

AFTER-HOURS PROVOCATION

WHAT HAPPENS WHEN YOUR FAVORITE PERSON LEAVES?

Heroic operators are wonderful people and dangerous control architectures.

SCOTT NORTON / PCI DSS QSA | JOHANSON GROUP, LLP

THE WHISPER

**IF THE CONTROL HAS A SOULMATE, THE
PROGRAM HAS A SUCCESSION
PROBLEM.**

AFTER DARK

WHAT THE ENVIRONMENT WHISPERS

Some controls appear mature because one person remembers every dependency, recognizes every odd result, and knows which team to call. The evidence arrives. The exception closes. The meeting ends. Everybody feels safe because the hero is still in the room.

IN THE MORNING LIGHT

WHAT THE PROVOCATION REVEALS

Resilience begins by making the hero's judgment inspectable and transferable. Name the inputs, decision points, escalation paths, and records another qualified person would need. Then let that person run the next cycle. The goal is not to remove expertise. It is to stop disguising irreplaceability as process maturity.

MORNING-AFTER QUESTION 01

**WHICH CONTROL SLOWS DOWN WHEN
ONE PERSON IS UNAVAILABLE?**

MORNING-AFTER QUESTIONS

02

What judgment exists only in that person's memory?

03

Who has actually performed the backup role end to end?

ONE MOVE BEFORE BREAKFAST

**ASK THE PRIMARY OPERATOR TO
OBSERVE WHILE THE DESIGNATED
BACKUP RUNS ONE COMPLETE CYCLE
AND RECORDS EVERY MISSING
INSTRUCTION.**

MORNING BOUNDARY

PROVOCATION, THEN PRECISION.

PRACTITIONER POSITION / AI ASSISTED

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CONTINUE THE CONVERSATION

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The uncomfortable things your control environment whispers after the meeting.