

Is there a nobler pursuit than of protecting our people and the organizations they serve and that serve their employees?

Jonathan W. Roginski



Thank you for spending a measure of your precious time diving into the content offered by the *Managing Insider Risk and Organizational Resilience (MIROR) Journal*. At every age before and since antiquity, people have been the world's greatest resource. Even with the advent of great technology, people remain paramount. Is there a nobler pursuit than of protecting our people and the organizations they serve and that serve their employees? Many in this community would say no. So, thank you for helping us advance the conversation about risk, threat, and resilience. Let's have the conversation at every level of the organization, from entry to C-Suite.



Dr. Jon Roginski is an Assistant Professor in the United States Military Academy's Department of Mathematical Sciences (West Point) and Program Manager for the Army's Insider Threat research program located at West Point. A West Point alumnus ('96—For Freedom We Risk!), Jon served the Army as a military policeman (Army Provost Marshal in Okinawa, Japan), Operations Research Analyst (Chief of Operational Assessments at Fort Drum and Afghanistan), and Network Scientist (Director of West Point's Network Science Center).

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The West Point Insider Threat Program was activated in 2020 when leaders in the United States Department of Defense's Undersecretary of Intelligence and Security and U.S. Army Protection Directorate recognized a gap in our enterprise's theoretical and research understanding of insider threat. Insider activity that maliciously or accidentally reduces organizational efficacy has been a threat since the dawn of human organizations. This is not news. Over time, it was recognized that DoD organizations have been so busy operating that we did not have a resident capability to understand the problem in the abstract and connect theory to practice.

That the study of insider threat—and insider risk—are interdisciplinary is also not news. This community understands that if one field believes it has the answers, those practitioners do not understand the problem. West Point (and specifically, the United States Military Academy) provides a unique set of capabilities that address the gap identified in an interdisciplinary manner. Resident at USMA are approximately 50 academic departments, research centers, and programs that span every domain from STEM to humanities, quantitative to qualitative, operational to theoretical, pragmatic to ethical, and more. It is a natural fit for an organic capability that enhances the discussion of an important topic.

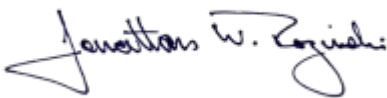
So, how can we make all of this happen? The words interdisciplinary, multidisciplinary, complication, complexity, and chaos (in the mathematical sense) all fit the ideas behind insider risk, insider threat, and organizational resilience. As a decades-long rugby player,

coach, and mentor, I see striking parallels between our operational, academic, and research endeavors with the game of rugby...which is often referred to as “organized chaos.” There is an underlying structure to rugby (albeit not always apparent), just as there is to corporate and military operations. The rugby team is comprised of 15 players that all look different and have different roles on the pitch. Those different players must come together and rely on each other to do their job. The adversary is always looking for a gap or seam exploit and gain territory or burst through the line to cause your team to retreat and attempt to re-organize while the adversary continues to leverage their advantage.

In the best rugby teams, you find a cohesive group of men or women with a common understanding of the mission at any place on the pitch. They count on the player to the left and right to do their job. There is smooth execution resulting from connection and vision that extends through each of the players, across the pitch. So, it is with organizational culture as well as the research and practice of insider-oriented research and practice. To be most impactful, we must synchronize the different disciplines across our enterprises toward a shared vision to protect and foster resilience in our people and institutions.

It was to this end that we conceived and launched *The MIRROR Journal* to bring together a variety of viewpoints from as diverse an audience as we could manage to advance the discussion of insider risk and organizational resilience.

In our first issue, you will find senior leader perspectives from the DoD and industry. We have research articles from the DoD, academia and law enforcement, and case studies and professional commentary from industry and law enforcement. We hope you find this topic and writing worth reading...and may want to contribute your thoughts to the journal or our blog. Thank you once again for your time and interest—enjoy!✓



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