RunAs Radio

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RunAs Radio is a weekly Internet Audio Talk Show for IT Professionals working with Microsoft products. The full range of IT topics is covered from a Microsoft-centric viewpoint.

Text Transcript of Show #0100
(Transcription services provided by PWOP Productions)

Show 100!
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[Music]

Brandon Wenn: From runasradio.com, you're listening to RunAs Radio, the Internet audio talk show for IT professionals with Richard Campbell and Greg Hughes. This is Brandon Wenn, announcing show #100, with guest Greg Hughes, recorded Tuesday, February 17, 2009. RunAs Radio is produced each week by PWOP Productions, providing professional media and podcasting services online at pwop.com. You can follow the boys on Twitter at twitter.com/runasradio.

Richard Campbell: Hey, you're listening to RunAs Radio. I'm your host Richard Campbell, with me as always my co-host Greg Hughes.

Greg Hughes: As always. Show #100.

Richard Campbell: Dude, obviously we're not learning.

Greg Hughes: We have been doing this for quite a while, almost two years now. When is our anniversary? Is it April?

Richard Campbell: It's in April, yeah.

Greg Hughes: This is show 100 and then we have our two-year anniversary also coming up.

Richard Campbell: Something like that, yeah.

Greg Hughes: Yeah.

Richard Campbell: I mean, this show is published in March so it all makes sense, the math, if you work it out it makes sense, but yeah, we recorded our first show or published our first show back on April 11, 2007, good old Pat Hynds.

Greg Hughes: That was my birthday. My birthday, not dropping hints or anything there but no worries.

Richard Campbell: There you go. Congratulations, sir, a hundred shows.

Greg Hughes: Yeah, congratulations to you. It's been pretty fun, hasn't it?

Richard Campbell: It absolutely has been fun. I think we just dropped right into this and I was feeling around for what we should really do for a hundredth show and I thought it would be fun to just actually interview you because lots of folks ask where the heck we came from, who are we, and what are we doing and I know a bit about your history but I thought it would be more fun to have folks actually hear the story. You've been an IT for a long time.

Greg Hughes: Yeah. Well, if you're sure that's what you want to do, we could do that. That will work. I think everybody always considers their own story to be kind of, well, so what.

Richard Campbell: Yeah, too busy living it to bother to tell it, right?

Greg Hughes: Sure. I know I've certainly heard you tell stories many, many times over and over again over the years and you tell great stories, you're the master storyteller.

Richard Campbell: Well yeah, that's just a lifestyle thing for me. My line is always I would never let the truth get in the way of a good story.

Greg Hughes: There you go.

Richard Campbell: But I don't want to jump all the way to the part where we met because that was quite late in the game, but you did not start out in technology.

Greg Hughes: Oh no, not at all. Well, I don't know. I guess it depends on how you look at it. Professionally, career-wise, I definitely did not start out in technology. I started out in photo journalism.

Richard Campbell: Something went terribly wrong there.

Greg Hughes: Well, you know, it was a lot of fun. It was something I think I was actually pretty darn good at. I really enjoyed it. It just didn't pay the bills all that well.

Richard Campbell: Right.

Greg Hughes: So you know, we can cover the detailed history but I mean photo journalism first, I was a police officer second, this career-wise speaking, and then after that I started to get into the internet side of IT web development and then, you know, the datacenter side, and then working my way from there. But really, the people who ask me where did you go to school, I've never had any formal training in IT. It's all been osmosis, self-taught OJT type of stuff.

Richard Campbell: Right.

Greg Hughes: But what I did have, the only formal training I've had in computers actually was before the photo journalism phase, it was way back when I was a kid. I grew up in Los Alamos, New Mexico, which is the Los Alamos National Laboratory is there.

Richard Campbell: That's where the original atomic bomb was let off.

Greg Hughes: Well, that's where it was built.

Richard Campbell: Right.

Greg Hughes: That's where it was designed and created and then they drove it or snuck it or did whatever they do, south down to white sands down south in New Mexico.

Richard Campbell: Right.

Greg Hughes: And that's where they blew it up, right. But you're right, the atomic bombs that were dropped at the end of World War II, they were built there in Los Alamos and so there's a nuclear weapons laboratory there and they also do a lot of health sciences and medical type of stuff there. My dad is a PhD in Physics and a brilliant guy and he was working there. My mom was a nurse at the laboratory there, but that's where I grew up, me and my brother and my mom and dad. It's a small town, there are about 18,000 people at that time. I think it's probably the same size now. You know, we had one high school, everybody knew everybody. It was a very high pressure town and it still is, I think.

Richard Campbell: Just because it's a huge cluster of super smart people.

Greg Hughes: It is. Actually, I'm told and I believe it is, I think this is accurate. It has the highest per capita of PhD population in the world.

Richard Campbell: And if that doesn't make you feel dumb, I don't know what will.

Greg Hughes: Yeah, and try being the kids of the highest per capita PhD population.

Richard Campbell: Yeah, no kidding.

Greg Hughes: And if you can imagine, you know, those people of all country, lots and lots of college and the pressure not always unreasonable, but sometimes unreasonable to be honest, but the pressure to succeed and to excel was pretty high.

Richard Campbell: Sure.

Greg Hughes: One of the things that is really, really cool about growing up there was not only is it a beautiful place, an amazing place and it's like 7500 feet above sea level so you're automatically training to be like an Olympic athlete I guess, but we had a lot of computers around, a lot of technology stuff. One of my favorite technology memories as a kid is when my dad brought home a laser and brought it inside the house at night and he lit a match and put smoke in the air and he was doing laser physics at the time and he would shine the laser across the room and the smoke was going through it, you could see the laser beam in the air and he taught to me, he explained to me like from beginning to end everything about how the laser works in a way that was completely easy to understand.

Richard Campbell: Cool.

Greg Hughes: And that was really, really cool. It's one of the cool things that I still remember from when I was a kid, but the other thing that we had was, you know, there was a buddy of mine, Mark, and he lived -- it was kind of ruralish sort of area. When I think rural, I think trees and stuff like that and this is the desert, this is the desert so it's...

Richard Campbell: So it's cactus.

Greg Hughes: Right, exactly. Yeah, there were trees but they're not the same kind of trees, not like we have here in the Pacific Northwest, that's for sure. But Mark's dad had the first ever that I ever saw, and one of the very first Apple computers that wasn't the one that was in a wood box so not the original Apple but it would have been an Apple two, the very first one.

Richard Campbell: Right.

Greg Hughes: And I remember he had the cassette tape thing that he added on, and the floppy drive in there that they had it on and then the second floppy drive, I think, and that was really cool. You might remember the name, I can never remember the name of the magazine but there was like a Mac magazine, well, that wasn't even a Mac, it was Apple, there was an Apple magazine that would come and it was on newsprint and you would open it up and it would have inside line after line after line after line of Apple basic.

Richard Campbell: Yeah, yeah, I know. There was a bunch of magazines like that way back then. There was actually a magazine called The Apple Magazine.

Greg Hughes: Is that right?

Richard Campbell: Yeah.

Greg Hughes: So you remember details that I don't so we complement each other. This is part of why we work well together.

Richard Campbell: I think so.

Greg Hughes: But his dad they would get that magazine and we would sit there all summer long and wait for that magazine, and when it would come we would start typing for days and start typing line after line, hundreds and hundreds and thousands of lines of basic code in just to see what it would do and it might be one of the text games, you know, you are standing in a field. Great.

Richard Campbell: Yeah.

Greg Hughes: You know, the Zork style of things. But I remember very clearly when we typed in a program and it started to draw lines on the screen and we could tweak the program, I remembered going in, we figured it out, have the whole coordinate system work and all that and this is, I mean it's not like there were classes to learn the stuff, this is like the computer showed up, it was sitting in the living room and we would sit there and just figure things out on how to draw lines from here to there and how to actually create images on the screen and how to change the program so that instead of saying something like you're standing on the field, you say you're standing in a freaking field or whatever. So little stuff and by today's standard it is really easy to do, but for kids that were sitting there and looking at computer programming language for the first time and really having hardly anybody there, we didn't ask anybody questions, we just look at it and figured it out. I didn't plan at that point in time that I would ever have anything to do with computers, I just thought it was fun.

Richard Campbell: Right.

Greg Hughes: You know, we also had a lot of fun doing things like go carts and building model rockets, soaking them in gasoline, shooting them at each other, and so we did all kinds of crazy stuff but ultimately I think that that time plus in high school, before I finish high school I had taken Pascal and Fortran, does an assembly and worked with a bunch of different computers in high school so we were really lucky to have that. That's my really long explanation of how cool it was to grow up and all the things that we were lucky to have in Los Alamos.

Richard Campbell: Sure, absolutely.

Greg Hughes: And those certainly influenced me later on in life.

Richard Campbell: But you did eventually end up in a career in IT somehow. I'm still trying to get to us meeting.

Greg Hughes: Right. Okay, we will get there.

Richard Campbell: Yeah.

Greg Hughes: So as I said, you know, I did the photo journalism thing and there was computer flavor in everything I did. We networked the computers together at the college to have the PCs talk to each other and the Mac's talk to each other and then eventually figured out and generate some ways to make the Macs and the PCs talk to each other. It was cool. That was the very first Macintosh there. You know, those little doorstop bricks. Then in police work, you know, I was just involved with it on the periphery of projects, just helping out with little things like wiring up, they put CDPD modems in the trunks of the police cars.

Richard Campbell: Right. Of course, you just kind of remind everyone at one point you were a cop.

Greg Hughes: Yeah, I was a cop for seven years, and there's this magical seven or eight year thing where I was photo journalist for about seven or eight years, I was a cop for seven or eight years, and anyway.

Richard Campbell: This got more to do with your short attention span than anything else I think.

Greg Hughes: Yeah or short something, I don't know. So its tolerance or I don't know what it is. So we did all kinds of cool things throughout those careers and the police work thing was fun, and you know, in police work there was the whole concept of investigations and forensics and just generally catching bad guys.

Richard Campbell: Right.

Greg Hughes: Those kinds of stuff that was always something that I've always wanted to do. You know, there were police officers when I was growing up that I really looked up to as role models and I'm sure that that influenced my decision to eventually decide to actually start, you know. Sometimes I say, you know, I used to chase ambulances around, chasing those police cars and I decided to go and drive them and I can tell you that it's an awful lot of fun to drive police cars at certain times and it's pretty exciting actually. But ultimately, this was in the early '90s when I became a cop, I guess about 1992, or a police officer I should say, and from there, there was a lot of technology involvement, and again I was just on the periphery of the project for putting laptops in the cellular data modems that they were -- this is like analog, this is like 19.2...

Richard Campbell: Right.

Greg Hughes: 19,200 BOD low-speed modems. Fast at that time. We stick them in in the trunks of police cars with radios. We were

communicating electronically on laptop computers with our dispatch center and with each other from car to car which is really cool. In fact, if you are lucky and on the inside there, you can even load web pages, some of the early web pages that were available in the early to mid-'90s on the laptop.

Richard Campbell: Wow.

Greg Hughes: It was *slower than snot* but you could do it. We did a lot of cool technology stuff in that department. There was a guy, Dan Darnell, who was really involved in pushing technology there and it made a big difference. The internet was becoming a really popular thing at that time.

Richard Campbell: Sure.

Greg Hughes: It was on the big upswing and in the 1995-ish timeframe an ISP opened up in Farmington, New Mexico, you know, in the four corners area which is pretty much in the middle of nowhere, it's a shopping city in the middle of nowhere, which was where I was working in law enforcement, and I opened up an internet account and of course I had a computer at home and hooked it up to the internet and started building web pages and that's really how I actually -- that was my first real move that directly got me I into IT. I was doing web pages and was noticed by the guy that owned the ISP, he asked me if I would mind doing some work for him on the side to do some web development in building websites and I started doing that, got involved with a start-up business, and from there I ended up getting involved with a large regional airline that was based in Farmington and then moved to Phoenix and went on as a contractor doing their -- as their webmaster and really it just went from there. I ended up moving to Oregon, took a job as a webmaster at a chip maker and very quickly after that was stolen away and hired by Corillian, the company does not exist now, it was acquired by another company called CheckFree, and at Corillian I was there from 1999 until late 2007.

Richard Campbell: Right.

Greg Hughes: Progressed through several different positions and areas of responsibility while I was there. I started there as the webmaster, and then applications management for computer applications, and then ended up IT manager and IT director, and then the VP of IT which is sort of the CIO type of role there, and the chief security executive working for and with a really great guy who right now is working over in London. His name is Jim Maloney and he was the chief security executive prior to me and I learned a lot from him. So he was definitely one of my strong mentors there. One of the things that we did there, in IT and in security, was implementing standards.

Richard Campbell: This was around the time that I got to know you. You're really serious about security like in a very deep way.

Greg Hughes: Well, we were. So Corellian was an online, and still is, it's owned and part of a bigger company now but it's online banking company, and so at that time about a third of the online banking transactions in the United States were going through, being processed by, or in some way managed by Corellian's software and that's a lot.

Richard Campbell: That is a lot of transactions.

Greg Hughes: That's a whole lot of transactions, millions and millions of transactions a day, you know, in the tens of millions. The responsibility associated with building that software, running it in a proper way, developing standards under which it should be run, the proper way to manage and do the care and feeding of it, it was really critical. On top of that, we run 12, 13, 15, I don't know the exact number, it was around 15 different banks in our datacenters, so we run their online banking infrastructure for them and then connect it via private connections back to their host, to their mainframe back in the bank, so provide the option. So from an infrastructure standpoint and a 24/7 standpoint, we were responsible for managing the security 24/7 of those online banking sites. That's a pretty big deal.

Richard Campbell: Sure.

Greg Hughes: I think we hear a lot these days, people saying there's a major argument in the industry or the security industry about is security a cost center or should it be positioned as a business enabler, and I argued the latter and there's a lot of people who say that that's just crap and we can't make that argument and it's a bad argument because it's something that we have to do and that's just the way it is and it cost money and it never makes money. Well, that's just not true. I can tell you that in our experience, we certify under what is the British Standard 7799, BS 7799, it says the ISO 177799...

Richard Campbell: Right, but it's specific to the British standard but equivalent to an ISO certification.

Greg Hughes: Which at that time was the international standard.

Richard Campbell: Okay.

Greg Hughes: The ISO certification came along afterwards. That was based on 177799, that's ISO 27001 which actually adapted the British standard, extended it somewhat, modified it a little bit just to make it a little more comprehensive and a little

more specific in a couple of various -- and we certify under that standard. So from the standpoint of being the online banking company that's driving probably a massive percentage of online banking transactions and working with 8 of the top 10 financial institutions and 20 of some of the top 100, we had to do that well. The thing with ISO 27001 standard is we were able to be tested against that. You know, I'm not saying this to tell a story about the different things I've done, I think that this stuff is important. You know, we did things well and the way that we knew we did things well is that we open the doors and left them open and had evaluators, examiners coming in all the time on a continuous basis and taking a look at the way we do things and telling us in very blunt form how we were doing and what we need to do differently.

Richard Campbell: Right.

Greg Hughes: And as a result, because we did that, we did a pretty darn good job. Now, we really did.

Richard Campbell: But I'm still wrestling with this idea that security is an asset. It still seems like a requirement to me.

Greg Hughes: Well, can't it be a requirement and be an asset?

Richard Campbell: Well, I'm with you. I'm just trying to see what the value proposition is here. I mean, immediately there are some sales you're not going to be able to make. It's a facilitator to sell, but is it actually good to create that sale?

Greg Hughes: Well, in our case, the vast majority of sales were not that way and what we've seen over the last few years is that if you cannot show that you have a comprehensive security program in place in the financial services marketplace, you can't get to play.

Richard Campbell: Right. Yeah, you're out. So it's totally a requirement. You've got to have this stuff and they're really degrees of how good are you.

Greg Hughes: Sure but at the same time, I mean I was working in the media and sort of a go to person. We were really looked through as a thought leadership group and I was quite often interviewed to provide views and point of views and opinions related to what's going on in the marketplace with the media at that time and that meant more exposure for our company as sort of a side effect, and so there was really a lot of business advantage. Our whole idea was that in a competitive marketplace, our security program, if we did it really, really well, would be a competitive advantage and we found that it was.

Richard Campbell: Okay, I'll buy that. It was a competitive advantage that because you really got to the point of having the mark key security, like this is the benchmark that others are measured by and I guess that's got to be specific to the industry, that banks cared that much, it's actually going to influence a decision of purchase.

Greg Hughes: So me personally, I wouldn't say that we were the measure that others, or the benchmark that others were measured by. I would say that we were a benchmark at times that others were measured by and certainly that we were a benchmark that we ourselves are measured by.

Richard Campbell: Right.

Greg Hughes: And I know that sounds a little flat, but seriously that really is the way it works. But also from an IT standpoint, you know, I mean if you do IT really, really well and you partner with other companies, I really believe in hiring the best people and then giving them whatever they need to be able to do their job well.

Richard Campbell: Sure.

Greg Hughes: And then getting the hell out of the way. Be there for them, support them and continue to make sure that you have a good process that works really well, be a part of that process, but don't be the impediment to getting the job done. In fact, I think a professional manager's job is to be the filter if you will.

Richard Campbell: Right.

Greg Hughes: Protect those people from the destructions, and I'm not saying protect them from intentional bad guys but protect them from destructions that keep them from being effective. From whether it was a security standpoint, or IT standpoint, or a whole variety of other directions that our business went into Corillian, we're quite often looked to by our partners and customers and other companies as a place to go for help when things were difficult.

Richard Campbell: Okay, it makes sense but yeah, I find that as positive as you want to be; people see security as an obstacle for the most part.

Greg Hughes: The difficulty is so it's the protect and serve thing, right.

Richard Campbell: Right.

Greg Hughes: So now I'm going to go back to the police stories so the fact of the matter is that in security and in IT, and different organizations

sometimes they have those things mixed together or completely separate or sort of a hybrid, but you have to be from a control standpoint, from a budget standpoint on IT specially and from a process standpoint. You're quite often the person that has to say no.

Richard Campbell: Right.

Greg Hughes: The problem in IT and security, the cliché problem, and I'm going to say something bad about my compadres in these fields, it's that people think that that's what they're supposed to do, is say no.

Richard Campbell: Right.

Greg Hughes: And that, guys, gals, that is not what you're supposed to do. What you're supposed to be doing is finding a way to say yes. That may not mean that you are saying yes to exactly what they're requesting, but ultimately when somebody is coming to you and presenting you with their solution for how to solve the problem for the business thing that they need to get done, what they are really, really are asking for or what they really need, even if they don't necessarily cognitively know it, is they need to try to find a way to meet their business needs. I mean, those of us in IT and security, but especially in IT, know that quite often people will come to us and they will have a solution in mind and it's the most hair brained scheme that we ever heard of, that we will all rise and we cuss behind their backs and we talk about them in bad ways and that's too bad but it does happen. Doesn't it?

Richard Campbell: Absolutely.

Greg Hughes: But ultimately, what that means is that we're not training our customers very well. These are our customers and if they're coming to us and they feel that they have to put together and go out and get quotes and bids for servers and they have to bring all of the stuff in and they have to have the whole thing designed before IT ever sees it, and then of course it's frustrating when they bring it to us and we're saying, well, that doesn't fit into our infrastructure, that won't work, and there's all these holes in your theory and your design is not going to work. Ultimately, if we are out in front and proactively helping them solve their problems and providing that service, then we would have to say no nearly as often at the time that they actually come to us which is way, way too late.

Richard Campbell: Yeah, generally they come to you at the end when they're app doesn't work because your security rules have actually done their job and blocked whatever it is they thought they could do.

Greg Hughes: Right and this is why it is so important to attack these problems in the design phase way, way, way before anything ever gets built. I really believe that -- so touching on the security side of things, security is a key component of quality. I don't think you can run a business, or build a product or an application, or write software in a way that is quality sufficient without having security be an underlying component of all of it.

Richard Campbell: Right.

Greg Hughes: And it's not just security, there's other components of quality as well. So with security, there's a tendency and this is fed, this is fed, I want to point this out, by security people who say no a lot and who are the throw down the gauntlet and get emotional and challenge people a lot, that style, that *fud: fear, uncertainty, and doubt* style of security that ruins business.

Richard Campbell: Yeah.

Greg Hughes: That is harmful to the point where people won't involve security. They look at security as this necessary brick walls that they have to walk up to at some point before they finish this project and you hear it all the time, we need security to sign off on this.

Richard Campbell: Right. I don't actually want them involved, I just want them to agree and go away.

Greg Hughes: Right. Okay, we need you to do a review. Well, if we're doing a review and the software is already written, if what you really want is for us to check a box, dial a line, cross the T, then that's not security. That's bull crap, that's what that is. So this is the way that I try to explain it to people ahead of time. It's that security is not things that we do. Security is the way that we do things.

Richard Campbell: Nice.

Greg Hughes: And that's subtle and there are things that you do, but what it's not is it's not a set of boxes that you check as sort of gateways along your project plan, but rather, it is an underlying philosophy and a way of doing things that should inform and should affect the way that you do business. Everybody at any company in some way shape or form, even if it feels very subtle or minimum, is the security employee. You know you have these cards that you use that you have to swipe in front of a card reader to unlock the doors so you could walk in, possession of that card, there's a security responsibility there. Somebody sitting at the front desk answering the phone needs to be careful about

how they answer the phone in what they say and don't say.

Richard Campbell: Yeah.

Greg Hughes: Somebody is not allowing people to follow them through. Some people are designing security systems and tools and it's really clear what their role is. Some people are writing policies and process and procedures and things, but ultimately the security team is everybody, it's an extended team. Security should facilitate doing business very, very well, strategically speaking. Tactically, it's not always easy and so you try to address those tactical hiccups if you will, but strategically there should be a very obvious and clear view that security is helping the business along, and if it's not then there's a good indication there that it's time to take a look at things and try to figure out why are we doing things the way that we do them.

Richard Campbell: Sure.

Greg Hughes: Well, that's preaching, isn't it?

Richard Campbell: Well, you know, you're a believer, man, no two ways about it and I do think that this sort of service oriented mentally we have to have not just in security but in IT entirely after all here we are in an economic downturn, if you don't know where the money is made, you're vulnerable like you're seriously vulnerable and I don't find that most IT infrastructures and IT personnel are conscious of the fact that we don't actually make money for the company, we help the rest of the company be successful in making money and so if we don't serve them well we're hooped, we're the first people to go.

Greg Hughes: And there's a lot of really crappy help desks out there and while they're not service desk, they're help desk and we've had a couple of guests on that talked about that before.

Richard Campbell: Yeah, absolutely.

Greg Hughes: I do consulting work now. Except for the last year and a half, that's what I've done. I've done start-up consulting and a lot of IT and security consulting, and a lot of what I do is assessing and evaluating and then helping people improve what they're doing whether it's in IT or in security. You know, the service, like you say, that service oriented approach to things, that I am here to provide the service to my customers and who are my customers and having that well identified and understanding what their needs are and then partnering with them and being their ally is really the approach that needs to be taken because I mean it's one company, we're all on the same team, we want to try and make things work, that's the goal. The old school philosophy of IT people have their kingdom and don't touch it, it's mine and the security people who are saying no, no, no, no, you can't do anything, you know, that doesn't help the business. At the same time, the business needs to be open to, and honestly if there is a history of negativity on the part of IT or security, then the IT and security management and the executive management have the responsibility of helping the business to recognize the value and prove to them, and you know, ultimately once you lost trust, the way that you deal with that is you communicate really, really well and you rebuild trust.

Richard Campbell: Yeah.

Greg Hughes: IT and security communication is the key, it is the key. What's happening, why is it happening. If I'm the customer who is reading the email announcement that's sent out, I want to know how does this affect me, what can I do to help, why is this important to the company, and why is it that I have to stop my work or that my work has to be impacted for the next two days, what's the big picture impact this is going to have two weeks, in two months, in two years down the road and so that I can understand why is it that I'm being ask to change the way that I do things because I have my own goals and my requirements and my own things that I have to deliver on. So just communicating proactively information that says, hey, we need you to help us and this is why we need you to help, really can change the game from an IT management standpoint.

Richard Campbell: And definitely showing that you know I feel like a security folk who sometimes fall into that trap of always coming in with the dooming looms scenario. All of our credit card numbers will be stolen, like if we don't take care of these things, these terrible things are going to happen to us.

Greg Hughes: Well, terrible things do happen sometimes. I mean, geez, at the last place that I worked at, my laptop was stolen that had my private information on it with a bunch of others, and what are you going to do, it happens.

Richard Campbell: Right.

Greg Hughes: And so it's not that there's not doom and gloom out there. Well, you know what, there's not doom and gloom out there. Doom and gloom is paintbrush, so a great bit paintbrush that says that everything is bad and that's not true. The difficult thing for security, an IT security program in organizations to balance is the -- it's a balance of how do I enable the company to get things done really well and still protect the company from itself or the people from themselves.

Richard Campbell: Right.

Greg Hughes: People from the processes or what have you. You want to make sure that you don't create any artificial gates that don't need to be there, or wherever you build the controls you put in place are effective but also enable the business to work and it's a difficult balancing act and sometimes it's trial and error the way that you have to put it together.

Richard Campbell: Sure.

Greg Hughes: But ultimately, you do have to protect the company from itself.

Richard Campbell: Yeah, and you are the one that's going to catch it when that fails.

Greg Hughes: That's true and one of the tough things to explain to people is that, you know what, sometimes we hire people that are not very nice people, not very good people and we don't know. We do background checks, and we do all kinds of criminal history and employment history type of stuff just to make sure the people that we're hiring are good and honest people, but every now and then you hire somebody, maybe they were honest before but for some reason something happened in their lives and they're not honest now. We still have to protect against employee theft for example, or employee data theft.

Richard Campbell: Yeah, that internal security risk, not just the external ones.

Greg Hughes: Right. But one of the positive benefits, let's say we take that as one example. How do we communicate that to something because there is a positive side to that. If I put controls in place to severely limit, let's not say severely, strictly limits access to information for example, maybe sensitive information, so that Richard can't get to it but Greg can, not only does that put protections in place for the data, it also puts protections in place for Richard.

Richard Campbell: Yeah.

Greg Hughes: If something happens to that data, Richard doesn't have to worry about being accused or blamed for that.

Richard Campbell: When I was working with the dev team, the first thing I said is we don't want access to production service, don't give it to us because if anything goes wrong with them I don't want it to be that we messed with them because there's just no way for us to get there.

Greg Hughes: Right.

Richard Campbell: I'm a big believer in limiting my access to the stuff I actually need so that you can eliminate me from the process of getting at how things went wrong.

Greg Hughes: Sure. My latest business cards that I got, Hugh MacLeod does this really great cartoons, he did the Blue Monster cartoon for Microsoft, I don't know if you had seen those...

Richard Campbell: Yes.

Greg Hughes: And a whole bunch of others in gapingvoid.com, that's his website.

Richard Campbell: Yeah, I know it well.

Greg Hughes: And it's great, he does great stuff and I have one of his business cards and it says, "Tech problems don't exists, people problem exists." That's the cartoon that's on my business card now.

Richard Campbell: Awesome.

Greg Hughes: And I've always said, you know, there's no such thing as a technology problem, there are only people problems and I've said that for years and years and so I had to get that business card, but if you think about it and if you sort of adopt that philosophy from a management's standpoint I think it's a really viable way to look at things, it's that people have to build technology and how you use the technology and how you implement it is what really, really matters.

Richard Campbell: Sure.

Greg Hughes: Technology problems don't solve people problems. It really works the other way around.

Richard Campbell: Awesome. Great way to close out there, Greg. Thanks so much for talking.

Greg Hughes: Well, here's show 200, right.

Richard Campbell: You bet, buddy.

Greg Hughes: Work our way through it. Hey, for all I know it's been a lot of fun so far working within and we're looking forward to the future.

Richard Campbell: Me too, man. Thanks a lot for being my co-host and making the show work.

Greg Hughes: Yeah and thanks for being a good friend too.

Richard Campbell: And we'll talk to you next week on RunAs Radio.