

The Equality of Security, Privacy, and Identity

Salesforce's Ian Glazer on the value of empathy and compassion in a service-based economy.

Michelle Dennedy: What do identity management, artificial intelligence, ethics, research analysis, analyst relations, leadership, software architecture, really great presentation style, uber provisioning, and access governance have in common? Well, I'll tell you what they have in common. They are just some of the specialties of today's guest on the Privacy Sigma Riders.

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, or disorganized approach to data privacy, as today might go. You're like us, just a few deviations past the norm. You are Privacy Sigma Riders.

Welcome, welcome, welcome. Today's guest, Ian Glazer, is vice president, identity product management at Salesforce, and founder of an organization that's brand spanking new called IDPro. Welcome to the show, Ian.

Ian Glazer: Oh my goodness. I'm here. Finally. I'm so excited.

Michelle Dennedy: So, what we have to tell our faithful listeners is that this is actually a deja vu episode. Ian and I sat down together recently at the International Association of Privacy Professionals meeting in Austin, and we had a wonderful conversation we intended to share with you all, and I failed to actually record it.

Ian Glazer: We, we failed.

Michelle Dennedy: So, we're going to do this again. And so, Ian, we're going to kind of be a little rangy on this one, and as we do. I've known Ian for approximately a thousand and a half years, I think even though we're both—

Ian Glazer: Yeah, that's about right. Order of magnitude's good.

Michelle Dennedy: Yeah. So, when did we first meet? We tried to cover this before. I don't think we ever unearthed it.

Ian Glazer: No, I think we comedically failed, but I am guessing it was probably about 10 or so years ago when I was starting to get serious about privacy, and so I think that's when I started sort of cozying up to IAPP members and being in DC there was certainly a bunch of board members here. And I'm going to go with that's the most plausible way we probably started to interact. It was about 10 to 12 years ago.

Michelle Dennedy: Yeah, I think it might be. Yeah. And I think the other intersection we had, and this is actually relevant to sigma riding because there I was, a legally trained person putting together at the

time at my prior company, an identity management portfolio to serve onboarding, what we then called grid, which we now all call cloud computing, and also setting up standards. So, there is a terrific gal named Eve Maler, also known online as XML Girl, and she may have been the glue. I think she may have introduced me to you.

Ian Glazer: I think it's a combo of her and our dear friend Robin Wilton of the Internet Society.

Michelle Dennedy: That's true.

Ian Glazer: Right. And Robin told me, "Oh, you're going to be at this event." This is coming back to me now. And we were on a panel together.

Michelle Dennedy: Yeah.

Ian Glazer: And she said, "You have got to spend some time with Michelle." And I said, "Sure." And then I met you, and then I'm like, "Oh my goodness. This is some awesome sauce." And yeah, there we go.

Michelle Dennedy: This is some awesome sauce. So, this is more than just kind of gossiping, and every Sigma Rider will meet Robin and the wonderful Eve and the other Sigma Riding identity tribe, but it's really pertinent because I think it takes so much of this, as we were saying in the introduction, artificial intelligence didn't grow out of nothing. Ethics has been around for a little bit of time, all of these things. So, I think it takes all of these kinds of conversations and iterations over, sometimes, years to really look at how do we take these concepts that exist, how do we take these concepts that certain professionals are obsessing over and then put them together into something really innovative and cool and beautiful.

Ian Glazer: The other side of that is that as professionals in identity and security and privacy, we're not always working shoulder to shoulder, but here's the thing. The problems that are emergent for individuals, for enterprises, for our governments, they don't care about that. The problems that, and the challenges that we as enterprises face, require that identity, security, privacy professionals are really working together and in concert because each of us has tools that need to be brought to the table; each of us has a way to look at a problem, to break it down to think about things differently, and none of us have enough of a view of the problem space, whatever that problem space is to get the job done. And so that's why I'm super excited to hang out with security professionals and privacy professionals, and of course, identity professionals, because it's in the combination of our skills that we're well equipped to solve the problems that are coming towards us. But standing on our own, it's awfully challenging to do that.

Michelle Dennedy: Yeah, it's fascinating to me too, and we'll get into ethics in a second here. I'm sort of flipping the script a bit on what we want to talk about because we've gotten right into what I would think about as leadership and trust, and what I've observed over unfortunately many, many, many decades of my working life. I'm not as young as I used to be, but a little bit wiser. A customer gives crap not which business unit did or did not do the check or who had the most budget or who's got the bigger team or whatever. They really don't care. They want to be delighted and given a service, and yet we look at leadership within our organizations as very much like ground war, turf war kinds of things. So, how do we get to a culture where we can be data and person-centric given these hierarchical structures and the necessity of leadership. I don't think you can

just have free range activity within large organizations, but to have the shoulder-to-shoulder specialty that you're talking about, how do we sort of generate this culture of ethics and trust even within organizations hoping to deliver services?

Ian Glazer: Well, a couple ideas on that. One of them is the lesson that constantly has to be repeated is one of empathy, one of compassion as a professional, and whatever the discipline you're in, really have empathy and compassion for the other, whether that is your partner who is working in a different group, whether it's someone who's competing with you for budget internally, but you both at the end of the day want to serve the individual, you want to serve the customer, the citizen, the student, you name it. And so at first, this is work we've got to do in our own space, in our own person, which is to say if I don't have deep concern and true investment in the outcomes that all of our stakeholders have, I'm going to go through the motions then of ethics and other considerations. I've got to have, I've got to be really invested in my stakeholders. So that's, that's number one. And frankly, as a citizen of the world, I think it's a good lesson that we all need to repeat for ourselves.

Ian Glazer: I certainly go through that process of thinking about, "Gosh, the outcomes sure are important," and I've got to remind myself, because it's easy to slip; it's easy to get frustrated, but we've got to kind of do this as a daily practice. I think the other thing is that when you work for an organization who really does put their customer at the center of their thoughts, whether that is in a commercial setting, whether that customer is an internal customer, as long as you can truly say, "My organization or my work group puts this customer, this stakeholder, in the center of what we do," then out of that practice comes a variety of great things, like it becomes natural to start talking about privacy by design, privacy by default in engineering; it becomes natural to think it out. Oh yeah, we don't just get a magically authenticated user. What was the journey that got them there? How do we register them? What did we collect? All of a sudden, with that sort of customer centricity in mind, a lot of things get easier in terms of conversations to have and design steps to go through.

Michelle Dennedy: Yeah, I think that's exactly right, and there's so many thoughts twirling in my head simultaneously. It's a little scary. I'll sort of unpick them. I think one is, I think it's very easy to lose that customer, client, citizen centricity in the heat of battle, and what, what it sort of sparked in my mind as you were talking is, when you think about some of these extraordinary events that happened at the Olympics, for example, where you see a runner fall or you see someone lose a piece of equipment or something, and there's a moment, these people have been training their entire lives for this pinnacle of individual excellence. And there's a moment in the games that happens every once in a while, and sometimes it happens in marathons and other places as well.

Michelle Dennedy: And suddenly someone remembers that the whole exercise was supposed to be about peace and commonality and sportsmanship, and you'll see someone stop and help a runner that stumbled or slow down so that the "true winner" finishes the race together. And I think that's overly extraordinary, I'll put it that way, because I think what you're touching on is the future of work, and it's the future of value-added service in an increasingly knowledge and digitized service-based economy where you can imagine a world where you make a lot of money selling information about people, and you forget that each one of those little nuggets is one of the 7 billion souls running around trying to have a self-determined, ethical and, and happy life on this planet together. And that's a big thought, but it breaks down into day-by-day activity, right?

- Ian Glazer: It certainly does, but that triggers a thought. Years ago when I was writing about privacy and data provenance stuff, I was reminded that the reason why casinos use chips, is that it's an abstraction away from the actual currency, and you are, in some degree, less concerned about the ebb and flow of those chips in your pile. And the problem is that, the analogy here is that in a digital identity world, we're thinking like, "Okay, well someone got an access token and I passed these claims about this user, a couple of attributes." It feels like an abstraction away from the ... that's somebody mom.
- Michelle Dennedy: Right. This isn't just a package of mortgages. This is someone's home.
- Ian Glazer: Yeah. This isn't just a bundle of attributes. Those attributes represent an individual who is applying for a student loan so that they can be the first person in their family to go to college. Our system's not intentionally, of course, but there is an abstraction away from the human we're serving, because we have to do it in volume. And so that's why, among the things I do in my day job, I look after identity, but I also look after privacy and data governance products. And my privacy teams, we're always about, this is an individual, this is a person, and how are we going to give them ways to express their preference and to respect that preference; and it comes back to that daily practice of empathy and compassion for the individual, and you really truly saying, I am invested in the outcome on this.
- Michelle Dennedy: Yeah. There's a couple of terms I don't think are, they're coming in our smaller world, but in the larger world, let's talk about data provenance a bit. I think it's such a powerful concept, and I think it's not really tooled as much as it will be in the future.
- Ian Glazer: Oh yeah, for sure. So, think about it this way. You make decisions day in and day out, personal and professional, based on information which you may or may not know where it comes from. And that has really interesting implications because in an era of so-called fake news, or stats that really aren't true, there's all sorts of personal implications, the societal ones. But in an enterprise setting, and this is something I wrote about a couple of years ago, which was, "Hey look, we make enterprise decisions, and in an identity context, risk-based decisions, not necessarily knowing where that data came from." And so that implies, wait a minute, am I allowed to use this data for that purpose? Who is the upstream originator for it? What were the conditions under which I received it? And hey, if I stumble across this data set somewhere in my enterprise, do I need to report that I found it? And if so, who do I talk to about that?
- Ian Glazer: So, uh, I'm certainly interested in the ways we can better tag or provide a manifest for datasets, because it gives an opportunity to start doing things like, well I can, I'll put this in air quotes, "trust this data" because I know that it came from our data warehouse. I can actually prove that it did, and these are the terms of use, and so I can actually do this sort of processing on it, and make that both clear to the human and make that clear to the machine that's doing this on my behalf. So, data provenance, I keep hoping it's going to be a bigger thing, and there was that fad for smart data or self-protecting data. I think that was a little bit too whimsical. I think there's some practical things we can do to be better about data hygiene and data provenance.
- Michelle Dennedy: I totally agree, and I think, I'm very interested in the art world and what we look at as rare and beautiful things and what the value is. And it's really, really interesting when you get into the business of art to understand the importance of a data provenance for the painting or the sculpture or whatever. And it's very interesting because you can look at it as this is something

Bougie for rich people, and it doesn't really matter. And then you can look at the culmination of when nation states, and it's not just the Nazis, although they certainly like escalated art crime and financial crime and devastation through their art theft, but you look at a lot of people actually go in, and this has been true in the Middle East as well, and when you destroy a culture's art and artifacts and you spread it to the winds, you really damage the culture and the people.

Michelle Dennedy: In fact, they've had a lot of studies have come out over the feeling of cultural solidarity in Baghdad after Baghdad fell, and a lot of those artworks were either destroyed or ruined. What you found was 20 years of an autocratic regime where no one had access to that art. There wasn't a lot of affiliation; there wasn't a lot of cultural access, so there wasn't that same cohesiveness. And so I know I'm getting way abstracted from the point a bit, but I think when you think about data as an abstraction of a person, and you lose that ethics and trust and that centrality in your day-to-day leadership, you can see where you start to come off course and you see some of these data breaches, not just as weak technology, but I think it's weakened data provenance; it's weakened not just gathering of data where we have a lot of conversations at least about consent and things, but something you said earlier about your privacy and data governance teams, that you're not just looking at the collection. You're looking at the governance throughout the life cycle of that data.

Ian Glazer: Uh hm. There's a lot there to unpack. I think the thing that, for basic principles, because oftentimes I'll be on a panel somewhere talking about, I don't know, the most important things you can do to protect your enterprise or something like that. You get all these really crazy, like, first you develop a way to go faster than light, and then second, you'd go back, okay, let's boil it down. What are things we can practically do? And when it comes to things like privacy data governance, data provenance, basic axiomatic stuff, minimize collection. If you have an opportunity to tag the ingress where data is originating from an individual, do so. Where you have opportunities to provide visibility into systems and people that have access to that information, do so. Right? There's basic building blocks, and then as we get into some of these—

Michelle Dennedy: Yeah, I want to add a duh onto the end of each one of those sentences, but I don't think it's as obvious as we think it is.

Ian Glazer: I'll tell you, one thing that I personally try to grapple with is, a sense of sort of like, and I know I talk to other people about this, is privacy nihilism. It's all crap. It's all screwed.

Michelle Dennedy: Oh, that's such a good term. I want a t-shirt. Yes, privacy's dead.

Ian Glazer: Hang on, hang on, hang on. Yes, oh God, leave that aside. It's like, my God, this problem is so big we can't solve it.

Michelle Dennedy: Exactly.

Ian Glazer: At that scale, you can't solve this big ginormous problem, but you can solve the little piece blocks, parts that build that up to that problem. In Scottish we'd say, "Many a mickle makes a muckle." Little bits add up to the big thing.

Michelle Dennedy: Doesn't everyone say that, Ian?

Ian Glazer: Of course they do. So, the other side of it is people who have been doing this for a while, let's call those people salty veterans.

Michelle Dennedy: I'm mostly salty. I almost said sultry. Ooh, I'd like to be sultry.

Ian Glazer: See, we're veering close to the original version of this podcast, which is just too hot to air.

Michelle Dennedy: Warning, warning.

Ian Glazer: Leave it alone. But here's the thing. This lesson got taught to me big time back in my analyst days, which was you are, as an analyst, as someone who is always thinking ahead of what's next in a market. So, you're either a strategist or your product strategists, things like that. You're always thinking about what's that stuff coming, and you're thinking about your bleeding-edge customers, the ones that are pushing you to be better, faster, stronger, all those things, and you're thinking about those problems and you forget, and as an analyst, you got to remember that the large part of your audience, the large part of your customer base, the things that you think are so basic and so simple, and so duh, everyone knows them. They don't.

Michelle Dennedy: They don't.

Ian Glazer: It's not that obvious. It's not that, you have to be ... And so a part of that empathy, part of that daily practice is, right, the other, the person sitting across me in this meeting isn't me, doesn't have the experiences I do, hasn't hung out with all of the privacy and security and identity—

Michelle Dennedy: And it's kind of the value that you bring when you're with people that don't know your acronyms.

Ian Glazer: Yeah. Yeah. Gosh, sometimes it's frustrating, and sometimes it's really hard to sort of stay at that moment and be like, they're asking these questions because I have to believe we have a shared pool of investment in the outcome of this stakeholder that we're trying to help. And this is basic human interaction that all of us still need to work on, and when you can ground yourself back in that and be like, "Oh yeah, data minimization, that's a thing," At this point where you and I are in our careers, it's a "Well duh." But that may be basic fundamental, unlock someone's thought process. "Oh, I hadn't thought about it in my context or my application."

Michelle Dennedy: And they might have a solution that they're like, "I hadn't thought about that. Why don't we just use this foo over here?" And you're like, "Holy cow, can you do that?"

Ian Glazer: I'll give you one that I'm working on. I have one bright idea a year.

Michelle Dennedy: Have you had it this year? Okay, good.

Ian Glazer: I already had it, so this is what happened.

Michelle Dennedy: This could be two.

Ian Glazer: There's this, there's this sort of speaking season that comes up in the identity world. It starts roughly between RSA and an event in Germany in May, and it goes through Identiverse in June

or July. And so I'm lucky enough sometimes to get a keynote opportunity. And so I come up with an idea like, "Ok, what do I want to talk about?" So, this year, for 2019, I'm thinking about identifiers, the thing you put in the box that says who you are. Often it's email address, but in consumer settings more and more, it's like phone number. You sign up for Instagram, you provide a phone number. But here's the thing that struck me. It's like, okay, so a new customer signs up and they sign up with their phone number, and on the very next screen if you're doing your job right, you're saying, "Hey, we'd like your consent to contact you." And the person says, "Well, don't contact me over the phone." "Well crap, I just got your phone number because that's how you're logging in. But you've told me I can't talk to you over your phone."

Michelle Dennedy: It's like a bad nightclub scene.

Ian Glazer: What? Explain that. Huh? Oh, I see.

Michelle Dennedy: Well, someone comes up and wants to go out, but you kind of don't want to, but you gave him your phone because you're kind of ashamed. But did you give him your real phone or someone that you don't like? Not that I've ever done that.

Ian Glazer: I'm sure that's never ever happened.

Michelle Dennedy: But I've heard about it.

Ian Glazer: Yeah, right on TV, and boom, but this is the thing that really struck me. I'm like, "Oh Geez, wow." That's like one of those little bite-size, no matter long you've been practicing at something, a new thing will appear before, you're like, "Oh, that's a weird violation of data minimization, but I want to do the right thing and I want to make it super convenient, and they want us to respect their principles and privacy preferences." How do you make that all work together without making these crazy cumbersome user experiences or user journeys. Like this is what I find is refreshing about, certainly the industries that I work in, is just when you think you got it all handled, you got it figured out, there's something new. There's some new way or some new concern that comes up, and that, that provides an opportunity to reinvest in your own knowledge, and I think that's really fascinating.

Michelle Dennedy: I think that's awesome. Ok, now I'm going to do this a little backwards because we didn't really talk about your background. You just talked about your analyst days, but let's do a quick, what is your background, Ian? We kind of dove into that. And then I wanna talk about another great idea that you had which is IDPro, before I get pulled out of the studio. He's putting up, "Wrap up" on a piece of paper and I'm ignoring him for about two more minutes.

Ian Glazer: Oh, we got time. We're fine. So, background. First year is school. No. So, I have played multiple roles around digital identity and access management products over the last, something, something years, and that's been everything from someone who works in sort of presales organizations to a little bit of engineering, a little support and product management. And I've spent time at companies like IBM. I worked for [unintelligible]. As you mentioned, it started with Burton Group, we got bought by Gartner, and now I find myself here at Salesforce working in product management around identity privacy and data governance.

Michelle Dennedy: I love it.

- Ian Glazer: But that ID. So that other idea was that over the course of a couple of years, although I kept seeing people that I truly love and I consider close friends at all of the different industry events I go to, I got increasingly concerned. I didn't see new people, and I worried that we had built as an industry this really awesome tree house, and we inadvertently pulled up the ladder behind us.
- Michelle Dennedy: I so agree with that. It's like a really bad sorority, and no one else can braid their hair the right way anymore.
- Ian Glazer: Yeah, and you can't get in. And so I started talking to enterprises more and more and saying, "How long does it take you to build an identity professional or hire one?"
- Michelle Dennedy: Or what is an identity professional?
- Ian Glazer: There's that too, and they're like, "There's no good training materials. It's super hard. You basically learn by reading vendor manuals and then abstracting." So, this plays out for a while, and finally I realized that good adage from the church of the subgenius. Sometimes you think you're along for the ride, and it turns out you're the pilot. I just got a bunch of people together and said, "Let's go do something about this. And so we formed IDPro, which is the professional organization for identity management. We were graciously incubated by the Kantara Initiative for a while, and then we formally incorporated about a year and a half ago. And I'll just touch on one thing we did, which I think is powerful. We enable people to connect with one another, professionals to learn from one another, to share their knowledge, to ask questions; but one thing we did recently was we did a skill survey, and among the questions we asked was how long did it take you to feel proficient? The key word there is feel proficient.
- Ian Glazer: And about 30 percent of our respondents said, "I still don't feel proficient." Now keep in mind, about half of our membership, at the time we did this, had been in the industry more than 15 years.
- Michelle Dennedy: I totally get that. I don't feel proficient in my profession.
- Ian Glazer: But I guarantee it's because the problems change, the space grows, the applications grow. This to me is evidence of, first, a growth mindset that says, "I've never achieved mastery, but I'm invested in progressing."
- Michelle Dennedy: Exactly.
- Ian Glazer: That to me, that's super healthy and super interesting. But the other thing is it shows me that as an industry, and I think the very same is true in privacy and security, is we are increasingly being asked to do new and different things, apply old learnings in new ways, and there isn't ever going to be a fixed goal post. Right? It's a quantum goalpost. It's like, it may out there, or it could be really far away, but it's always going to move on you. That's baffling. That's how you can still stay in the same industry, at least in my opinion, for years, and still feel satisfied and still feel challenged.
- Michelle Dennedy: And still feel mentored, and you can ask the questions and they're never dumb, and you're bringing in that new, absolutely necessary blood into it. And as we started off at the top of the show talking about, you have to bring in your sister disciplines, and I think the approach you're

taking at IDPro is so important because you're bringing in these other side disciplines to inform the growth of the ID professional.

Ian Glazer: Yeah. And there's a lot more to it than that. But I'd say if people out there are interested in, check out idpro.org, or come find one of us because we'll be at identity events, and RSA and hanging around at IAPP. And we have to enlist our sister disciplines, and I really do believe that security, privacy, and identity have a relationship amongst each other of equals and self-amplifying skills. And I'm gonna close with, I think that is one of the fascinating things for me as a professional, is how do I make my knowledge useful and accessible to my other stakeholders, my sister teams, ultimately in serving the stakeholder, ultimately in serving those customers. That keeps me going.

Michelle: I love it, and that's a perfect bow on the show, Ian. Thank you so much for joining me today and talking about—

Ian Glazer: Of course.

Michelle Dennedy: ... a dot of one of the things that you preach at the church of the subgenius, which I love. So many issues here, and I am hopeful that listeners, how can they get a hold of you? What's your twitter handle, sir?

Ian Glazer: Right. So hit me on Twitter. I am @IGlaser, I-G-L-A-Z-E-R, or reach out to me. If you go to idpro.org and hit Contact Us, that will eventually find its way to me. And I'm the guy with the funny socks who's on stage making fun of himself. So yeah, do that too.

Michelle Dennedy: It's worth doing it. I always call it edutainment, and there are people that I look at it and learn from. And I think you're definitely one of my heroes because when you look around the audience at one of your edutainments, people are taking notes, people are leaning forward in their chairs, they're discussing the topic later as the events go on. And to me, that's a real hallmark of someone that's not there to point an arrow at himself. But really, you give back so much more than you take from this market, Ian, and I thank you as a fellow traveler and worshipper at the church of the subgenius.

Ian Glazer: Oh, thank you so much. And we have tried to get this on the calendar. Tried for a year, and I have to sit down and attempt this conversation. I'm so glad we finally got a chance to do it.

Michelle Dennedy: Me too. Me too. Well, thank you so much for all that you do, and it's a wrap, riders. 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 at @MDennedy. Until next time.