



# DATA GOVERNANCE AND MASTER DATA MANAGEMENT CONFERENCE EUROPE

11 - 14 March 2024 | London, UK

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in the event mobile app\****



1



Your Agile Data Governance coach



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## QUADATA, YOUR AGILE DATA GOVERNANCE COACH

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QuaData is a team of consultants that helps design a **fitting Data Governance organisation** and **coach the Data Governance roles** to the point where Data Governance is embedded in your organisation.

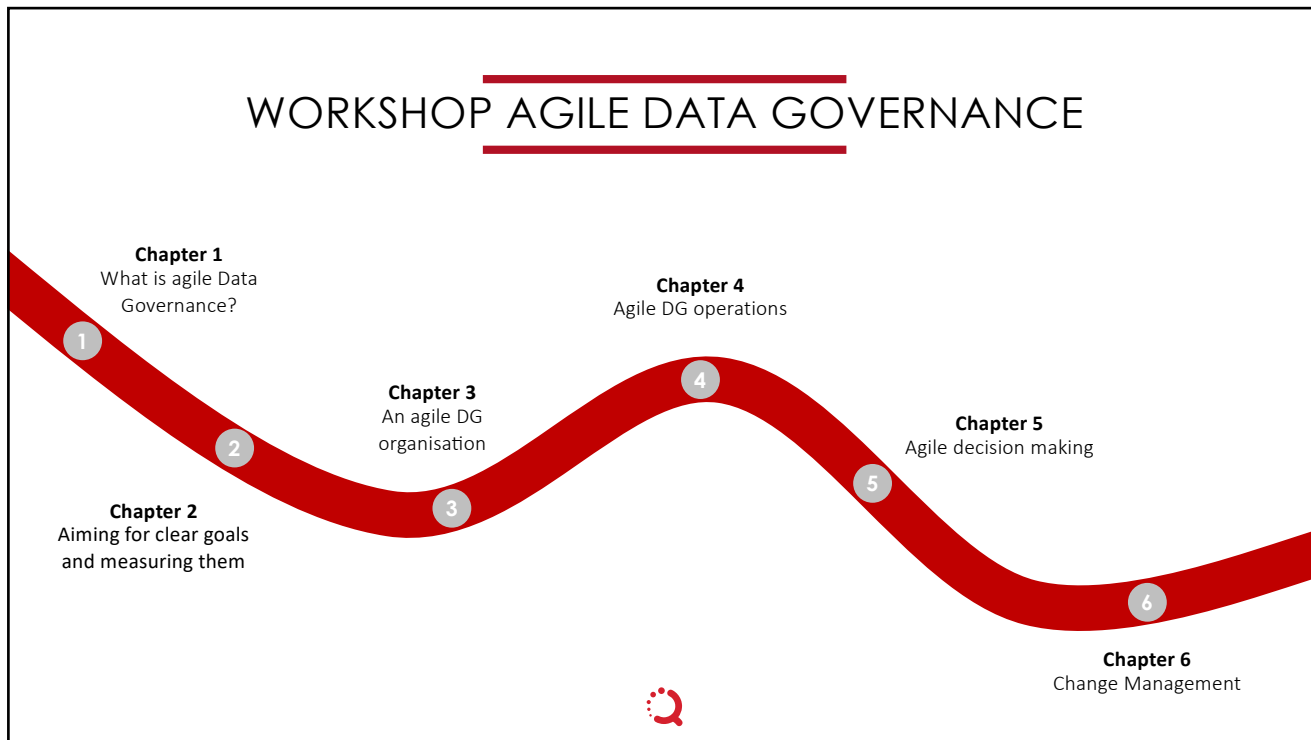


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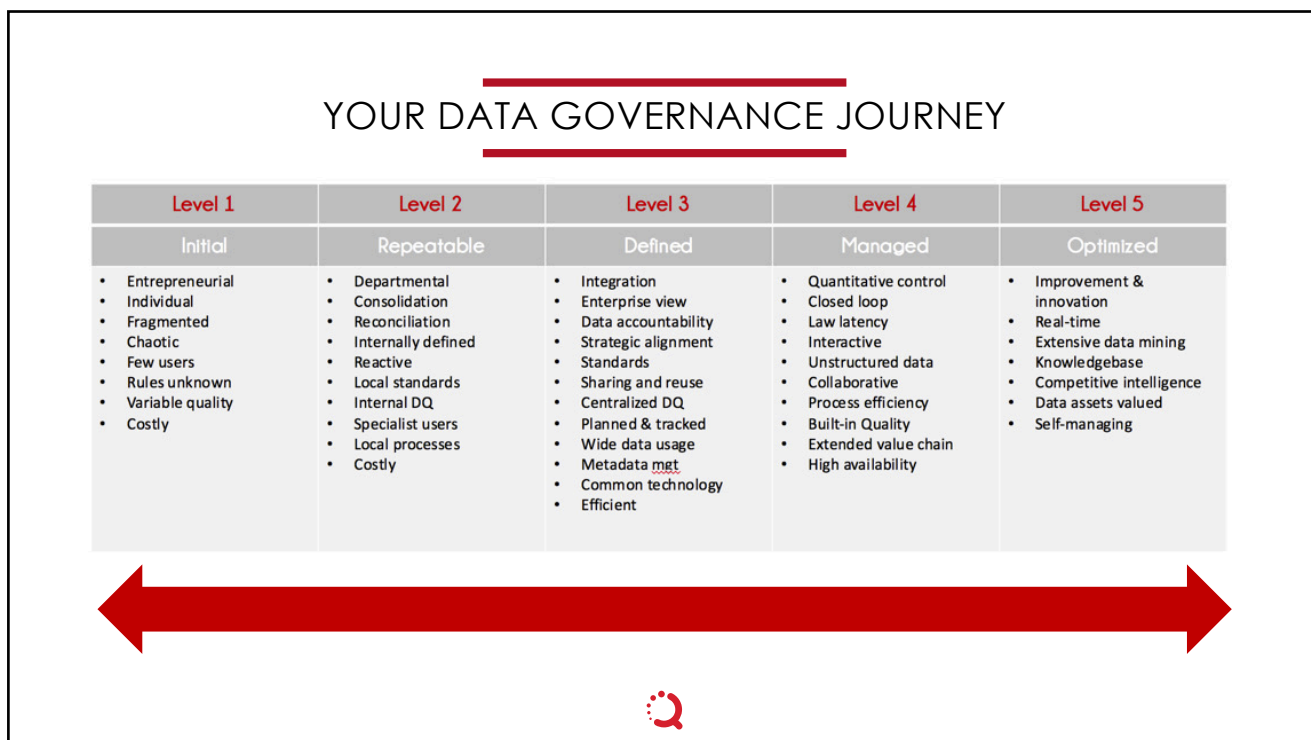
## ABOUT THIS WORKSHOP

Some practical stuff and getting to know your goals

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## EXERCISE 1: YOUR DATA GOVERNANCE GOALS

- Take the workbook and describe what you want to achieve with Data Governance. Try to be as specific and clear as possible: How would you like your data to be?

*Example: We want to start working with self-service BI and need to give end-users insight in which data are available (catalog), what the meaning of each field is (glossary) and what the data quality level (in terms of completeness, uniqueness and consistency) is*



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# AGILE DATA GOVERNANCE

What is it?

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## TRAINING OBJECTIVES



- Insights on the DAMA wheel vs agility
- What is the end state of well governed data?

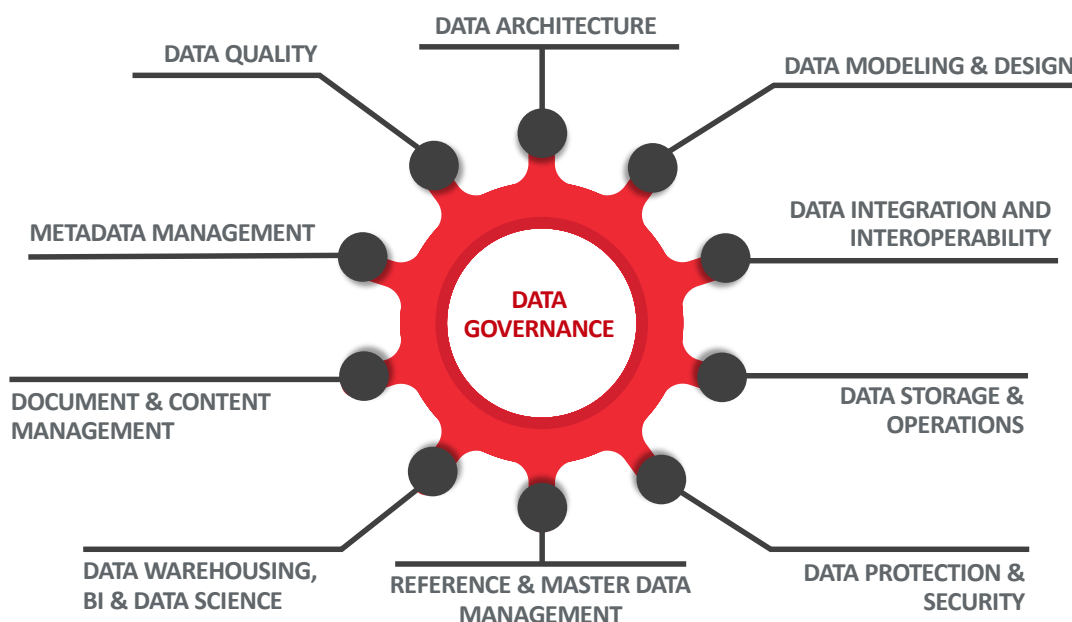


Reference material:

- Dama's DMBOK
- The Agile manifesto



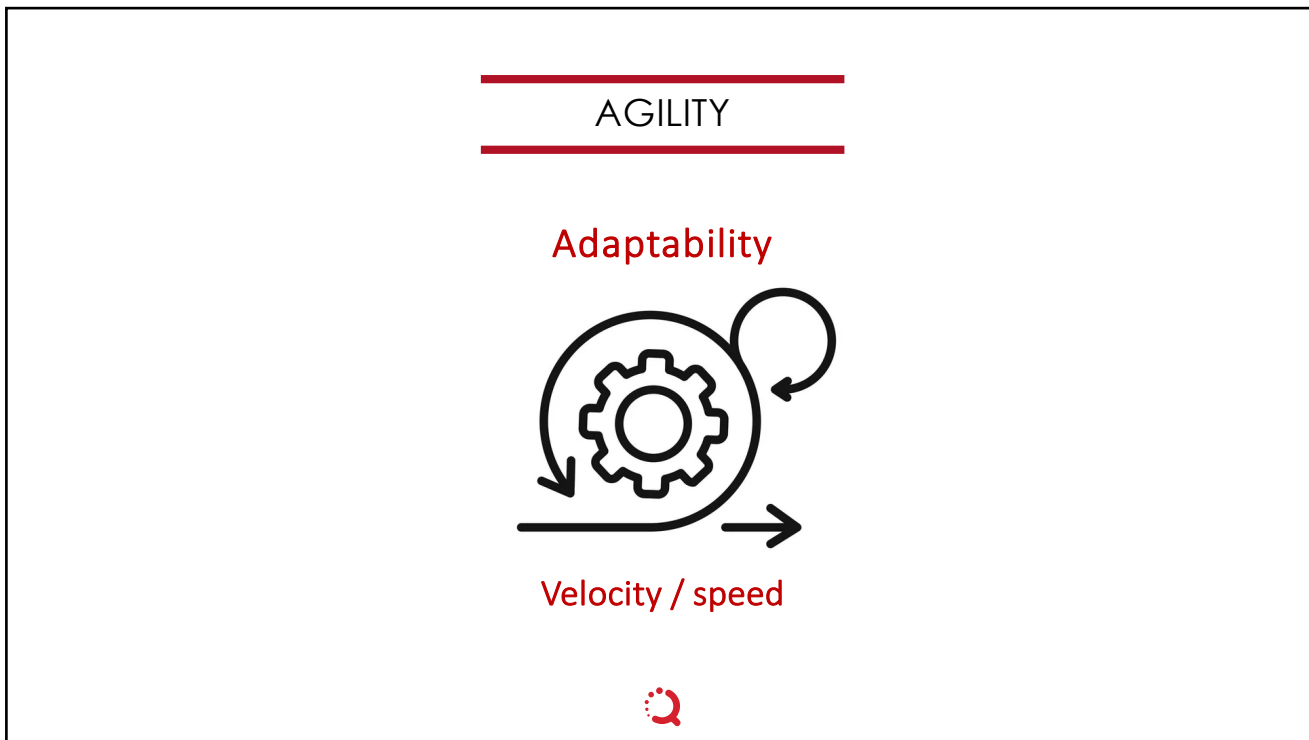
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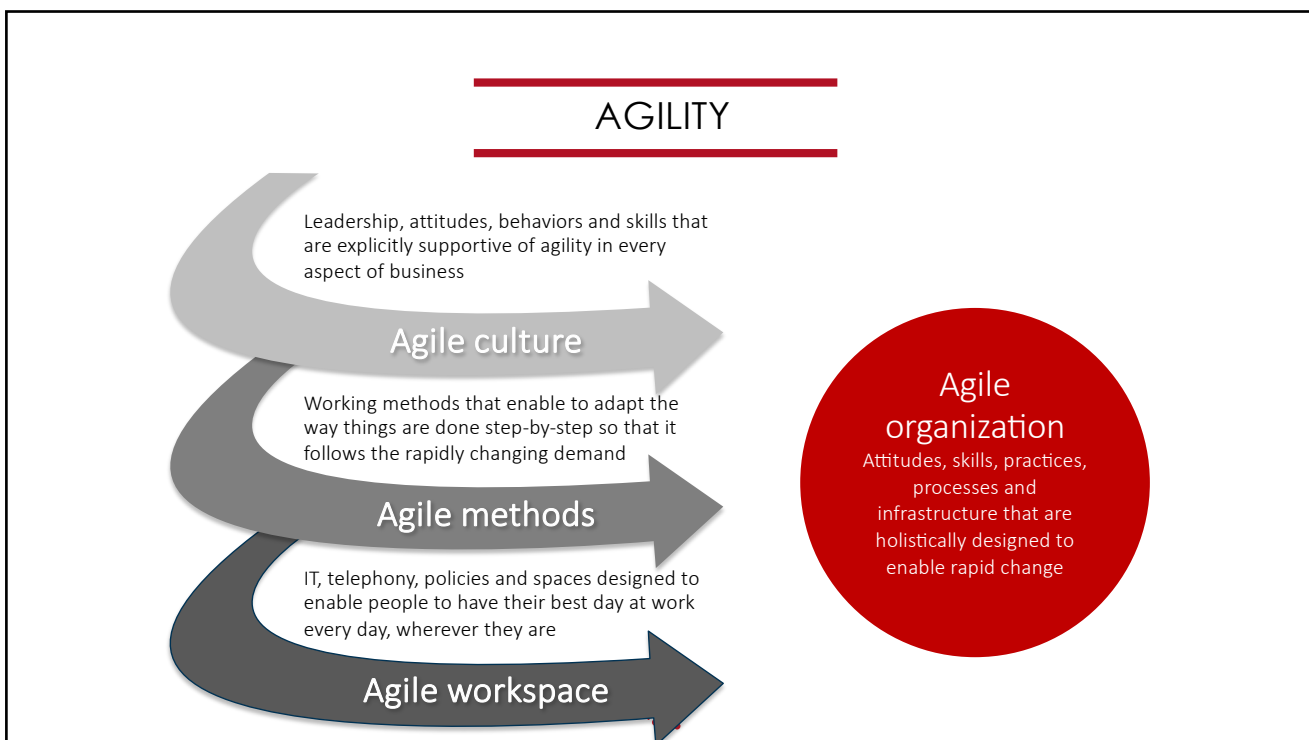
**Data Governance is the “steering wheel” of Data Management**

Source: Dama International

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**Data Governance  
should be about  
making data easy to  
use,  
not about creating  
bureaucracy**

Håkan Edvinsson  
Author of "Data Diplomacy"



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## OUR DEFINITION OF AGILE DATA GOVERNANCE



Agile Data Governance **facilitates** the process of managing **data assets** that generate **value**, by means of a network of **responsible and accountable** data governance roles that **collaborate** to the **benefit** of the entire organization. It uses the proven best practices of **Agile methods** to achieve **measurable results**.



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## WHAT SHOULD BE THE RESULT OF DATA GOVERNANCE?

If you want to be a data driven company, you will need data that is:

- Of fit-for-purpose **QUALITY**
- **FINDABLE** for those who are looking for it
- **AVAILABLE** for those who need it
- **UNDERSTANDABLE** for those who use it
- Adequately **SECURED**
- Gathered, managed and used in a **COMPLIANT** way

Let's vote : Which one is the most challenging for your company?

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## THE START: CLEAR, MEASURABLE GOALS

Know where you are going and measure your progress

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## TRAINING OBJECTIVES



- How to drive results in Data Governance:
  - Determine motivating goals
  - Translate them in result-driven OKR's that allow you to measure your progress



Exercise : Working with OKR's



Reference material:

- Measure What Matters: OKRs: The Simple Idea that Drives 10x Growth - John Doerr
- The internet



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## WHAT ARE OKR'S?



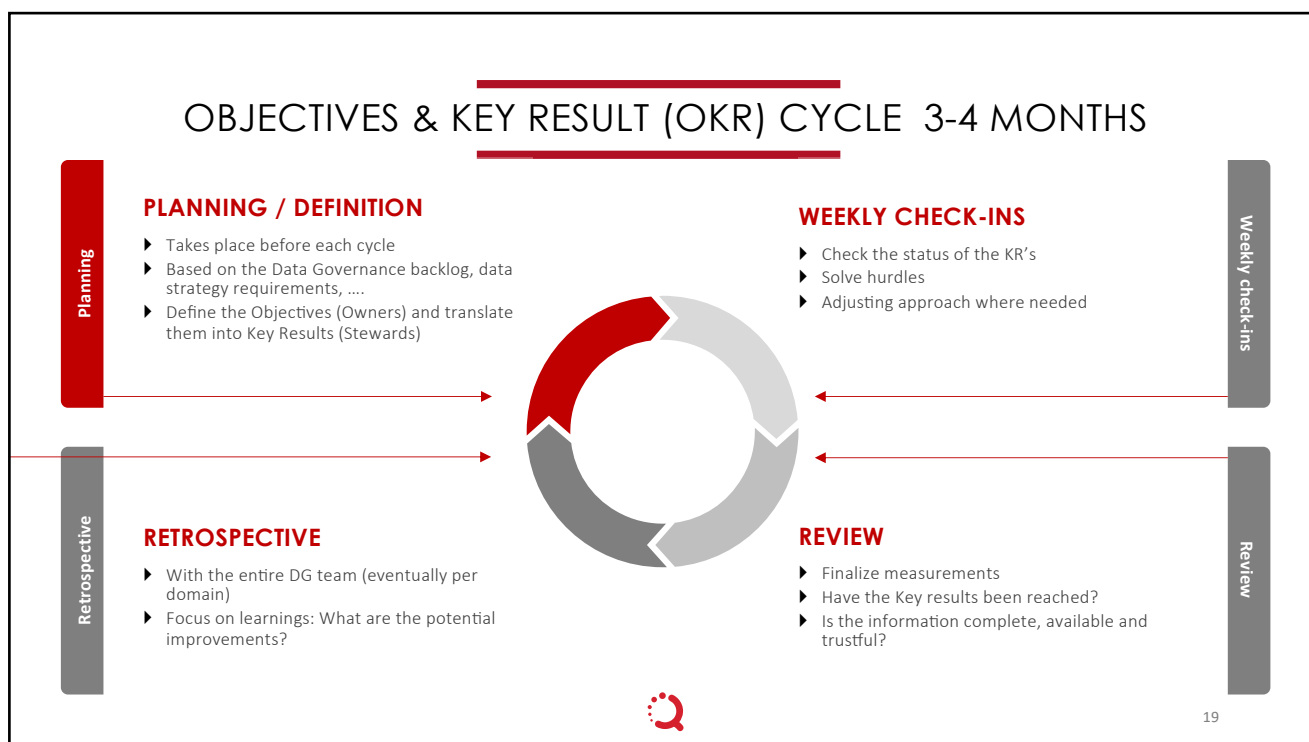
Achieving Goals

### OBJECTIVE

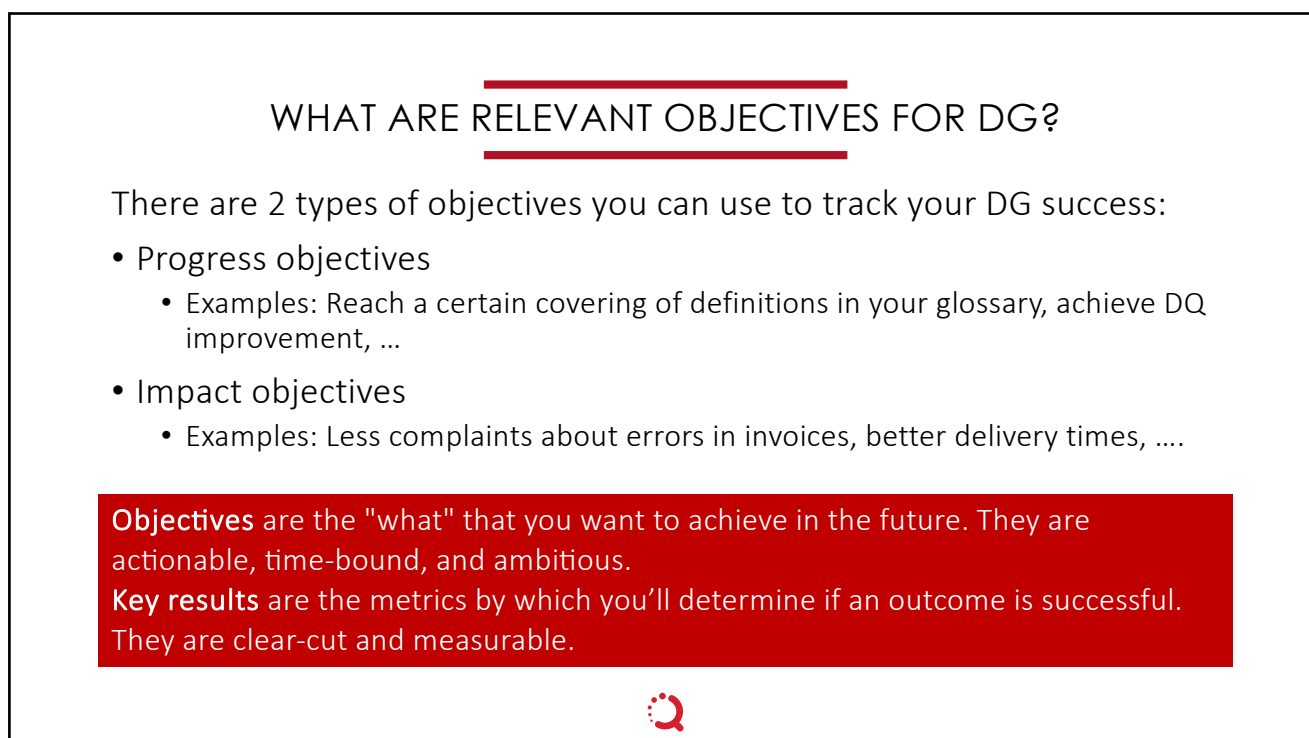
What do we want to achieve this quarter / trimester / year?

<p><b>Key Result 1</b> Measurable outcome / data epic</p>	<p><b>Key Result 2</b> Measurable outcome / data epic</p>	<p><b>Key Result 3</b> Measurable outcome / data epic</p>
<p><b>Data story</b> Impactful projects</p>	<p><b>Data story</b> Impactful projects</p>	<p><b>Data story</b> Impactful projects</p>
<p><b>Weekly Plans</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Task 1</li> <li><input checked="" type="checkbox"/> Task 2</li> <li><input type="checkbox"/> Task 3</li> <li><input type="checkbox"/> Task 4</li> </ul>	<p><b>Weekly Plans</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Task 1</li> <li><input checked="" type="checkbox"/> Task 2</li> <li><input type="checkbox"/> Task 3</li> <li><input checked="" type="checkbox"/> Task 4</li> </ul>	<p><b>Weekly Plans</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Task 1</li> <li><input checked="" type="checkbox"/> Task 2</li> <li><input type="checkbox"/> Task 3</li> </ul>

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## EXAMPLE

### O: Decrease the number of complaints about bad invoice addresses by 25%

- **KR 1:** Measure the number of faulty customer addresses and the number of registered complaints to have an objective baseline measurement by the end of January.
- **KR 2:** Have an action plan with agreed resources to solve the main DQ issues by the end of Q1.
- **KR 3:** Implement structural improvements that cover at least a decrease of 15% wrong addresses by the end of Q2
- **KR4:** Update the measures taken to achieve 25% fewer complaints



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## EXERCISE 2: TRANSLATE GOALS IN OKR'S

- Take your workbook, select one of your goals and go through the OKR definition process step by step:
  - What timeframe would you work with?
  - What is an objective that can be realized within that timeframe and support your goals?
  - What are Key Results that will make you reach your objective?




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# AN AGILE DATA GOVERNANCE ORGANISATION


How to involve people and have them collaborate to achieve your goals

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## TRAINING OBJECTIVES

-  • How can you organise differently to be more agile?
- How do you find the stakeholders for data in your company

 Exercise : Know your data ecosystem

 Reference material:

- Data Diplomacy – Hakan Edvinsson
- Non-invasive Data Governance strikes again – Robert Seiner



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**The whole world has fallen in love with the value that data can bring.**

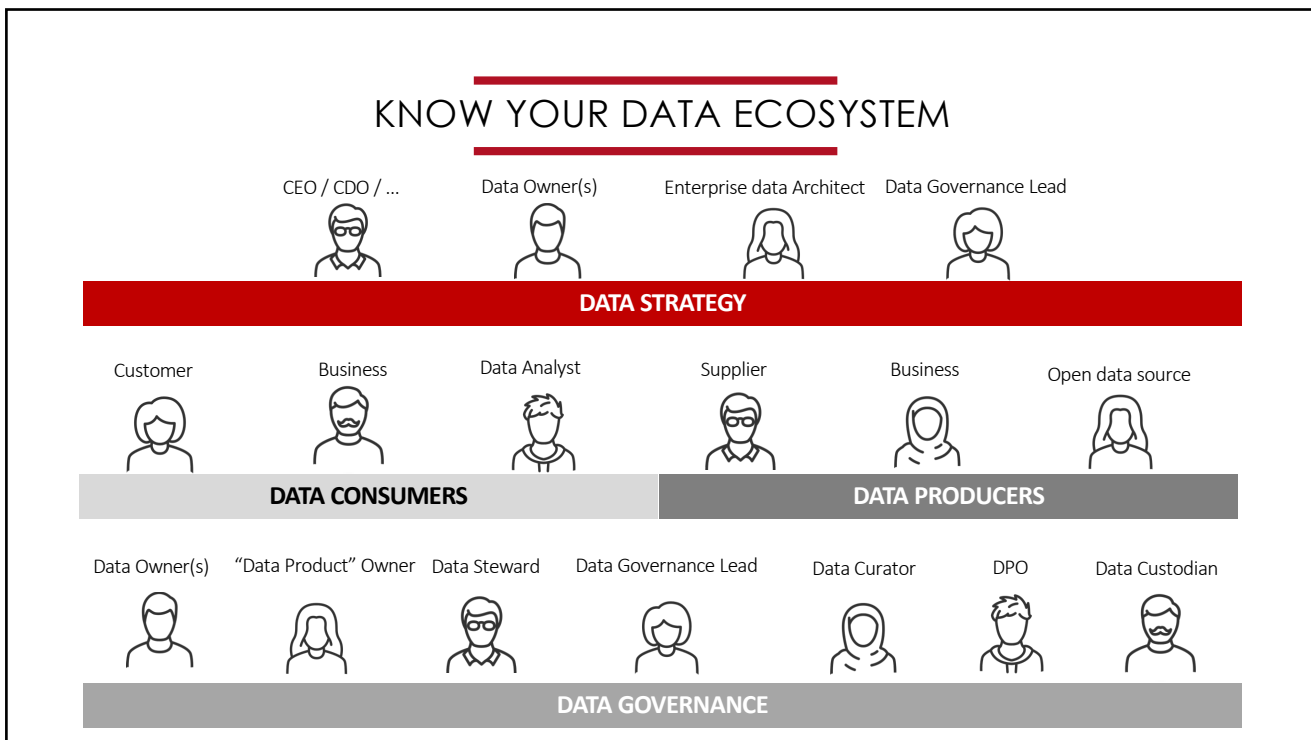
**The work that must be done to unlock that value is far less popular.**

Dan Woods  
Contributor @ Forbes





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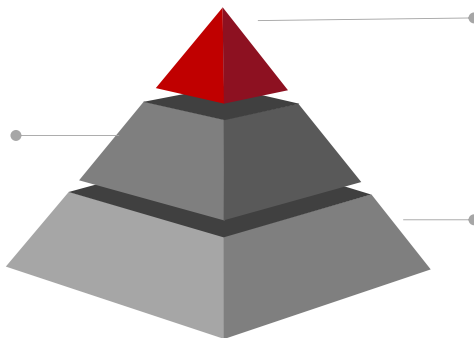


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## CLASSIC DG ORGANISATION

### Tactical – DG Steering committee

- ▶ Data owners
- ▶ Continuously monitor progress of current data initiatives.
- ▶ Provide high-level integration between technology and the business.
- ▶ Form working groups for specific data initiatives.
- ▶ Facilitate cross-functional data initiatives.



### Strategic – DG Council

- ▶ Includes C-suite executives or senior management.
- ▶ Generate awareness and cultural change in the organization.
- ▶ Final decision for unresolved data conflicts.

### Operational

- ▶ Data stewards
- ▶ Working groups
- ▶ Identify data related pains affecting the organization.
- ▶ Recommend solutions.
- ▶ Participate in defining data rules.
- ▶ Assist in creating data policies, standards, and procedures.

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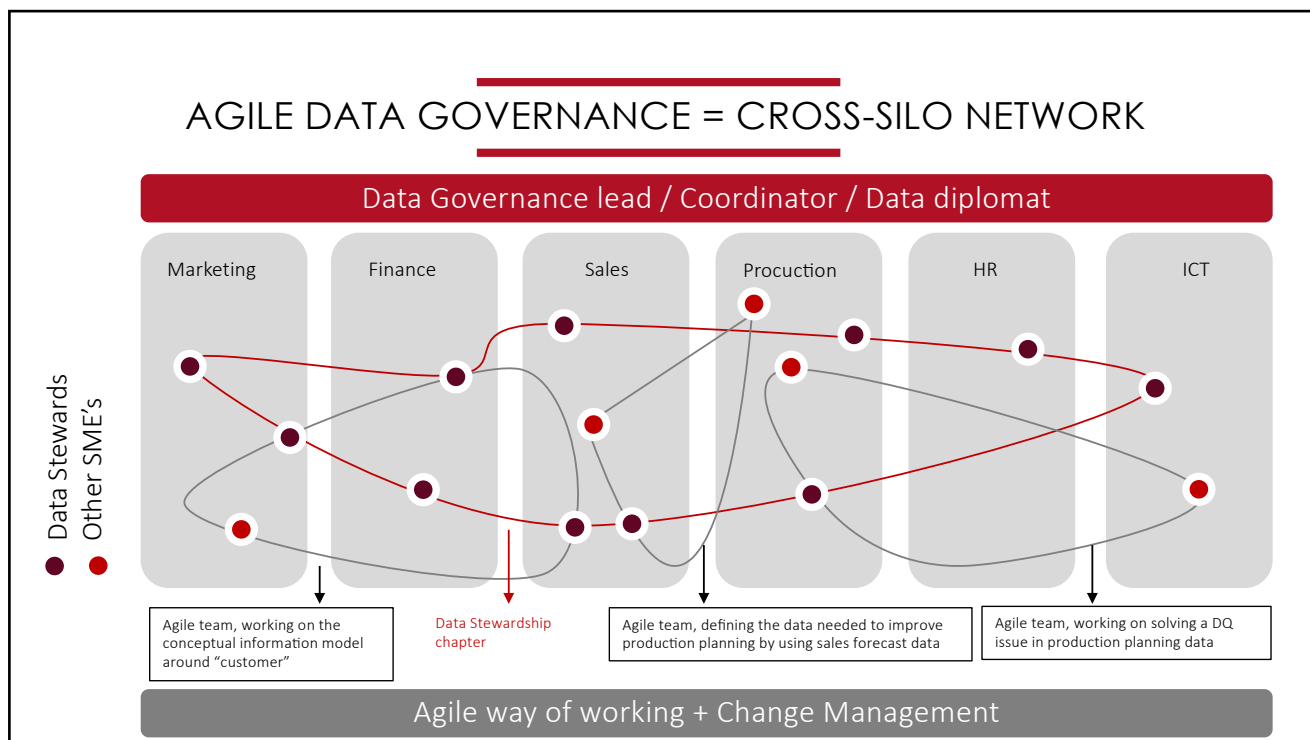
**Roles do not improve things.**

**Activities do and responsibilities make activities happen.**

Hakan Edvinsson  
Author of "Data Diplomacy"



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## HOW TO BOOST AGILITY IN YOUR DG ORGANISATION

- Give a clear mandate to people (owners and stewards), don't take all the decisions high in the hierarchy.
- Define responsibilities in a measurable way, so people know what they need to aim for.
- Promote trust by creating transparency.
- Focus on activities that generate value / gets rid of hurdles for Data Consumers.



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**Despite its name, the early phases of Data Governance are more about people than about data. Recognizing this is critical to a successful implementation.**

Nicola Askham  
The Data Governance Coach



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### EXERCISE 3: IDENTIFY PEOPLE IN YOUR ECOSYSTEM

- Take your workbook and list people who are relevant in your data ecosystem.
  - Label them as data producers, data consumers, data strategy or data governance
  - If you don't have a Data Governance organisation yet, imagine who you would involve



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# AGILE GOVERNANCE OPERATIONS

How to use a backlog to manage the activities of your Data Governance team

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## TRAINING OBJECTIVES



- How to operate Data Governance in an agile way?
- The Data Governance backlog
- The process to gather stories for your backlog



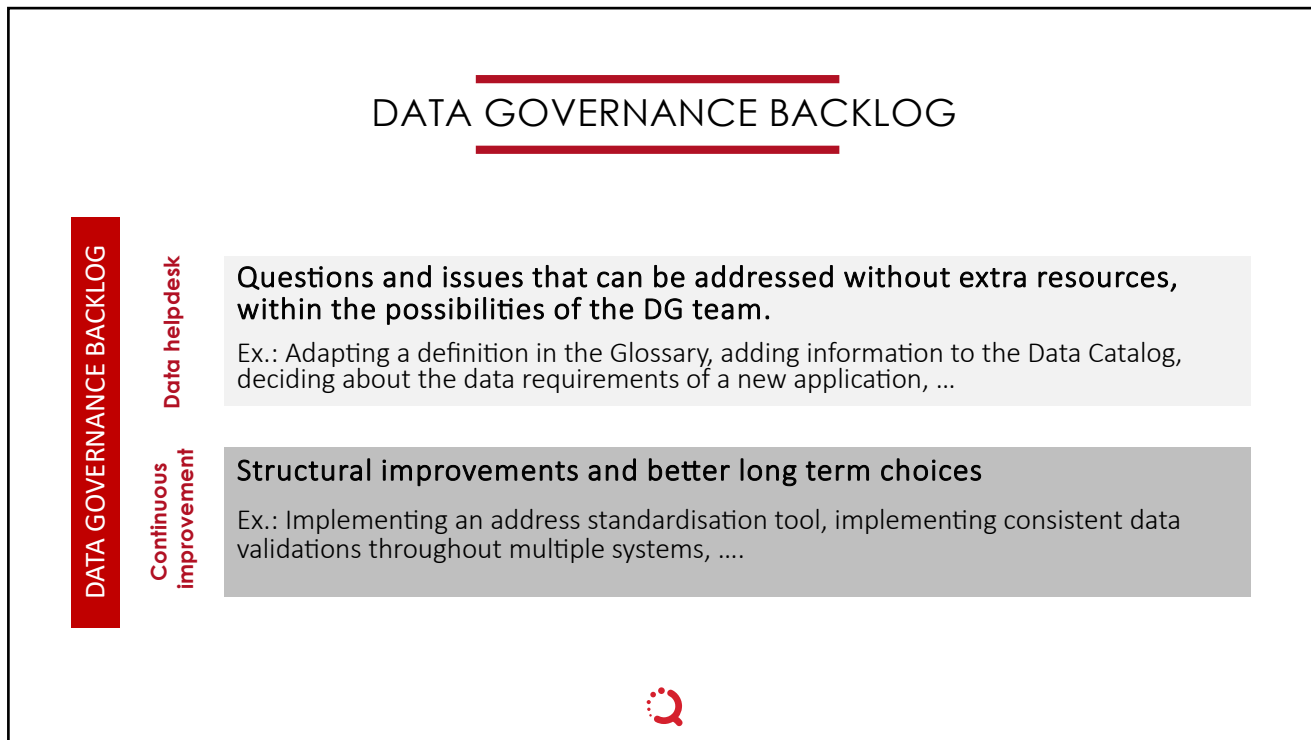
Exercise: design your draft backlog process and formulate your first Data Governance stories

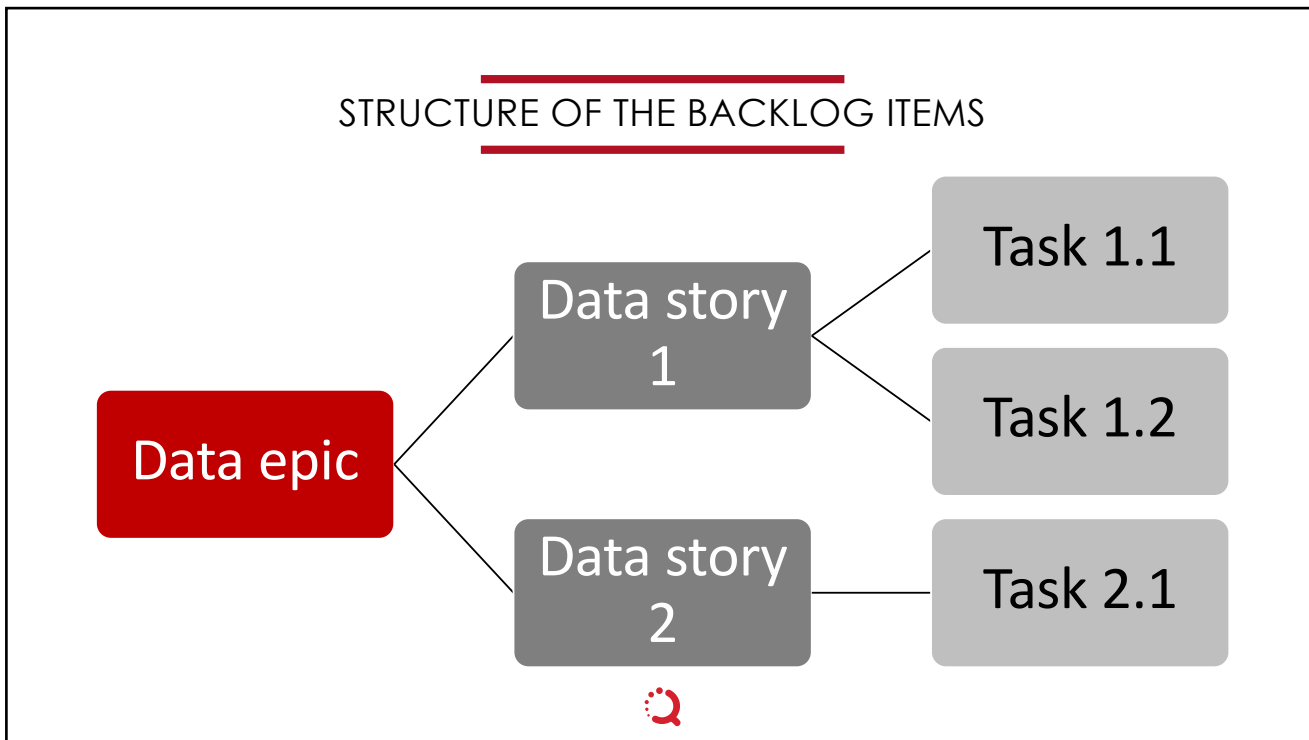


- Reference material:
- The agile manifesto
  - The internet

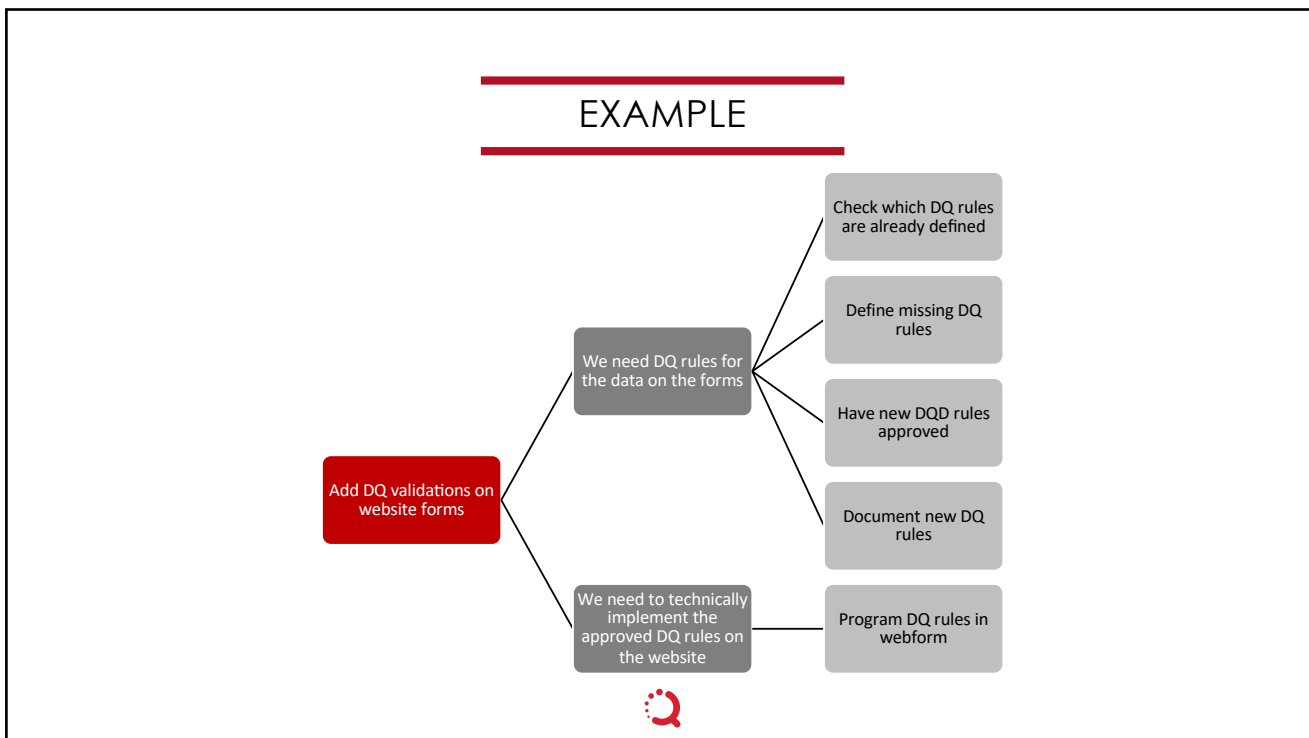


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## EXERCISE 4: DESIGN YOUR AGILE ISSUE MGT PROCESS

- Take your workbook and try to design how it could work for you to gather “issues” or “stories” for your Data Governance backlog
- Pick one of your OKR’s and try to write down the epic and the first stories for the backlog



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## AGILE DECISION MAKING

How to make decisions in a way that is trustful and flexible at the same time

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## TRAINING OBJECTIVES



- Learn how to facilitate agile decision making



Reference material:

- <https://sociocracy30.org>



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## AGILE DECISION ARE ADJUSTABLE

“Good enough for now and safe enough to try”

We are here

Waterfall: Difficult to identify the perfect steps that bring us immediately to a complex end goal

Our destination

We take little steps that go in the right direction, and take a turn where necessary



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## DECISION MAKING METHODS

- Majority: the larger number that agrees upon.
- Consensus: Looking for unanimity, everyone agrees.
- Consent: We decide as soon as the proposal is good enough for now and safe enough to try. (= after resolution of the objections).

**In Agile Data Governance, we use consent** to bring agility in the decision-making process.

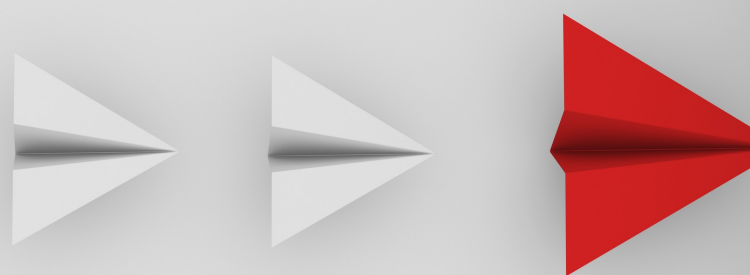


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**The aim of  
argument should  
not be victory,  
but progress**

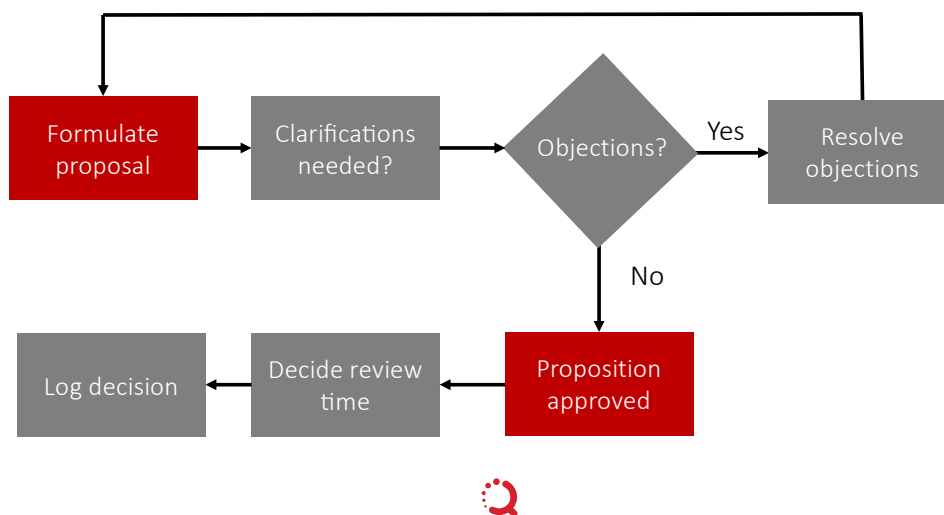
Karl Popper  
Scientist

QuaData  
TRUST YOUR DATA



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## CONSENT DECISION MAKING



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## WHY USE A DECISION LOG?

To make re-evaluation possible, you need to document your decisions

**DG decision Log : what does it contain (minimum)?**

- Decision
- Date of the decision
- Deciders
- Reasoning (why?)



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# CHANGE MANAGEMENT

It's all about adoption !

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## TRAINING OBJECTIVES



- Understand why managing change is important
- Learn the change management basics according to Prosci
- Make a sponsorship map to detect where the change is “blocked”



Exercise: make your first sponsorship mapping



Reference material: Prosci ADKAR method



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**Leadership is about creating the change you believe in.**

Seth Godin  
Author


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### WHY IS IT IMPORTANT TO MANAGE CHANGE?

The better the Change is managed, the more projects meet or exceed their objectives

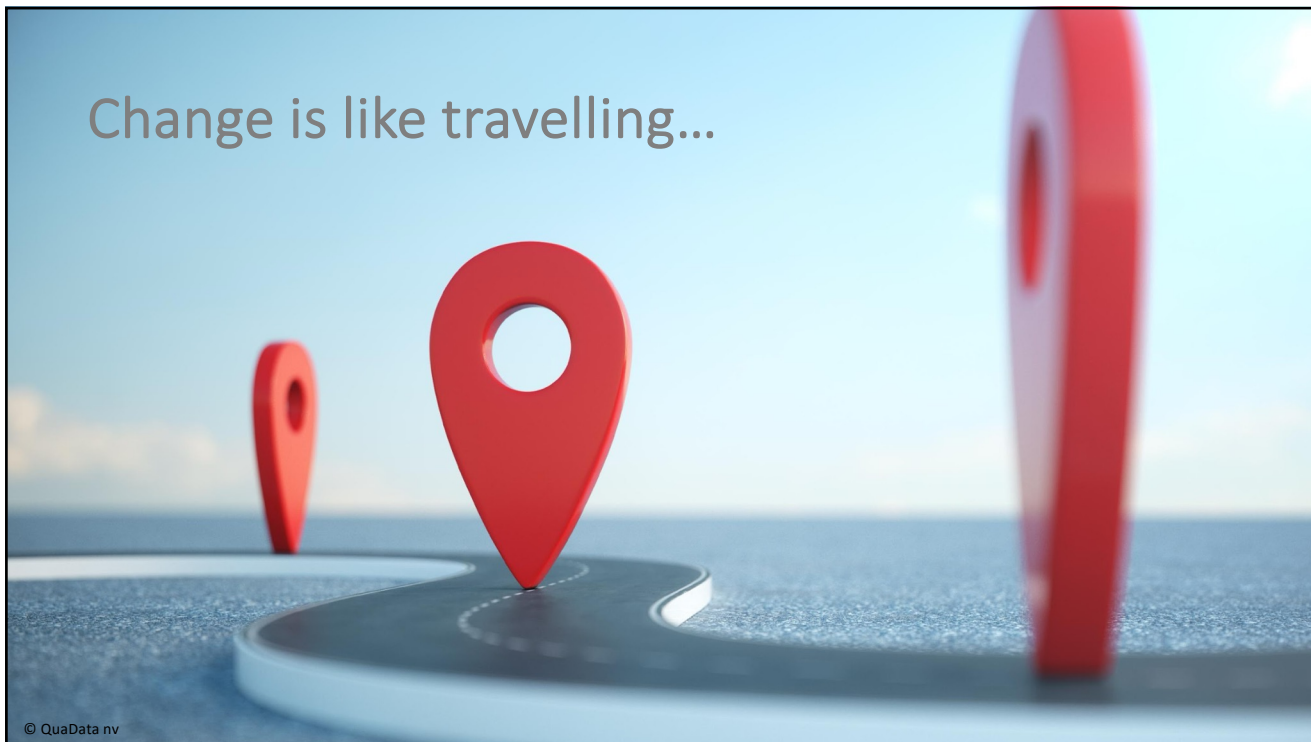
Projects that Met or Exceeded Objectives



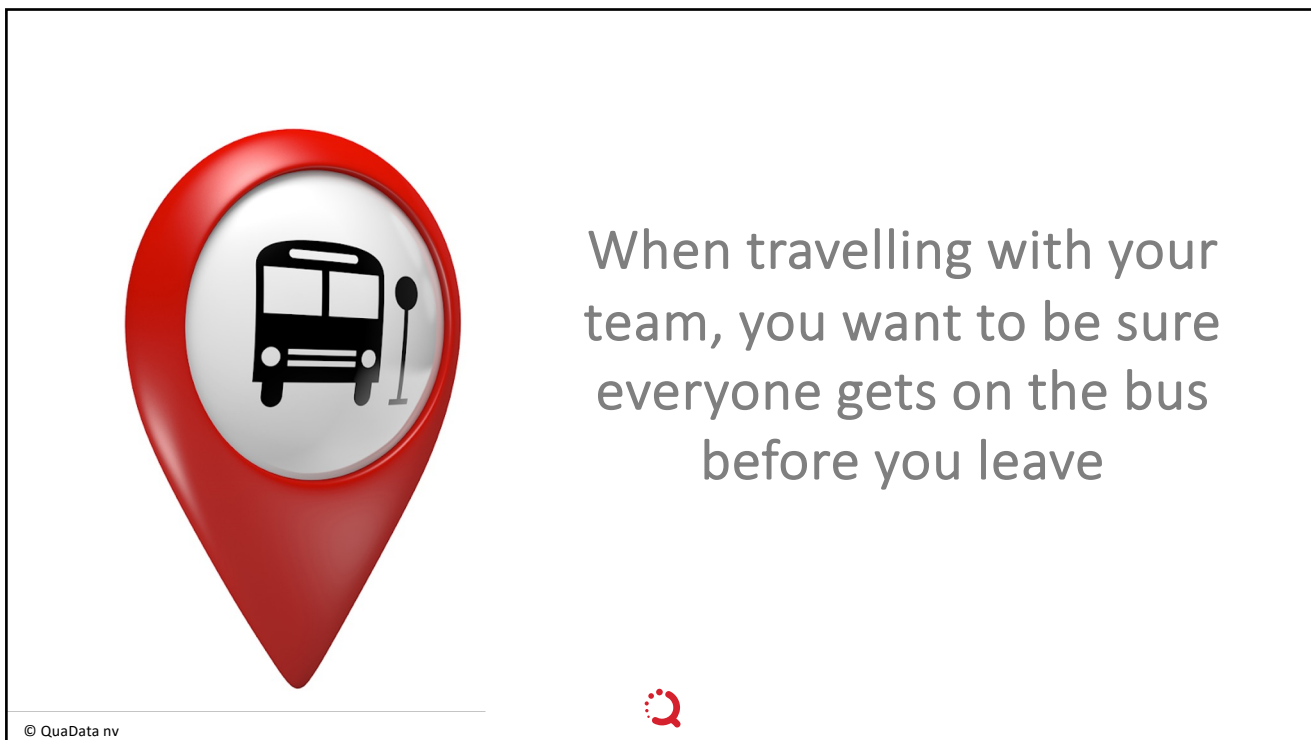
Change Management Level	Percentage of Projects Meeting or Exceeding Objectives
Poor change management	15%
Fair change management	42%
Good change management	76%
Excellent change management	94%

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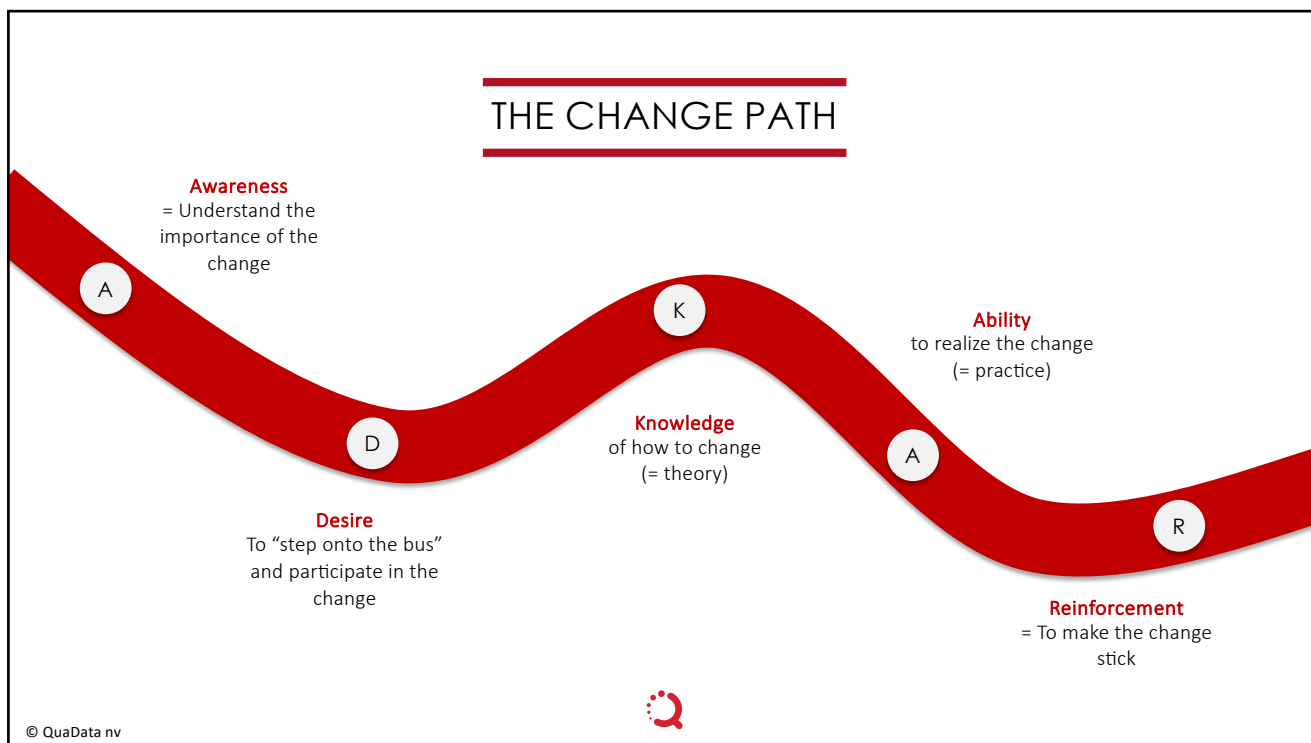
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## WHAT DO YOU NEED FOR CHANGE TO SUCCEED?

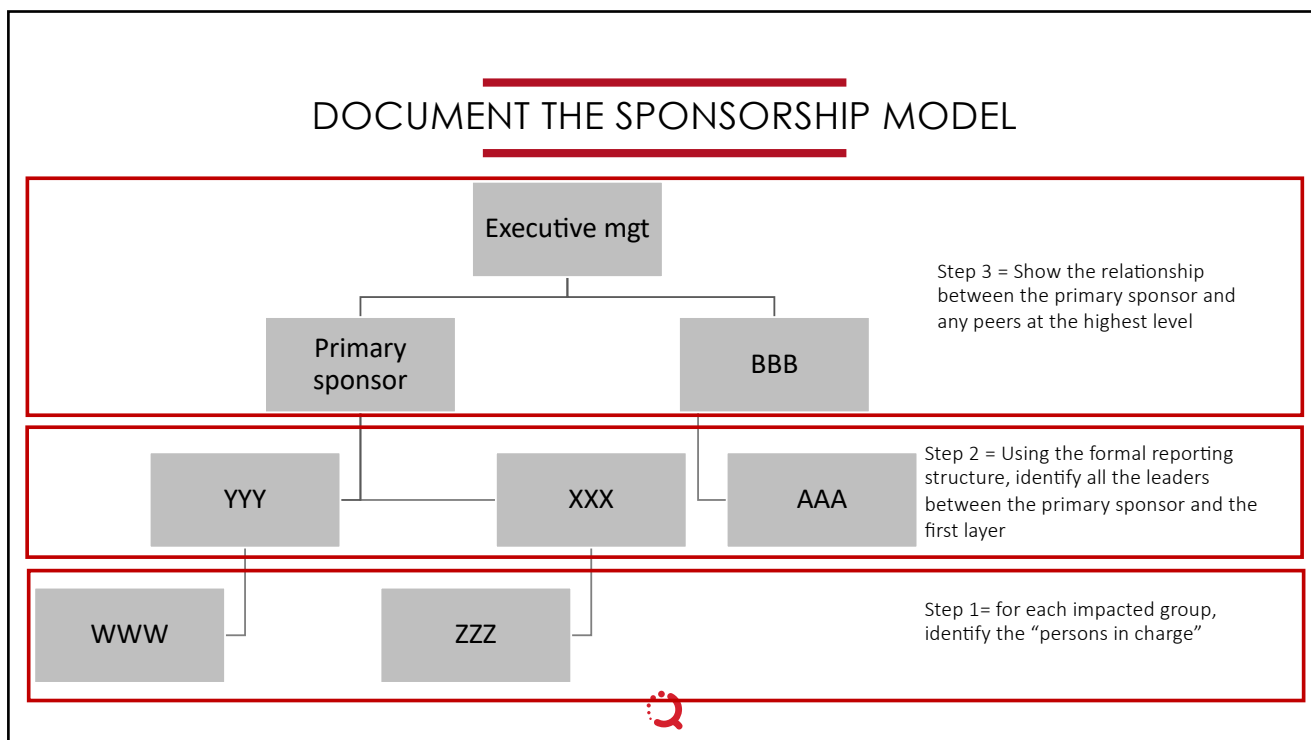
- Realize organisations don't change. **Individuals** do.
- Individuals need to be inspired / made aware by their **thought leader**
- You'll need a compelling "**why**"-story
- And after that ... is planning and executing communication, managing resistance, .... and moving forward step-by-step while regularly looking back to be sure not to forget anyone at the bus stop

© QuaData nv

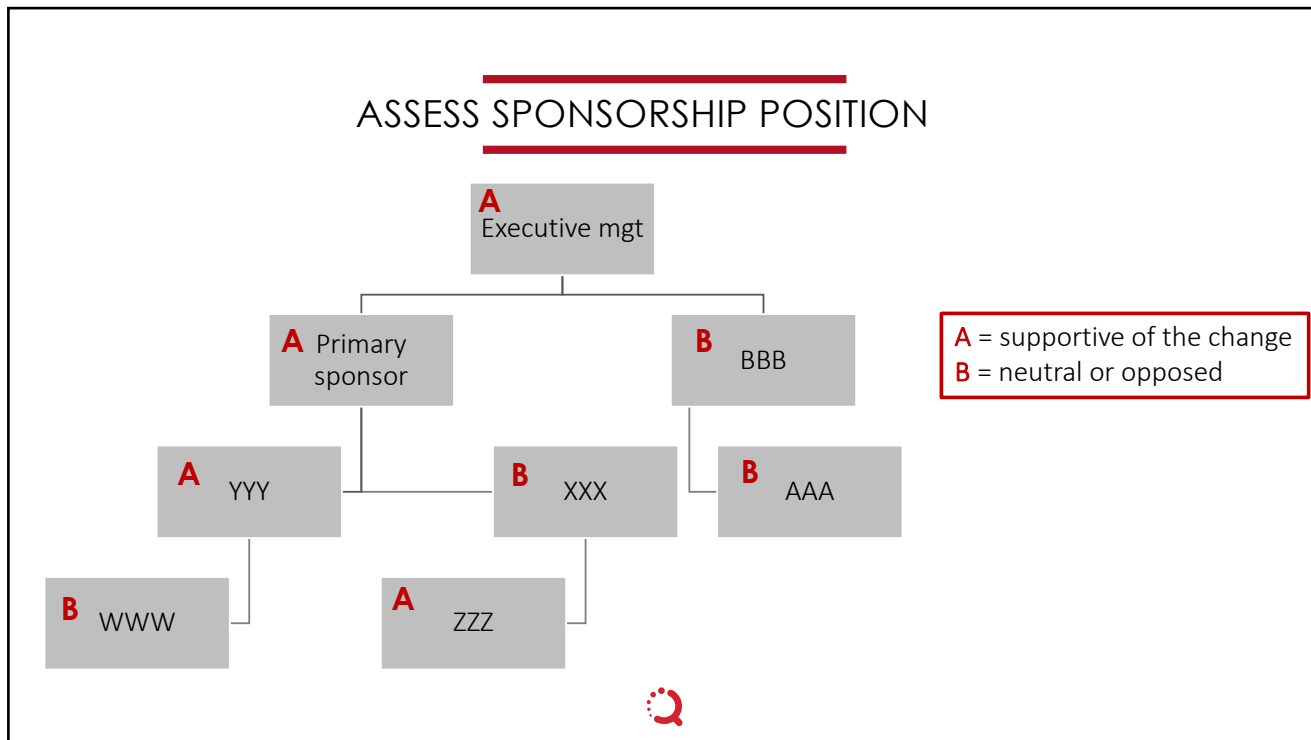
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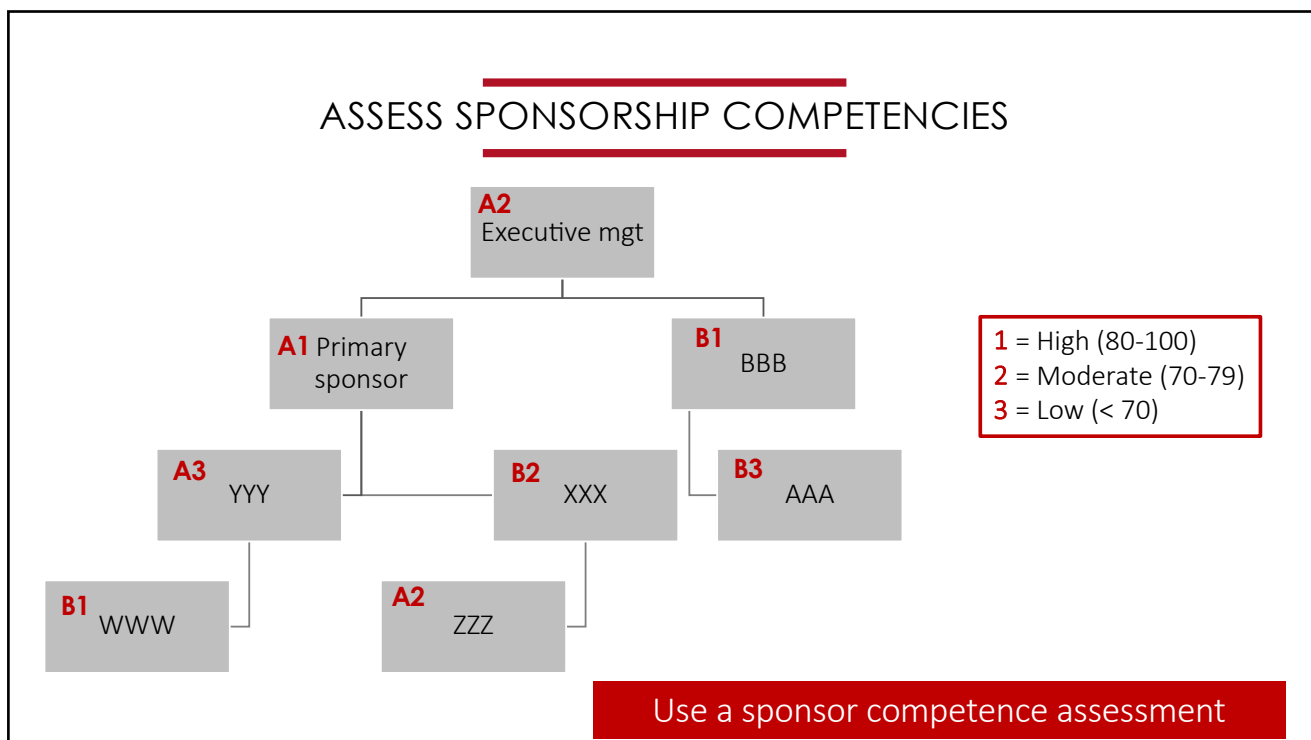
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## COLOR CODE THE SPONSOR ASSESSMENT DIAGRAM

<b>A1</b>	<b>Green</b> Supports the change and has demonstrated a high-level of sponsor competency
<b>A2</b>	<b>Yellow</b> Supports the change and has demonstrated a moderate level of sponsor competency
<b>B1, B2, B3, A3</b>	<b>Red</b> Neutral or opposed to the change or has demonstrated a low level of sponsor competency

### Alpha-Numeric legend

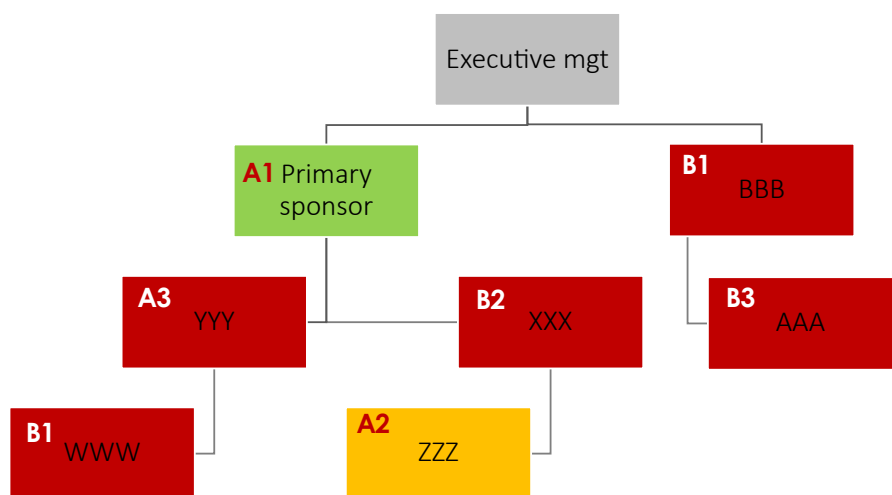
- A **Supportive** of the change
- B **Neutral or opposed**

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- 1 **High level** of sponsor competency (score of 80 – 100)
- 2 **Moderate level** of sponsor competency (score of 70 – 79)
- 3 **Low level** of sponsor competency (score < 70)

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## SPONSORSHIP OVERVIEW



What to do as change mgr ?  
 A1- Coach  
 A2 – Coach & skill up  
 A3 – Skill up, then coach  
 B1 – Engage  
 B2, B3 – Engage, skill up, coach

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## EXERCISE 5: MAKE A SPONSORSHIP MAPPING

Take your workbook and start making a part of your sponsorship mapping:

1. Who is your primary sponsor?
2. Who are the people reporting to this person?
3. Who are the impacted people?
4. Add whether these people support the change
5. Add their ability to promote the change
6. Add the colour so you can see where the change is lagging



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CONCLUSIONS

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## CONCLUSIONS

- To make Data Governance more agile, stay away from a hierarchic, siloed organisation. Give people a mandate and clear targets instead of taking all the decisions up the hierarchy.
- If we want to make Data Governance more agile, we need see it as continuous improvement and work in iterations (PDCA cycles).
- Data Governance should be about making data easy to use. To achieve this, focus on the actions that help your data consumers get rid of their most blocking data hurdles.
- To make Data Governance work, we need to accept that it is a series of changes and manage that change appropriately.



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**Dream big.**  
**Start small.**  
**But most of all:**  
**start.**

Simon Sinek  
Author

 **QuaData**  
TRUST YOUR DATA



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## QUESTIONS?

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