Correctly planning your Identity & Access Management Journey

IDMW⬡RKS

"…organizations without formal IAM programs will spend 40% more on IAM capabilities while achieving less than organizations with such programs"

- Gartner

The Process
How to achieve success

Understanding Your Enterprise
Start by getting to understand your business, your culture, and your goals.

Identity Assessment
Dive deep to understand the current state of the environment. Identify gaps, challenges, and shining stars across people, process, and technologies.

Identity Program Blueprint
Envision the appropriate end state across people, process, and technologies.

Identity Roadmap
Develop a roadmap to move from the current state to the desired environment.

Continued Guidance
The end isn't delivering a document. The IAM program needs to evolve as the business evolves.

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Why Roadmap?

- Identify and establish relationships with key stakeholders and help demonstrate the connection between their needs and IAM.

- Help create an achievable transformational vision and guide managing expectations through establishing periodic touchpoints to discuss progress.

- Help gather complete requirements by talking to all parties involved in IAM activities.

- Build a progressive roadmap by identifying the information and measurements required for stakeholders. Guide in the appropriate order to IAM implementation.

- Detail your architecture to the right level by organizing and documenting information about IAM capabilities so that you can manage the requirements and expectations of IAM stakeholders.

# The Foundation is Understanding <u>Your</u> Enterprise

- Stakeholders
  - Some consider it "one and done".
  - They may be on board only until funding is secured
  - Their problems often become project problems
- IAM Team(s)
  - They are typically technical and are taking the lead
  - They are inexperienced in business impact
  - They focus too much on technology
  - They solve the wrong problems
  - They need support and direction
- Business
  - Expectations may be set too high
  - Plans/Needs are often vague
  - Business expresses lack of sustained incremental value in the program

Current State Analysis by priority, risk and categories

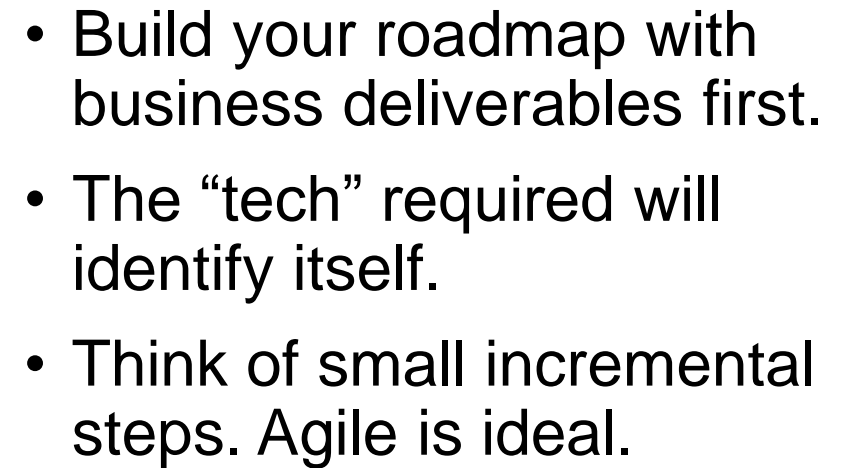| Finding ID	Name	Priority	Roadmap Reference
GOV01	No defined IAM Program	High	P-01
GOV02	Update Security Policy & Standards	High	P-07
GOV03	Lacking Effective Program Support Capability	High	P-02, P-03
GOV04	No Organizational Change Management Capabilities	High	P-03
GOV05	Users do not know the correct processes and procedures to follow	High	P-03, P-06, P-07, P-08
GOV06	No Defined IAM metrics to measure performance	High	P-03, P-04
IGA01	No central Identity Governance & Administration (IGA) solution	High	P-05
IGA02	No authoritative source for contingent worker information	High	P-05
IGA03	Chronic audit findings related to inappropriate access	High	P-05
IGA04	Ineffective access review processes	High	P-05
IGA05	Inefficient and ineffective user off-boarding access removal	High	P-05
IGA06	Inappropriate Access due to "bloat"	High	P-04
IGA07	No capability to track or catalog access granted to users	High	P-05
IGA08	No process to support role change: transfer or promotion	High	P-05
IGA09	Access is established using "Copy from" approach	High	P-05
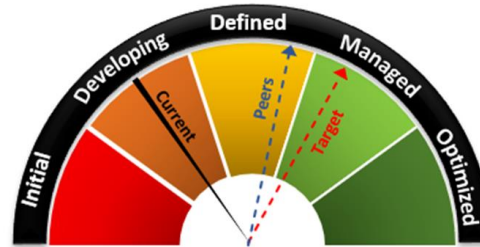
Findings By Category
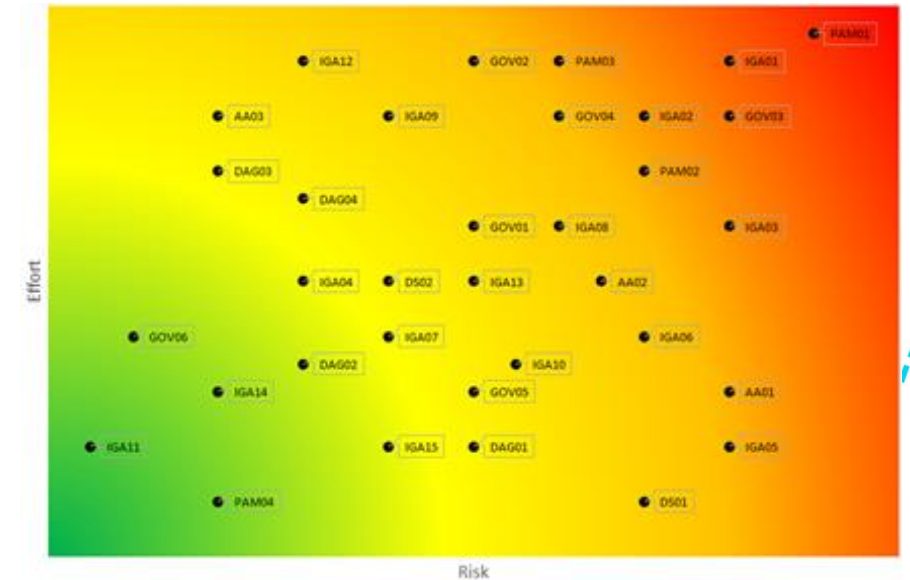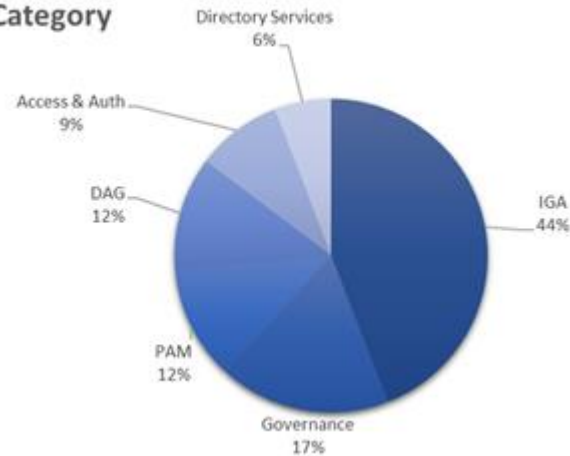
Build out a roadmap

- Like building a house, don't start on everything at once

- Think in "big blocks" first — Foundations, services, road (IGA, PAM, MFA)

- Then fill in the details (self- service password reset, certification campaigns, entitlement management)

- Plan incrementally; match to named stakeholders

- Plan the business deliverables first ... the technical will follow

- Use agile if possible, or be agile if not

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Sell the roadmap

- Build your roadmap with business deliverables first.
- The "tech" required will identify itself.
- Think of small incremental steps. Agile is ideal.

Continued Guidance

- Use metrics to clearly show progress

- Use business language rather than technical detail

- Call out individuals and specifics to increase the visibility of supporting teams

- Use different media to share progress

- Program Governance Practices

- Organizational Change Management Techniques

- Operating Models

- Organizational Alignment Methods

- Process Management Capabilities

- Success Measurement Approach

The Process
How to achieve success

Understanding Your Enterprise
Start by getting to understand your business, your culture, and your goals. **Create strong relationships.**

Identity Assessment
Dive deep to understand the current state of the environment. Identify gaps, challenges, and shining stars **across people, process, and technologies**.

Identity Program Blueprint
Envision the appropriate end state across people, process, and technologies. **Talk to all interested parties to finalize.**

Identity Roadmap
Develop a progressive roadmap to move from the current state to the desired environment.

Continued Guidance
The end isn't delivering a document. The IAM program needs to evolve as the business evolves. **Communicate early and often.**

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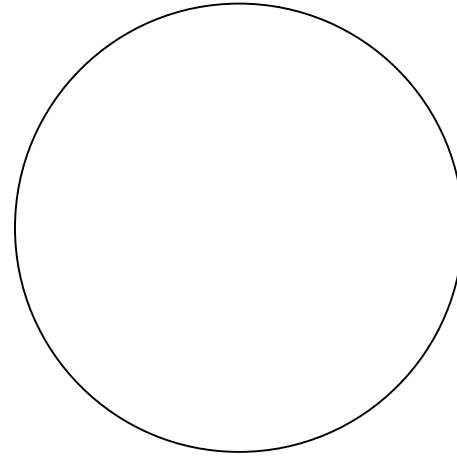# photo on right

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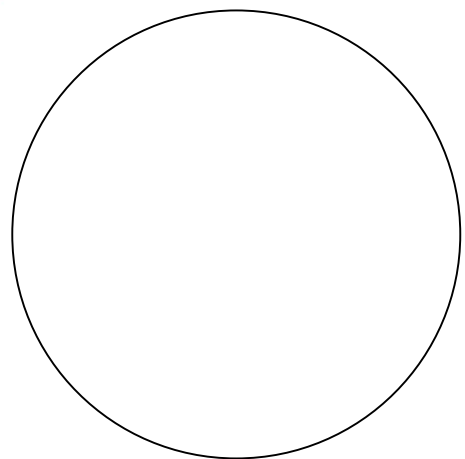# Thank you!

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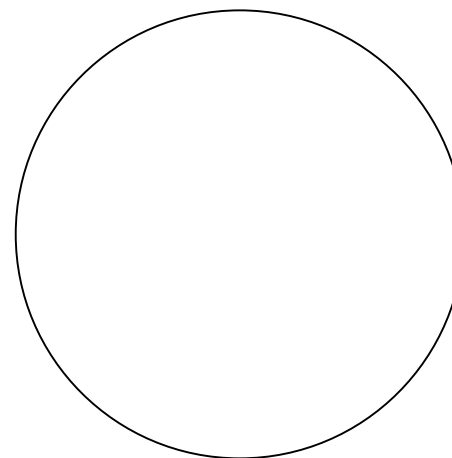
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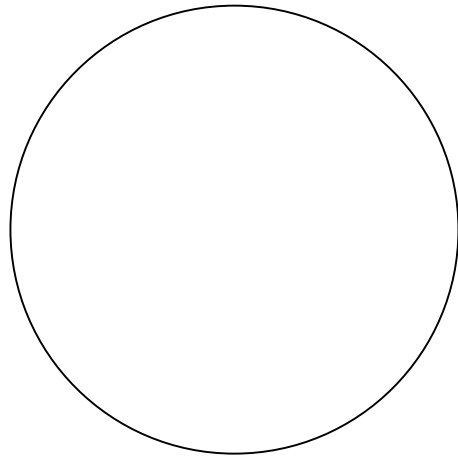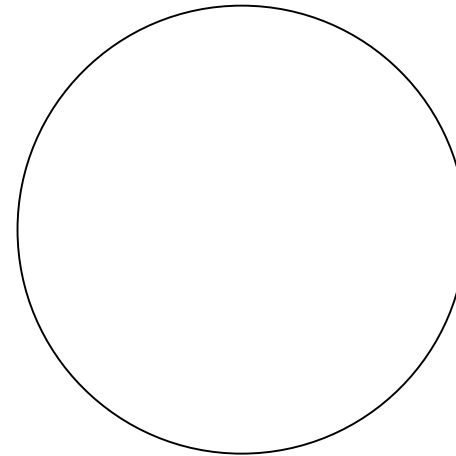
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