

Presenter Preparation: Anticipated Board Questions

For purposes of board-level discussion, this guide uses “identity” as an enterprise-level concept spanning access, authentication, and data trust, not as a reference to a single identity system or function.

1. Is this a new risk, or something we’ve always had?

Response:

This isn’t a new problem. It’s a scaled one. As digital access, data exchange and analytics expand, identity failures now materially impact trust, security exposure, analytics confidence and financial integrity.

2. Is this fundamentally a cybersecurity issue?

Response:

Cybersecurity is one way identity risk becomes visible, but it’s broader than that. Identity reliability also affects data trust, digital experience and revenue integrity. That’s why it doesn’t sit cleanly in a single function.

3. Are we suggesting our systems or teams are failing?

Response:

No. Industry evidence shows identity challenges emerge as organizations scale, even in well-run environments. This is about recognizing a shared enterprise dependency, not diagnosing failure.

4. How should the board oversee this without getting into operations?

Response:

By looking at metrics but focusing on patterns across the enterprise related to identity: recurring access issues, declining confidence in data, or rising security and operational overhead.

5. Does this imply near-term investment or remediation?

Response:

Not at this stage. This material is intentionally pre-solution. Decisions about prioritization or investment only make sense after leadership alignment on risk relevance.

6. Who owns this risk?

Response:

Ownership is shared across IT, digital, data and security. That shared dependency is precisely why governance-level visibility is useful to avoid fragmentation.

7. When would this warrant escalation beyond discussion?

Response:

When identity failures materially affect decision confidence, regulatory exposure, patient access or system resilience at scale. The goal here is early recognition, not late response.