

WORKSHOP GARR 2025

NET MAKERS

Comunicare la crisi L'esperienza CLAW

Simona Venuti – GARR

Roma, WorkShop GARR, 4 novembre 2025

Chi sono

Simona Venuti

- Migliorare l'universo
- Cercare di convincere le persone a "fare sicurezza"
- [... un sacco di altre cose...]

Membro del GARR-CERT dal 2007

- Sfrenata ed incontenibile passione per la sicurezza informatica fin da piccola
- Gattara sfegatata, mi nutro di gattini su internet
- Altro: cucire e cucinare

Ringrazio il mio mentore Roberto Cecchini

per avermi fatto scoprire questo mondo 30 anni fa (la sicurezza, non il cucito o i gattini)



Agenda

- C'è GROSSA crisi!
- Definizione di crisi
- L'esperienza di Geant CLAW sulla gestione della crisi
- Comunicare la crisi in tempi di crisi

Credits: Davina Luyten – Belnet

C'è GROSSE crisi!



Corrado Guzzanti, 1997
Pippo Kennedy Show, Rai3

Latest news

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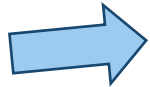
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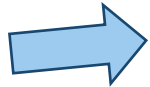
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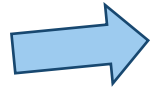
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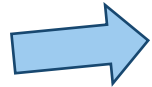
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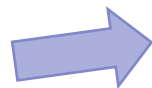
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Cosa è/Quando è una crisi?

Non c'è una unica condizione per entrare in stato di crisi

- Pericolo per la salute e vita delle persone
- Quando tutto ciò che potevamo fare per rimediare non ha funzionato
 - Possiamo soltanto aspettare che passi, cercando di limitare il danno
- Pericolo per la missione dell'Organizzazione

Cosa è/Quando è una crisi?

Non c'è una unica condizione per entrare in stato di crisi

Oggettivo

- Pericolo per la salute e vita delle persone
- Quando tutto ciò che potevamo fare per rimediare non ha funzionato
 - Possiamo soltanto aspettare che passi, cercando di limitare il danno
- Pericolo per la missione dell'Organizzazione

Pericolo per la Missione

Capire quando è in pericolo la missione dell'Organizzazione è più difficile, e talvolta soggettiva

- Dipende dalla **propensione al rischio** del management
 - Un problema che per qualcuno «ansioso» è critico o vitale, per un altro può essere un problema grave, ma non critico
- Dipende dalla **considerazione** che si ha di un certo servizio

Ci sono dei metodi che cercano di trovare un sistema oggettivo per capire quando un grave problema diventa crisi

Individuare i servizi essenziali

L'importanza di essere in crisi

Il momento giusto per dichiarare lo stato di crisi è molto importante

- Fuori ci sono **pressioni fortissime** (utenti impattati, vittime, stampa, fake news), il tempo prendere decisioni è scarso, le informazioni che abbiamo per decidere sono incomplete e spesso incoerenti
- Durante lo stato di crisi si scatenano **persone, processi e azioni per affrontare**
- Tutta l'organizzazione entra in uno stato di emergenza e si adopera **ordinatamente** per limitare il danno

Come un'evacuazione disciplinata a seguito di un incendio

**E' necessario avere un «Piano di Crisi» prima dell'evento,
per garantire un minimo di organizzazione ed efficienza durante**

GÉANT CLAW

Nel 2016 un gruppo di entusiasti che ci aveva visto lungo, iniziò a pensare alla gestione della crisi, e come poter aiutare le NREN nello sviluppo di piani e procedure per affrontarla al meglio

- Nel 2017 ci fu il primo workshop CLAW 2017
- Dal 2022 ci sono due edizioni, una in presenza a dicembre e una online in primavera.
- L'edizione online è la copia, più breve e ridotta, contiene solo l'esercizio di simulazione

Ci sono circa 60 partecipanti, da 20 NREN

CLAW – Programma

Primo giorno e working dinner

- Training su diversi aspetti della gestione di una crisi (stress management, communication, leadership, policy e processi, creatività e pensiero laterale, etc.)
- Information sharing sulle esperienze di chi è passato da una crisi durante l'anno

Secondo giorno

Esercizio in cui vengono simulati degli avvenimenti che piano piano scatenano un grave problema che diventa critico per l'organizzazione

Guilder Königeraiche



Anne van Dyson
Königenn og Guilder

- The capital of Guilder is Zardoz, with 2 million inhabitants.
- The Kingdom is divided into 9 administrative districts, located in 4 historical regions of the country: Zardozya, Rurfatu Mountains, Plains of Rous and Western Provinces.



- GuilREN is the National Research and Education Network for Guilder. GuilREN was created in 1990 by the five big universities (Trillian University, Zardozi University, Montoya University, Technical University of Zardozi and Guilder University) with a subsidy of the Guilder Ministry of Education.
- GuilREN is a cooperative association with the Member's Council as its highest governing body. All 18 member institutions of GuilREN are part of the Member's Council, but there are only five or six University Presidents who are actively interested in what GuilREN does.
- 103 people work at GuilREN in the departments Management Services, Infrastructure and Identity Services, Security and Network, Registry and Collaboration and Procurement. They are led by the Management Board.



Tool e strumenti di simulazione crisi

E' un tool che contiene

- La **documentazione** dell'Organizzazione:
 - Piano di crisi
 - Vari altri piani e procedure
- **Rubrica telefonica** per «telefonare» a varie persone/uffici
- **Simulatore di social media** (tipo twitter) dove vengono iniettati messaggi delle persone comuni in relazione ai disservizi

Maxischermo dove periodicamente vengono iniettati

- Telegiornali, breaking news, edizioni straordinarie
- Rivendicazioni terroristiche
- Messaggi della Regina

Outcome

Di solito l'esercizio non si concentra **MAI sugli aspetti tecnici**

Ciascuno di noi ha le proprie procedure per ripristinare

Vengono invece messi alla prova

- Capacità organizzative/gestionali del piano e delle persone
- Capacità di resistenza/risposta alle injection
- **Comunicazione interna ed esterna**

**La comunicazione è un fattore fondamentale
durante una crisi**

Suggerimento n. 1 – Piano di comunicazione

E' necessario predisporre di un **piano di comunicazione**

- **Comunicazione interna:** colleghi, dipendenti, upper-management
- **Comunicazione esterna:** vittime, enti impattati, stampa, social media

Elementi del piano di comunicazione

- Scopi e obiettivi
- Crisis communication team: ruoli e responsabilità
- Procedure – Procedure di escalation
- Strategie di comunicazione
- Lista di canali di canali di comunicazione e tool
- Comunicazioni per la stampa
- Scenari possibili
- Template

Scopi del piano di comunicazione

- **Informare** tutti enti e persone coinvolte sull'attacco
- **Dare istruzioni...** per esempio: "cambiare password", "riavviare del computer"
- Per **manifestare empatia** verso le vittime
- Per **proteggere la reputazione** dell'Organizzazione

Suggerimento n.2 – Strategie di comunicazione

- Parlare prima che lo faccia qualcun altro
- Dire la verità
- Usare un linguaggio semplice, per non tecnici
- Attenersi al messaggio che vogliamo dare
- Una sola campana: accordarsi prima su cosa dire

Suggerimento n.3 – Stick to the Key Elements

Attenerci alle informazioni senza lasciare che ci mandino fuori tema

We know: sappiamo cosa è successo

We do: stiamo lavorando ad una soluzione

We care: stiamo affrontando molto seriamente il problema

We'll be back: dichiariamo quando potremmo fornire maggiori informazioni

Suggerimento n.4 - Template

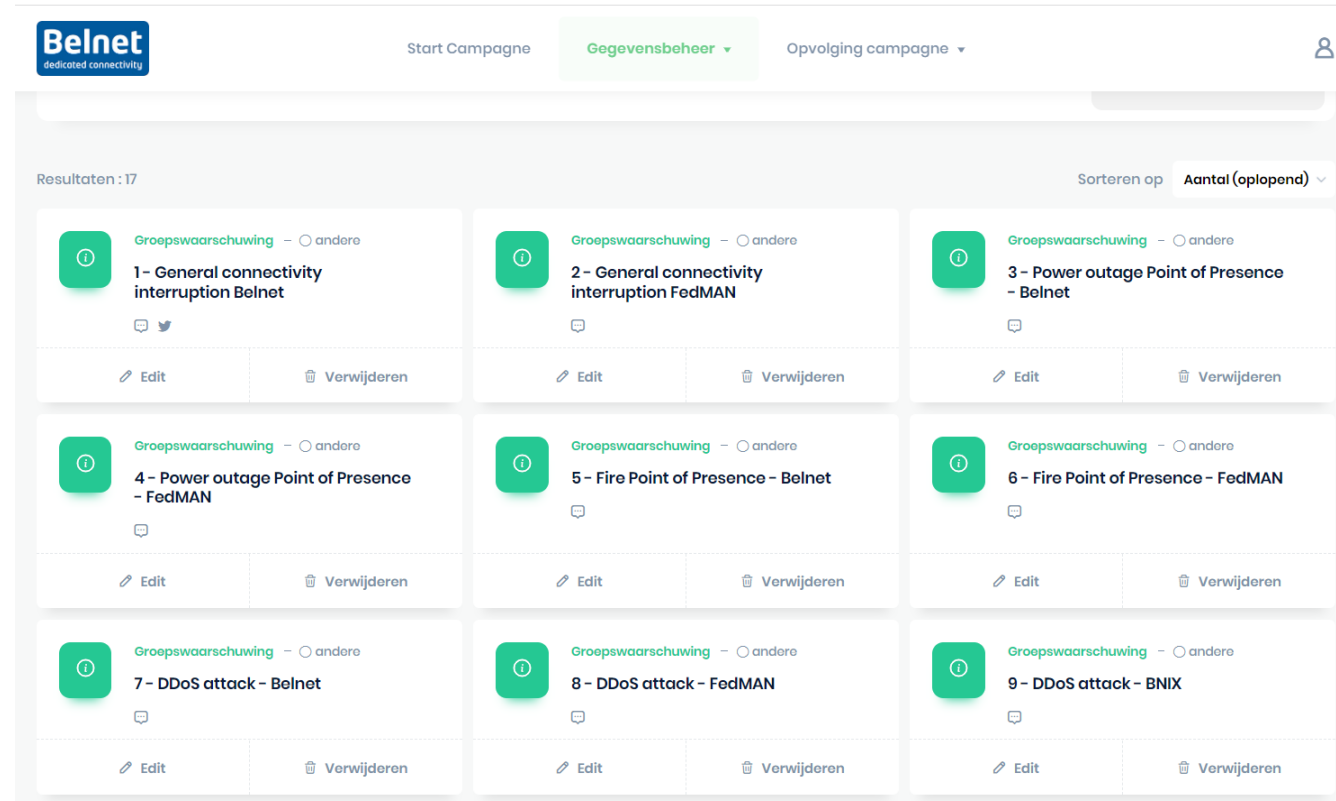
(1969) In event of moon disaster:

'Fate has ordained that the men who went to the moon to explore in peace will stay on the moon to rest in peace. These brave men, Neil Armstrong and Edwin Aldrin, know that there is no hope for their recovery. But they also know that there is hope for mankind in their sacrifice. [...] For every human being who looks up at the moon in the nights to come will know that there is some corner of another world that is forever mankind'.

PRIOR TO THE PRESIDENT'S STATEMENT: The President should telephone each of the widows-to-be.

Suggerimento n.4 - Template

E' opportuno stilare a mente fredda alcuni comunicati
Non ci sarà tempo di pensare le parole giuste da dire



Belnet templates
For Crisis Communication Plan
Courtesy of Davina Luyten - Belnet

Suggerimento n.5 - Stealing thunder

Se non sei tu il primo a dire cosa sta succedendo, qualcun altro lo farà

- **Voci che non vengono smentite nelle prime 24 ore diventano la verità!**
- Sappiamo bene che ci vuole pochissimo tempo affinché una fake news prenda vita
- Le persone che non ottengono informazioni iniziano presto ad immaginare che ci sia qualcosa di losco
- I giornalisti vivono grazie ai *click-bite*, più una notizia è misteriosa più possono dare spiegazioni insulse per ottenere visualizzazioni
- Mantenere il controllo delle informazioni
- **Silenzio = Colpevolezza**

Suggerimento n.6

La prima domanda scontata che ci faranno tutti è
«**Di chi è la colpa?**»

All'inizio non lo sappiamo, non possiamo o vogliamo dirlo, ci sono indagini, etc.

Porre la domanda a se' stessi:

«Anche noi vogliamo sapere come possa essere successo, o se potevamo fare qualcosa diversamente. Ma la cosa più importante al momento è prenderci cura dei nostri enti e risolvere loro il problema»



Suggerimento n.7 – Guardarsi indietro

La prima cosa che faranno i giornalisti è andare a vedere se una cosa simile sia già successa a noi o ad altri in passato

Ed ASSILLARCI sul perché non abbiamo imparato la lezione, visto che era già successo

Prima che ce lo dicano i giornalisti, chiedersi se e quando sia già successo, e cosa ha fatto chi ci è passato prima di noi

Conclusioni

Non dobbiamo chiederci se ci sarà una crisi, ma QUANDO

Una crisi è quando viene minata la capacità di svolgere la missione

Per gestire una crisi servono persone, regole e procedure

Per uscire da una crisi col minor danno possibile è fondamentale comunicare efficacemente verso tutti gli interessati e l'esterno

L'esperienza di CLAW nasce con lo scopo di aiutarci ad essere più preparati ad una eventuale crisi

Grazie!

Special thanks and credits a Davina Lyuten – Belnet

simona.venuti@garr.it – cert@garr.it

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