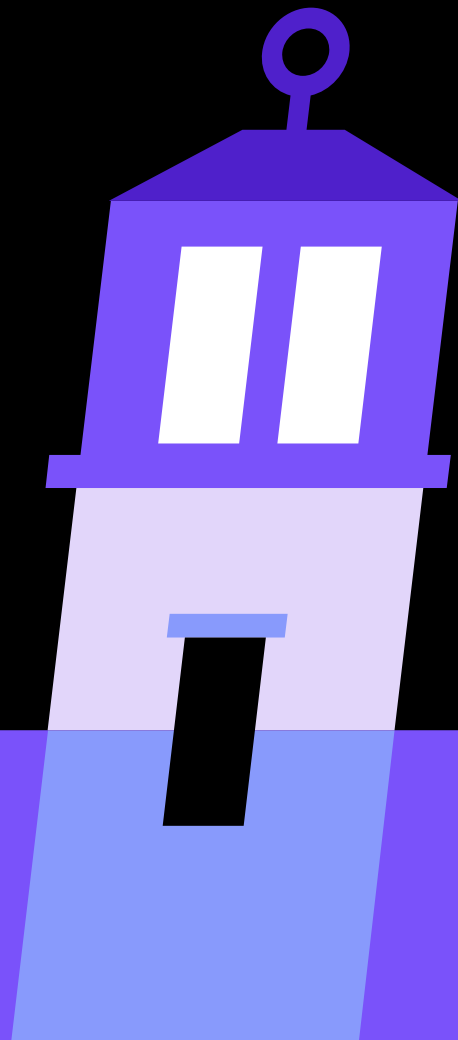




HYBRID  
IDENTITY  
PROTECTION

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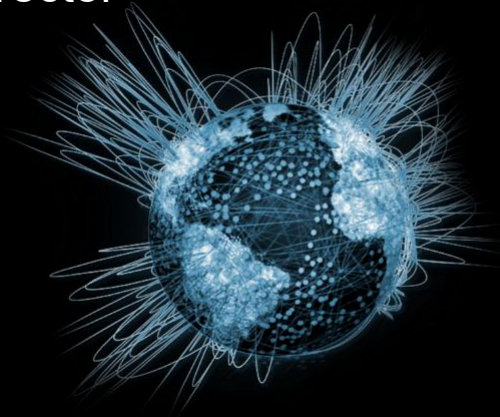




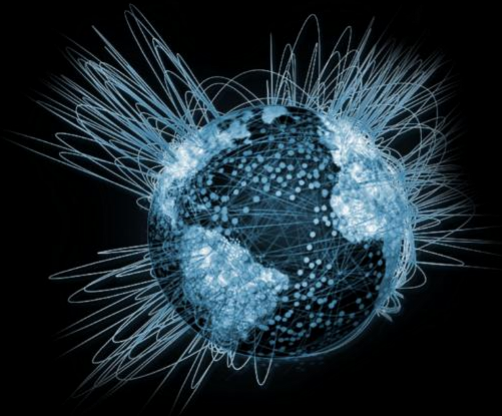
# Security in the Age of Cyber

**Chris Inglis**

Former National Cyber  
Director







# ~~Security in the Age of Cyber~~

## How Do We Get Cyberspace to Meet Our Needs?

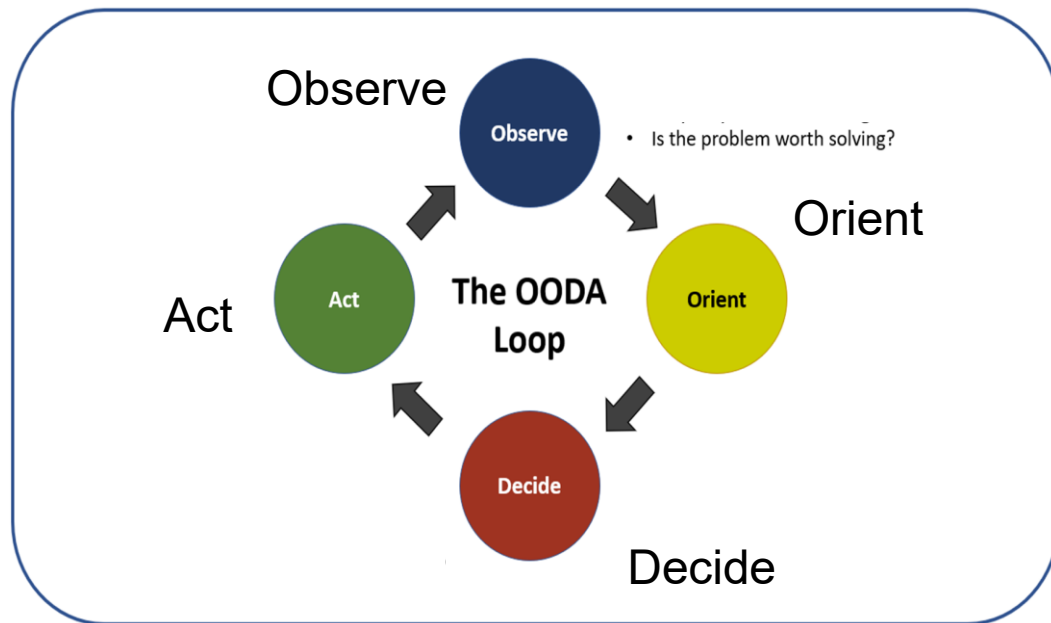
**Chris Inglis**

Former National Cyber Director

October 2025

## Why Is This Our Status Quo?

No single actor in today's shared cybersecurity ecosystem owns or controls a complete OODA loop



Our challenges are not similar — they are the SAME

## A Question for Me/Us/You

What is the purpose of your  
power?

*See Slide 22 for Some  
Ideas...*



# In Successful Organizations...

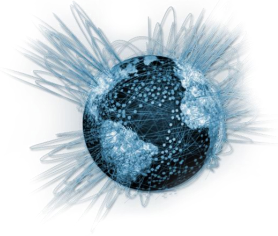
- Everyone knows the organization's purpose
- Each person knows their contribution
- Each person is empowered to effect change



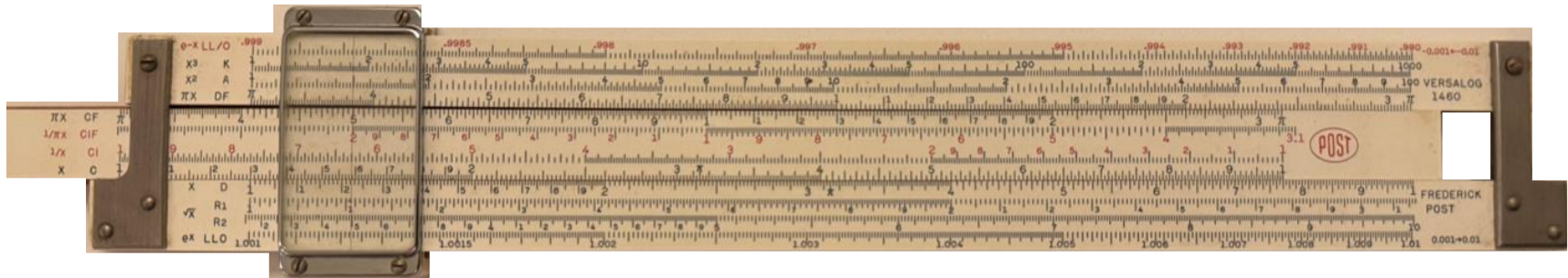
## Leadership

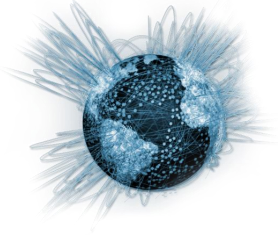
“The act of reframing what is thought to be possible and/or appropriate”





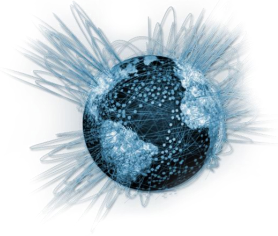
# The Dominant Analog Computer From 1620 - 1972





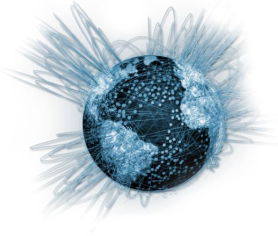
# The Dominant Analog Computer From 1620 - 1972





# Connections and Bandwidth Too



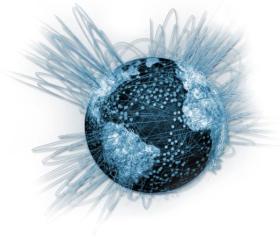


# Rules and Protocols Lent Coherence

Logic Layer



# Sandwiched Between Humans and Geography

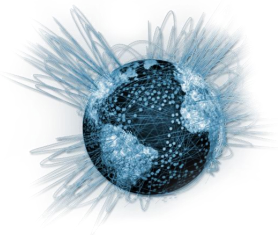


Persona Layer

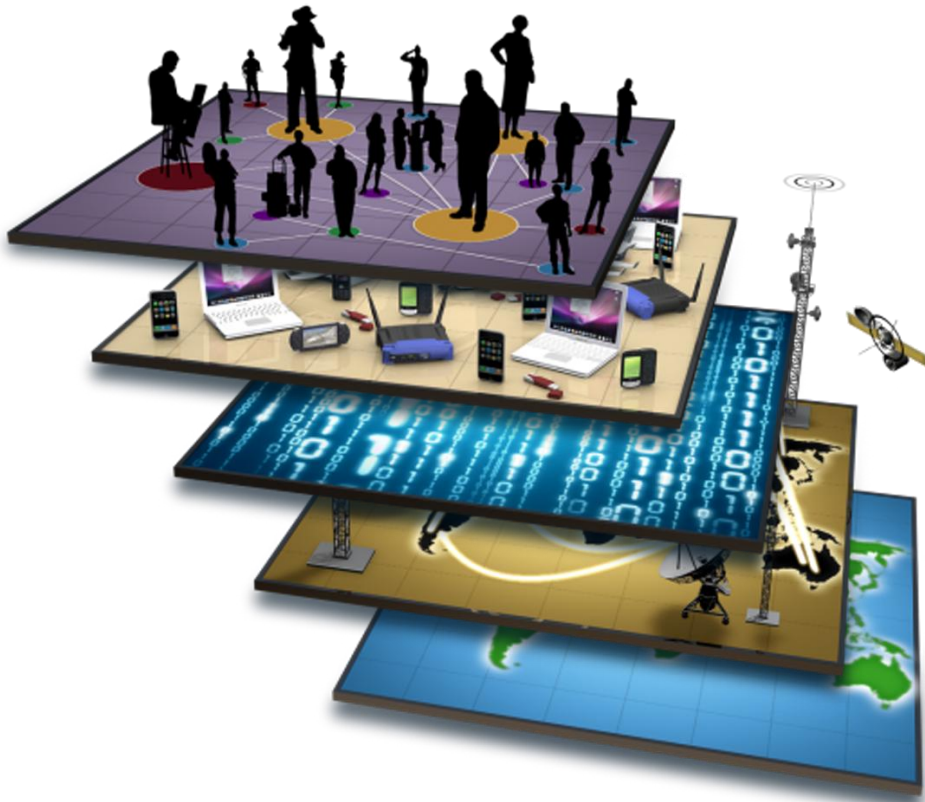


Geographic Layer

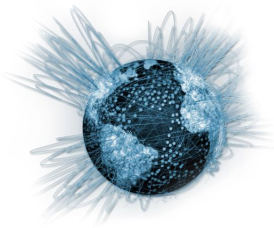




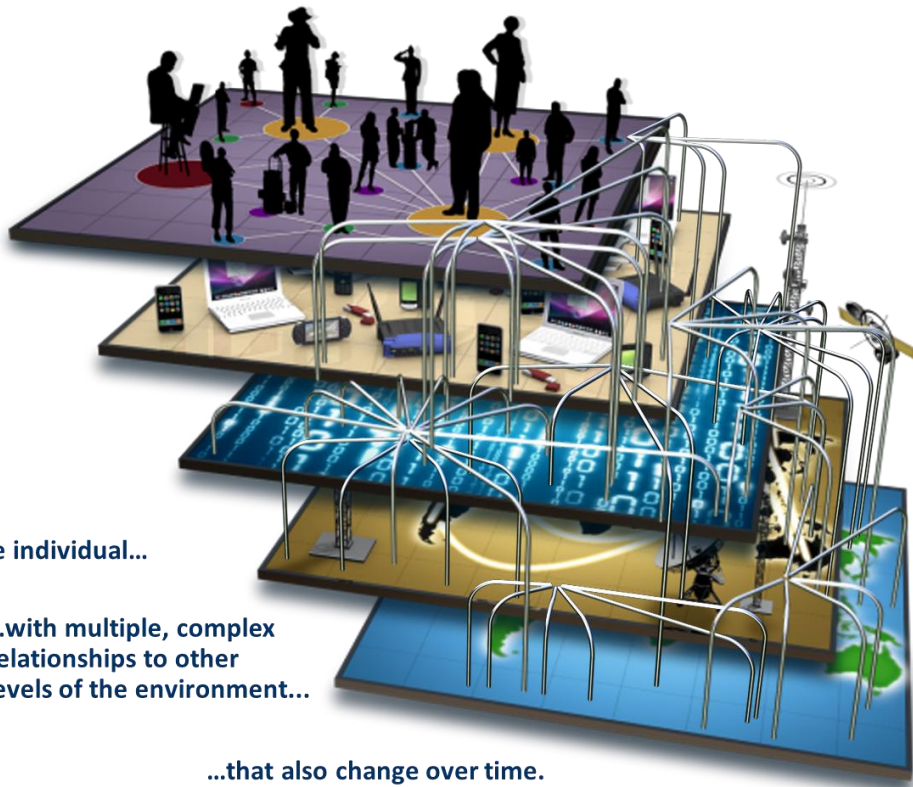
# Yielding the Realm of Cyberspace







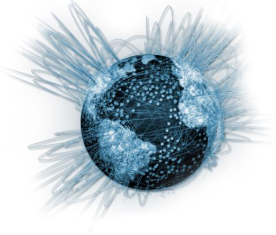
# Yielding the Realm of Cyberspace



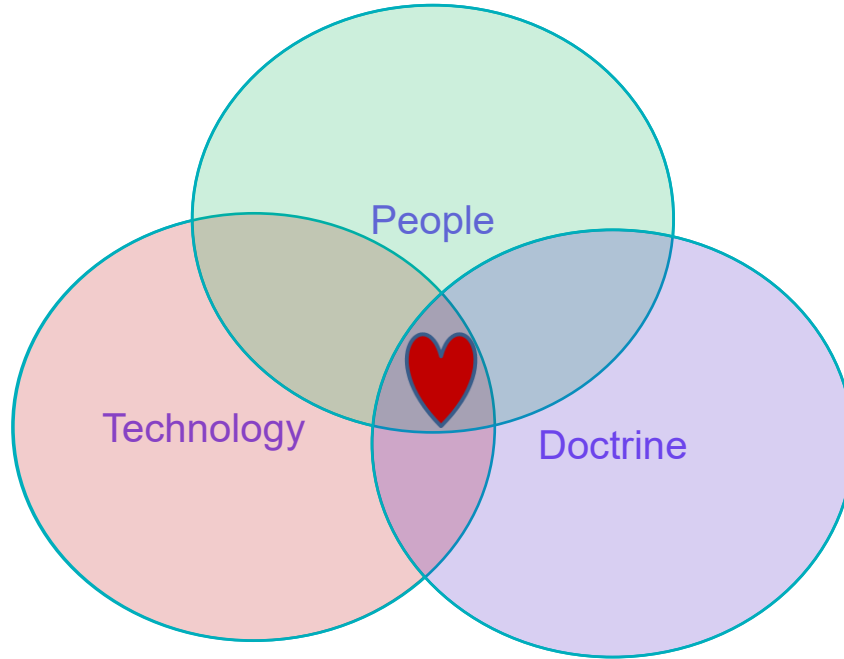
One individual...

...with multiple, complex  
relationships to other  
levels of the environment...

...that also change over time.

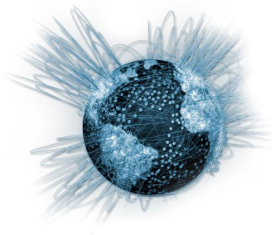


## A Simpler Depiction

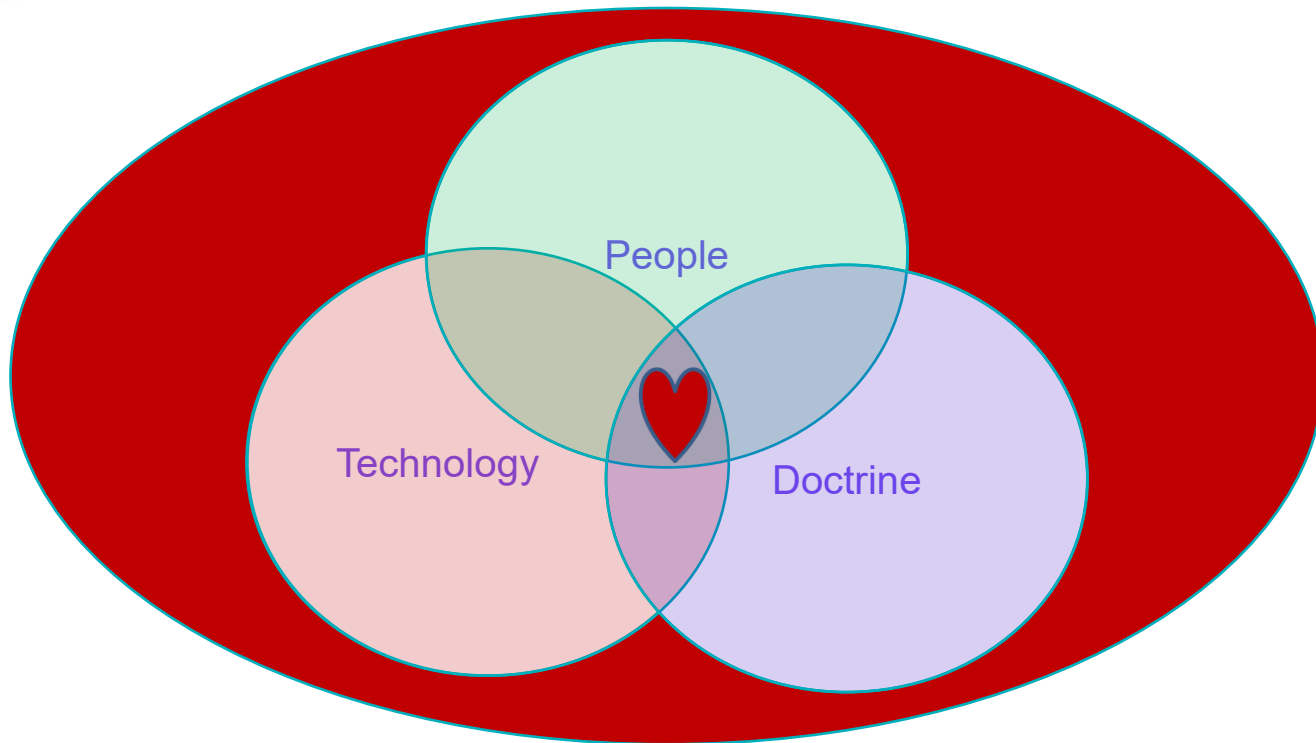


**Cyberspace is the sum of Technology, People, and Doctrine**

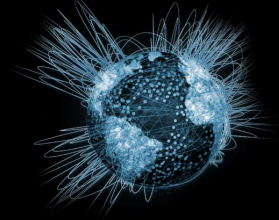




# The Eternal Presence of Adversaries



Who target assets within the space via weaknesses in Technology, People, and Doctrine



# The Strategic Threat Context

## Sins

- Theft
- Disruption
- Destruction
- Subversion/coercion

## Sinners

- Criminals
- Nation states
- Hacktivists
- Insiders

# The State of Cybersecurity in 2025

- **It's an “offense persistent” environment**
- **Devices and systems are largely indefensible**
  - *Security by design not widely accepted nor practiced*
  - *After market add-ons predominate*
  - *Users/operators serve as the first and last point of defense*
- **Detection and response is the dominant “strategy”**
  - *The equivalent of fire departments without fire safety or prevention*
  - *Each defender is on a team of one*
- **Cyber is seen as a stovepipe unto itself**
  - *Cyber action(s) perceived as the most viable response to a cyber event*
  - *IT specialists defend IT*

## The One Enduring and Stable Truth

In the absence of strategy,  
nothing is strategic.

*See Slide 23 for Some  
Ideas...*

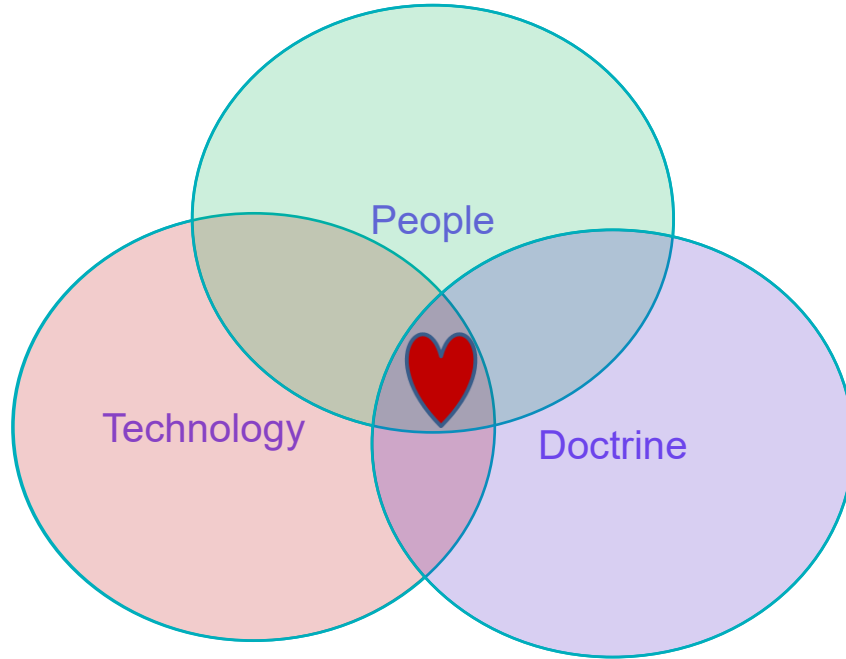
To Begin ...

# The *WHY* of cyber

We care about cyber **only** because of functions that are dependent on it

As with other critical resources, we must focus on  
*business outcomes, viability, and reputation*

# And the WHAT Must Be



The sum of Technology, People, and Doctrine

# Foundations of a Cyber Strategy

## Not Widely Practiced

- **Make digital infrastructure defensible**
  - *An issue of **strategy** driving **technology***
- **Actually defend digital infrastructure ... *in real time***
  - *A **human endeavor** across continuum from design to recovery*
- **Leverage all instruments of power in the collective defense**
  - *With a bias for **collaboration**, **coalitions** prevail where **stovepipes** fall short*
- **Align actions to consequences ... *using all instruments of power***
  - Good **and** bad — incentives are more valuable than imposed costs

# What's Required: Four Reconciliations

## **Technology, People, and Doctrine**

- Never consider or advance one without full consideration of the other two

## **Innovation, market efficiency, and safety**

- Never consider or advance one without [at least] consideration of the other two
- Across every phase of the life cycle [of digital ecosystems]

## **Strategy-to-operations-to-strategy ... cyber as asset versus liability**

- Stop defending cyber for its own sake — we are defending mission and viability

## **Disparate operations**

- Recognize that most defenders are working the same, versus merely a similar, problem
- Shared enterprises must form and execute viable OODA loops

**Thought leadership, build components that foster systemic coherence**





# The Basic Security Framework Remains Useful (in Detail)

**Planning and Initiative** – *In the absence of strategy, nothing is strategic*



# The Basic Security Framework Remains Useful (in Detail)

**Define/Declare Priorities** – *We can't be or defend all things*

**Planning and Initiative** – *In the absence of strategy, nothing is strategic*



## The Basic Security Framework Remains Useful (in Detail)

**Inherent Robustness & Resilience** – *Doctrine, People & Material*

**Define/Declare Priorities** – *We can't be or defend all things*

**Planning and Initiative** – *In the absence of strategy, nothing is strategic*



# The Basic Security Framework Remains Useful (in Detail)

**Vigilance and Cognizance** – *As a basis for action*

**Inherent Robustness & Resilience** – *Doctrine, People & Material*

**Define/Declare Priorities** – *We can't be or defend all things*

**Planning and Initiative** – *In the absence of strategy, nothing is strategic*



## The Basic Security Framework Remains Useful (in Detail)

**[re]Active Defense** – *The local, close-in, fight*

**Vigilance and Cognizance** – *As a basis for action*

**Inherent Robustness & Resilience** – *Doctrine, People & Material*

**Define/Declare Priorities** – *We can't be or defend all things*

**Planning and Initiative** – *In the absence of strategy, nothing is strategic*

## The Basic Security Framework Remains Useful (in Detail)

**Impose Consequences** – *The away fight*

**[re]Active Defense** – *The local, close-in, fight*

**Vigilance and Cognizance** – *As a basis for action*

**Inherent Robustness & Resilience** – *Doctrine, People & Material*

**Define/Declare Priorities** – *We can't be or defend all things*

**Planning and Initiative** – *In the absence of strategy, nothing is strategic*

## The Basic Security Framework Remains Useful (in Detail)

These need a foundation

Impose Consequences – *The away fight*

[re]Active Defense – *The local, close-in, fight*



## The Basic Security Framework Remains Useful (in Detail)

**These Need a Hammer  
to Match the Anvil**

**Vigilance and Cognizance** – *As a basis for action*

**Inherent Robustness & Resilience** – *Doctrine, People & Material*

**Define/Declare Priorities** – *We can't be or defend all things*

**Planning and Initiative** – *In the absence of strategy, nothing is strategic*



## The Basic Security Framework Remains Useful (in Detail)

# Concurrent Hierarchical Mutually Supporting

Impose Consequences – *The away fight*

[re]Active Defense – *The local, close-in, fight*

Vigilance and Cognizance – *As a basis for action*

Inherent in this process is the need to protect people, & Material

Define/Declare Priorities – *We can't be or defend all things*

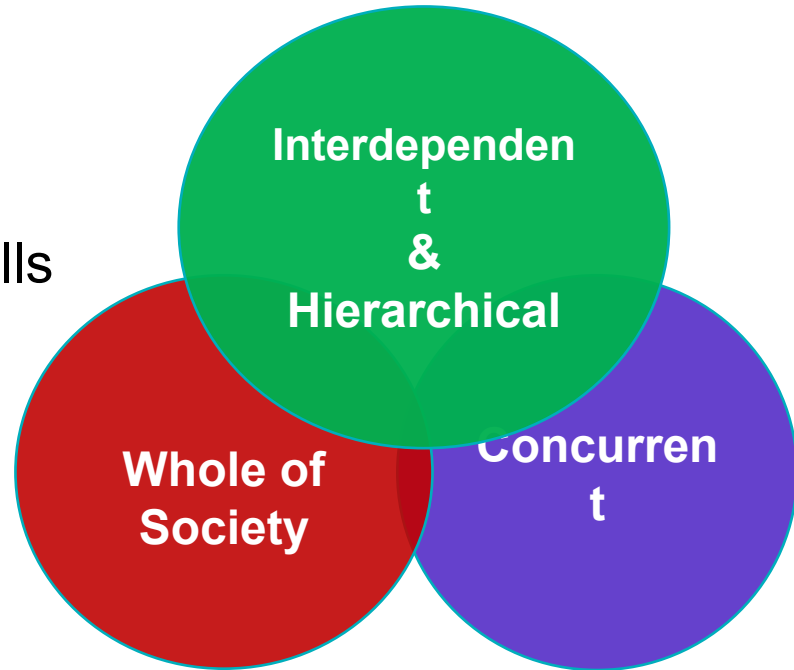
Planning and Initiative – *In the absence of strategy, nothing is strategic*

# Cyber – The Who

*The strength of the result will be in horizontal coherence and execution*

Concurrent and collaborative application of:

- **All** authorities, talents, and skills
  - ✓ Individuals
  - ✓ Private sector organizations
  - ✓ Governments



**“You have to beat all of us ... to beat any of us”**

## The World Is Increasingly Fragile, Fraught, & Unpredictable ... and Therein Lies Opportunity

Humans possess the ability to navigate complex and dynamic environments so **the future is more a choice than an assigned fate.**

### **Winners and losers will be sorted by:**

- *Strategic understanding of systems and connective tissues in play*
- *Commitment to resilience alongside innovation and market efficiency*
- *Deployment of diverse, integrated, forward-leaning capabilities*
- *Unified operations now... bolstered by growing strategic resilience*

**Opportunity: Lead thought, advocacy, and practice**



***Good luck to us***



HYBRID  
IDENTITY  
PROTECTION

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