

My Data, Myself

Nuala O'Connor of the Center for Democracy and Technology wants to balance data integrity with privacy and free expression in service to the human side of technology.

Michelle Dennedy: There's a perfect storm brewing. GDPR, Cambridge Analytica, California's recent privacy legislature. They're all driving important conversations about data privacy just here in the US. But who will be the real influencers in the coming months and years? As the far right and the far left battle it out with hubris and vitriol, the silent majority in the middle may have the final say.

Today we're going to speak with someone who is an international celebrity in data protection and privacy. She's at the true center of the discussion and has been a Sigma Rider through and through. Cybersecurity, data protection, privacy. You like to stay ahead of the curve and listen to experts who are leading the way in deriving greater value from data with a more organized approach to data privacy. You're like us, just a few deviations past the norm. You are a Privacy Sigma Rider.

Hey everyone. Michelle Dennedy, chief privacy officer here at Cisco, with you once again. And joining me today is probably one of, I say it every time, but one of my dearest of dearest, the wonderful, beautiful, talented, and brilliant Nuala O'Connor, president and CEO of the Center for Democracy and Technology, a global nonprofit organization that is committed to advancing digital rights and personal privacy. Smart is too small of a word. An amazing, amazing, amazing, diverse team that are dedicated to driving policy solutions that advance the rights of the individual in a very, very full Internet age. Welcome, welcome, welcome Nuala.

Nuala O'Connor: It is so good to be here with you. Thank you, Michelle.

Michelle Dennedy: I'm so excited. So, Nuala, I know you don't like to brag about yourself, but I'm going to force you to do it a little bit. Can you tell us a little bit about your background, and how you were educated and then came to data protection and privacy, and landed now as the CEO for CDT?

Nuala O'Connor: Oh my goodness. We could go through both of our résumés and it would take the whole time we have to talk today. Um—

Michelle Dennedy: There's a lot of ivy on Nuala's.

Nuala O'Connor: It's always a messy and much more complicated story than it looks like on the résumé. Right? But it's been a privilege to grow up with the privacy profession and the growing awareness of the risks and rewards of personal data in the economic and commercial and government and other spaces. And listeners, Michelle and I go way, way back longer than we're going to admit probably on this call.

Michelle Dennedy: We started when we were three.

Nuala O'Connor: Right. We were very, very precociously young chief privacy officers. But it has been a joy to work on government data privacy issues, commercial data privacy issues in the legal profession, in startups and big companies, small companies. Somebody was just asking me last night, "What's

the difference?" And I actually see more similarities than differences. People are people, and people want to be treated with dignity and respect. And I mean that about my coworkers, and I mean that about people whose data entities want to use always, usually at least for the good of, the greater good of the society or the institution or whatever. So, I actually see more similarities and more threads.

Nuala O'Connor: The titles we might give each other are different or the compensation certainly is different. Now that I'm in the nonprofit sector it's much more like being in the government than any of my other jobs. But there are different kinds of rewards in the NGO world. And getting up every morning and feeling like you're on the right side of history is a blessing that is intangible and incalculable. And it's a joy to be here at ... the Center for Democracy and Technology, as Michelle said, is one of the oldest online advocacy groups and think tanks working on the rights of the individual in the digital age, and it was created right around the same time as the commercial Internet. It really was prescient. Original leaders saw both the risks and the responsibilities of creating online spaces and communities, and worked initially in Washington on the original laws and legal constructs around the Internet, including section 230 of the Communications Decency Act, which we're all talking about, and whether or not platforms should have more responsibility for the content that they provide even if they didn't create it. CISPAA and ECBA and all the different barriers to law enforcement and national security agencies having ubiquitous and pervasive eyeballs onto all of your communications.

Nuala O'Connor: I think we're still figuring out what the boundaries are around people and governments and people and companies. And that's what makes this work both so much, continue to be so relevant and energizing and different every single day. It keeps me young.

Michelle Dennedy: Yeah.

Nuala O'Connor: There's a long-winded introduction to CDT, but it's a joy to be here.

Michelle Dennedy: Yeah, and I think it's actually short-winded given the gravity. I mean, it's ... Your own personal journey is so fascinating. I mean, when you think about digital advertising, the first CPO for Homeland Security in the US, personally invited by Tom Ridge to come and play and set that whole thing in motion. So, you're talking about millions and millions of people. And then over to GE, more and more and more international souls, and now CDT. We're really talking about international, interplanetary, galactic rights and concepts. But when it all comes down to it, I like this concept that I've heard you say before, the quiet thought leader. Your clients, your real clients are individual souls. So, tell me a little bit about what are some of these opinions coming from your constituents, and how do they want to see this battle for data integrity and a balance for national security against individual rights? How do they want to see this play out, and what are the lessons we can learn?

Nuala O'Connor: So well said, and I laugh because I made you do my résumé instead of me. And we forget Amazon, which is of course its own country as well.

Michelle Dennedy: Oh god, I forgot. Cloudy clouds. Yeah.

Nuala O'Connor: No, not at all, not to correct you but more to laugh that, it was making me think of the blurring of the line of institution is were engaging in quasi and governmental conversations around free

speech and privacy with entities that are as large if not larger than some governments. It reminds me of a conversation we just had in my office this morning. I said, "Listen..." It's so curious where you use clients, because I really do think our clients are the individual users. And of course there are as many opinions on privacy as there are people in the world, and in fact maybe even more, because on a given day or context, I might have a different opinion than I had yesterday.

Nuala O'Connor: And I said, "Listen, I'm not building an Internet anymore for MIT engineers and Princeton grad students, and people who were funded by DARPA and the government to create this great communications tool. This is now a communications tool of the people and the people write large." And so it is very hard to create policy as we see, at the national, international level that really suits all contexts, all norms, all humans, but I want to build policy that really suits grandma in Des Moines, Iowa, or my friends, the stay-at-home moms in Houston, or Albuquerque, or frankly Bangladesh, or an emerging economy, or women and people of color who have not heretofore been heard in the public sphere in the way they should be.

Nuala O'Connor: So, I think we're really having to rethink who is this Internet for and what is this Internet about. And it is not your grandmother's Internet. It's not the Internet of the original founders. And I'm going to go really abstract with you for a minute, which is one of the themes I've been kind of working on and exploring this year is it's not only the policy decisions and the implicit bias of algorithmic decision making of the data and the devices that drive our daily lives. It's the very architecture of the Internet as a system that reflects a human bias. And the human bias with all great respect to my friends in the community who were there at the beginning was largely white male, highly educated, certainly many engineers and very scholarly people. But it reflects the world view of the people who created it, and the platforms as they operate now reflect the world view and the experiences of the people who create them. And so, if we want them to be truly inclusive, they have to reflect inclusive norms and mores and ways of thinking of the world and ways of communicating.

Nuala O'Connor: Where this came to real fruition was this summer I was at a meeting with a great, great renowned, one of the so-called founders of the Internet and he said to me ... I'm not using his name because I don't want to call out people individually, but the construct was, "Well, when we created it, everything was just open, and you would just ask and keep asking, and keep asking, and keep asking—"

Michelle Dennedy: But it was only open to like 10 people.

Nuala O'Connor: Well there's that too. That's very fundamental, right. The circle was actually pretty closed. But also the way people, the way people interacted with the devices they created ... I'm just going to keep badgering you, and if you don't want to be connected, you can always just say no. What does it sound like to you? Because to me it sounds like really bad dating.

Michelle Dennedy: Yeah, exactly.

Nuala O'Connor: That male, female interaction.

Michelle Dennedy: A little stalker-y.

- Nuala O'Connor: Right. But the person telling the story saw none of that construct of maybe the receiving party didn't really actually want to be asked the third, fourth, or 300th time. And so, it was that, and then the very following day, or the next couple days, I was at a talk by Deborah Tannen, who I, again, one of my personal heroes, a linguist at Georgetown when I was in graduate school somewhere else, and I read all her books, "Talking from 9 to 5," and all about men and women and how speech patterns are very different. And it was kind of my aha moment was wow, the very architecture of the Internet and of speech-producing platforms on the Internet, again, trying very hard not to name any names—
- Michelle Dennedy: You can out them here.
- Nuala O'Connor: ... really reflected male bias, right? An upper, upper class, educated, northeastern, North American. I mean, I'm going really specific. This is a Yale and Harvard and Princeton white man of the 1990s.
- Michelle Dennedy: It's very true. I used to work at the Educational Testing Service that creates the SAT, and it's based in Princeton, New Jersey, and guess what the words come from? They come from the local newspaper that we all read.
- Nuala O'Connor: There you go. There you go. And again, this sounds like I'm really bashing on ... And part of it is because I recognize myself. But for the gender, and all of those words describe me. Northeastern United States, Ivy League, blah blah blah.
- Michelle Dennedy: By the way, the only reason Nuala's not our president is because she was born in Ireland. When we fix that law, I'm voting for Nuala.
- Nuala O'Connor: Because I'm actually pretty centrist. We're actually going to get to your main theme for today, which is a really, really good one. But it's an aha moment, which is simply let's all be a little more humble about these great devices we created and think about how they're really serving humanity. That's really the question. And for CDT, the Center for Democracy and Technology, it's really about how are we serving democracy? And we have these rolling debates, because this is the joy of being at a nonprofit, you're not bound by billable hours or frankly profits. So, you have discussions like, is there a shared truth? Is there a noble national narrative? And I'm like, "Listen."
- Michelle Dennedy: You have to second guess it.
- Nuala O'Connor: "Democracy's our middle name. So, we are either for it or against it, people. Pick a side. Because it is time. In this country, we are taking democracy for a road test, and god willing, we will pass. Because it is up for grabs, my friends. It is up for grabs right now."
- Michelle Dennedy: I think that's globally. I don't think it's just in the US.
- Nuala O'Connor: You have nailed that, exactly. Democracy is in decline. It is in peril, not only in United States but around the world, because of economic factors, social discomfort, dislocation, immigration, technology, whatever the thing is that you want to blame for it, people are retreating from norms of western liberal democracy. And I am too either naive or simplistic in my viewpoint to really consider too many other options as good. Having been born a Catholic in Northern Ireland

and seeing what it's like to be the underclass and see what it's like to not be considered mainstream or be considered the other by one's own government. I'm not signing up for that. I'm not signing my children up for that. I want them to live in a world where everybody is considered equal under the eyes of the law, and that includes our highest level of government and the most recent immigrant to the United States. They should be treated with dignity and humanity.

Nuala O'Connor: And you're right. It's not just a US question, but I just think it's amazing. We always think it's the rest of the world that has these problems. We've got some real questions about how our government runs and operates and whether we are committed to those norms and standards and institutions of western democracy, and I say resoundingly yes. But I think it's worth really examining what each of us are doing individually and as institutions to further those norms. This is not a Republican/Democrat question. This is a how do you organize ourselves?

Michelle Dennedy: No. This is a human conversation.

Nuala O'Connor: How do we organize ourselves? And there are lots of ways to organize yourself. I think that liberal democracy in the, small L, democracy in the sense of everybody gets a vote, everybody gets humanity and dignity, those are values I can get behind. And I want to make sure and to the greatest extent possible, infuse those values into the devices and the code and the great technology we are creating for the world and putting out in the world and being mindful of the impact that it's having.

Michelle Dennedy: Yeah, I mean, so much to unpack. It's so important to every now and again, and this is why we invite NGOs and artists and different thinkers in. I mean this is where the Sigma Rider really, really is critical to democracy, I believe. Because even thinking about what was the world like in the time of the Gutenberg press, right? And we've got 500 years of a digital divide, of you became educated or you weren't. But back in those days, clean water was plentiful and communication was scarce. Now we're getting into a world where clean water is getting scarce and communication is considered a human right. So, we're really challenging what are the fundamental resources and how should they be distributed in a changing market, but in our minds we're still pretending that it's this kind of beautiful agrarian world. And that's changed. And I think we don't step back and exactly as you say, and say are we for democracy or not? And I think we all assume that we are, but are we? Are our actions, are our architectures really reflective of democracy?

Michelle Dennedy: I'm going to take a step off of that and say I hear a lot about this term, and we use this term in a corporate sense. But I'm anxious as you've thought about the term the "democratization of data." What do you think about things like democratization of data itself, and things like a concept I know you've talked about quite a good bit, of habeas data and some of these concepts. Can you define those and sort of pick those apart a little bit?

Nuala O'Connor: Those are great questions, and it's very much at the heart of what we're thinking about at CDT and across all of our teams, which are privacy and data and free expression and open Internet, and they really run the gamut of individual humanity's relationship with the technology in their daily lives. And to me, I love the construct of habeas data. What we work on or what we toss about here at CDT is the idea of digital dignity, or my data, myself. That it is my data is part of

me. I said this the other day at a group. I said, "Listen, don't get all freaked out. I know it sounds very—

Michelle Dennedy: Woogy.

Nuala O'Connor: ... European and human rights centric." Yeah, yeah right, woogy, woogy, human rights-ey. But that individuals have ongoing rights in their own data. And their data can be not only alphanumeric, ones and zeroes, your address book datas, or your phone book datas as I call it, but also your pictures of yourself, your representations of self, your utterances, your work product online.

Michelle Dennedy: Your voice. Your smell.

Nuala O'Connor: Well, I was going to say. Exactly. Biometrics is where the rubber really hits the road for me. The example I'll give you right now is you can hear my voice. It is still my voice. You now have rights in it Everybody listening to this session has some interest in and now rights in it. It doesn't make it any less my voice. I still have a continuing interest in it as an extension of myself.

Michelle Dennedy: It's a lovely voice, by the way, Miss Nuala.

Nuala O'Connor: Why thank you, and so is yours, my dear. And so it doesn't mean I don't want to engage in the world both commercially and economically and transactionally or socially, but it means I still have some sense of attenuated interest in that biometric. And I think the more, the standard word now using at CDT as we actually literally work on legislative drafting of an Omnibus Federal Privacy Bill, which is my, that is the hill I'm willing to die on. I'm really—

Michelle Dennedy: I'm with you.

Nuala O'Connor: I believe it's going to happen in our life, more than in our life. In the coming years.

Michelle Dennedy: Soon.

Nuala O'Connor: Because it's the right thing for us as a country to do for our own citizens and it's the right thing for us to do for our country in the world economy and the world dialogue around data.

Michelle Dennedy: I have a day job, and I'm willing to say as part of my day job, we support that.

Nuala O'Connor: That's fantastic. Great. I may be coming back to you for more discussion of that, because we literally do have a bill. And one of the standards is data that is immutable or intimate is deserving of a higher level of at least attention, scrutiny, protection. And that going to a notice and choice construct, making people sign privacy policies are read privacy policies every time they do every single thing is not a tenable construct. I've said out loud yesterday just that notice of choice is broken. Meaning as we want to avail ourselves of the great technology, things that Cisco creates, things that other great brands create, we don't want to force people to be constantly bombarded and burdened with ... And I know that sounds ridiculous to say we shouldn't give them a choice. They absolutely should have a choice and they should have all the notices they want on their websites or in the background, so that if they want to probe and scrutinize, they have the ability to, and that it's clear and transparent and accountable.

- Nuala O'Connor: But in their ordinary daily lives, do we want people to spend hours of their, literally days of their year reading privacy policies? No. That is nonsense. For things that are legitimate uses in a conversation, the example I always used to give, and I did it even before I worked at Amazon, was I go to Amazon to buy a yellow sweater. They should not have to ask me permission for my name and address. You need my name and address in order to deliver the gosh darn sweater. Right? That seems obvious. In other parts of the world that is not an obvious ... I'm even okay, and I think there's a secondary set of uses even for advertising back to me on the homepage of the website, or for data analytics within the company to decide what people like me are going to buy next year or to do pattern analysis. If it's reasonably tied to the initial transaction at the end, I think most consumers are willing to say, "Okay, I'm all right with that within certain boundaries."
- Nuala O'Connor: Where people I think lose the thread and lose the confidence is when it's transferred outside of the literal or virtual four walls of that entity or institution that they're doing business with, or that the use case goes so far afield. Like, I'm going to give my thumbprint to iPhone so I can open my phone. I don't want Apple selling, and they're not, I don't want them selling or transferring that data to another company or to the US government without my consent. Or I don't want it to be used in some database or for some transaction that is so far afield from my phone that I would not reasonably anticipate that.
- Nuala O'Connor: People say to me, the hard-line economics people and more libertarian folks say to me, "So where's the market failure?" And I say candidly, "The market failure is in two words, Cambridge Analytica." And why I say that is it was an aha moment, just like, frankly, Snowden was an aha moment for people about the blurring of the lines between government and private sector data, the Cambridge Analytica scenario was my data has traveled so far afield. And also it's really trivial data. It's not even biometric. It's not even ... It's what's my favorite dog breed or what's my favorite color, quizzes online. And it's gone so far afield literally and figuratively from the initial transaction and from the initial company that I thought I was doing business with, and being used to make decisions about me, about who I am, what my politics are, what I might be interested in, that are potentially really consequential. Not only consequential to what I see online, the content as well as the advertising, but also who I'm being targeted for to vote for or what the consequences are for my democracy.
- Michelle Denedy: That's I think the biggest line is the active, not just gathering and trying to please you along the lines or personalized, but to actively manipulate and change your opinion about really important things. I mean, to the central theme of democratization. That is such an offense that it's ... I can't quite get my head around how big an offense that is.
- Nuala O'Connor: Well, democracy requires agency and free will and free expression, and if you're being targeted and narrowly focused more and more so that you're not really exercising your own free agency, you're being told this is what you should be interested in and this is what you should be seeing. And one group of citizens is saying one narrative and another group of citizens of saying a completely different narrative. It's no wonder there's no middle. And to your very good questions about where is the middle. The middle is an empty place.
- Nuala O'Connor: So, the good news is CDT doesn't have a lot of competition right now because there's not a lot of reasonable. But it's a very lonely place that I'm really hopeful. And we decided very intentionally over the last few years to stay the course of centrist and cooperation and,

meaning, really compromise between left and right, between companies and advocates, between government and academics, and try to continue to convene a multi-stakeholder conversation around privacy, around free expression, around a number of our core issues, believing that we really do need all parties at the table if they're of goodwill and they want to solve problems, that there are different viewpoints and different learnings to be had from people in all different sectors.

Nuala O'Connor: I see less and less validation of that model. I see a lot of people saying, "No, no, no, you have to be on the left or you have to be on the right or you have to be just corporate or you have to be just advocacy." And you know what? I know it's hard to pigeonhole us. I get that that makes people uncomfortable. But I really do believe there are good people on, in all those different corporate and government and academic and advocacy sectors who are smart and have something valid to say, and should be listened to. And so, there's very little, I think, support for that construct right now. But I believe we as Americans recognize that a multicultural fabric of society and multi-stakeholder process in creating solutions is long term the right one.

Michelle Dennedy: I think that's right, and it certainly is true for our product and service development. Why shouldn't it be true for our democracy? But you're touching on something that's really important to both you and I, which is I think, and sometimes to our own detriment, you and I have both shared this concept of bringing your whole darn self to work. So, let's talk a little bit as we close out, I'm getting the high sign from our producers that we're on 20 minutes. So, let's talk about leadership, and how do we lead into a new society, and what are your thoughts on what does future leadership look like?

Nuala O'Connor: Humility. That's the word that comes to mind immediately, which is—

Michelle Dennedy: What a relief that word is.

Nuala O'Connor: It is really hard ... Authenticity is the other one. Talking about bringing whole self. You and I have known each other a long time, and I only like you better and better the more honest we both are about who we are.

Michelle Dennedy: She knows how broken I am and she loves me anyway.

Nuala O'Connor: I know. Well that's to be seen and fully understood and loved and in the state that you are in, that is how ... I am here for you. And it is hard. I had a rough day yesterday. I really almost started to lose my temper, and I'm very careful about that at work, because it's diminishing to me and to the recipient of that. But I was really ticked off about something. And I let it out with someone who was I knew safe and was not the target of it. And I said, "Good, thank you. This has helped me because now I can go and have a rational conversation with the person I'm really annoyed with."

Michelle Dennedy: Yes. With the right person. That's smart.

Nuala O'Connor: But I'll tell you, and this is a little vignette. This is the one thing everyone's going to remember. Is that on my calendar at work, everything appears. And there are people who have said to me, "Why ..." Somebody very early on in my time at the CDT criticized me after giving a big speech.

Not an internal person, but an external person. "Why does she always mention her children when she speaks publicly?"

Michelle Dennedy: Yep. And I do that too and I've gotten stuff.

Nuala O'Connor: Of course, it was really interesting. Well, it was a single man who did not have children and who is not in a part of a couple, and he didn't have the courage to say it to me directly, so he said it to a friend of mine. And like, you know why I do? I do it to normalize it for all of the parents, men, women, any gender coming after me. Or people who are struggling with balancing ... Balancing is such a nonsense word, but incorporating all of their selves, all of their messy lives in their workspace, and to normalize. And listen I'm going to say, I am going to brag for a minute, I'm killing it.

Michelle Dennedy: You are killing it.

Nuala O'Connor: We are doing great work here at CDT. We are as productive as we have ever been. That means sometimes I'm online at 10:00 at night and 4:00 in the morning and it drives people crazy. I'm like, "Turn off your phones because I am going to email you."

Michelle Dennedy: Exactly. I'm getting this out for me, not for you.

Nuala O'Connor: I'm getting the job done. And I'm also getting the kids to school, shared with the nanny and other people. And I'm home for dinner as much as I can be. And I'm making it work, but it's any day, any given day it's not a perfect trajectory. But I'm trying to normalize it. Because when you and I started practicing law a long, long time ago, the women, the few women that there were, would hide the fact that they were leaving for a kid's doctor's appointment or going to Junior's baseball game.

Michelle Dennedy: I was told to lie about my pregnancy.

Nuala O'Connor: You would never talk about anything about home. And I'm like, you know what? I don't trust people like that anymore. I don't believe you if you say everything at home is working great for you, because—

Michelle Dennedy: Well it gives you an interface, right? I mean, I think that's one of the things too. I think first of all, I think it's not a judgment of whether someone else should be a parent, but it is my reality. It's not a judgment of whether I'm anything. But it does give people who are also in that space, they have something in common, and the people that aren't in that space can understand why I may appear to be a flake. I'm not a flake, but I am certainly pulled in many different directions at all times.

Nuala O'Connor: Mm-hmm (affirmative). You are juggling more. The mental load. What do they call it, the mental math that you're doing in the background. Mm-hmm (affirmative).

Michelle Dennedy: But I think it helps people to understand, this is how I leverage the resource that is Nuala. This is how I leverage the Michelle bot. Because you understand more of what makes us tick and how we're great and how we're going to support you, and that if you call me and you tell me that you've got a sick kid, I'm going to be totally ready for that. I get that. Or if you don't have kids

and you are passionate about your cooking class, I'm totally down about that, because I have things I'm passionate about too.

Nuala O'Connor: Right? Your thing can be anything. But if you're all work, frankly, that does not make you a well-rounded advocate or executive or whatever, because you don't have a framework. But for me, I'm going to sound really schmaltzy, but it is ... People said to me last night at an event, "What are you optimistic about, what are you passionate about, and why do you do this?" I always say, "I'm trying to build an Internet and a digital world that my children will thrive in." For you it may be, as you said, you're passionate about a sport, or that you've got a sick parent, or you've got a this, or whatever is taking you out of the office. But for me, that gives my work purpose and meaning because it's much more than just about me. It's about building a society that I think will be respectful of all genders, of all races, of all people, of all sizes and shapes and colors. And that's my personal view. Again, other people might have something that they are ... I've known people who've done tech startups because they have a child with a disability and they wanted to build something that was going to make that person thrive, be able to fully engage in the world and express themselves. I mean, whatever it is, the thing, I want to know. What's the purpose? What's the reason you're here? What are you trying to do?

Michelle Dennedy: I love it. I love it. Well, I'm tearful with gratitude, and I'm going to brag about my daughter. I don't know if you saw my thing online, Miss Thing got into her first college today.

Nuala O'Connor: Yay!

Michelle Dennedy: So excited.

Nuala O'Connor: I can't believe that. I mean, you have a college-destined child, though. We're too young for that.

Michelle Dennedy: I know. We met when I was pregnant with her I believe.

Nuala O'Connor: I know, right? Exactly. Exactly. Oh my gosh, I can't even believe.

Michelle Dennedy: So that's how long, we go back a long way.

Nuala O'Connor: That's amazing. I'm so excited for you.

Michelle Dennedy: That's amazing. I mean the industry has grown up with our children, and I know that you and I share that, is that my drive in all of this has been absolutely open to the public, that I demand as a parent of these two girls, I care about all the seven billion other people on the planet, but I demand as a mama bear that democracy is something I'm willing to fight for. Good quality, clean, high-quality tech that helps them tell their stories and build their own dreams and legacies, like game freaking on, man.

Nuala O'Connor: Yeah, exactly.

Michelle Dennedy: I think that's probably the best we're going to do to wrap up the show. Other than to say thank you, thank you, thank you Nuala. You're a busy, kick-butt CEO, and I'm so pleased to have a minute of your time and catch up a little bit.

Nuala O'Connor: Same to you my friend, same to you.

Michelle Dennedy: I'll talk to you soon. It's a wrap, Miss Riders, and Mr. Riders.

Michelle Dennedy: You've been listening to Privacy Sigma Riders, brought to you by the Cisco Security and Trust Organization. Special thanks to Kory Westerhold for our original theme music. Our producers are Susan Borton and David Ball. You can find all our episodes at www.cisco.com/go/riders, or subscribe wherever you listen to podcasts. Then please take a moment to review and rate us on iTunes. To stay ahead of the curve between episodes, consider following us on Facebook, LinkedIn, and Twitter, and you can find me, Michelle Dennedy, on Twitter @MDennedy. Until next time.