

A QUESTION OF TIME

26 JUNE 2024

 ANGE ALBERTINI

TROOPERS 

ANGE ALBERTINI

35 years of reverse engineering.

20 years of infosec, currently at Google/Mandiant/Flare.

File formats fan.

Fully remote (single father of three).

French (sarcasms and swearing).

DISCLAIMER

This talk contains contradictory opinions!
Not necessarily mine: variety is good!

Be tolerant: we **all** have different opinions.



**My own views
and opinions.**

Times are changing.

TOOLING EVOLVE.

BASICS REMAIN THE SAME.

Your tooling fails? Fall back to the basics.

Don't get too dependent on your tooling.

No gatekeeping please: we're time travellers.



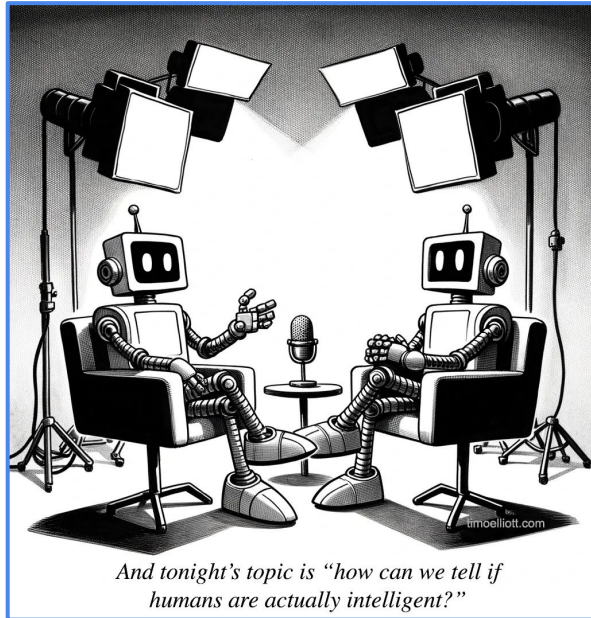
A.I. in Infosec

A NEW FACTOR BUT IN
THE SAME OLD CAT & MOUSE GAME ?

AI never doubts, even when wrong.
Misleading, unreliable and irresponsible.
Same old need for human expertise.

What about...

HUMAN INTELLIGENCE?



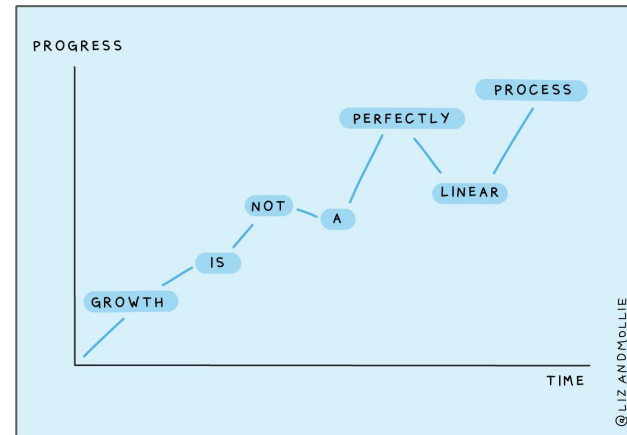
Doubt is critical.

HAVING A SECOND LOOK.

FAILING, THEN RECOVERING.

It's **ok** to have no idea what to do next,
to be wrong, to "take too long".

It's only human.



Some people pretend they're flawless.

THEY'RE ONLY INSECURE
AND RIDICULOUS.

"The emperor has
no clothes"

*"I was never sick, I never had an accident,
I never disappointed my parents, I liked all my teachers"* 🤔😂🙈

Time-saving or denial ?
In any case, it's useless if not deceptive.

It's not about *denying* your failures!

ACKNOWLEDGE YOUR FAILURES THEN SHAKE THEM OFF.

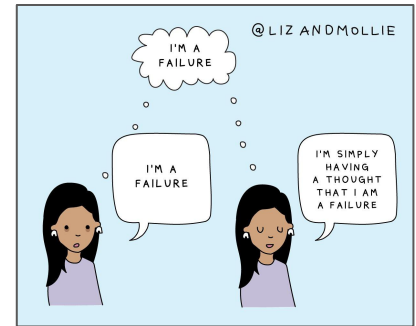
Or maybe don't:

scr*w these negatives thoughts!

They just slow you down, ruin your life!

B*at them whenever they pop up in your brain.

Every. F*cking. Time!



No one is perfect!

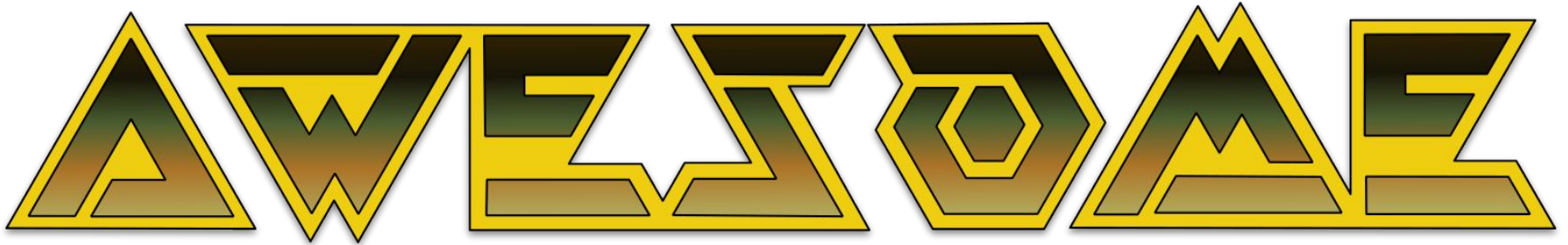
**NO ONE KNOWS EVERYTHING,
BUT YOU **ALREADY** KNOW A LOT.**

You know many things that people around you don't.

Maybe you just don't understand it yet.

It might take you a long **time** to realize that.

You should know that you can be



It might just takes **time** and effort to realize it.

This whole "praise the top / shame the bottom" trend wants us to forget it and just worship some champions.

TRENDS & MYTHS

Very misleading representations of reality:

- Easy success, single-handed victories, instant wins.
- Doing well -> fame -> money == appearance.



There's no hidden shortcut!

**TRUST YOURSELF MORE,
WORSHIP LESS.**

Talk to your [rubber duck](#).



Betray your idols!

HARD THINGS TAKE TIME.

If you can still count how much you've tried,
it's probably not much.



"The art of like twirling or doing tricks with a pen in a very appealing nice looking way.
Make it look like it's easy even though it takes like hours and hours and hours of practice."

- LiveOverflow

right now.

fuck checking facebook again,
fuck that pic you just saw on instagram,
fuck worrying about how many people liked your last post,
fuck the news,
fuck that person you really should email back,
fuck your self-doubt,
fuck whatever happened yesterday,
fuck starting tomorrow,
fuck will people like this,
fuck will this be good enough...

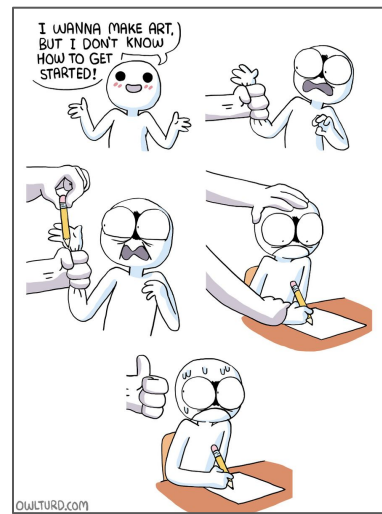
fuck all of your excuses.

sit the fuck down
and do your work.

“HOW CAN I...”

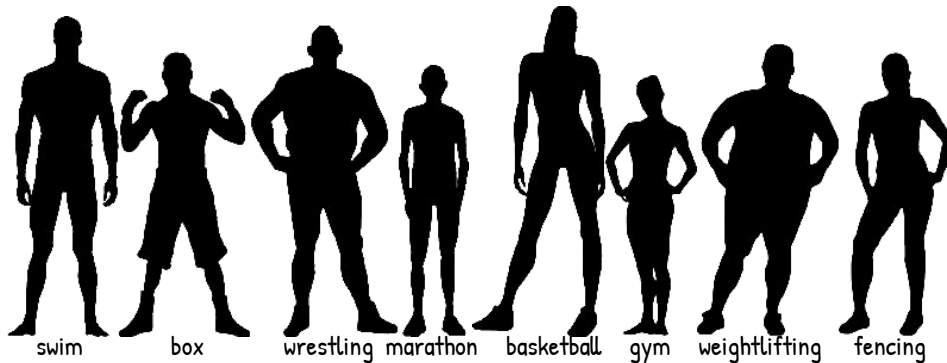
If after a long time, you never tried,
then you were probably never actually interested ;)

And if you still hate it after X tries,
then be honest and move on ;)

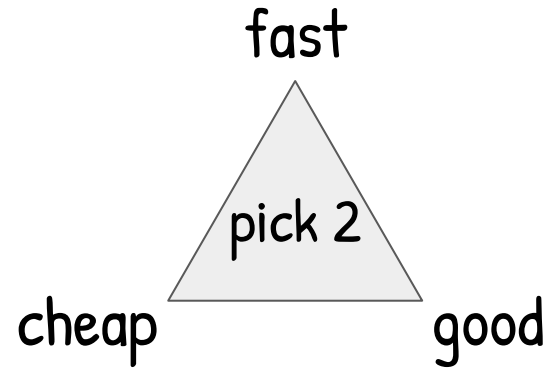


"Any skill can be acquired" 🧐

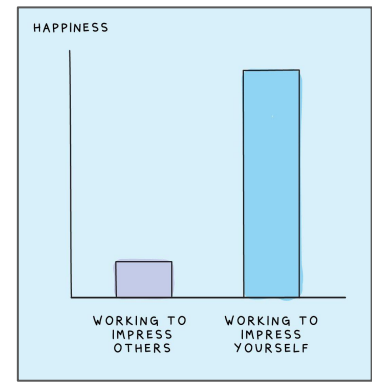
BUT YOU CAN'T BE GOOD AT EVERYTHING!



Body types of olympic athletes



Still not "good enough"?



TRY SOMETHING DIFFERENT?

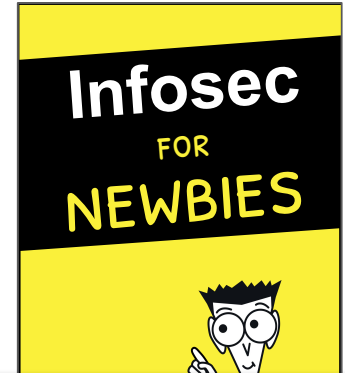
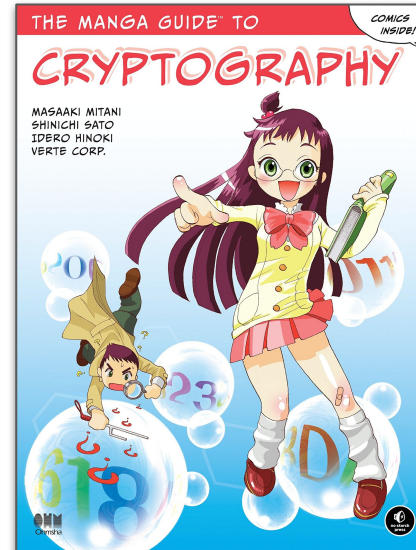
Don't hurt yourself trying to please everyone.

VARIETY IS GOOD!

SAME KNOWLEDGE, ANOTHER FORMAT.



https://en.wikipedia.org/wiki/The_Manga_Guides



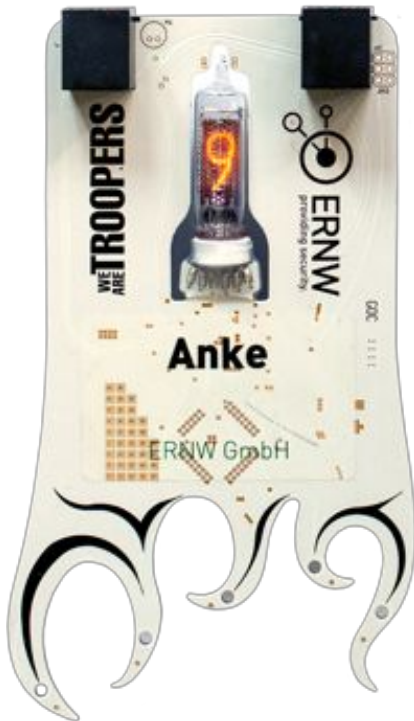
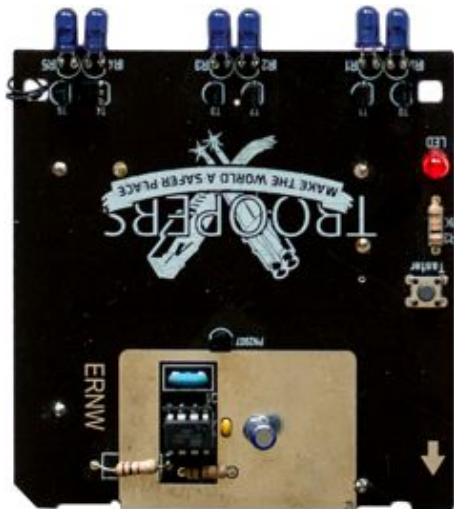
<https://www.getdigital.de/Hacken-Open-Air-Shirt.html?her=BB>

Story time

No **point** in reinventing the wheel?

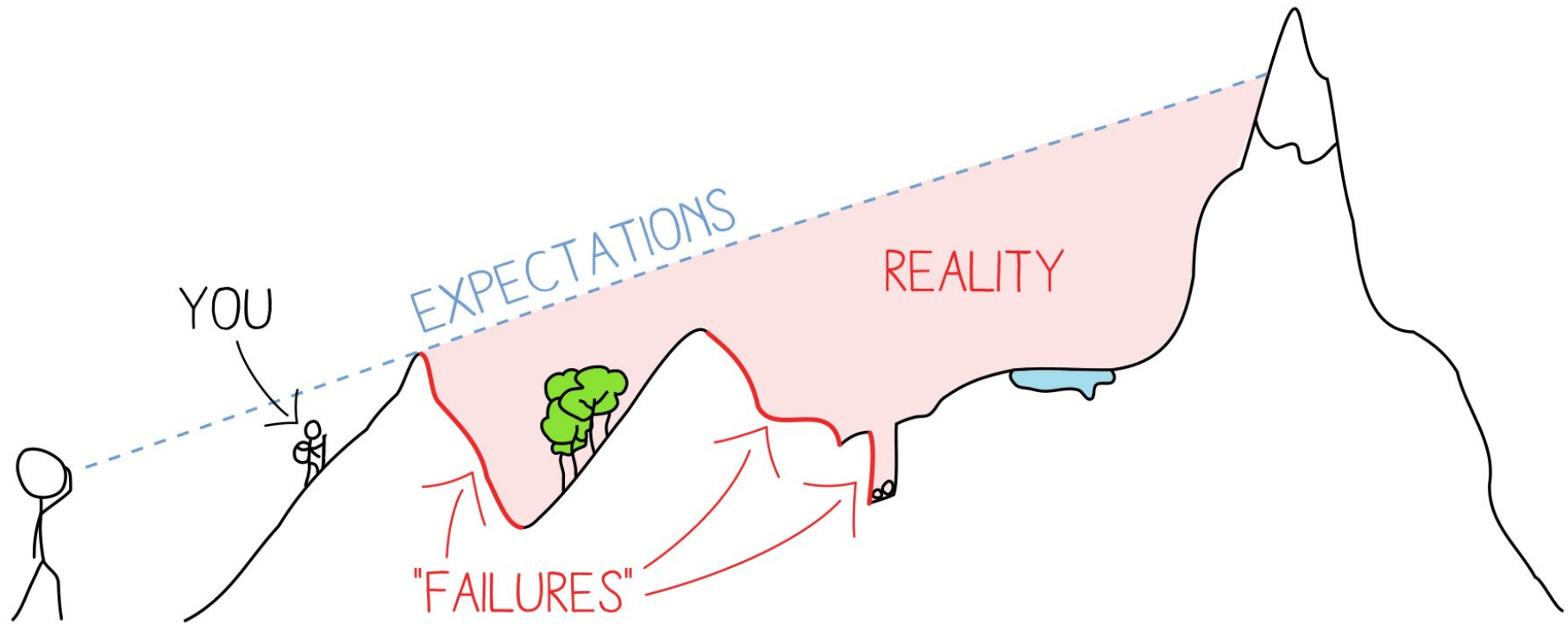
SOMETIMES, IT'S REALLY WORTH IT!





COOL CREATIVITY: CONFERENCES BADGES

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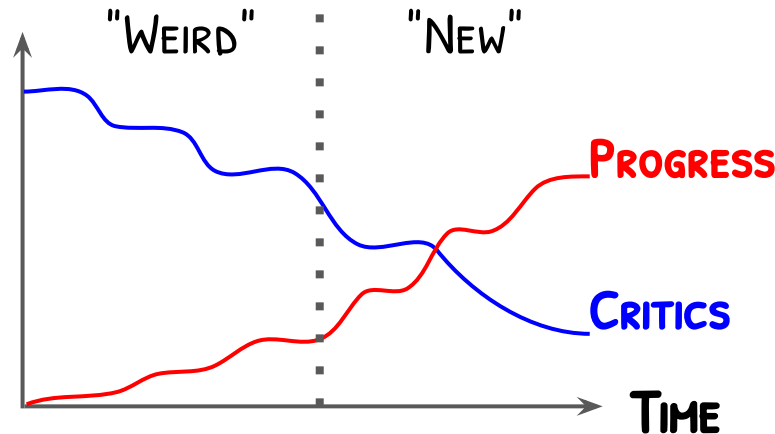
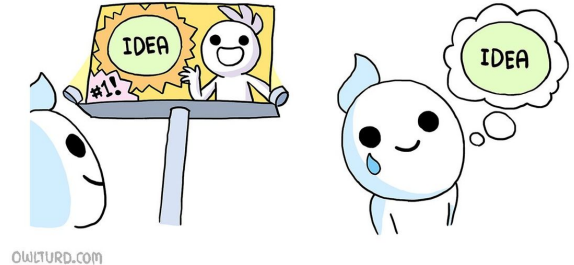
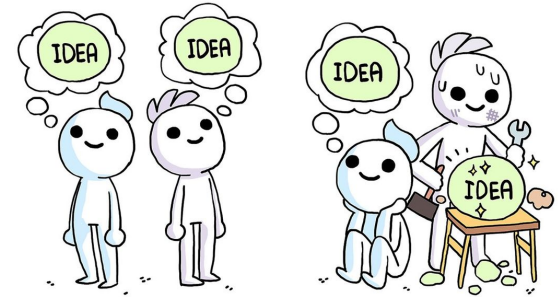


DON'T BLAME YOURSELF:
YOU CAN'T KNOW THE PATH IF THERE IS NO MAP.

NO SUPPORT FROM OTHERS?

Others can't always share your perspective.

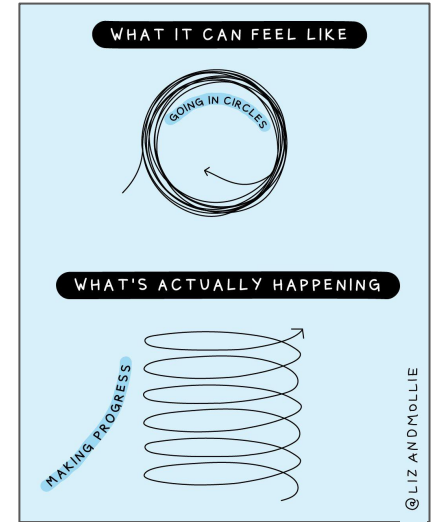
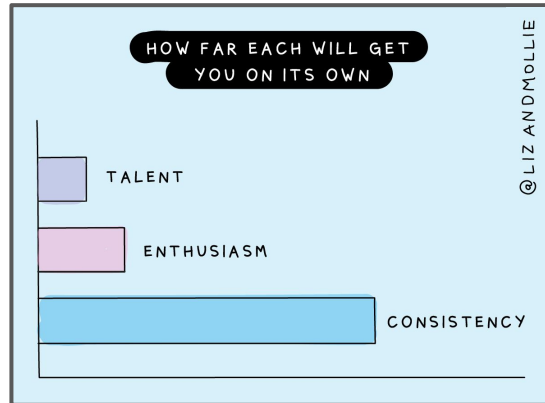
No, not even your close ones!

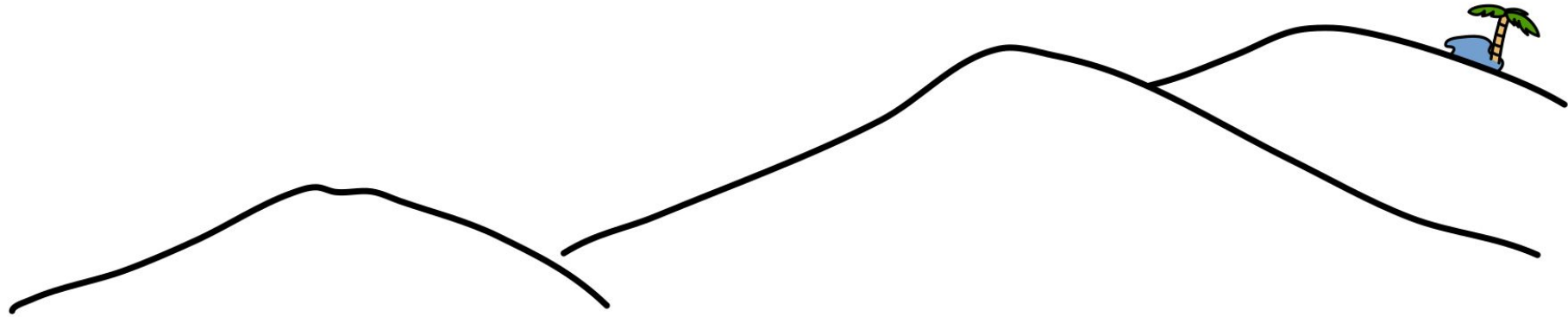


IT'S OK TO FEEL STUCK IN A LOOP

Consistency is great! You're in the right direction.

Just take one small step after another...





A SINGLE SUCCESS IS
A LONG TRAIL OF FAILURES.



IT'S OK TO STOP

Be honest with your mistakes. Acknowledge them.
Kill your own project early! (You got experience anyway!)
Ask for honest (direct, but constructive) feedback.
No need to find excuses, to hide behind lies or hype.
So, lose with dignity, honesty, and don't forget where you come from.
The only person you should compare yourself to is who you were yesterday.



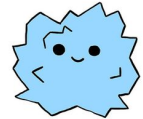
LIES ARE SOFT
AND SQUISHY.



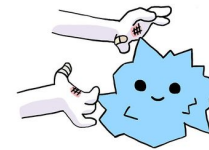
THEY CAN BE WHATEVER
SHAPE YOU WANT.



THEY'RE
CONVENIENT.



THE TRUTH IS HARD
AND SPIKY.



HARD TO EMBRACE.



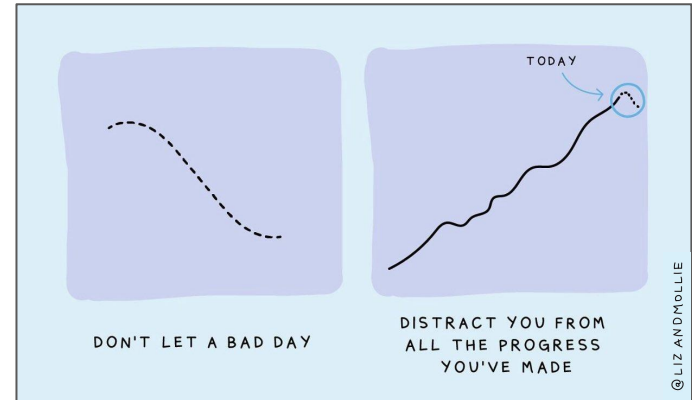
WORTH EMBRACING.

SHENCOMIX.COM

TAKE NOTES ON THE WAY!

CLI statements, results, observations...

- Great to resume your work.
- Easier to explain or write docs.
- Writing down your own progress:
 - > great against impostor syndrom.
 - > useful w/ management
(especially in remote jobs).



THE IMPOSTOR SYNDROME...

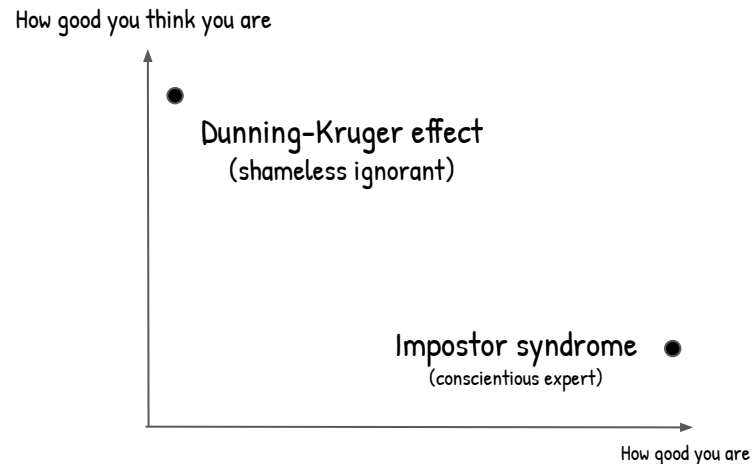
...is here to stay.

...just means that you are self conscious!

...is better than the **Dunning-Kruger effect!**

...can be bypassed:

- just help someone!
- read your past notes!
- interview candidates!



You think you're only sinking?

A SEED HAS TO SINK

BEFORE IT GROWS.

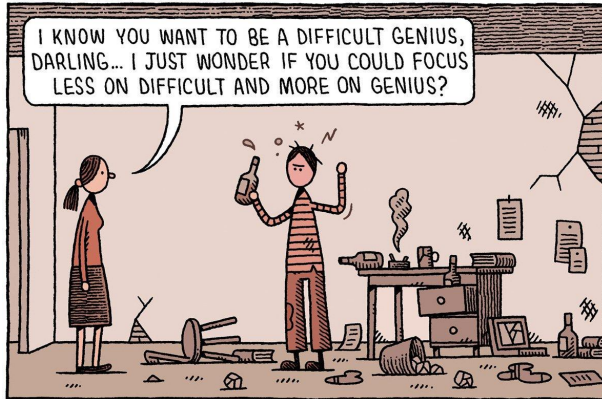
Maybe you did 'the wrong choices' (whatever that means).

Things may not go as you expected.

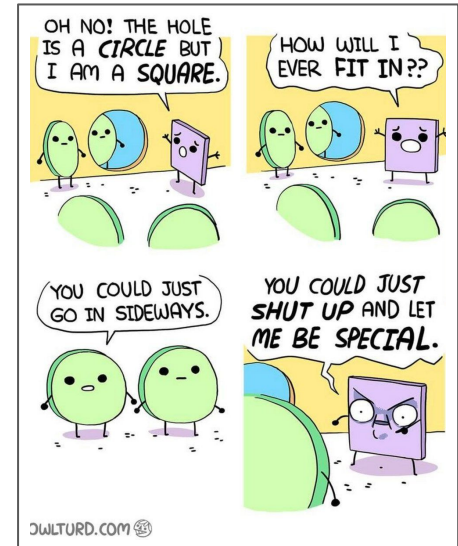
But it's human, and it's ok!

Those looking down on you are jerks or in denial.

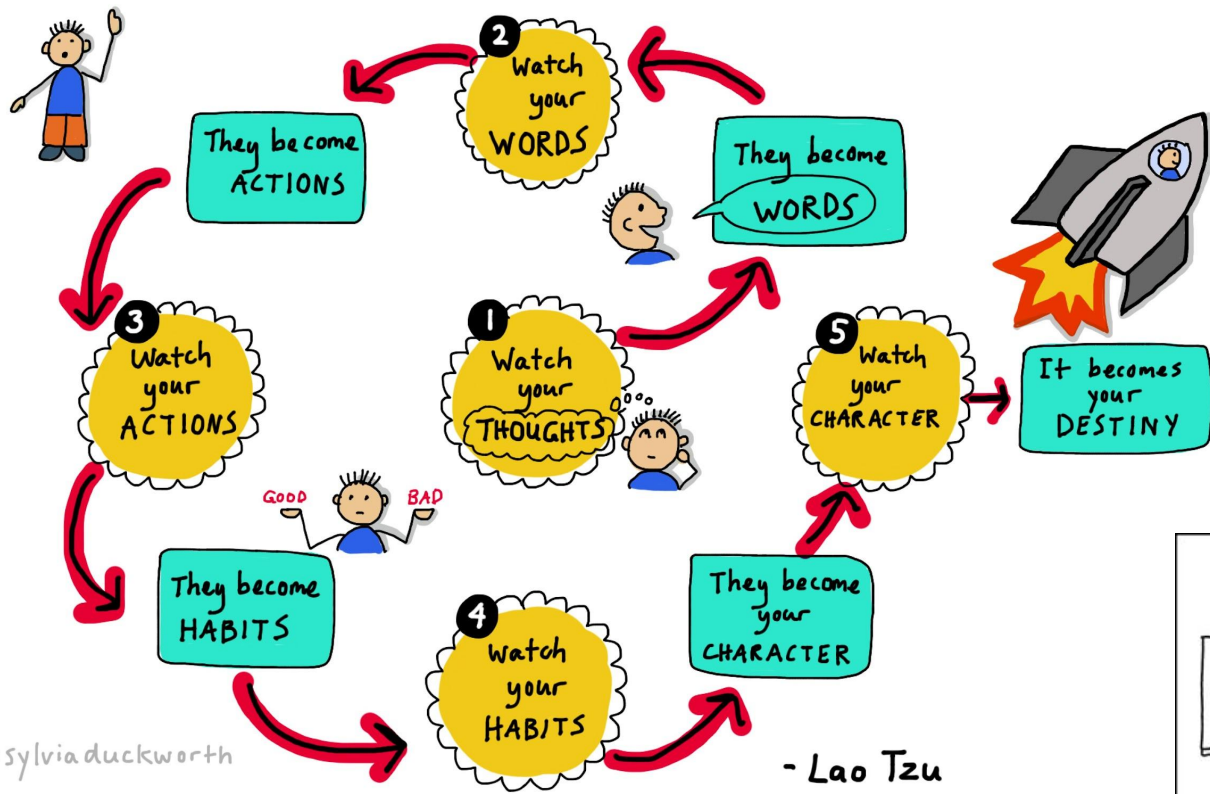
IT'S OK TO BE DIFFERENT, NOT TO BE A JERK!



TOM GAULD

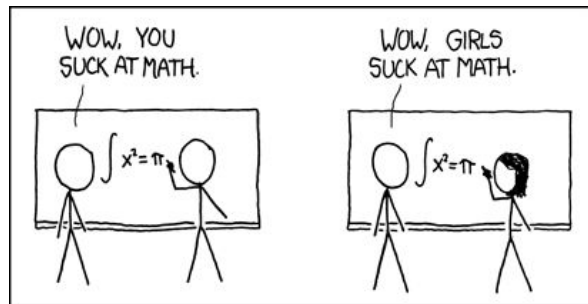


BE WARY OF BAD HABITS: RESPECT IS DESERVED.



@sylvia duckworth

Walk in their shoes
before judging.



Making the world a better place...

...STARTS WITH **YOURSELF!**

Technical communities tend to just over-focus.

Flood of technicalities and boasted "victories".
-> no room for inner self-improvement.



Humans plan and fate laughs.

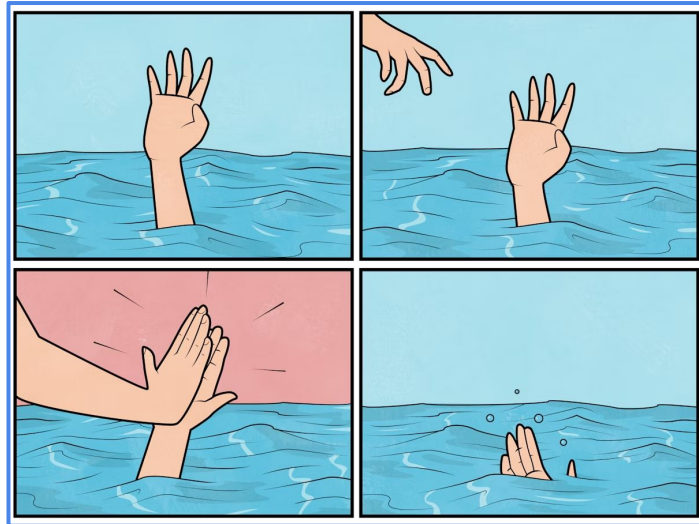
**THINGS GO REALLY
WRONG SOMETIMES.**

"Life is unfair! I want my old life back!"

Your second life begins when you realize you only have one.
It's not easy: it can take a long **time** to accept!

BEWARE OF THOSE EAGER TO "HELP"

...but only according to their own terms (nodding, speaking...).
Ignoring your needs, but satisfying their own needs.



EXPERTS (THERAPISTS, SOCIAL SERVICES...)

Critical for emergencies!

But time-wasting for other cases?

- it's not their problem.
- "this is normal" ...
- just some high-level comfort, like Band-Aid on a bullet wound.
- > absence of improvements makes you find your own solution!

In case of hardships...

**YOUR CLOSE ONES
MIGHT BE THE WORST.**

Lack of perspective:
their opinion is long fixed - they've known you for a long time.

Not their problem? They can misjudge you endlessly.

No matter the hardships...

COUNT YOUR LUCK!

UNDERSTAND YOUR PRIVILEGES!

It really helps!

Be grateful of the past instead of endlessly nostalgic.

- ❑ Health
- ❑ Wealth
- ❑ Job
 - ❑ Well-paid
 - ❑ Rewarding
 - ❑ Safe
- ❑ Love
 - ❑ Friendship
- ❑ Safety
- ❑ Freedom
- ❑ Recognition

- ❑ Loneliness
- ❑ Alcoholic
 - ❑ Drugs
- ❑ Adversaries
 - ❑ Manipulative
 - ❑ Dangerous
 - ❑ Self-mutilating
- ❑ Danger
 - ❑ Crime
- ❑ Death
 - ❑ Mourning

It may be hard to believe, but...

**NO MATTER YOUR HARDSHIPS,
YOU HAVE IT *EASY*!**

Compared to *some* people.

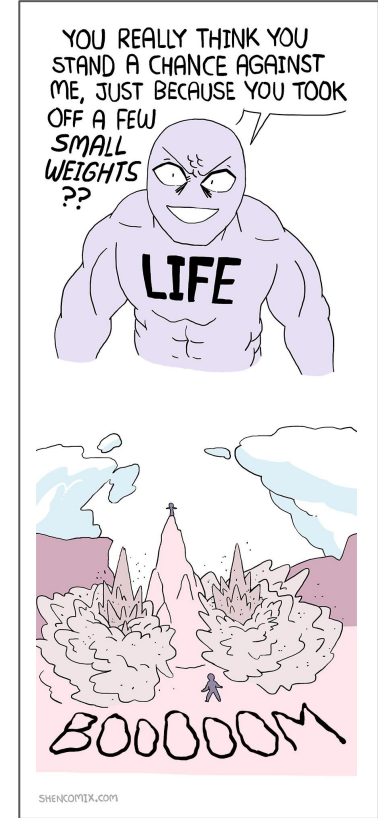
Always look on the bright side of **life**.

It's not naivety: accept your new fate, lighten your weight.

STOP GIVING A F*CK

There's no end to your tunnel:
you **are** the light.

To everyone else,
you're only secondary anyway!



RELATIONS

Everyone has different expectations,
understanding of the same situation.

Explain how you feel, it will guide others.

A good relation is about balance, not control.
(and not being controlled)

The 5 love languages:
gifts, time, touch, service, words.

Faster alone.
Further together.

It's too *easy*...
...TO WIN WHEN YOU'RE HAPPY.

It's too easy to love when everything is *fine*.

Alone != lonely
**YOU DON'T NEED
LOVE OR COMPANY.**

Alone == full freedom.
Better alone than in a bad company.
Some 'loners' are just awesome!

Faster alone.
Further together.
But...you'll get nowhere in a toxic environment.

YOU DON'T NEED ANYONE'S VALIDATION.

You might like it. It might help.
But ultimately, you don't truly need it.

Remember: you're secondary to anyone else.

On the other hand...

YOU ARE **NEVER** ALONE!

(IF YOU WANT)

Many similar-minded people, communities...

Many incredible persons are out there.

MAYBE IT'S NOT ABOUT YOU.

Your efforts are never enough?



SOME PEOPLE JUST WANT
TO WATCH THE WORLD BURN.

They do not care about you.
They want to satisfy their needs more than anything.

It's nice to believe in kindness, but...

**SOME PEOPLE *WILL* HURT YOU
IF THEY CAN GET AWAY WITH IT.**

And they will do it repeatedly...
until you fight back or run.

They'll make you think that you're a **bad** person
to hide how **badly** they've treated you.

But I haven't done anything wrong...?

SO WHAT ?

Maybe they don't even want to hurt you!
But they just don't care if you get hurt.

And maybe it's not a coincidence...
or it's even by design?

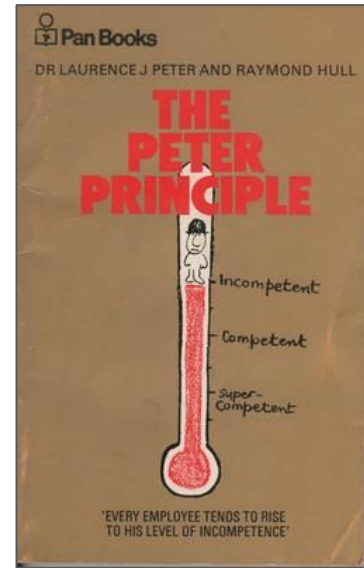
*They say "jump!",
You say "how high?"*

Peter's principle (1969)

PROMOTION UNTIL INCOMPETENCE.

A system that promotes competence is good.

But people end up at (or beyond) their limit.
-> everyone ends up incompetent.



Governed by the worst.

SOMETIMES,

INCOMPETENCE *IS* PREFERRED.

Loyalty >> competence.

Status quo >> progress.

Kakistocracy:

- kakistos: worst

- kratos: power

A "MAFIA-LIKE" STRUCTURE

- reward the worse -> debt/loyalty owed to the incompetent hierarchy.
- trap the skilled one and promote the incompetent
to keep competence under control.
- favor incompetence at higher levels -> no fear of comparison.

Maintain the mediocrity or favor progress?

Loyalty to that system you're in or to your values ?

WITH SUCH PEOPLE...

You may be tempted to bow,
and risk your future and your health or more,
because they won't stop unless they have to.
Then your close ones might be hurt too.

If not, it's fight or flight.

FIGHT? SOMETIMES, IT'S JUST EMPTY THREATS.

It might take initially time and energy to fight back,
but it gets easier.

They pretend something to make you do what you shouldn't.
Get your own information, show them that you're prepared.

-> Connect with others! You'll be less vulnerable.

BUT THAT FIGHT MIGHT BE LOST IN ADVANCE.

You might lose yourself in an unfair and endless fight.

Better be free than burning yourself out in vain.

Your second life begins when you realize you have only one.

Time to move on?

“Never argue with an idiot. They will drag you down to their level and beat you with experience.”

- Mark Twain (1835-1910)

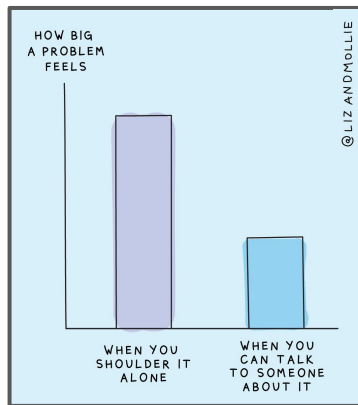
BEING SMART MAKES YOU VULNERABLE.

Questioning things makes you over-think:
-> exploitable self-doubt.

Vulnerable to people who don't care about you.
Being too nice increase your attack surface.

"Help" is the **bravest** thing to say.

ASKING FOR HELP IS **NOT** GIVING UP:
IT'S **REFUSING** TO GIVE UP.



The Boy, The Mole, The Fox and The Horse
by Charlie Mackesy

But "help" can be still hard to say.

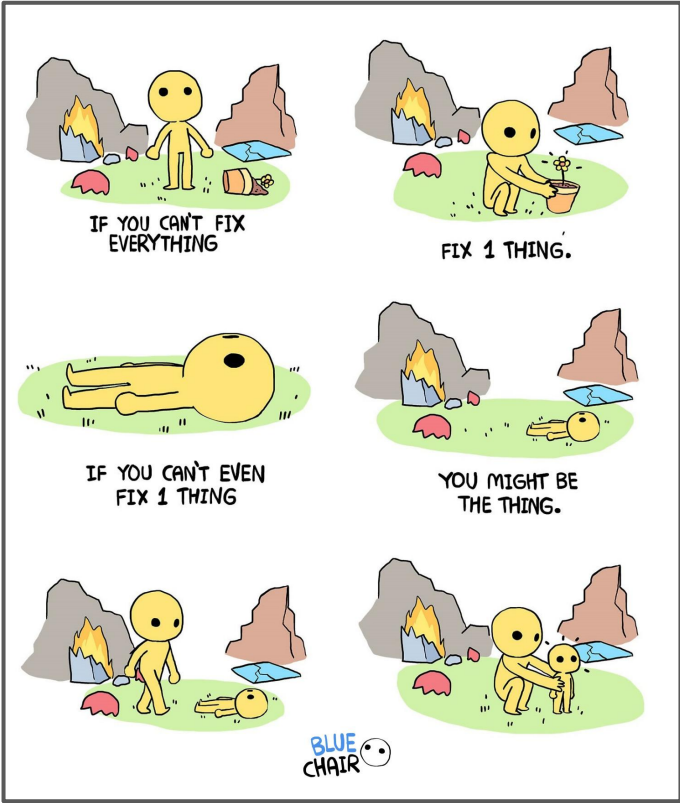
THE UGLY DOWNWARD SPIRAL BECOMES A COMFORT ZONE.

Too nice to fight back.
Too nice to ask for help.
Your denial hides it from you,
and you hide it from others.



MAYBE YOU CAN'T SAVE YOURSELF?

Who you gonna call?



What if...

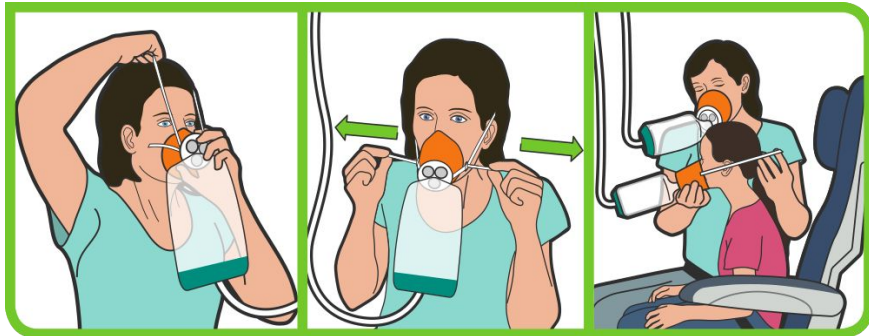
"I AIN'T NO LOSER:
I DON'T NEED HELP"

Good for you!

Bless your luck and your privileges.

So what? Not everything is about you.

But if it's not about you:
YOU CAN MAKE THE WORLD
A BETTER PLACE...
...by helping someone else!



V သုံး၊ ခြောက်၊ တစ်၊ ခုနစ်

It's not always hard:

HELPING SOMEONE...

...could be as simple as giving them
a temporary safe space
and time to recover.

Like a child **drowning** in a calm place...

THEY MIGHT LOOK OK!

OR EVEN HAVING FUN ?!

They **need** help, but they can't/won't tell.

They just look stuck in a loop.

They'd be totally fine in different circumstances.

"Who cares"?

SOME PEOPLE **ARE** DROWNING...

Right now. Around us.

Peer pressure from family, management, friends...

Depression...

Maybe **you** can help them!

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CONCLUSION

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IT TAKES TIME TO...

- be grateful of your past.
- understand your lucks and privileges.
- overcome hardships.
- accept your fate and make the best of it, of you.

IT'S GOING TO BE OK!

Maybe not as initially planned.

Not going to be easy.
But it will be fine!



WHAT TIME IS IT?

IT'S TIME TO...

- Realize how awesome you can be, how well you've done so far...
 - despite how bad things turned out, or how people treated you.
- Acknowledge, but shake off these negative thoughts.
- Stop expecting a magic solution, book or tutorial.
 - believe and rely on yourself too!

MAKE THE BEST OF NOW!

- Observe, listen, understand, learn...
- Connect, ask, grow, help...

It has to start somewhere.

It has to start some time.

What better place than **here**?

What better **time** than now!

A very special thank you to the organizers!

**CONFERENCES HELP US TO RELAX,
TO LEARN, TO CONNECT, TO GROW!**

Thank you for the continued efforts!

15th Troopers - 2024

**THANK
YOU!**

Ange Albertini
ange@corkami.com
@angealbertini

Infosec...

SO MANY REASONS TO OVER-WORRY...

...and forget about yourself

...or your friends



TOM GAULD for NEW SCIENTIST

INFOSEC IS ~~BORING~~ EXHAUSTING/HARMFUL!

- very repetitive tasks
- uncertainty is exhausting
- profiteers, abusers



INFOSEC PEOPLE ARE ALWAYS WRONG

- We're the ones preventing projects to launch
- We're easily misunderstood:

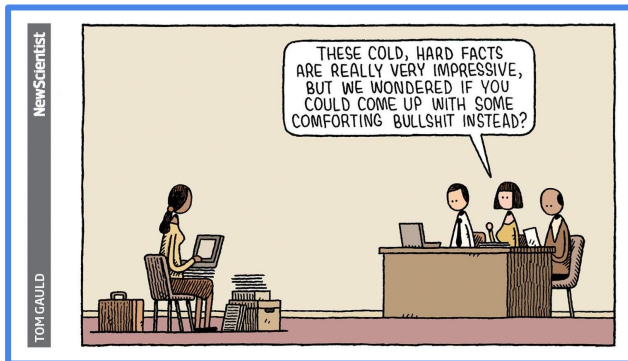
We're supposed to just have to "follow the manual"
like any other engineers.

- We discuss hypothetical attacks that never happened yet.
- We publish research that helps to create more attacks.



INFOSEC AND METRICS

Security doesn't have easy metrics,
so defense is very political.



Hackers don't give a shit.

- About your project's scope
- It's managed by a third party
- It's a legacy system
- It's "too critical to patch"
- About your outage Windows
- About your budget
- You've always done it that way
- About your Go-Live Date
- It's only a pilot/proof of concept
- About Non-Disclosure Agreements
- It wasn't a requirement in the contract
- It's an internal system
- It's really hard to change
- It's due for replacement
- You're not sure how to fix it
- It's handled in the Cloud
- About your Risk Register entry
- The vendor doesn't support that configuration
- It's an interim solution
- It's [insert standard here] compliant
- It's encrypted on disk
- The cost benefit doesn't stack up
- "Nobody else could figure that out"
- You can't explain the risk to "The Business"
- You've got other priorities
- About your faith in the competence
of your internal users
- You don't have a business justification
- You can't show Return on Investment
- You contracted out that risk

YOU JUST CAN'T LEARN THINGS MAGICALLY

Some people can't learn without practice,
or without a genuine **motivation**.

GO! TEAM PRODUCTIVE DAY!



GOALS!



ORGANIZATION!

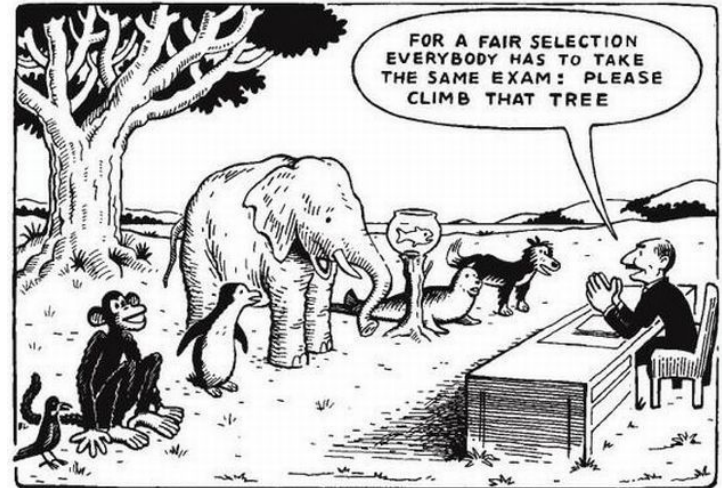


FOCUS!



MOTIVATION!

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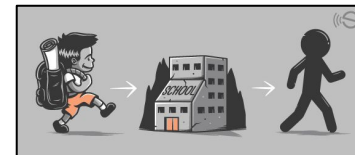
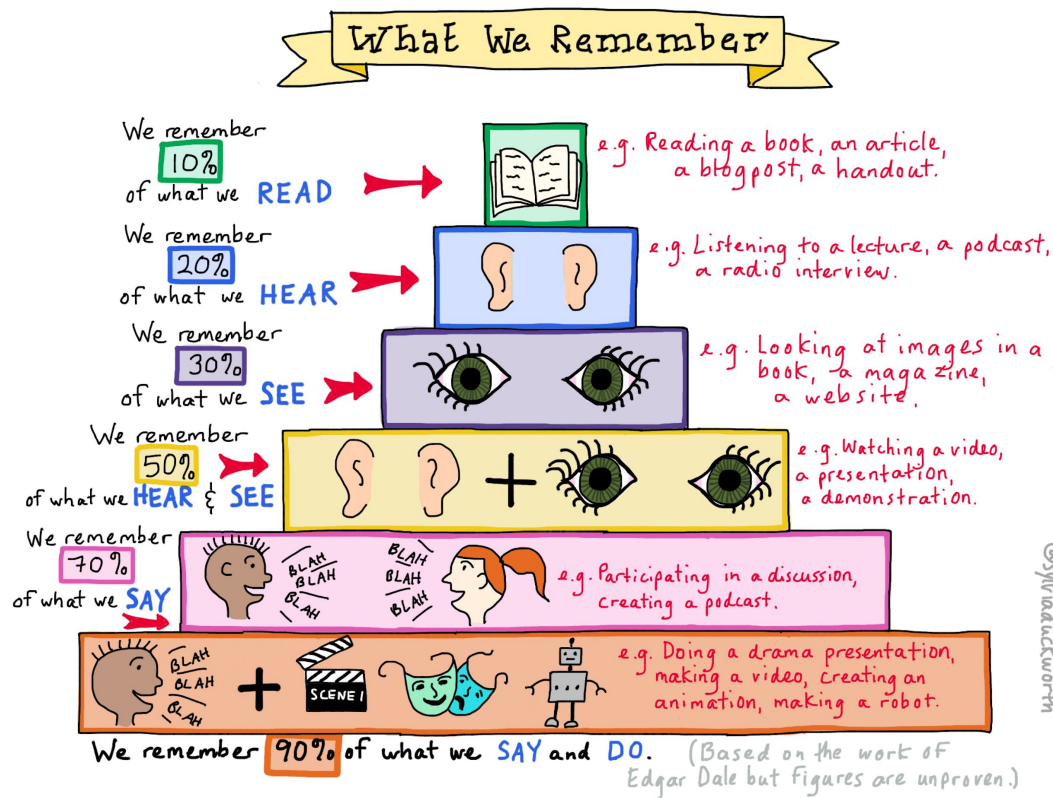
Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid.

- Albert Einstein

Fake Quote

SCHOOL USUALLY PROVIDES A UNIQUE FORM OF LEARNING

Find your own!

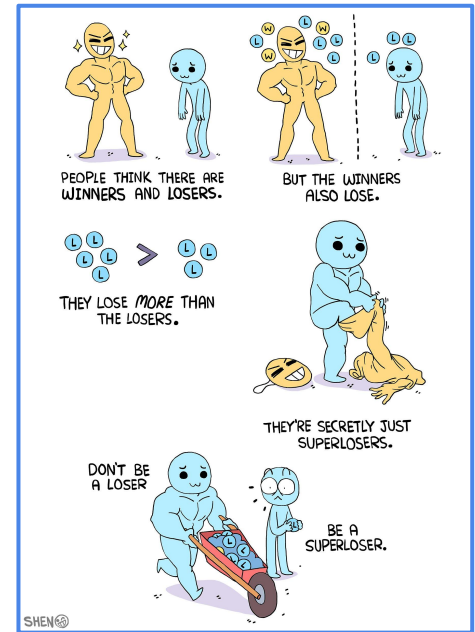


@sylviaadckworth

SCHOOL TAUGHT US THAT FAILURE IS NOT AN OPTION

We were all born "hackers" ...
...then rules are enforced.

And now our work is full
of experimental failure.



ONCE STUDIES ARE OVER...

Are diplomas useless?

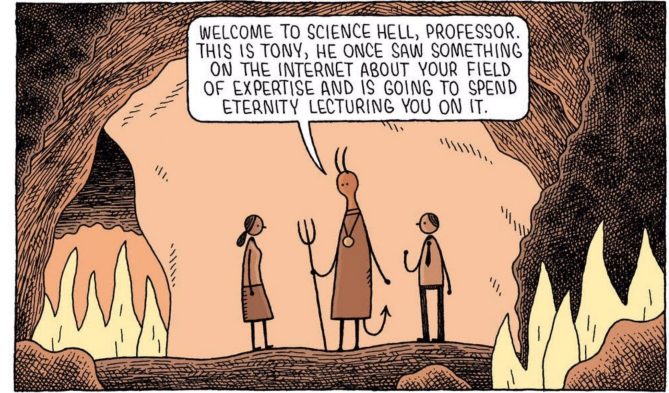
MAYBE THEY'RE NOT

WHAT YOU EXPECTED?

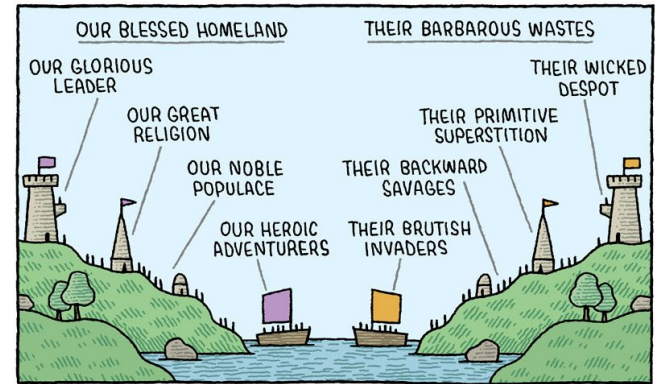
- + gives time to focus
- + enforce good habits
- + an advantage / privilege
- + a private social network
- an illusion
- meaningless rating

SOME PEOPLE ARE NEVER SATISFIED...

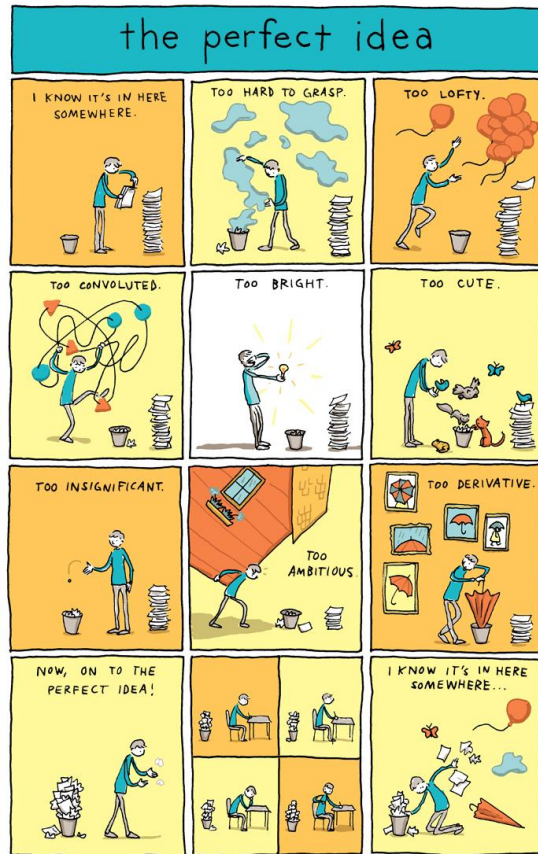
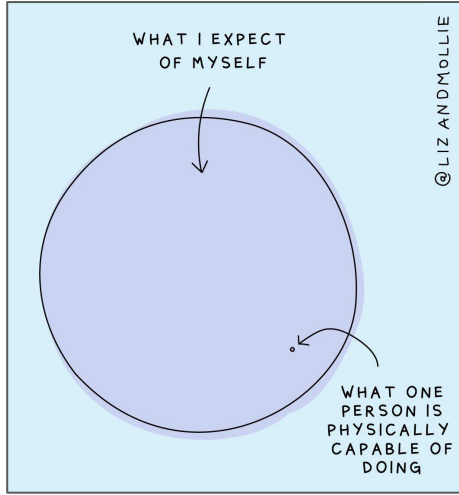
- Arrogance
- Dunning-Kruger effect
- Gatekeeping
- Kakistocracy



Tom Gauld



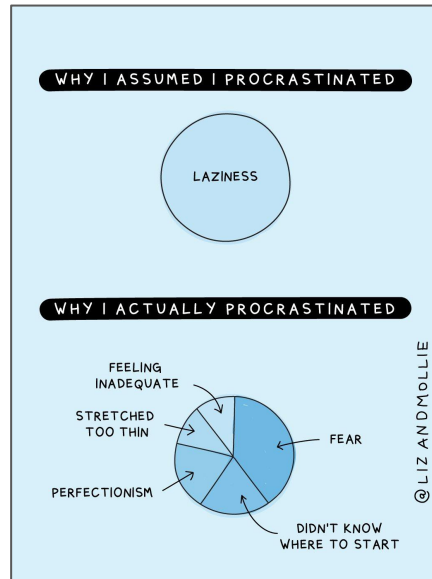
TOM GAULD



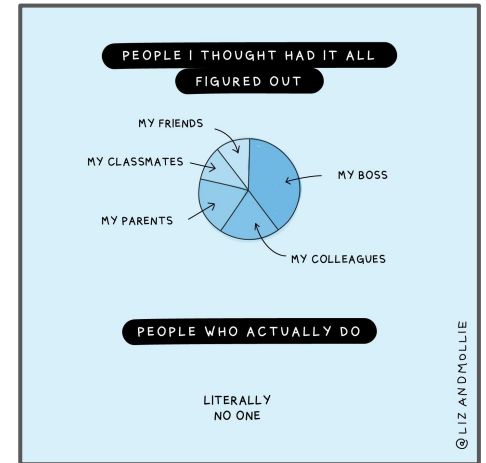
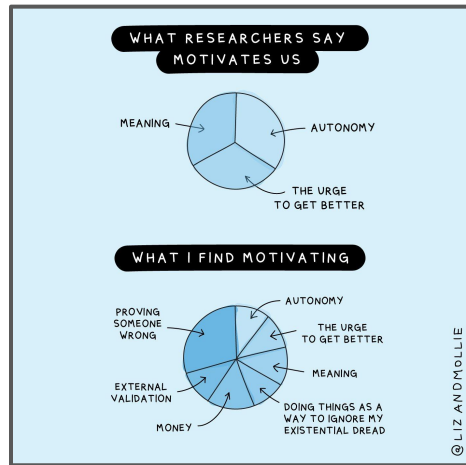
DON'T BURN YOURSELF TRYING TO BE PERFECT!

FOCUS ON YOURSELF FIRST!

Take breaks too!



IT'S OK IF YOU GOT IT WRONG SO FAR!

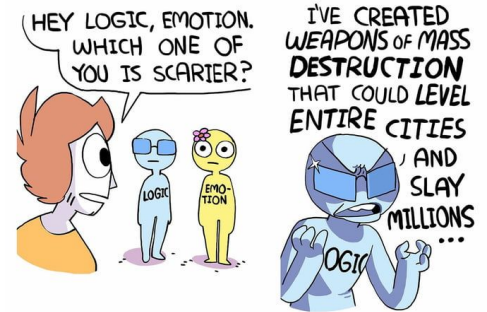


SOME PEOPLE **WILL** TAKE THE WORST DECISIONS...

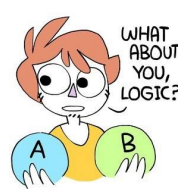
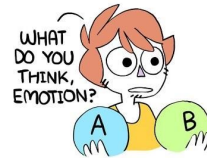
Even against their own interests or their friends'/family's

Fears/traditions/ideologies are sadly taken into account

No matter how stupid they are: sexism, racism, religion...



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FAILURE WAS NOT AN OPTION

Toddlers learn by trying and failing.
Everybody is born “hackers”.

School has no time for that.

You must get it right **before** the next test.

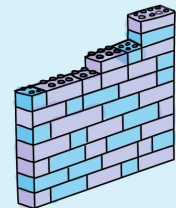
-> Many adults are uncomfortable with experimenting.

FIRST
ATTEMPT
IN
LEARNING

WE THINK OF FAILURE AND SUCCESS AS OPPOSITES



WHEN IN REALITY FAILURE IS PART OF SUCCESS



@LIZANDMOLLIE

It's ok to be insecure, not to be a jerk

x3b
@q3k Follow

Go to Google, they said. Just for the CV entry, they said. It'll open doors, they said.

"Has potential, however we've had very bad luck w/ ex GOOG types over the years"

1:30 AM - 20 Mar 2018



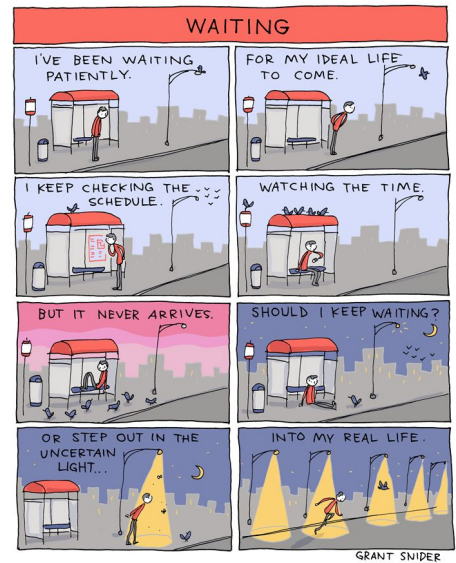
YOUR PRESENT OR PAST IS NO EXCUSE!

Regrets?

DON'T BEAT YOURSELF UP! (TOO MUCH)

Regrets are just normal.

They gives us the boost to try harder, be bolder.



10 Things That Will Happen When You Start Stepping Out of Your Comfort Zone

- by @OskarNowik bit.ly/10comfortzone
- 1** You'll start growing quickly
 - 2** You'll begin to love challenging yourself
 - 3** You'll realize all your fears are fictional
 - 4** You'll replace regret with excitement
 - 5** You'll laugh at your past self
 - 6** You'll find out more about your strengths & weaknesses
 - 7** You'll boost your self-confidence
 - 8** You'll create a new source of satisfaction
 - 9** You'll realize the only way to success leads through discomfort
 - 10** You'll begin inspiring people around you
- High Confidence Level Low
- My Fears: none!

I should have... YAY! I did it!

HA! I remember when...

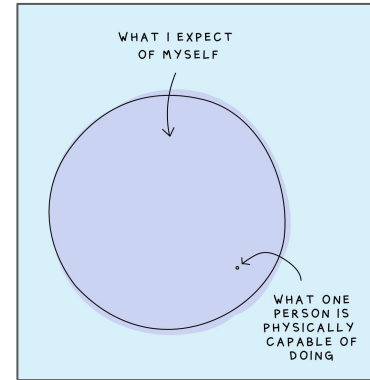
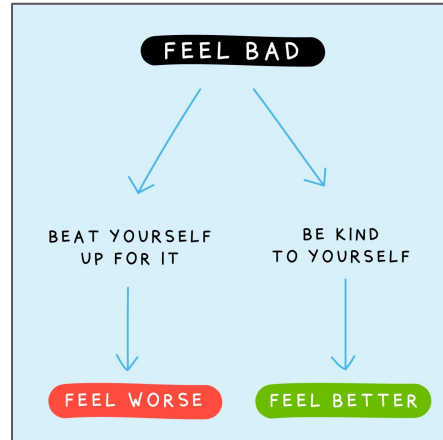
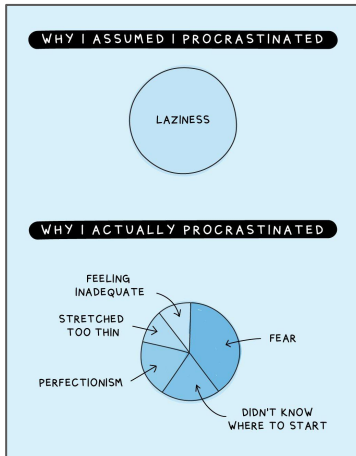
Wow! I did it!

Bring it on!

Wow! I did it!

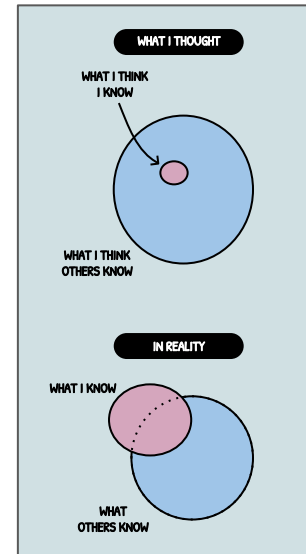
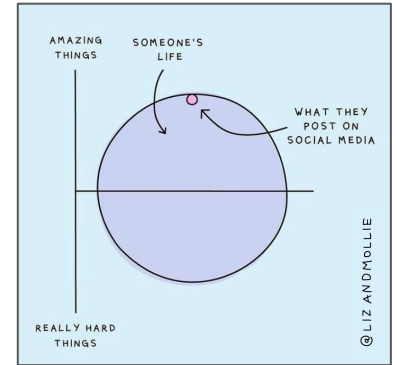
@syviva duckworth

DON'T BE TOO HARD ON YOURSELF



STOP COMPARING YOURSELF

Your skills and experience are just different.
Spend time finding/acknowledging yours.



HEALTH

You're not 'smart' if you're healthy.
You're just lucky enough.

There's no health credit.

Take care of yourself!

Buy that better pillow, brighter lamp,
get rid of these uncomfortable shoes !

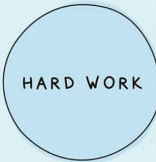


Add to Basket

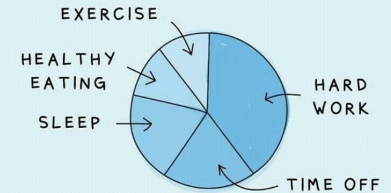
(if it's for your health)



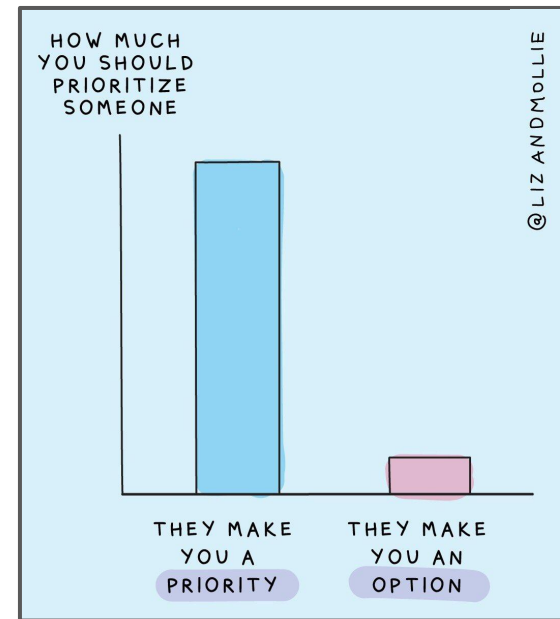
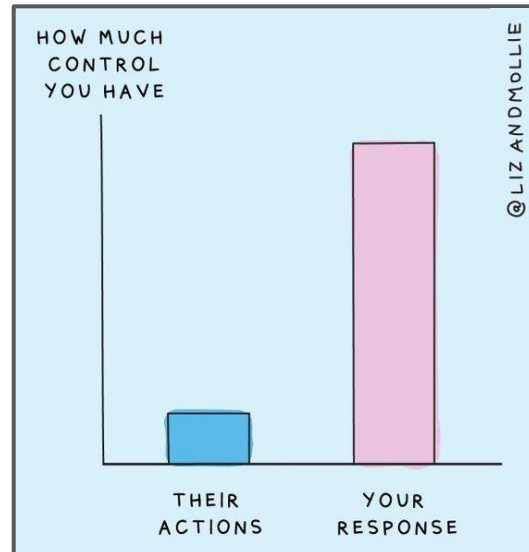
WHAT I THOUGHT WOULD
MAKE ME PRODUCTIVE



WHAT ACTUALLY DOES

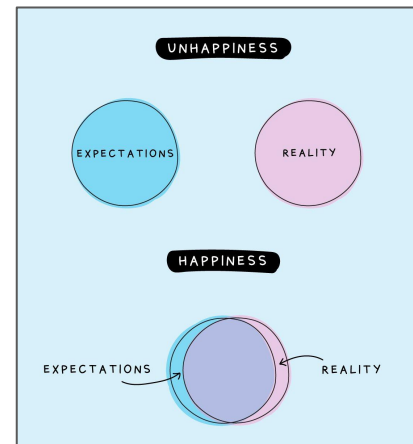
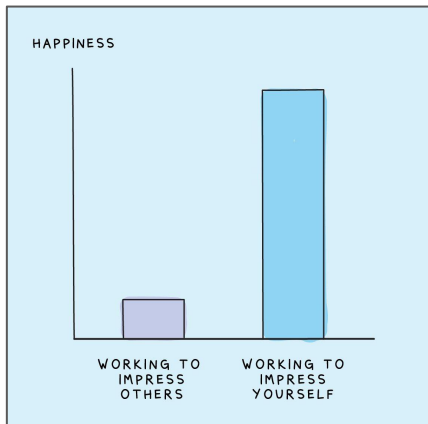


SAY NO! OR DE-PRIORITIZE!

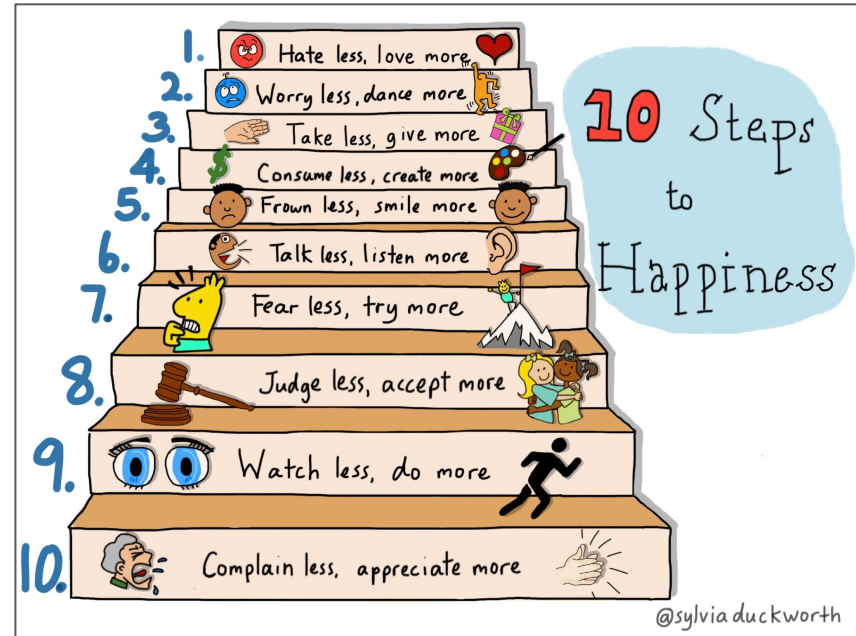




LOOKING FOR HAPPINESS?



1. Be patient. No matter what.
2. Don't badmouth: assign responsibility, not blame. Say nothing of another you wouldn't say to him.
3. Never assume the motives of others are, to them, less noble than yours are to you.
4. Expand your sense of the possible.
5. Don't trouble yourself with matters you truly cannot change.
6. Don't ask more of others than you can deliver yourself.
7. Tolerate ambiguity.
8. Laugh at yourself frequently.
9. Concern yourself with what is right rather than who is right.
10. Try not to forget that, no matter how certain, you might be wrong.
11. Give up blood sports.
12. Remember that your life belongs to others as well. Don't risk it frivolously.
13. Never lie to anyone for any reason. (Lies of omission are sometimes exempt.)
14. Learn the needs of those around you and respect them.
15. Avoid the pursuit of happiness. Seek to define your mission and pursue that.
16. Reduce your use of the first personal pronoun.
17. Praise at least as often as you disparage.
18. Admit your errors freely and quickly.
19. Become less suspicious of joy.
20. Understand humility.
21. Remember that love forgives everything.
22. Foster dignity.
23. Live memorably.
24. Love yourself.
25. Endure.



Adult principles

by John Perry Barlow

WHAT VIDEO GAMES TAUGHT ME

1. If you are facing new challenges/obstacles, then you're going the right way.
2. No one blames you if you have to check the map.
3. Always come prepared.
4. Everyone is worth talking to.
5. Even if you don't get money for something, you always get experience.
6. Explore!
7. The places that are hardest to get to always have the best rewards.
8. The best way to become someone's friend is to actually talk to them.
9. If you want to be someone's friend faster, also give them food.
10. Don't hold on too much crap, you'll fill up your inventory.
11. Don't be deterred if a challenge was too much for you: go back, level up, increase your skill, and try again.
12. You don't learn anything if you get someone else to do it for you.
13. Don't feel like you have to plow through the main story. The best content is sometimes in the side quests.
14. If you've tried and failed 30 times, you probably missed something. Go back and look around.
15. Never judge someone's skill solely on their achievements; you don't know how they got them.
16. When you succeed after multiple failures, you feel so much more accomplished.
17. Take full advantage of character customization.
18. Decisions rarely only affect you. Please choose wisely.

30 CHARACTERISTICS OF MANIPULATORS

BY ISABELLE NAZARE-AGA

<https://www.isabellenazare-aga.com/30-caracteristiques-du-manipulateur#30-characteristics-manipulator>

They make other people feel **guilty**, in the name of professional **conscience**, family ties, friendship, love, etc.

They unload their **responsibilities** onto others or dismiss their own responsibilities. / They do not *clearly* communicate their requests, needs, feelings or opinions.

They often respond **vaguely**. / They **lie** / They are **self-centred**. / They cite all kinds of logical reasons to **disguise** their requests.

They **change** their opinions, behaviours, or feelings **depending on** the person or situation. / They make **veiled threats** or openly resort to blackmail.

They make others **believe** that they must be **perfect**, **never** change their minds, **always** know everything, and **immediately** respond to requests and questions.

They **cast into doubt** the qualities, skills and personalities of other people—they criticize without appearing to do so, devalue and judge.

They have their messages communicated by other people or via intermediaries (telephone instead of face-to-face, written notes).

They create **suspicion** and stir up ill feeling; they **divide to conquer**, driving a wedge between people, which can lead to relationship break-ups.

They know how to make themselves into **victims** to gain sympathy (e.g. exaggerated illness, « difficult » surroundings, overloaded at work).

They ignore requests (even if they **claim** to be taking care of them). / They use **flattery** to seduce us, give gifts or suddenly start waiting on us hand and foot.

They use the moral principles of others (e.g. notions of humanity, charity, racism, « good » or « bad » mother) to satisfy their needs.

They abruptly **change topic** in mid-conversation. / They avoid or get out of discussions and meetings. / They cannot take **criticism**, and **deny facts**.

They make **false statements** to discover the truth, **twist** and interpret facts to suit themselves. / They can be **jealous**, even if they are parents or spouses.

They do **not take into account the rights**, needs and desires of others. / They **make us do things** that we would probably not have done of our own free will.

They often wait until the **last minute** to ask, order or have others do something. / They rely on the ignorance of others while vaunting their own superiority.

Their words appear **logical** and **consistent**, while their attitudes, actions or lifestyle are totally **opposite**.

They generate a state of **discomfort** or of not **being free** (trap). / They are excellent at meeting their **own goals**, but at the **expense of others**.

They are constantly the **focus of conversation** among people who know them, **even** if they are **not present**.

If you now someone with 14 of these characteristics, beware!

WHAT REBELS WANT FROM THEIR BOSS

<https://www.rebelsatwork.com/blog/2017/04/19/what-rebels-want-from-our-bosses>

1. We are not troublemakers. We're motivated to make our organization better than it is.
2. We care more about work than most people. That's why we're willing to engage in controversy.
3. We need a work environment where it's safe to disagree and ask questions that challenge the status quo.
4. The more diverse a team's mindsets and experiences, the more creative the team. We may not be like you and that is a good thing. Love our differences and quirks.
5. Challenge us. Give us the thorniest problems. Let us prove that our "wild ideas" can work. We want to be stretched, not do work as usual.
6. Don't give us lip service. If one of our ideas isn't important to our goals or it's just too radical for the culture, tell us that, not something glib like, "there's no budget or resources."
7. Coach us on how to navigate organizational politics so we avoid making mistakes that could embarrass you and us.
8. Rebelliousness is an act of courage and risk-taking. It's a positive behavior.
9. Tell us what we're doing right more than what we're doing wrong. Appreciation is the greatest sustainable motivator at work. Give us more and we'll move mountains for you.