



Identity's Work Is Never Done

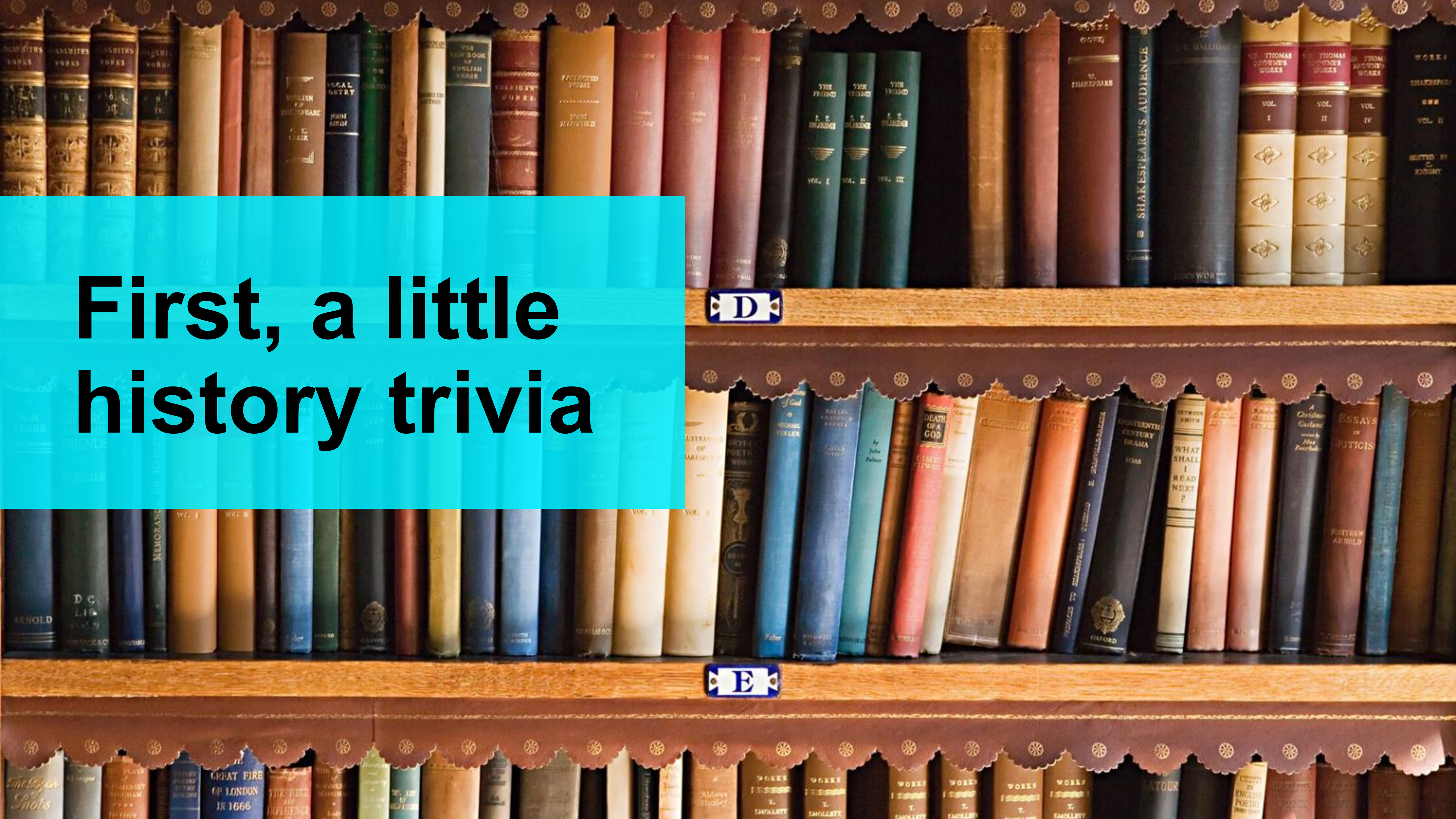
Applying a Product Mindset to IAM



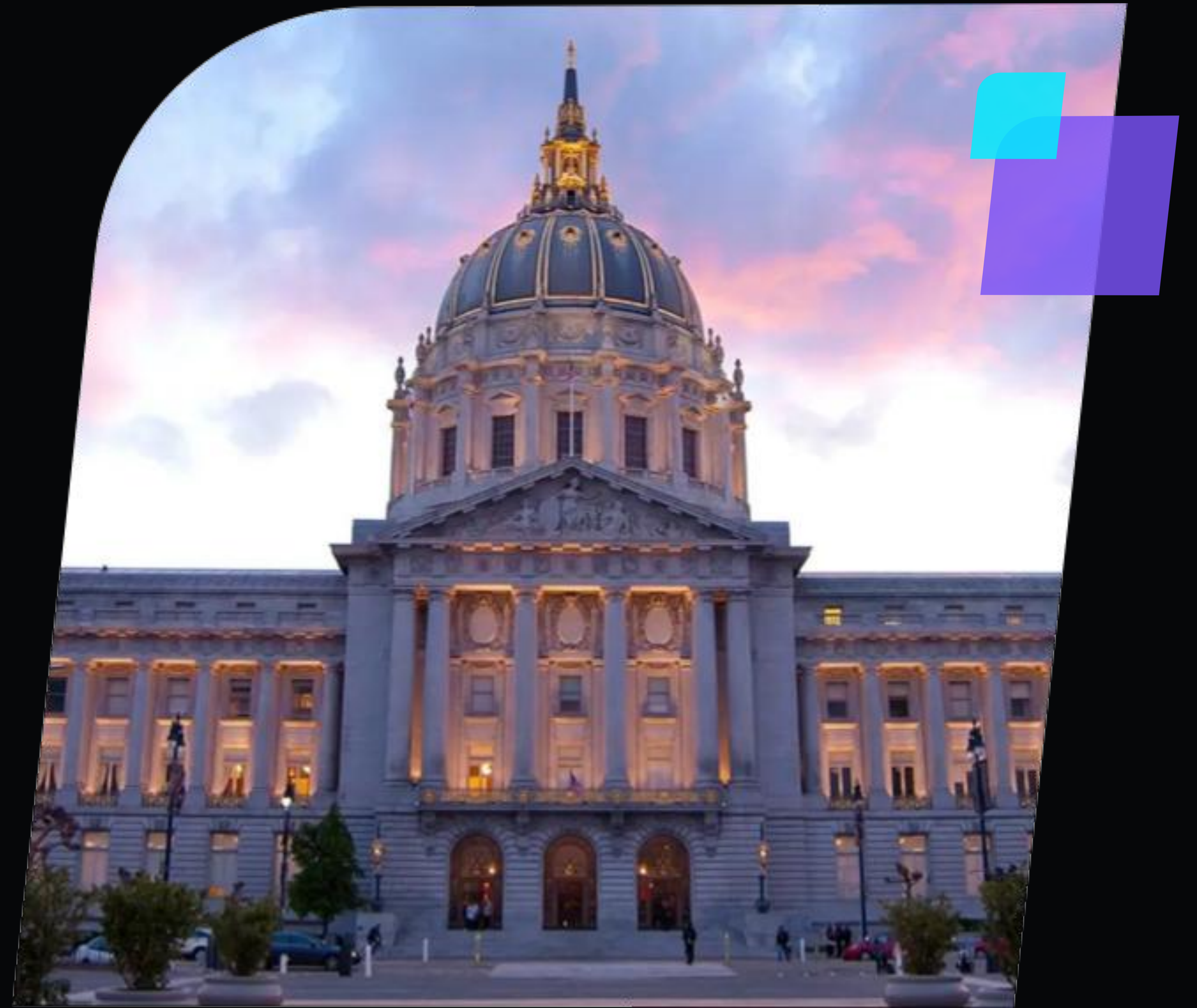
Who am I?

- Yes, that's my horse...her name is Freckles, the picture tells a story...
- Been in IT for many years, many roles
- Currently, I lead the Identity & Access Management program at Dick's Sporting Goods
- 11th year as member of adjunct faculty at UNC Charlotte
- Also former Chair & now emeritus member of board of directors for IDPro
- Also an election precinct judge

First, a little history trivia



What major legislative event in the United States is largely given credit for the birth of identity & access management as a security domain or discipline?



The Sarbanes- Oxley Act of 2002

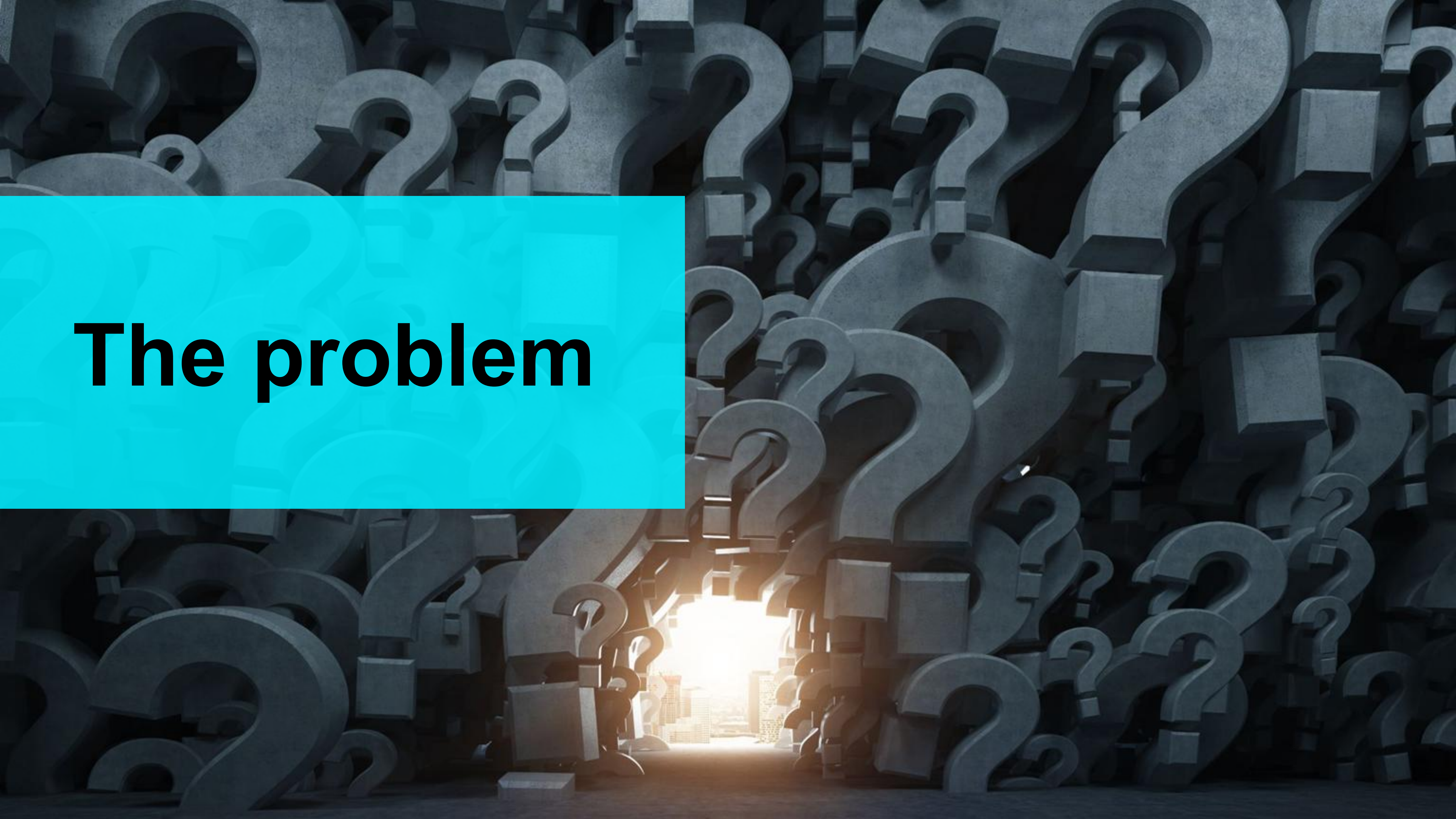
Specifically, section 404

Otherwise known as The Big
Bang for Identity

ENVRON[®]



The problem



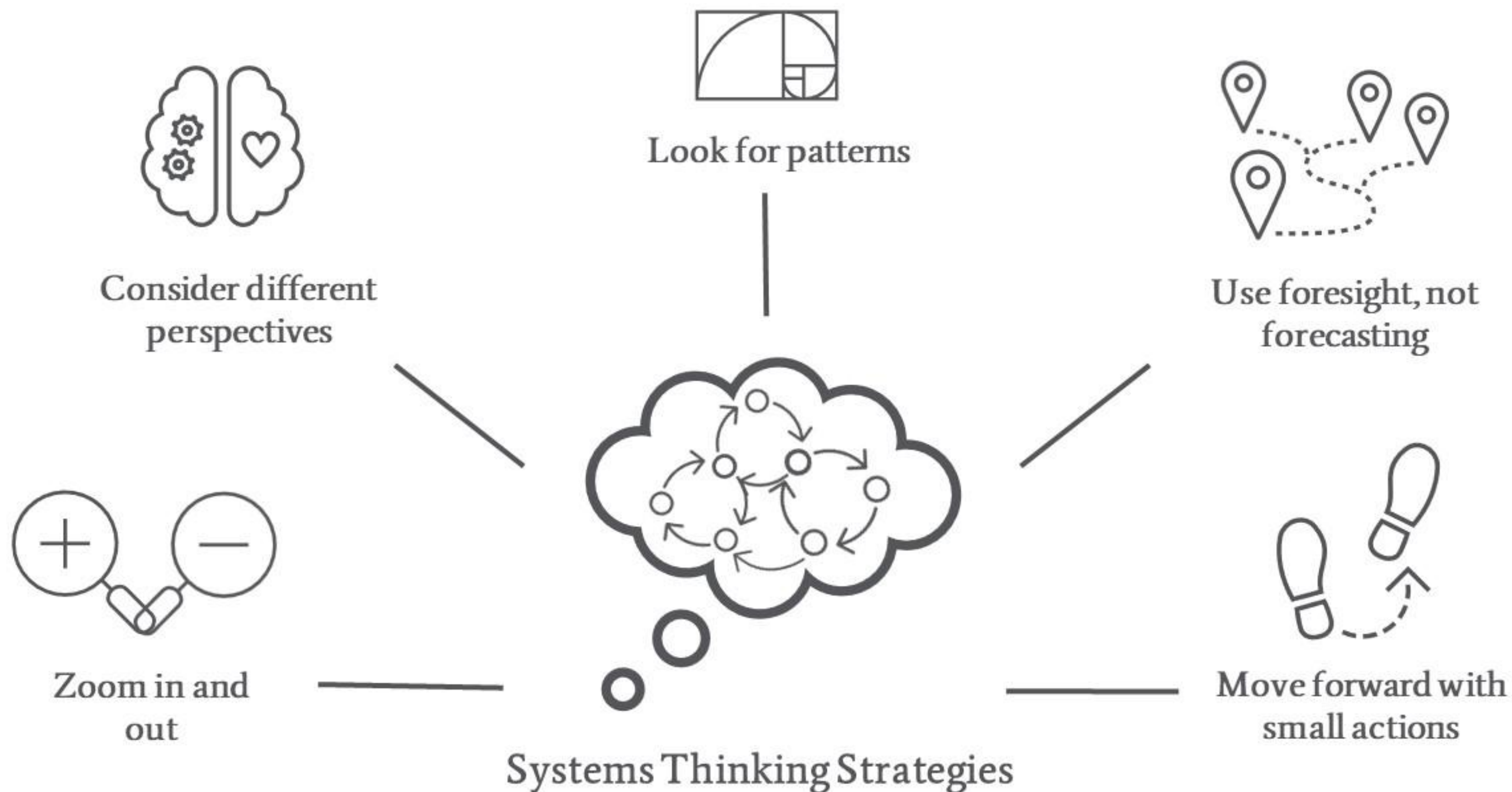
**REMEMBER, IT'S BETTER TO SAY
YOU MEET COMPLIANCE REQUIREMENTS**



THAN TO ACTUALLY IMPROVE SECURITY

Systems thinking

How to Use Systems Thinking in Business



Systems thinking

Using holism to observe where access control flaws existed not just in SOX & SOX adjacent systems, but across the enterprise

- Patterns emerged – onboarding, offboarding, JML, role creep
- Federated sign-in – uniting disconnected systems across the world
- Privileged Access Management became a dedicated discipline

BUT, as investments in access controls and a formal IAM industry emerged, two patterns also emerged:

- Identity & Access Management as a project or program to address specific compliance or security requirements
- Broadly speaking, this was viewed as a time-limited investment

Problems with Enterprise IAM as a program or project(s)



Challenges

Static scope – Have to adapt to business & threat landscape

Unstable funding & resources – budgets fixed, some resources time-limited, ‘audit-driven’ programs, little/no ‘marketing’*

UX – Do you have a minute, or 10? *

Integration challenges – Ever hear of ‘The Last Mile’ challenge?

Scale challenges (see scope)

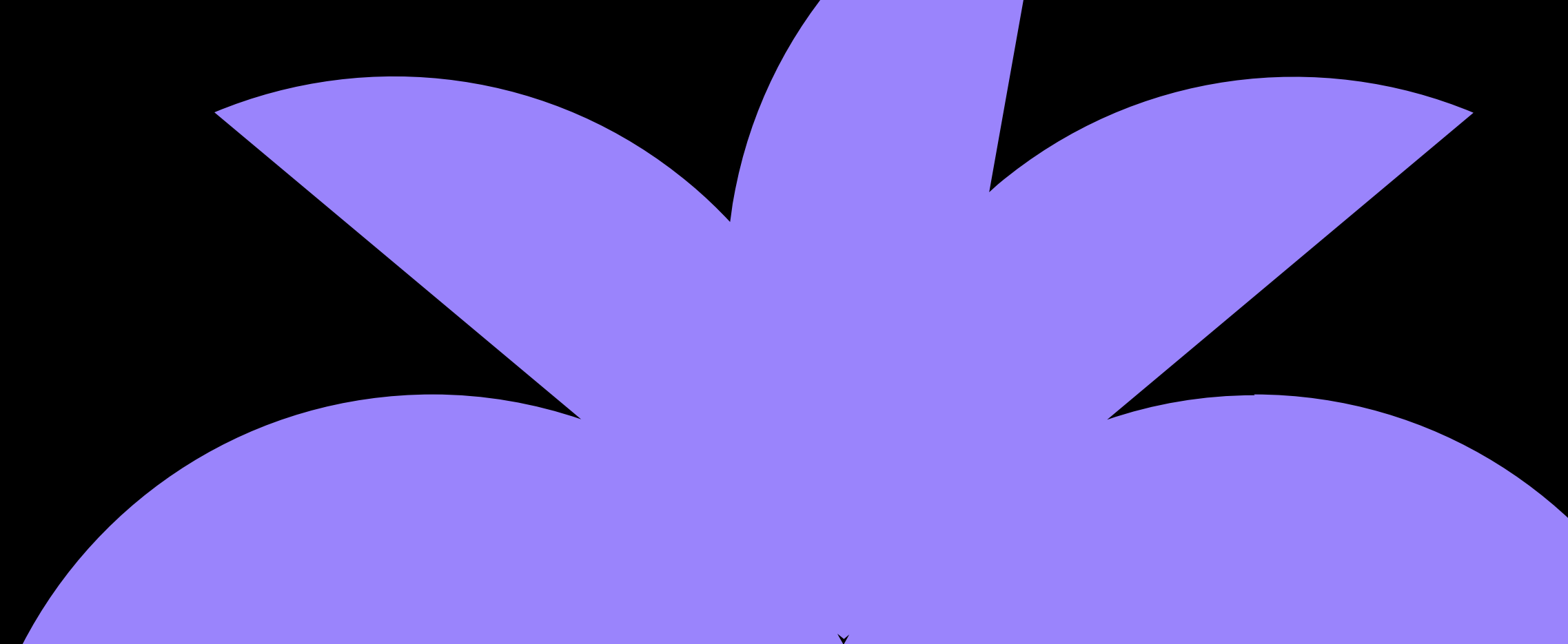
Some risks evolve, your IAM program can't

Systems view demands continuous monitoring

When are you done?



So what should we do?



A background image showing a group of business professionals in an office setting. In the foreground, a person's hand is visible holding a tablet displaying a document with charts and text. Another person in the background is holding a smartphone. The scene is brightly lit, suggesting a modern office environment.

**Adopt the
language of the
business***



**Pivot from digital
identity as a
project/program
to a product**

Advantages

Continuous improvement – adaptability & innovation

Enhanced security

Improved UX – user-centric design & consistency*

Scalability & flexibility

Sustainable investment

Stronger stakeholder engagement

Challenges

Cultural change

Funding conversion & resource allocation*

Governance models may change

Success measurement (also a positive)

Adoption challenges – more change =
more integration



**Before we go any
further, a disclaimer**

**I am not now, nor have
I ever been a product
manager...but a funny
thing about working in
identity...**

Most of us didn't
start there, either









Enter: design thinking



Design thinking principles

- **User-centric:** Focus on the needs, experiences, and feedback of users throughout the process.
- **Collaborative:** Involve cross-functional teams and diverse perspectives to generate innovative solutions.
- **Iterative:** Embrace an iterative approach, continuously refining and improving solutions based on feedback.
- **Experimental:** Encourage experimentation and learning from failures to discover the best solutions.



**Now, I know what
you're thinking...**

Two views

Complimentary

- Holistic understanding (zoom in & out)
- Empathy for stakeholders & users
- Fun in solving wicked problems
- Enhanced collaboration
- Enhanced adaptability

Divergent (tension)

- Focus & scope (user vs system)
- Problem definition (e.g., non-functional reqs)
- Approach to solutions (complex vs iterative)
- Measurement of success*
- Interdisciplinary collaboration*

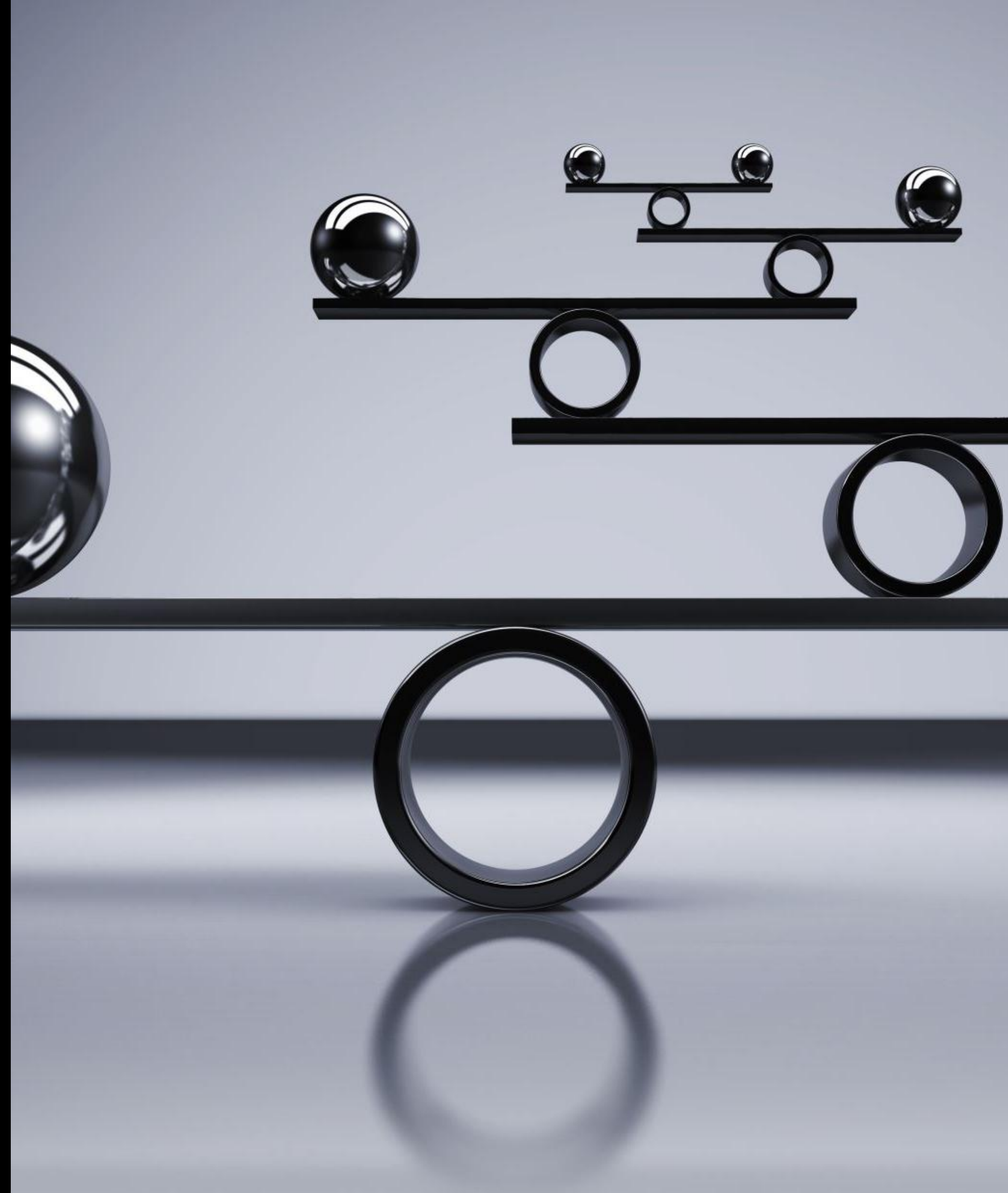
Ok, so how do we get there?

- The business already does this, sort of. CIAM anyone?
- Could unify IAM, alleviating some of the resource & funding challenges
- IAM vendors (like you!) are already practicing this, with some caveats

First, the good news

Key challenges

- Major cultural shift – Key leadership buy-in essential
- Transition could be messy, patience required
- New methods of measuring progress are critical vs project methods
- Realignment of resources could be disruptive
- Timing – need to align with budget cycles
- Architecture is an essential partner



So how do we do this?

- The path will vary: moving from project modalities to product requires much tighter alignment with business objectives, measurements, & taxonomies
- If you have a mature CIAM program, partner as much as is reasonable
- If your company has product managers, regardless of vertical, recruit them as mentors for this journey. This can be an accelerator
- Remember, you're not abandoning measurement of outcomes (think KPIs), you're leaning into it (think OKRs)
- Use the iterative nature of your releases as a catalyst for marketing...



Marketing?

Product releases = opportunity for marketing

- Quarterly planning case study – major shift in reaction from the ‘this phase of project’ view to ‘in this release of iOS 19’
- Biggest gap in most enterprise IAM programs*
- Can it be done without the product paradigm? Yes, sort of...





A final thought...

What do YOU think?

Questions or comments,
PLEASE!!!



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PROTECTION
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