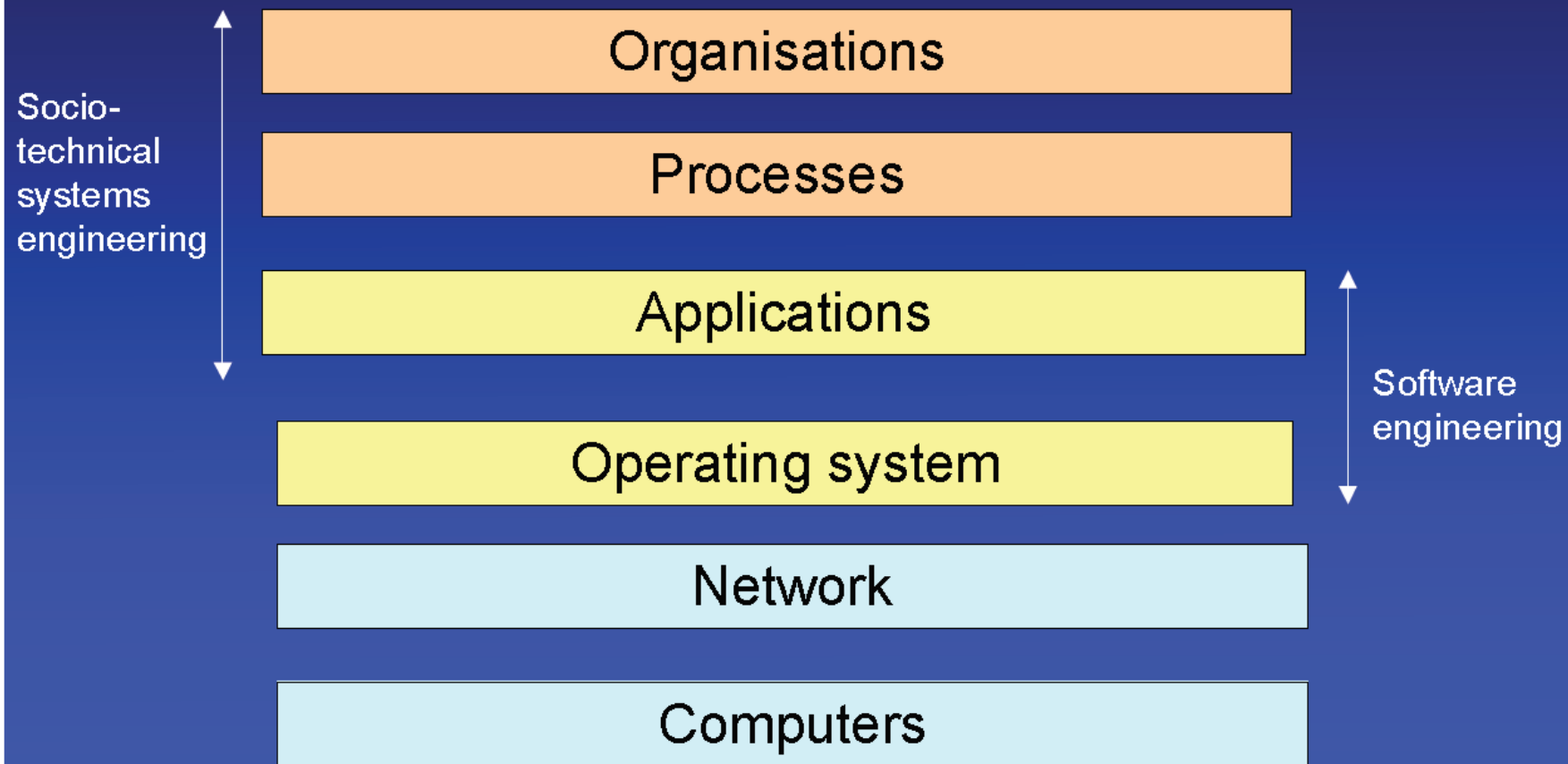
Old Tallinn tour on 12th

Where Theory and Practise Meet

Next Workshop 2019  
June –Stockholm

Open for Business Cases.

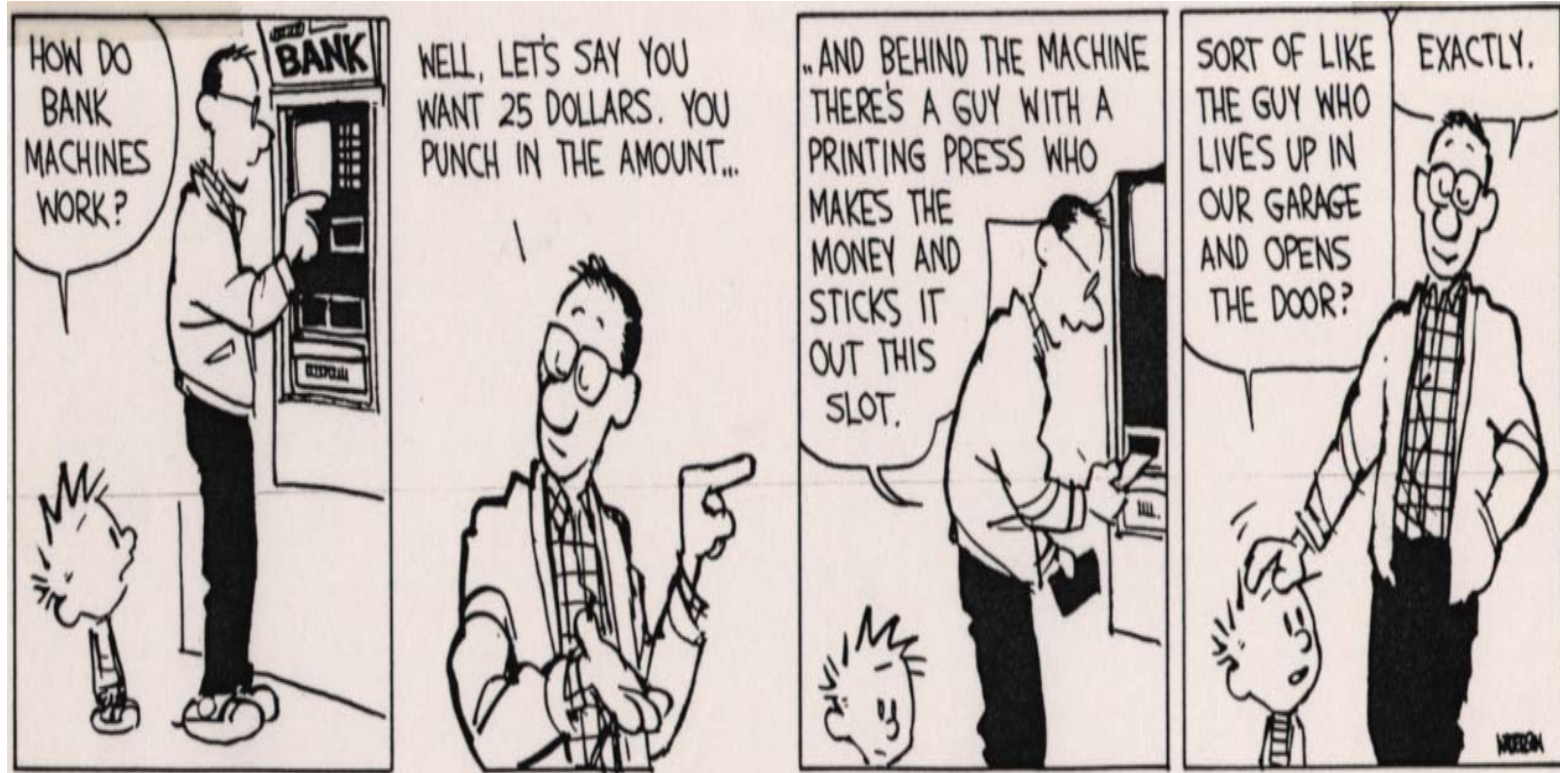
# Systems engineering



# Mental Models

- The concept was first introduced by Kenneth Craik in his book *The Nature of Explanation* (1943).
  - that the mind forms models of reality and uses them to predict similar future events.
- User gain experience by seeing and using things and systems
- User gradually form a working model of the systems based on their past experience.
- As they use gain more experience they develop a model to predict how the system works or does not work
- <http://managementhelp.org/systems/systems.htm>

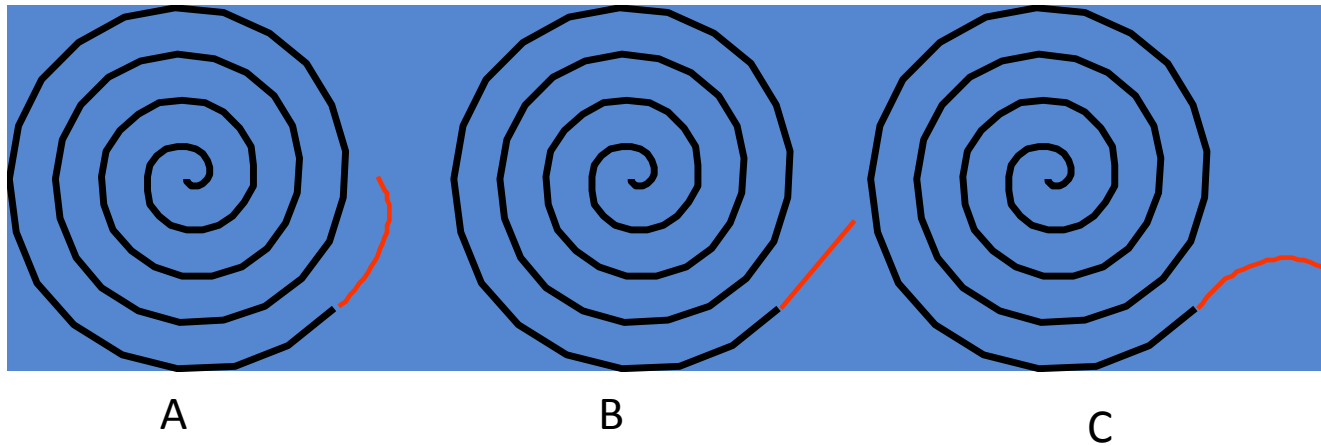
# Mental Model ATM





# Naïve physics (Visual Logic to predict path of Ball )

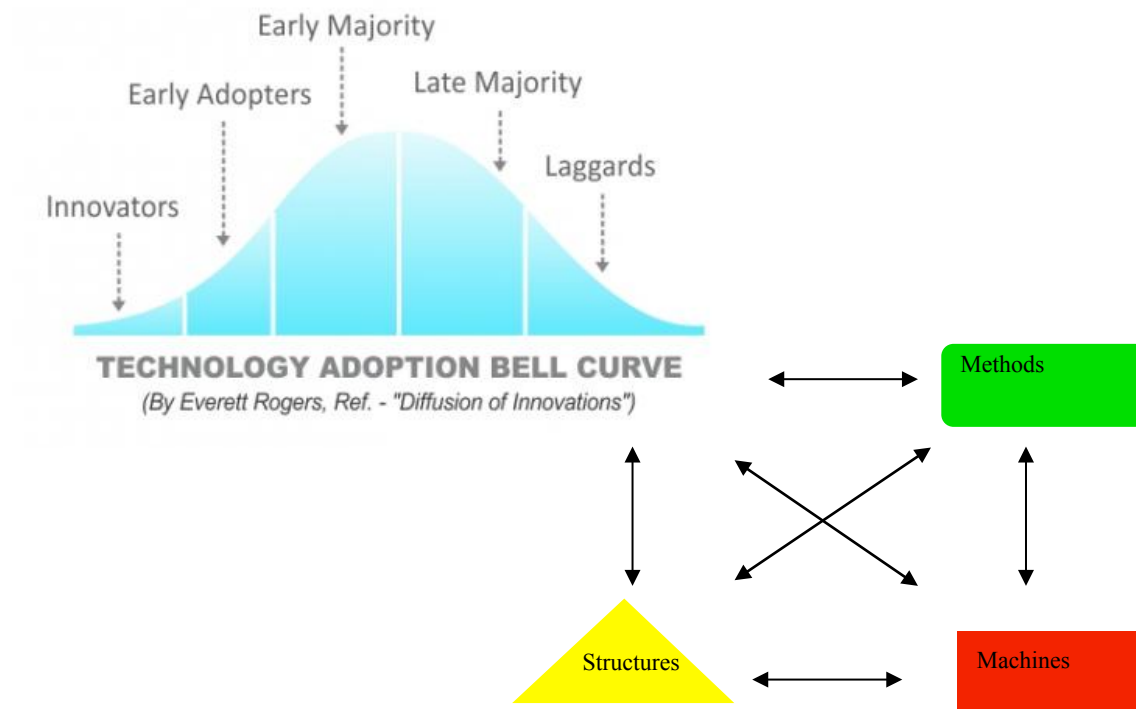
- What would happen to a ball shot through this pipe?



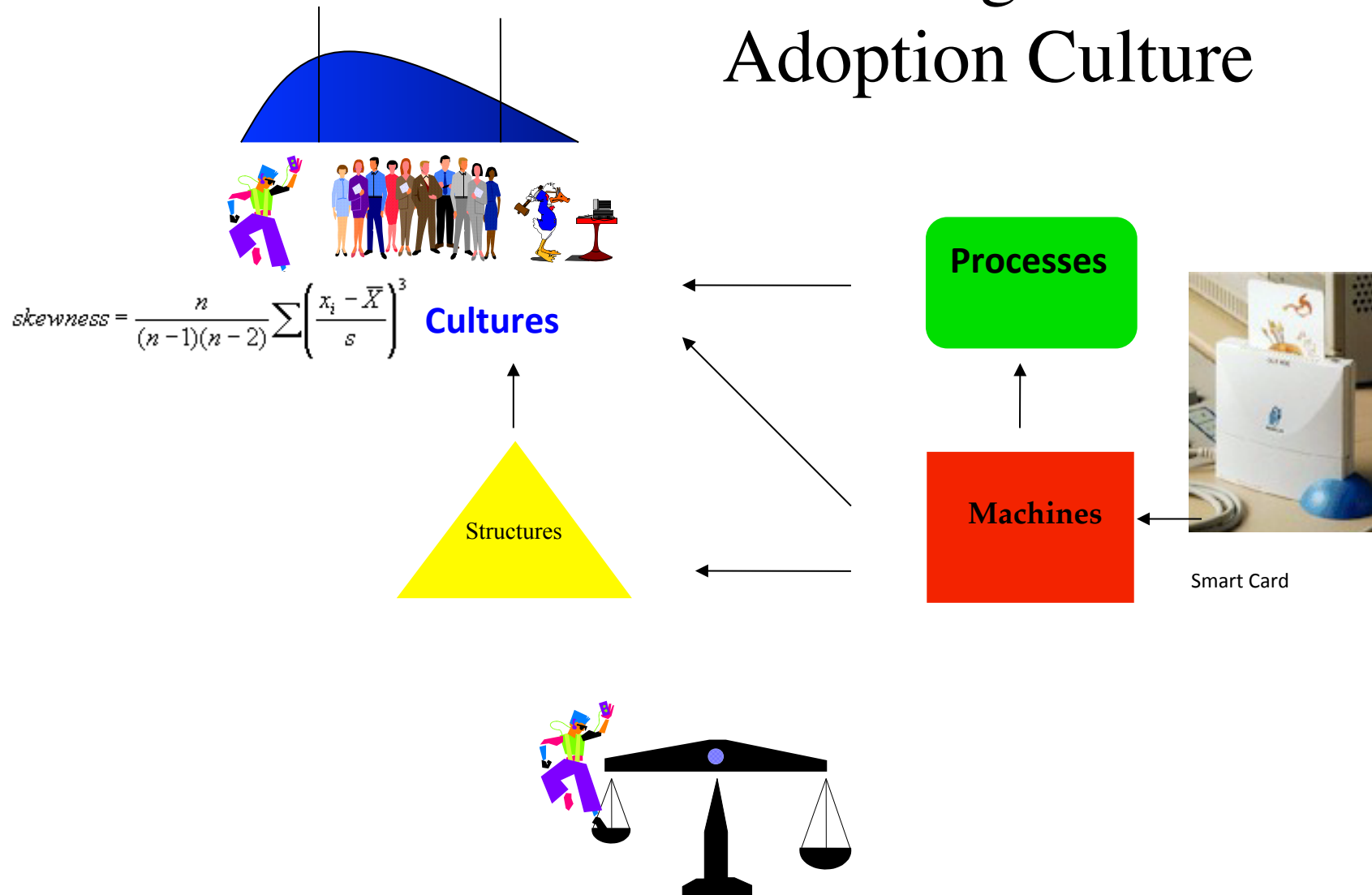
- People often respond by assuming curvilinear momentum
  - McCloskey and Proffitt

*In another experiment on intuitive beliefs about the persistence of curved motion, participants were asked to imagine a ball being forcefully injected into a curved tube (Kaiser, McCloskey, & Proffitt, 1986). Nearly half the college students and nearly all the elementary school children falsely believed that the ball would continue to follow a curved path when it exited the curved tube. Intuition suggests*

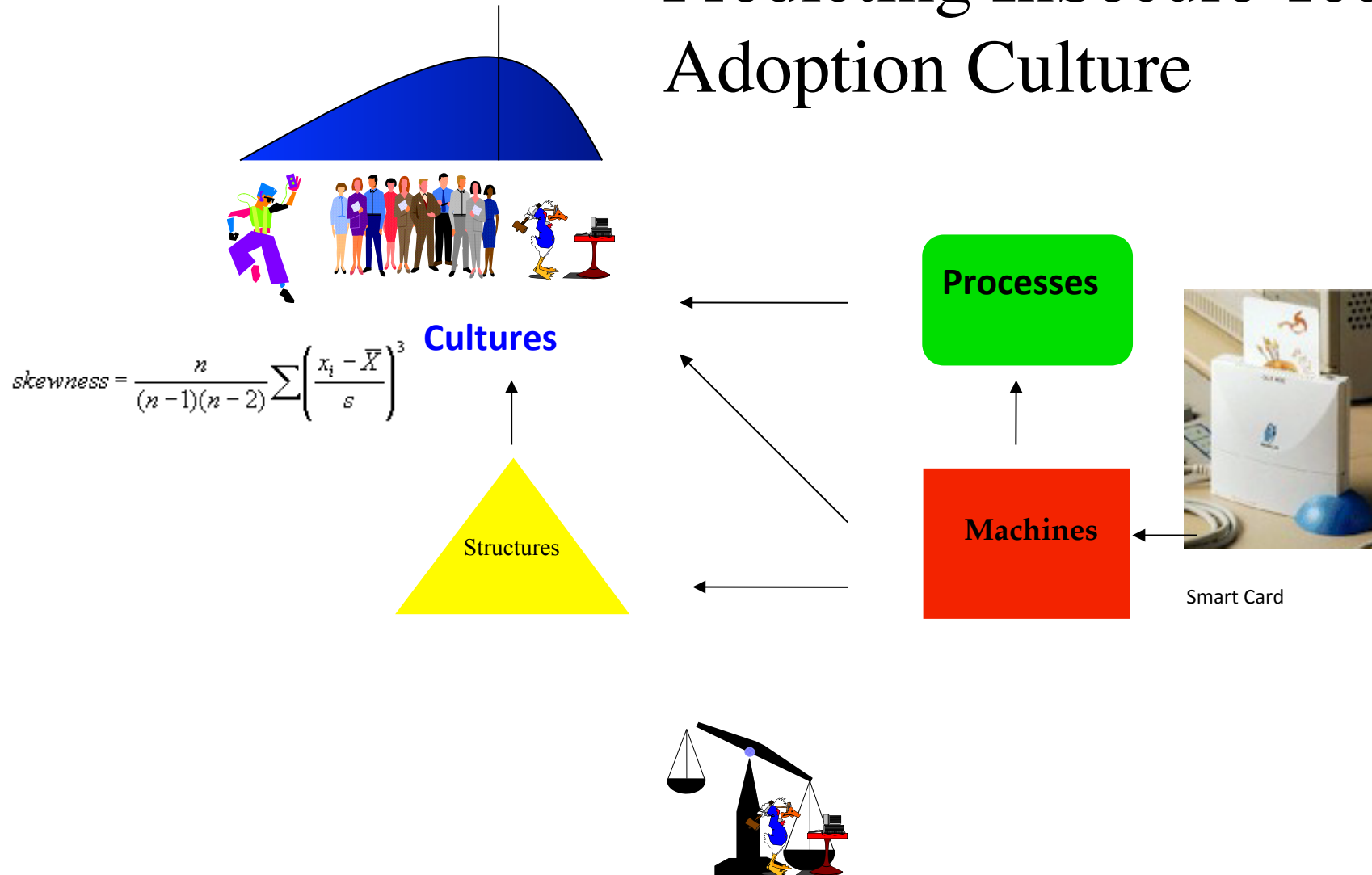
# A Measurement Culture and Adoption Bell Curve



# Predicting Secure Technology Adoption Culture



# Predicting InSecure Technology Adoption Culture







# Case Study in Socio- Technical Security Mental Models at a Swedish Agency

Tove Wätterstam

Stewart Kowalski

Robert Hoffmann



Stockholm  
University

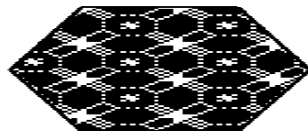
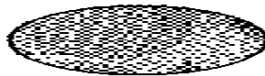
# The Problem

Information Security Incidents {X,Y,Z} has occurred

What should we do so it does not happen again?



Actual IT  
Crime Cases



Policies, Guidelines,  
Rules...

(Social)



(Technical)

# Mental Models – Related work

The SBC Model (Kowalski 1991)

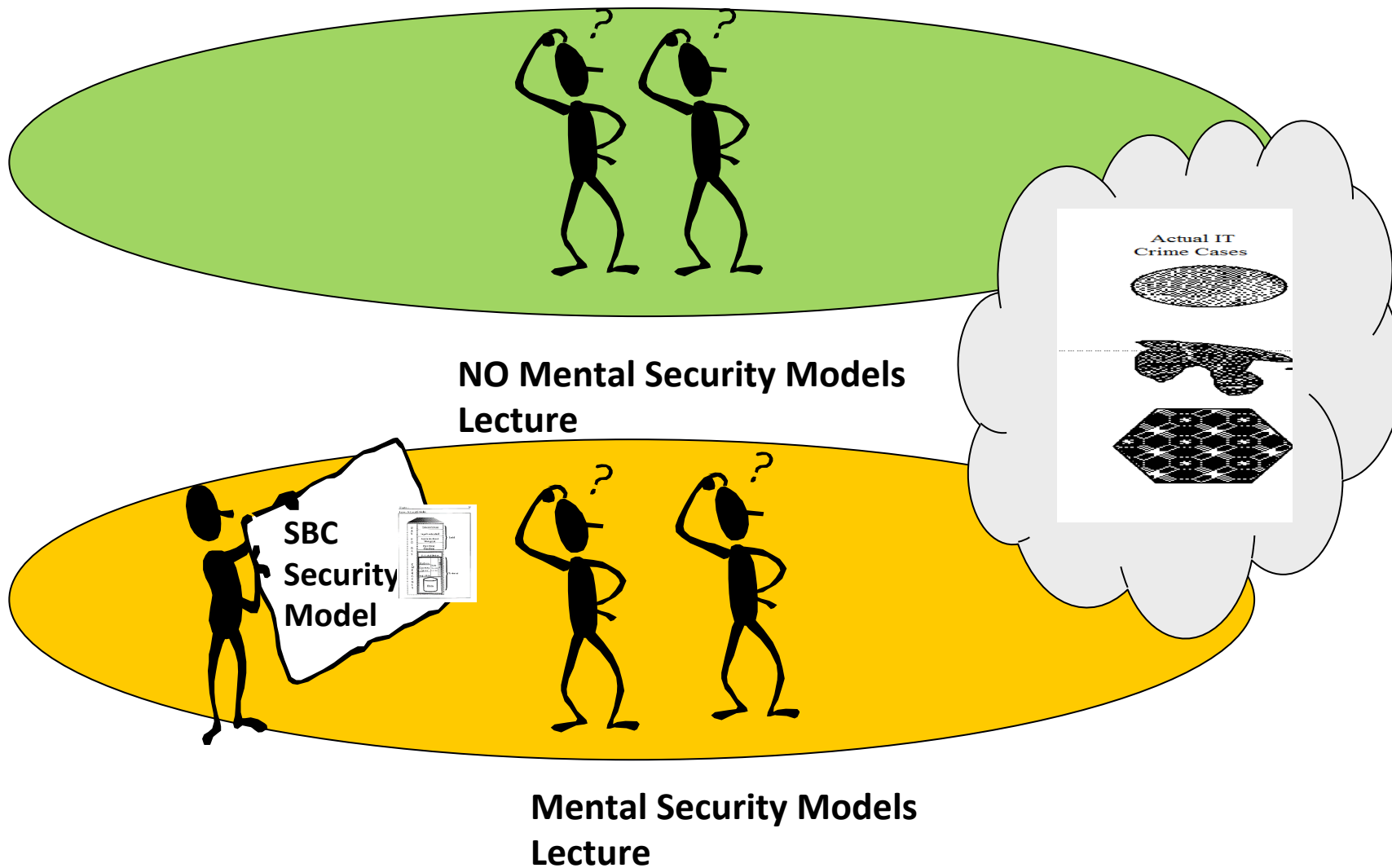
Valued Based Risk Analysis: The Key to Successful Commercial Security Targets for the Telecom Industry (Kowalski et al 2002)

Mental models of Data Privacy and Security Extracted from Interviews with Indians (Diesner et al. 2005)

Mental models of Computer Security Risks (Asgharpour et al 2007)



# Experiment



Tove Wätterstam, Stewart Kowalski, Robert Hoffmann DSV

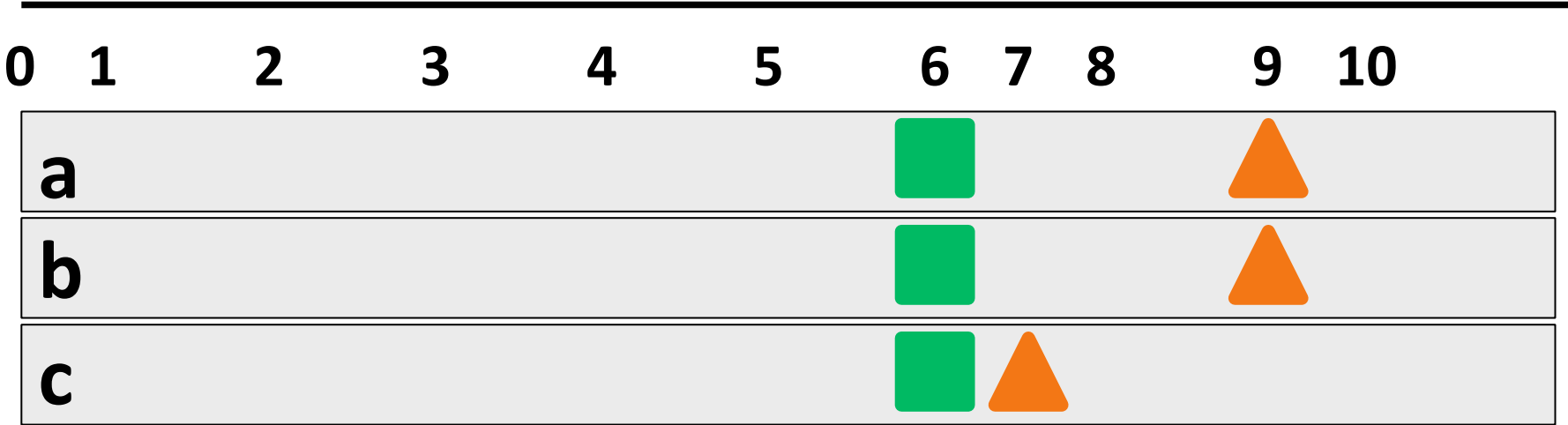


# Tasks to solve for the groups

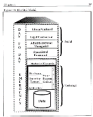
- Allocate limited resources on five different information security improvement actions
- Describe what went wrong and how to avoid two different information security incidents, described in time set log format respectively in text format
- Describe general and specific problems with the organization's IT security policy.

# Results from the experiment

- a. Allocate resources - money
- b. Incident described as log file
- c. Incident described in text format



No lecture



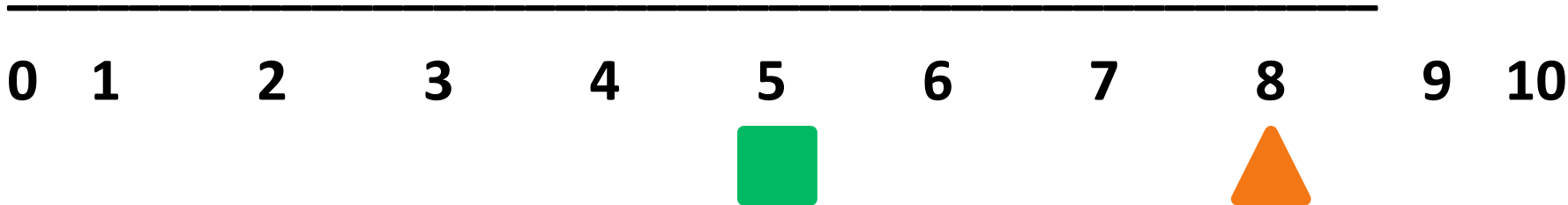
Mental model lecture



Stockholm University

# Results from the experiment

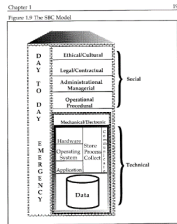
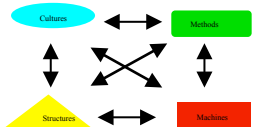
The trained socio-technical modeling group suggestions to improve existing IT security policy were ranked significantly higher to a „blinded“ expert reviews



No lecture



Mental model lecture





# Norwegian Cyber Ranges - NCR

A place where the Digital World and the Real World Can Meet  
in a simulated and safe socio-technical environment

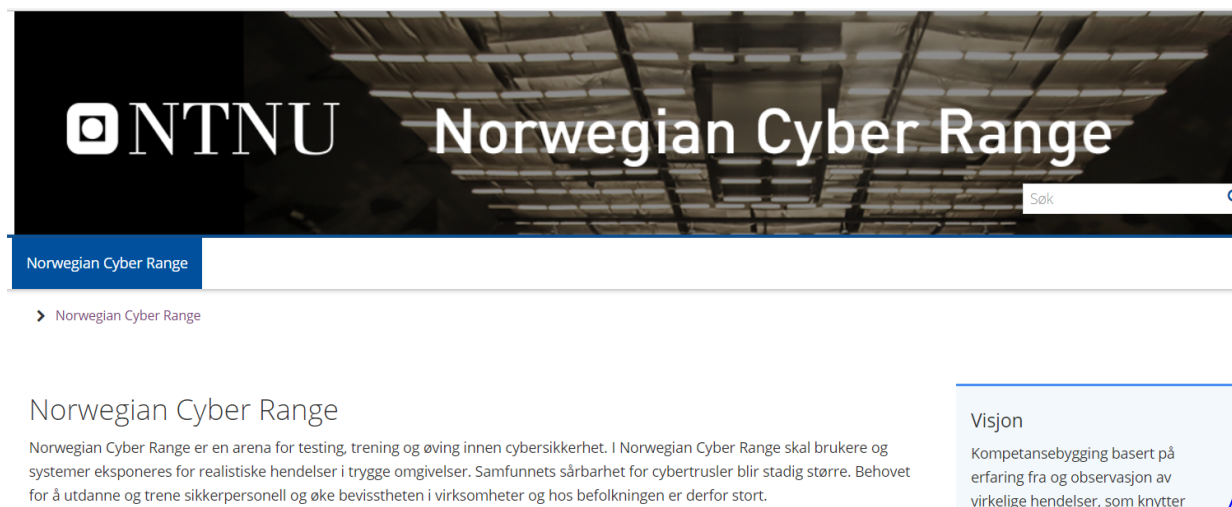


Stewart Kowalski  
Professor Information Security  
Norwegian Cyber Range  
Norwegian University of Science and Technology



# Research Partners and Beta Customers Welcome to contact

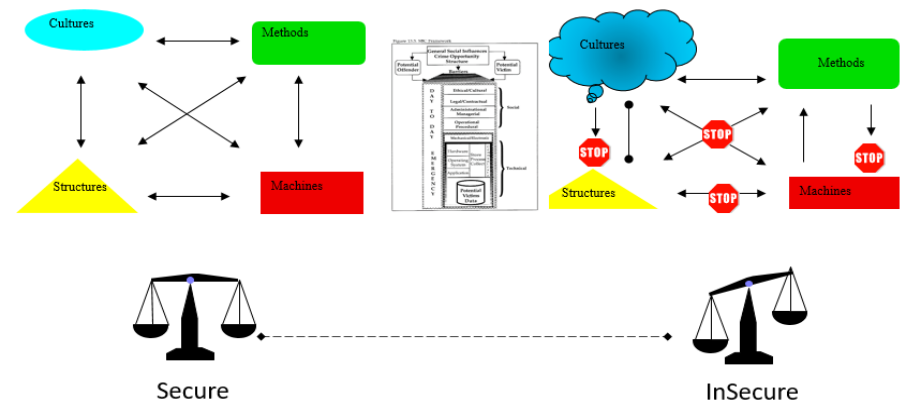
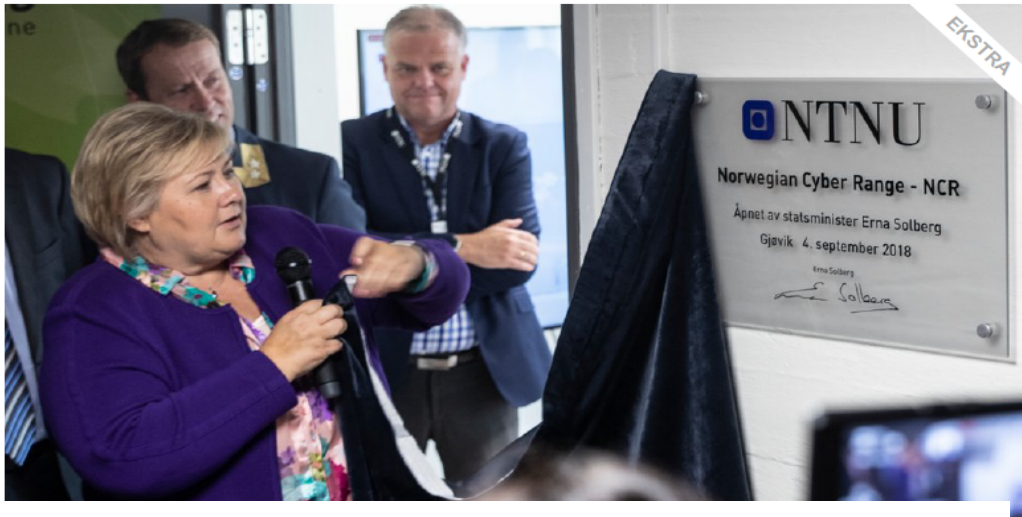
**stewart.kowalski@ntnu.no**



The screenshot shows the header of the Norwegian Cyber Range website. It features the NTNU logo and the text 'Norwegian Cyber Range' on a dark background with a server rack image. Below the header is a blue navigation bar with the text 'Norwegian Cyber Range'. Underneath, there is a link '> Norwegian Cyber Range'. The main content area has the heading 'Norwegian Cyber Range' followed by a paragraph: 'Norwegian Cyber Range er en arena for testing, trening og øving innen cybersikkerhet. I Norwegian Cyber Range skal brukere og systemer eksponeres for realistiske hendelser i trygge omgivelser. Samfunnets sårbarhet for cybertrusler blir stadig større. Behovet for å utdanne og trene sikkerpersonell og øke bevisstheten i virksomheter og hos befolkningen er derfor stort.' To the right, there is a 'Visjon' (Vision) box with the text: 'Kompetansebygging basert på erfaring fra og observasjon av virkelige hendelser, som knytter'.

<https://www.ntnu.no/ncr>





ation, and research, cyber range for testing, training, educating and researching the **socio-technical problems and solutions** with the adoption and integration of cyber and information technologies in organization and societies.

