
Piece of ***MIND***

A Sopra Steria cyber fiction collection

CYBERFICTION EXERCISES: **IS YOUR COMPANY READY?**

Each *Cyberfiction* is a short work of anticipatory fiction describing a cyber threat that does not exist yet, but could happen tomorrow.

Sopra Steria has designed two tools to help you leverage each narrative and make sense of these future shocks:

Readiness Matrix

Assessing where your organisation stands today against the threat described in the *Cyberfiction* through six evaluation areas.

Points of View Cards

Revisiting the same threat from perspectives other than the reader's, to reveal blind spots and anticipate how stakeholders would react to this future situation.

Tips: Each activity works best when done in small groups with printed handouts.

READINESS MATRIX

WHAT IT IS FOR?

Assessing where your organisation stands today against the threat described in the Cyberfiction.

HOW TO USE IT ON YOUR OWN, OR WITH A FEW COLLEAGUES

STEP-BY-STEP

1. Read the story first, all of it, in one sitting

Don't skip ahead. The matrix only works if you and/or the whole group has the same scenario in mind.

2. Take the scenario as given

Whether it is likely is not the question. Arguing about plausibility is the most common way to waste this hour. Tips: note the objection, then carry on.

3. Start with *What's exposed for us*

The attack works the same way here as in the story, but it does not necessarily hit the same things. You can name real services, real data, real people. Note the 'Our systems' can't be the only answer.

4. Fill the columns you can

You do not have to do all six. Four columns done properly beat six done thinly, as some may not apply to you at all.

5. Slow down on *If the scenario hit tomorrow*

This is the row that turns the exercise into a preventive rehearsal, but also the easiest one to fumble.

Don't write 'we'd be stuck', write what happens:

Who finds out first? Who do they call and would that person pick up at 3 am on a Saturday? What stops, and what keeps running? What does a customer, a user or a supplier see, and how long before they see it?

YOU WILL NEED

- › The Cyberfiction
- › The Readiness Matrix, ideally printed in A3
- › A pen
- › 15 to 45 minutes, on your own, or with two to four people

6. Rate each column last, not as you go

Remember the number matters less than the disagreement about it. If two of you say 2 and 4 about the same column, stop and let that argument happen.

OPTIONAL / GOING FURTHER

7. Look at the same scenario from a position that is not yours

The **Points of View Cards** is an additional *Cyberfiction* tool which puts you in the place of a supplier, a client, a competitor, etc.

You have just filled this matrix from where you sit, but the *Points of View Cards* test whether that seat sees everything. In practice they reopen the columns you left thin, and the exposures that are obvious to everyone except you.

You can find the *Points of View Cards* in this toolkit.

TIPS: IF YOU ARE DOING THIS EXERCISE ALONE

It still works, but you will fill in what you know best and leave the rest thin.

Before you finish, re-read your sheet and ask yourself which column someone from another team (finance, operations, the front desk) **would have filled in completely differently.**

Save all this material for further discussion with your Sopra Steria experts:
cyber.communication@soprasteria.com

CYBERFICTION: READINESS MATRIX

How ready are we today?

SCENARIO

TIME HORIZON

This future is taken as given. The question is not whether it is likely, but what it reveals about where we stand today.

WHAT'S EXPOSED FOR US

The attack works the same way here as in the scenario, but it does not necessarily hit the same things. Name what it reaches in our own setting: which services, which data, which activities, which people.

	INFRASTRUCTURE	SOFTWARE & TOOLS	REGULATORY FRAMEWORK	STRATEGY & GOVERNANCE	CULTURE & VIGILANCE	DEPENDENCIES & PARTNERS
	Would our networks, hosting, backups and segmentation, as they stand today, hold up against this scenario? Why/How?	Would our current tools see this attack coming, and let us respond and recover ? Why/How?	Would we know today which obligations, standards and notification duties apply here, and could we meet them?	As they stand, would our governance, budgets and decision-making chain absorb this scenario and keep us running? Why/How?	Would our teams' reflexes and attention levels, as they are today, hold up against this scenario? Why/How?	Given our dependencies as they stand, who would fail us, and who would we drag down with us? Why/How?
WHERE WE STAND						
WHAT WE'RE MISSING						
IF THE SCENARIO HIT TOMORROW						
READINESS TODAY	12345	12345	12345	12345	12345	12345

POINTS OF VIEW CARDS

WHAT IT IS FOR?

Revisiting the future cyberthreat from positions other than your own to reveal blind spots.

HOW TO USE IT ON YOUR OWN, OR WITH A FEW COLLEAGUES

STEP-BY-STEP

1. Read the story once as yourself, before touching the cards

The cards are for the second pass. You need your own reading first, to have something to compare against.

2. Draw two or three cards, do not choose them

Choosing takes you straight to the viewpoints you may already find comfortable, which is the opposite of the point of this exercise. Tips: Drawing at random may reveal unexpected insights.

3. Re-read the scenario as that person

Not 'what would they think of us', but what they see, how they react, when they find out, and what they do next. Stay in the position for the whole re-reading.

4. Answer the questions on the card, in writing

One or two sentences is enough, but write them down. Thinking it through in your head lets you settle for a vague sense that you had covered it.

5. Sum up what changed

One line per card: what does this viewpoint make visible that yours did not? If a card changed nothing, write that too, as it is also an insight.

YOU WILL NEED

- › The *Cyberfiction*, already read once
- › Some of the *Points of View Cards* (printed and cut)
- › Some papers to write on
- › 10 to 30 minutes

OPTIONAL / GOING FURTHER

6. Take the findings back to the *Readiness Matrix*

If you have already run a session with the *Readiness Matrix*, **update it with what these viewpoints surfaced**; particularly *What's exposed for us* and the dependencies column, where they often reveal exposures you had not seen from your own position.

TIPS: IF YOU ARE DOING THIS WITH OTHERS

Take different cards, and do not compare notes until everyone has written theirs down. Talking too early flattens the differences, and the differences are a key component of this activity. Give each viewpoint a fair hearing before anyone judges how realistic it is.

Save all this material for further discussion with your Sopra Steria experts: cyber.communication@soprasteria.com

POINT OF **VIEW**
Look at this future like...



YOUR CLIENT



In this future, how do they...

React to this situation?

**Help resolve the situation
or leverage the crisis?**

Help anticipate the next shock?

**Get your business back up
and running?**

POINT OF **VIEW**
Look at this future like...



YOUR COMPETITOR



In this future, how do they...

React to this situation?

**Help resolve the situation
or leverage the crisis?**

Help anticipate the next shock?

**Get your business back up
and running?**

POINT OF **VIEW**
Look at this future like...



YOUR SUPPLIER



In this future, how do they...

React to this situation?

**Help resolve the situation
or leverage the crisis?**

Help anticipate the next shock?

**Get your business back up
and running?**

POINT OF **VIEW**
Look at this future like...



A NEW HIRE



In this future, how do they...

React to this situation?

**Help resolve the situation
or leverage the crisis?**

Help anticipate the next shock?

**Get your business back up
and running?**

POINT OF **VIEW**
Look at this future like...



YOUR **CHIEF INFORMATION SECURITY OFFICER**



In this future, how do they...

React to this situation?

**Help resolve the situation
or leverage the crisis?**

Help anticipate the next shock?

**Get your business back up
and running?**

POINT OF **VIEW**
Look at this future like...



PUBLIC AUTHORITIES



In this future, how do they...

React to this situation?

**Help resolve the situation
or leverage the crisis?**

Help anticipate the next shock?

**Get your business back up
and running?**

POINT OF **VIEW**
Look at this future like...



YOUR **INVESTOR / SHAREHOLDER**



In this future, how do they...

React to this situation?

**Help resolve the situation
or leverage the crisis?**

Help anticipate the next shock?

**Get your business back up
and running?**

POINT OF **VIEW**
Look at this future like...



A UNION REPRESENTATIVE



In this future, how do they...

React to this situation?

**Help resolve the situation
or leverage the crisis?**

Help anticipate the next shock?

**Get your business back up
and running?**

POINT OF **VIEW**
Look at this future like...



YOUR **ATTACKER**



In this future, how do they...

React to this situation?

Leverage the crisis?

Foster the crisis?

**Thwart your effort in getting
your business back up
and running?**

POINT OF **VIEW**
Look at this future like...



A **JOURNALIST**



In this future, how do they...

React to this situation?

**Help resolve the situation
or leverage the crisis?**

**Help get your business back up
and running?**

POINT OF **VIEW**
Look at this future like...



YOUR **PUBLIC-FACING STAFF**



In this future, how do they...

React to this situation?

**Help resolve the situation
or leverage the crisis?**

Help anticipate the next shock?

**Get your business back up
and running?**

POINT OF **VIEW**
Look at this future like...



In this future, how do they...

React to this situation?

**Help resolve the situation
or leverage the crisis?**

Help anticipate the next shock?

**Get your business back up
and running?**