

Micro Focus Reimagining Episode 27 Cyber

Greg Anderson

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SPEAKERS

Rob Aragao, Greg Anderson, Stan Wisseman

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Greg Anderson 00:03

The concept of enabling data for organizations, as opposed to governance, is where things are and need to heed a role of the Chief Data Officer sitting outside separate and apart from, necessarily, IT as we historically think of it, is going to be extremely important. As more and more organizations rightly become cloud forward that data isn't going to live inside of your four walls. But we need the right processes, tools and approach to make the data available in the right ways safely, legally, ethically, to allow the organization to do what it needs to do.

Rob Aragao 00:51

Welcome to the Reimagining Cyber podcast where we share short to the point perspectives on the cyber landscape. It's all about engaging yet casual conversations and what organizations are doing to reimagine their cyber programs while ensuring their business objectives are top priority, with my co-host, Stan Wisseman, Head of Security Strategists, and I'm Robert Aragao Chief Security Strategist, and this is Reimagining Cyber. So Stan, who do we have joining us for this episode?

Stan Wisseman 01:17

Rob, our guest today is Greg Anderson, Vice President and Chief Privacy Officer for E.W. Scripps Company. Greg is an experienced attorney who has led many privacy and security initiatives over his career. And prior to E.W. Scripps, Greg held a Global Data Protection Officer role at Lexmark, where he implemented a program focused on supporting the business needs while enabling capabilities to support global data protection legal requirements. Greg, it's great to have you join us today. Can you expand a little bit more on your background for our audience?

Greg Anderson 01:48

As you said, I'm a technology attorney. I focus on privacy security as well as transactions contracts. Tech has always been part of my life from a cassette-driven TRS-80 and Apple II Plus, to my first real job in telecom building out CDMA/GSM 3G networks in the U.S., Europe and Canada. I got my law

degrees from the University of Georgia and the Universite de Lyon in Lyon, France. And outside of work, I'm married to the world's best and prettiest French teacher, with whom we've I've got two young boys. And I'm a lifelong scuba diver and also spend a lot of time as a volunteer firefighter here in my town in Kentucky.

Stan Wisseman 02:33

Wow, that's great.

Greg Anderson 02:34

I'll tell you a little bit about Scripps. We're - it's 144-year-old media company with 61 local TV stations across the country, nine national networks, including Newsy, which is our recently over-the-air news channel. We're the stewards of the National Spelling Bee, which has been running for over 90 years. And one of the coolest things I get to work with Scripps has a real commitment to journalism, and it's a real pleasure to be a service to the company.

Rob Aragao 03:02

So Greg, well, first off, congratulations also on the University of Georgia Bulldogs win national championship. We didn't get to talk about that previously.

Greg Anderson 03:09

I wasn't gonna bring it up. But uh, yeah, you may have heard a little bit about the dogs in the in the news the last couple of weeks.

Rob Aragao 03:15

A little. Yeah, congrats. But let's jump into the conversation with with more of a focus obviously, on the role of privacy, right, and how you've taken some kind of programmatic approaches to to really drive better business outcomes, right and enable privacy is kind of that opportunity path to do so. So, if you think about things from a business and different organizations is so many different functions that end up getting involved in the discussions in the planning and execution. So I'd love to hear from you really, what's the model that's implement - that you've been implementing, that's worked very well? And also kind of - success that you've driven with the collaboration across those different functions of the business?

Greg Anderson 03:52

Yeah, obviously, every organization is different with different structures, hierarchies and cultures. So, the approach has to shift based on those variables. But, I truly believe there are certain truths that are self evident. And this could be both for privacy and security. The first is you have to work top down and bottom up. And what I mean by that is there really has to be buy in and support from the highest levels of the organization. So the message is repeated, reinforced, that what you're doing is important and has true meaning across the organization. And then from the bottom up, you really have to win the hearts and minds of the individual contributors. Management, by "walking around" in quotation marks, obviously, these days to a certain degree. But, what I mean is be social, get to know the folks that are out there, what their jobs are, what they're doing, how it can contribute or be impacted by what you're trying to do. Treat the program like a marketing campaign. I've learned more about branding in my role

in privacy than ever before in my career, so brand your program and really make that work for you. Buy a lot of pizzas, stickers, challenge coins, stuffed animals, whatever it is, and distribute that throughout the organization. So when people think about or privacy issues come up, then they're tying that back to you and your program. So even if they don't know what the right thing to do is or what the answer may be to a particular question, they, they know where to go. And they know that the privacy organization is there, and is there to help work through those tough issues. And lastly, I would say, get to know your DevOps, right. So your dev folks, is where a lot of the harder conversations, and a lot of the harder work is going to happen. So to really understand what they're, what they're trying to accomplish, what the roadmaps look like, get involved in stand ups, understand what dev cycles look like, and what it takes to, to make changes and shifts in what they're trying to do. So you can work well with them and accomplish what you need to accomplish.

Stan Wisseman 06:08

I think that branding message is a great one, Greg. I remember, in the old days, the awareness posters, but now you're putting that on steroids, right? I mean, in all different forms of communicating the the importance and the stickers on the laptops, or whatever it might be.

Greg Anderson 06:26

And I think, I mean, you really have to go in a lot of that sometimes is, becomes secondary, but I truly believe that bringing that to the forefront and and, and putting an effort into that to make it engaging is important because we all have to do the standardized training once a year. And there's different flavors of making that engaging. But you're really embracing that idea of making it a marketing campaign and attaching some some levity to what's otherwise, for a lot of people, a dry subject, is important.

Stan Wisseman 07:01

Another stakeholder in the whole privacy equation now is the consumer, right? I mean, in many parts of the world, the consumer now has been afforded the power to take control of their data, as well as what the organization can do with their data. You know, as these privacy laws around the world have been put in place, you know, what are some of the changes you as a business have had to make in the last several years to reflect that?

Greg Anderson 07:30

Well, yeah, there's been a lot right. As my bleary-eyed overworked colleagues in privacy will attest, the last few years have been a bit of a marathon at a sprint pace, all while juggling to get things in place. There's the the shift in how you think about your data, that - it - who owns the data, just because you have it doesn't necessarily mean that it's yours. The personal data, that PII that we talk about in privacy, belongs to the consumer, it belongs to the individual, the data subject, and the organization is the steward of that data while it's in their possession. And there's responsibilities and obligations that go along with that. So it's the changing that thinking around the data that you have. And then of course, the mechanisms and processes that have to be in place to allow the consumers to exercise those rights that they're being granted under the various and sundry laws that have been implemented around the world. In back to your my folks, my friends in Dev, historically, there's always been the thought of get all the data, right? Get everything you can get your hands on because and rightly so you never know what might be useful from a troubleshooting perspective. If there's an issue in your in your SaaS

offering, or your hardware or what have you, and a customer comes in with an issue, you just never know what you might need or where that issue is going to pop up. So it's always been a 'get all the data'. And, and now, I think there's there's truly more time and effort spent on what do we really need to get the job done, and implementing concepts like mineralization and the correct use and storage and treatment of that data.

Rob Aragao 09:40

You know, I kind of want to go into that a little bit further as it relates to the data itself, working with dev teams, and just kind of all the different components in that. And one of the themes that it seems to kind of help better scope the data that an organization is collecting on the consumers has been centered over the past year, year and a half again, getting some good traction as it relates to purpose and context. It's more about where the business kind of should be asking themselves, 'What, what is the purpose of the data that we're collecting', right? How it should be used? And what's the context behind the use of the data as well. And it all ties back into again, answering the questions relevant to know what the consumers concerns are with the privacy regulations are driving that. So has that purposing context theme, helped provide some better clarity on the requirements from a privacy perspective?

Greg Anderson 10:29

Um, I think you're rarely going to hear the words 'clarity' and 'privacy' used together. But as I mentioned above, you know, purpose and context certainly provides the lens through which an organization has to think about its practices. And if you sort of flip the script to a certain degree, and think of the requirement to understand the purpose in the context as a opportunity, as opposed to a burden, I think there can be some real value add to the business. As I, as I mentioned, historically, where the thought was just get everything, dump it, where you're going to dump it and go looking for the needle in the haystack when, and if, you need to having the discipline to collect the truly important data. And then with the requirements, the privacy requirements around understanding what data you have, where it is, how it's used, purpose, and context. I think organizations have a better insight into what they actually have today, as opposed to, you know, there's there's their data lakes, and then there's data swamps, and having just whatever you can get your hands on dumped someplace. So because it may become useful someday, doesn't necessarily work, move towards an efficient use of that data for the business. And the the idea of really understanding the purpose and context and getting what you need, as opposed to everything I think has some real advantages in the business going forward.

Stan Wisseman 12:09

Now, taking a step back, relatively speaking, privacy is still in its infancy, right? I mean, people are still learning along the way. And when you try to break down the privacy requirements, and what role teams such as legal and security and IT and compliance have to play, it can get a bit confusing. These different groups tend to translate requirements, from their own point of view, and, you know, turn to their own verbiage and try to describe the pieces that are relevant to them. You mentioned the dev teams, you know, they they have their own view of what they need to do, right. So it seems that the approach you've taken also serves as a great way of bringing people together and use your common vernacular, to properly execute a data privacy program with that, would that be a fair assess assessment? And, and so can you share some examples?

Greg Anderson 13:01

I think it is. And I think that's one of the ways that a privacy program can really be an asset to the business. When you're in the privacy role, it's it's complex. It's it's both legal and technical, and business all thrown together. And it doesn't - it's not siloed into one very easy binary answer. So I see the role of the privacy officer as being one where you have the expertise both on the legal privacy front, but you really can understand the technical side and translate/be the bridge between legal and technical in the business to bring those functions together for the common good and for a common purpose. So I, one, as I mentioned at the top, having that top down, and then the bottom up type of approach. If you have privacy advocates, if you have folks out in the various business functions that are playing a role or that you interact with frequently from a privacy perspective, and you bring those folks together, I think, I find it very interesting to see how you can break down silos within the business folks that are either working in parallel on on a similar project but have no idea or have a different take on something that another part of the business is working on. So as you create those relationships, because you're all working, you have them all working with you for you on the privacy front. There's also pickups within a business because, 'Oh well, I didn't know that this group was working on that' or approaching a particular problem from that perspective. But maybe we can help from a technical side to do things a little bit better. So um, I think examples that I've seen in the past are businesses that are going out and trying to implement a new, a new contract or a new set of terms and conditions with customers. And we're looking at that, you know, how are you gathering those? How are you grabbing those consents? How are you gathering those contracts. But because we're working together in a privacy context, with context with some of the folks on the technical side, you have some dev guys put up their hand and go, 'Well, wait a minute, instead of doing some massive mail merge and sending things via email, maybe I've got a better solution where we can automate that process for you.' So it's been interesting to see how using the privacy program as a backdrop, you can bring different functions together, to to help with not only privacy, but actual business challenges as well. And as you're working together, you know, people start to understand where you're coming from, from a privacy perspective, what that common vernacular is, and what the ultimate goal of the organization is.

Stan Wisseman 16:17

We talked about building security in, you know, I think privacy-by-design is also become more relevant. I think what you're also alluding to is getting in there early enough to influence things, and not just be at the end of the process. We're raising red flags of potential non-compliance or issues that might derail a particular business initiative. And I assume that you're trying to get in early enough to actually help make those decisions or clarify how privacy impacts a program. To avoid those kind of late lifecycle kind of impacts.

Greg Anderson 16:56

100%. Whether it's privacy or security, or legal, I think if you're going to do any of those three jobs, well, you are getting out and knowing the business, understanding the business. I go to multiple stand up meetings every month. Every quarter, I go to IT All Hands meetings. I go to business division leader Monday morning stand ups, with with a lot of frequency, even when I don't have anything to say, even if I'm not being invited for a particular purpose so I can hear what's going on out there, right. So I can understand what people are doing across the business. So you can get in there early. Because to your point, if you're coming in after the fact or after something's already finished, and there's a problem from

a security perspective, or a privacy perspective, or a legal perspective, it's a heck of a lot more expensive, more time consuming to fix it after the fact then, if you can apply it at the beginning.

Rob Aragao 18:00

And I think that makes all the sense in the world, right? It's kind of similar concept that we've seen, maybe over the past couple years, it's really worked well on the security side, which is the role of the BISO, right, the Business Information Security Officer, right, that translation layer. You kind of alluded to it with the whole privacy advocate as well, so that that collaboration, but more importantly, understanding the business context, and then translating that back and getting everybody on the same page. Being involved as early as possible is absolutely critical, I think, to any sort of project. So makes all the sense as to the approach that you take.

Greg Anderson 18:30

I work very hard in every organization that I'm in to sort of recast either legal, or privacy or in security as well, as as part of the team, right? We're not - we're not, we don't have to be the hall monitors. We don't want most of the time to be the hall monitors, right? I tell people all the time, rarely are you going to hear me say you can't run with scissors, I'm just going to work with you from the beginning to talk about how you can run with those scissors safely. And it's a a better way to collaborate and gain that trust inside the organization.

Rob Aragao 19:10

Greg, one of the things that you know, in your approach, which is different is obviously again, really focused on just working through what's needed for your business, your business partners, different functions. Whereas what we've seen in some other, you know, organization's conversations is the whole kind of 'let me take the ruler and cross hit it across your knuckles' because I'm gonna drive IT with particular privacy regulations, whether it's CCPA, you pick the particular you know, regulation, privacy-based regulation, but the approach you're taking is completely different. And I think that makes a lot of sense.

Greg Anderson 19:42

I mean, everybody is so sick and tired of hearing well, you know that the boogeyman specter of of 'Oh, if you do this, then we're going to be fined out of existence'. It's just it's the boy who cried wolf and I don't think it's effective way to to garner collaboration, respect and ultimately the chain that you need to sell.

Rob Aragao 20:00

Greg, you know, the other thing you were discussing earlier was really driving the aspect of data analytics. And as you said, the dev team is, 'Hey, I need all the data, let's put it over here. At some point in time, I need to maybe get my hands on it.' For some reason, the business is now saying I need all the data because I could drive better insights, I can drive different revenue streams. Great, right? But from a security perspective, we also have the concern that well, what's actually out there is their PII information and other intellectual property. Things that shouldn't probably be out and visible to everyone. And now you're coming in, of course, with that angle and perspective of privacy. And also, the data doesn't always just sit within our perimeter any longer. Right now, we're pushing it out to the

cloud environments and making them available for our teams to engage that way. So I guess when you look at that data analytics, and that spread, you talked about the data swamp earlier, and what are some of those key challenges that you're seeing that particular area?

Greg Anderson 20:54

I believe, going forward, that the concept of enabling data for organizations, as opposed to governance, is where things are and need to head. A role of the Chief Data Officer sitting outside separate and apart from necessarily, IT, as we historically think of it is going to be extremely important. As more and more organizations rightly become cloud forward, that data isn't going to live inside of your four walls. But we need the right processes, tools and approach to make the data available in the right ways safely, legally, ethically, to allow the organization to do what it needs to do. I am on the advisory board of an AI driven startup that looks at data in the cloud, to use that concept of enabling data across the organization in the right way. And I think that as we move forward, you're going to see more and more organizations look at data differently, more as an asset to be used across the organization, as opposed to something that you're throwing in the basement to only pull out when necessary.

Rob Aragao 22:21

And that makes sense. And I think, you know, again, just it's it's a, it's kind of a tricky environment that we're dealing with, right? We don't necessarily know what data is out there, what the purpose of the data is, at some point in time. So just trying to get your own truck around, I think is just a major issue. But I think people are making good progress. And obviously the the engagement that you share with us of how you work with the different lines of business, how you really are, again, taking that collaborative approach, almost in a way kind of gamifying, like making the awareness aspect of IT fun, right, as to, you know, these are the things that we should be considering. And it's kind of in the back of their mind. It's not like, again, smack in the face. But you got to do these things, because otherwise we're going to get penalized. So I really think that sharing with our audience the approach that you've taken in the program that you've implemented, is just a great example of what other people should be considering. So thanks for coming on and joining and sharing all those experiences within the data privacy arena.

Greg Anderson 23:16

Thank you all very much. It's been great. Appreciate it.

Stan Wisseman 23:19

Hey, thanks, Greg.

Rob Aragao 23:21

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