



# DATA GOVERNANCE AND MASTER DATA MANAGEMENT CONFERENCE EUROPE

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in the event mobile app\****

# Advanced Data Governance

## The case for success

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**MDMDG 2023**

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# Setting the Scene

Data Governance often seems to start with failure as a foregone conclusion. Horror stories from other organisations and data professionals permeate the industry, and it almost seems like success is a bit like a unicorn ... we all want one, but nobody has any to sell!



*Data Governance programmes/ initiatives/ implementations (call them what you like) take a lot of time, money and effort to get going. Very often companies fail again and again to keep going. But they go back to basics and start all over again - different people, different sponsors, maybe even a different methodology - starting again.*

***By this stage, the rest of the business is frustrated waiting for Data Governance to work – to the extent that they actively avoid anything with the word DATA in it.***





## Who am I?

*Sue is the proverbial “dataholic,” and it shows. Being able to assist organizations both large and small to not just understand their data and why it is so imperative to manage it, but to also work out their best route to achieve this, is the reason Sue gets up and “goes to work” each day.*

*Whether she needs to dive into the weeds with the data analysts and quality auditors to look at their data or talk to the C-level team about their data challenges and successes, she enjoys each and every part of this growing professional industry.*

*Every time she “talks data,” she believes that she opens the eyes of at least one person to exactly why she is so passionate about what she does.*

*That person takes this knowledge back to their organization and does exactly the same – sparking the passion in the next person.*

Questions are welcome ...

# Agenda

- Section 0: What is this thing we are trying to do?
- Section 1: Back to Basics
  - What do we have already?
  - What do we need still?
  - What can we re-use (where we have done this before)?
- Section 2: Assessing our current data capabilities
  - What do we look like today
  - Where do we want to be in 6, 12 and 18 months
- Section 3: How to avoid the “start again” syndrome (unless it is 1000% necessary)
- Section 4: Communication – the “RIGHT” message
  - Create all the relevant documentation/ material/ plans
  - Branding and marketing
- Section 5: Planning
  - Put together your plan of action for the future (near, middle, and far)
- Section 6: Stakeholders
  - Find the right people to help you – both from within your organisation and externally
- Section 7: Tackling the issues
  - Learn how to argue and when not to (sometimes walking away is the only thing you can do)
- Section 8: Measure & Monitor
  - What you need to measure
  - How you are going to measure
  - What your outcome will look like (showing progress/ success)
- Section 9: Some material to help you along your data journey

# Let's hear from YOU

- Tell me about your current challenge!
- What do **you** want to take home?
- What do **I** want to take home?



**We will check at the end to see if we met these!!**



## Section 0

***What is this “thing” we are trying to do?***



# What is Data Governance?



- Is a system of decision rights and accountabilities for information-related processes, executed according to agreed-upon models which describe who can take what actions with what information, and when, under what circumstances, using what methods (**Data Governance Institute**)
- Is a collection of components – data, roles, processes, communications, metrics, and tools – that help organisations formally manage and gain better control over data assets (**Dataversity**)
- Consists of policies, processes and an organisational structure to support enterprise data management (**IBM**)

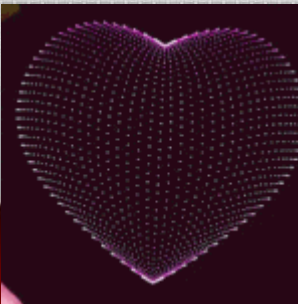
So what IS Data Governance? Because these are really ...





# Let's try again

- All the boring definitions are **correct**, BUT, they do not **resonate** with almost everyone you talk to about data
- It is a **grudge** purchase by an organisation, which means that nobody takes serious notice of data governance until they are forced
- The language that we data people use is **negative** – governance, compliance, risk – little wonder its hard to “sell” as a concept



*Data governance is getting **people** in the organisation to change the way they think of and handle data and the information created by this data. It requires that **people** become responsible and/ or accountable for the data that they control or consume so that they take “appropriate” **care** of the data before they hand . It also requires that the **people** in the organisation **know** where the data comes from that they are using and where it will go to next in the lifecycle*

**Don't take my word for it – create your own which you KNOW will work**



# What is driving Data Governance?

- Regulation
  - The proliferation of, extension to and mandatory requirements to comply
- Customer-centric change
  - Saturation point has been reached
  - Customers have changed their habits
- “New” trends such as Big Data, Data Visualisation, Data Science, AI, ML, Small & Wide Data, Data Mesh, Data Fabric ...
- Embedding the Chief Data Officer role
  - What is a Chief Data Officer and what is he/ she accountable for?
  - How do the various CTO/ CIO/ CDO's/ CDAO's/ CDDO's split their work
- Growing awareness that Data Governance is the key to success in all Data Management pursuits
- Typical Business Drivers and Business Strategy



# Business Drivers

## Growth (Customer Growth)

- Improve “know your customer” capabilities
- Improve predictive analytics to identify new/extended products
- Extend ability to predict customer journey
- Meet market needs

## Compliance & Risk Management

- Simplify and increase compliance with government regulations & legislation
- Identify risk profiles for customers with improved use of data/information
- Improve general auditability

## Efficiency (Reduce Costs / Increase Productivity)

- Reduce time to market for new products & projects
- Empower the organisation through more usable, reliable, consistent and consumable information
- Reduce systems complexity, integration & maintenance costs
- Reduce operational inefficiencies due to bad/missing/incomplete data (people time)

## Agility & Decision-Making

- Streamline the process of developing new/extended products
- Effective management of acquisitions & mergers
- Increase users’ ability to trust data
- Improve/ extend reporting capability by ensuring data/information meets stringent standards of control

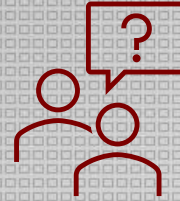


# Why, what and how of Data Governance?



## Why

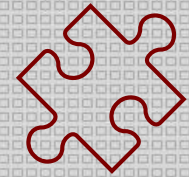
- Create business value
- Improve data usage
- Increase employee knowledge
- Mitigate business risk
- Simplify data/ information challenges
- Facilitate data related tech projects
- Provide TRUST in the data



## What

Govern and measure our data so that:

- We know what our data means
- We know where it comes from and where it goes to
- We know how accurate it is
- We know it complies to \*\*\* regulation or legislation
- We know who is responsible for it
- We know who uses it and for what purpose

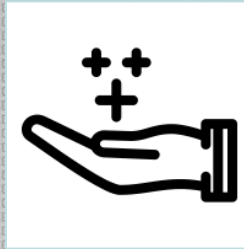


## How

- Policies, processes, standards, procedures
- Decisive Data Governance Forums
- Active Data Stewards
- Guide well documented glossary, lineage & data assets
- Create explicit and effective data and information knowledge/ understanding
- Effective communication



# The Benefits



What do we get out of governing our data?

- Trust
- Better Decision Making
- Accountability
- Informed data consumers
- Accurate data producers
- Effective data scientists
- Regulatory/ Legislative compliance
- Less data confusion
- More data commercialisation



## Some final thoughts from “famous” data people

“Where there is data smoke, there is business fire.” — Thomas Redman

“Data that is loved tends to survive.” — Kurt Bollacker

“Without a systematic way to start and keep data clean, bad data will happen.” — Donato Diorio

“In God we trust, all others bring data.” — W. Edwards Deming

# BACK TO THE BASICS

## Section 1

What do we have already?

What are we missing or still need?

What did we have that we lost?

What can we re-use?

## Do we have these?

- Sponsorship/ Support from the highest level
- Committed people on the “inside”
- One FTE who is paving the way (*Acting as Head Data Governance Officer*)
- An “outside” voice (*another accent, an external consultant*)
- Budget
- A clear data pain that needs a desperate solution
- A completed FIRST Maturity Assessment

# Considerations

## Budget

### People

- Full Time
- Part Time
- Permanent/ Contractors

### Tools

- Quality
- Repository
- Modelling
- Monitoring
- Reporting

## People

### Full Time

- CDO
- CDG Officer
- DG Administrator
- Chief DG Steward
- Data Analyst
- Technical Resource

### Part Time/ Dotted Line

- Data Stewards
- Project Manager
- Project Administrator
- Data Modeller
- Metadata Modeller
- Enterprise Architect

Permanent/ Contracted??

## Tools/ Tech

- Data Quality
- Data Governance Monitoring
- Metadata Repository
  - Glossary
  - Lineage
- Data Modelling
- ETL/ CDC
- Tech Development

# Exercise: Creating a budget

**The Budget for Data Governance - Start-Up**

Items	Detail	Qty/ Amt	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>OPEX</b>														
People														
Travel/ Accommodation														
Training														
Marketing														
Other														
<b>CAPEX</b>														
Tools														
Office Setup														
Books, etc														
Consultants														
Other														



Microsoft Excel  
Worksheet

# Example 1: The Telco story

## 60% of deliveries are being returned amounting to R14m/yr

- Seemed to be related to addresses but proved to be 50/50 between addresses and delivery instructions
- Months of analysis, extracting data for reports
- A collaborative effort from the BU “blamed”, the Systems team, the GIS team, the Logistics team and the DG Office has resulted in:
  - Change in Commission Structure
  - System Updates
  - GIS Implementation
  - A Training and Education Program
  - 23% non-deliveries by end September 2013
  - The CEO has this on his radar

# Example 2: Financial Services Report Dilemma

## Monthly economic metrics

- Senior Executive receives report from 3 divisions monthly
- Each purporting to show the same bottom line
- Dilemma is which one to trust
- Why – there is no meta-data describing the various terms in use
- His solution
  - Add each of the report figures together
  - Then divide by 3
  - Gives him an average
- Sounds like a solution doesn't it?
  - Until you know what he is responsible for in the organisation!!!!

# Exercise: Can you identify one pain that can be quantified?

- Identify something you have heard somewhere
  - Can be in the passage, a lift, coffee break or water container
- Document the “pain” in a few bullet points – column 1
- Identify (if possible) if you think this is a data, people, process or tech “pain” – column 2 (remember this can be all of these)
- List the possible stakeholders you need to meet with – column 3

## What do you need to do now?

- Do you need to “walk in their shoes” to feel the pain?
- What analysis do you need to perform to get a “handle” on the magnitude?
- Can you place a value/ cost on the separate components of the “pain”
  - Time, effort, cost to rectify as the pain is ongoing, resources, lost revenue – to name a few
- Can you identify what the solution(s) should be?
  - People, process, tech and data
  - Timelines for the solution
  - Benefits/ Risks for each



## Section 2

What do we look like today

Where do we want to be in 6, 12 and 18 months

## Assessing our current data capabilities

- We can't measure what we cannot monitor!!
- We have to look at what we have and define an objective assessment of what mature we are in what we do
- Don't forget there will be pockets of excellence in the organisation
  - Acknowledge them and remember them as places to start
- LISTEN!!! Everywhere around you there are stories on how “we” are doing. By paying attention to these you are able to provide your own objective opinion (especially if you are willing to question what you hear in a constructive way)
- Be willing to err on the side of caution, rather than overstate

# Assessment – Using Gartner’s EIM view

	0 Unaware	1 Aware	2 Reactive	3 Proactive	4 Managed	5 Effective
Characteristics	Strategic decisions made with poor information Lack of information architecture/ principles/ governance/ processes/ security	Information value/ standards/ methods/ procedures understood Data owner issues Need for common standards Attempt to understand information risk	Information shared Cross department information sharing Reactive data quality Point to point interfaces Metrics for current state	Information sharing seen as necessary EA/ DG guides EDM/ EIM/ DQ Governance roles and responsibilities formulated	Information see as critical SLA's established Top management sees information as a competitive advantage EDM/EIM/ DG organizations are formalised	Information see as critical SLA's managed The organisation uses information as a competitive advantage EDM/EIM/ DG organizations are established and active
Actions	<i>Educate IT and business leaders</i>	<i>Draft strategies to align EDM/ EIM/ DG with EA and other initiatives</i>	<i>Top management asserts the need for EDM/ DG/ DQ/ EIM Prepare business case Propose business case</i>	<i>Win approval for business case</i>	<i>Inventory department data/ information management activities and resources Link activities &amp; resources to EDM/ EIM</i>	<i>Establish barriers to guard against complacency</i>

# Assessment: Using the DAMA DMBOK

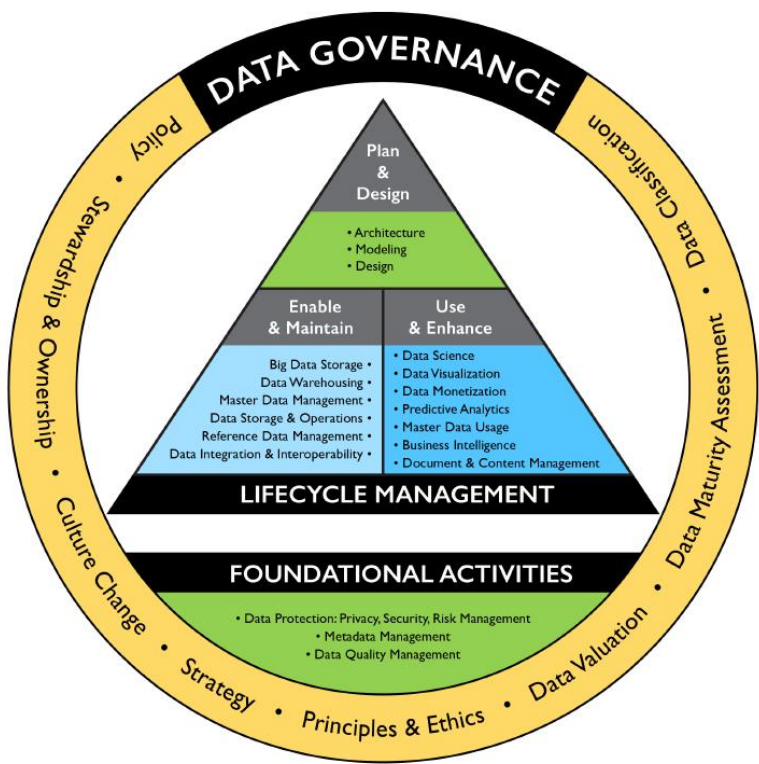


Figure 11 DAMA Wheel Evolved

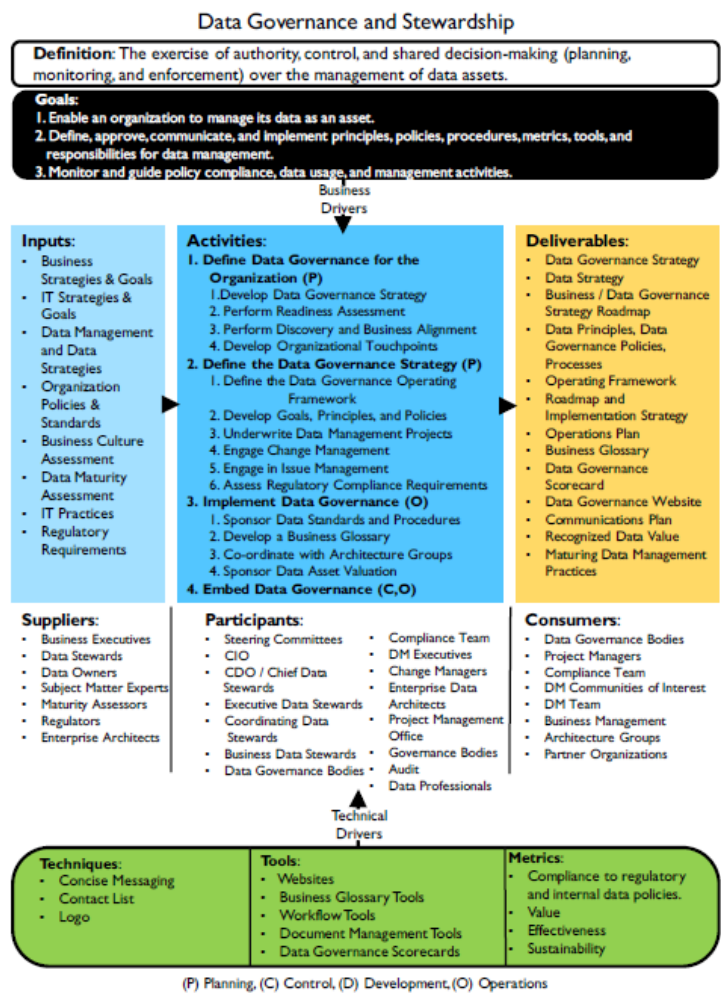


Figure 14 Context Diagram: Data Governance and Stewardship

# Exercise: Capability Assessment

DM Capability	Level of Maturity					
	0	1	2	3	4	5
	Unaware	Aware	Reactive	Proactive	Managed	Effective
<b>Lifecycle Management</b>						
<b>Plan &amp; Design</b>	0	0	0	0	0	0
Data Architecture						
Data Modelling & Design						
<b>Enable &amp; Maintain</b>	0	0	0	0	0	0
Big Data & Data Science						
Data Warehousing						
Master Data						
Data Development						
Data Operations						
Data Storage						
Reference Data						
Data in the Cloud						
Data Integration and Interoperability						
<b>Use &amp; Enhance</b>	0	0	0	0	0	0
Data Science						
Data Visualisation						
Data Monetisation						
Predictive Analytics						
Business Intelligence						
Document & Content						
AI & ML						
Master Data Usage						
Data Mesh						
Data Fabric						
<b>Foundational Activities</b>						
Data Quality						
Data Security						
Data Privacy						
Data Risk Management						
MetaData						
<b>Data Governance</b>						
Policy						
Stewardship & Ownership						
Data Strategy						
Data Literacy						
Change Management						
Principles & Ethics						
Data Valuation						
Data Management Organisation & Role Expectations						
Data Culture						
Data Maturity Assessment						
Data Classification						

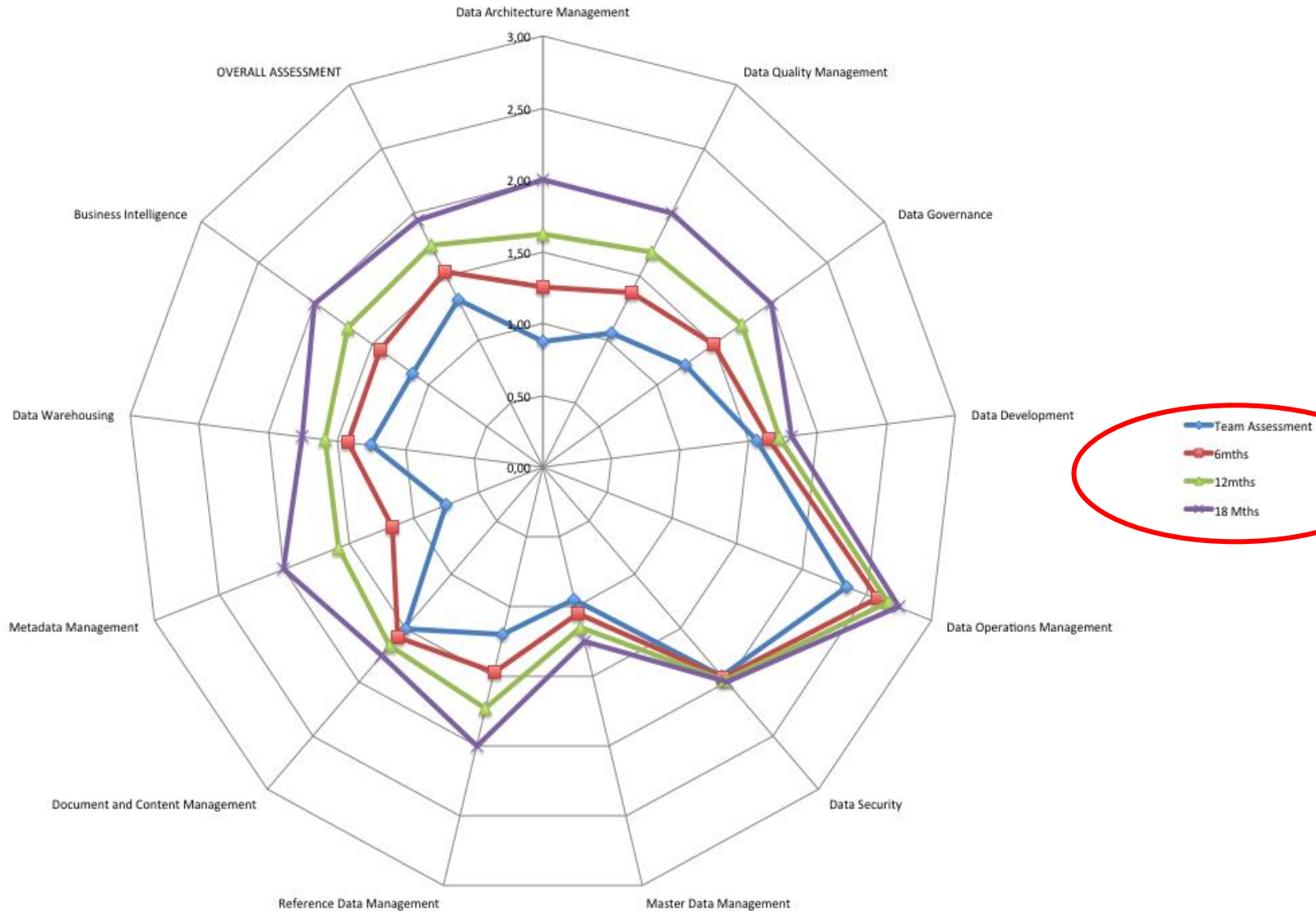
Scoring	Level of Maturity					
	0	1	2	3	4	5
	Unaware	Aware	Reactive	Proactive	Managed	Effective
Lifecycle Management	0	0	0	0	0	0
Foundational Activities	0	0	0	0	0	0
Data Governance	0	0	0	0	0	0



Microsoft Excel  
Worksheet



# Assessment To-be Report Example



# Capability Assessment: Benefits

- To know where you are today!
- Be able to prioritise the next 9 to 18 months
- To gather an assessment from multiple other stakeholders (and roll-up)
- To be able to show on a DASHBOARD progress (or otherwise)
- Use as part of your Roadmap/ Data Plan
- Share the results (communication)



## Section 3

How to avoid the “start again” syndrome  
(unless it is 1000% necessary)

# Why do we have to start again?

- We lost our sponsor
- We lost our budget
- We lost our resources
- We lost our “place” in the data strategy
- We lost our stakeholders (owners, data stewards, tech/dev stewards)
  
- We have failed in moving forward

*Failure, as much as it hurts, is an important part of life. In fact, failure is necessary. JK Rowling (Harvard Commencement Speech)*

# Failure: Lessons & Recovery

## Lesson

- #1: Experience
- #2: Knowledge
- #3: Resilience
- #4: Growth
- #5: Value

## Recovery

- #1 - Ignore the Naysayers
- #2 – Understand that it's OK to Fail
- #3 – Realize that it's OK to Fail
- #4 – Using Failure as Leverage
- #5 – Revisit Your Goals
- #6 – Create an Action Plan

# Avoiding “Start Again Syndrome”

Group Discussion





# How to keep the juices flowing?

- Communication is key
  - Branding
  - Communications Plan
  - The RIGHT Message – Elevator Pitch
- A Data Charter that EVERYONE contributes to
- A safe, trusted environment at meetings
- Don't cancel meetings regardless
- Stakeholder Analysis and Mapping (Updated quarterly)
- Change Team attend EVERY meeting
  - They do not take part in meetings unless requested
  - 10 minute meeting analysis after EACH meeting
  - Effect a plan of action for every team member if required

**Don't get mad, get creative**





# Branding the Data Steward for “instant recognition”: The Story of DouG





# Exercise: Building a Charter

- Background
- ★ The Problem Statement
- Data Problem Examples
- ★ The Vision
- ★ The Mission
- Rules of Engagement
- Guiding Principles
- Measurements & Metrics
- Proposed Data Governance Organisation Structure
  - Roles and Responsibilities
  - Decision/ Voting Rights

Data is a **CORPORATE ASSET**

*You wouldn't treat your products with less attention to detail, would you?*





# Example: Comms Plan

Communication Plan										
Activity	Type	Description	Objectives	Audience	Frequency	Channel	Measures	Aims Support	By When	Owner
Initial DG Announcement	Formal Comms Add to Intranet DG site	The initial communication organisation wide to introduce DG and GDPR	To ensure that Organisation has a global awareness of the importance of the program/ project and has a strong view on where each individual is accountable	All Staff	Once Off	Email	Read Receipt	All		
Newsletter	One Pager	Regular newsletter providing in depth interviews, updates, case studies and general DG/ GDPR detail (have a quiz, question & answer section with prizes)	Continued Awareness		Quarterly	Electronic & Desk Drop	No responses to quiz (and growth of these over time)	All		
Intranet Updates	DG Space	Regular update on progress that is fed into the Intranet News reel	To create continued awareness of DG/ GDPR and the progress being made	All Staff	Monthly			All		
DG Dashboard	Online/ TV Projections	A real time listing of KPI's for DG/ GDPR (drill down for DG Team)	Show improvement over time	All Staff	Real Time		KPI's ... TBD	All		
Program Plan	MS Project	The plan of action for the DG program and GDPR Project	Ensure buy in from senior leaders; maintain their awareness; keep team on track; manage risks, issues and scope	ELT, Organisation Board, DG Team	Weekly; Monthly	Email	Progress	Indirectly		
One on One Meetings										
Data Workshops										
Email Campaign										
Third Party Visits										
Call Centre Visits										
Blog										
CEO All Staff Sessions										
Annual Online Training										
Adhoc Training										
Induction Program										
MS Team Intro's										
DG Posters										
Surveys	Google Forms	3 question surveys to identify growth in appetite and understanding	Ensure improved knowledge of DG and GDPR Create training based on responses (Directorate Level)	All Staff Targeted Groups	Quarterly	Online	Survey Response Analytics	By Team, indirect support		
Board Games										
FAQ's										
GDPR in a nutshell										
Elevator Pitches										
DG Branding										
Webinars										





## Section 5

Put together your plan of action for the future (near, middle, and far)

# What is in each plan?

## Near

- **Now for up to 12 months**
- Quarters to allow for flexibility
- It has enough detail to clarify what you are tackling
- It can be mapped to high level strategies
- It must be mapped to Key Performance Objectives (KPO's)
- Space out into streams of work (you can allocate resources easier)
- Map the work to the capabilities you have in your team already
- **Don't over promise as you will under deliver**

## Middle

- **12 – 18 months**
- Less detail – this is more broader strokes
- Still mapped to high level strategic goals and aims
- Consider your future KPO's
- Learn from your previous mistakes
- Consider your future team (who, how many, etc)
- Identify training opportunities needed to ensure success
- **Still don't over promise!! Under delivery remains a risk**

## Far

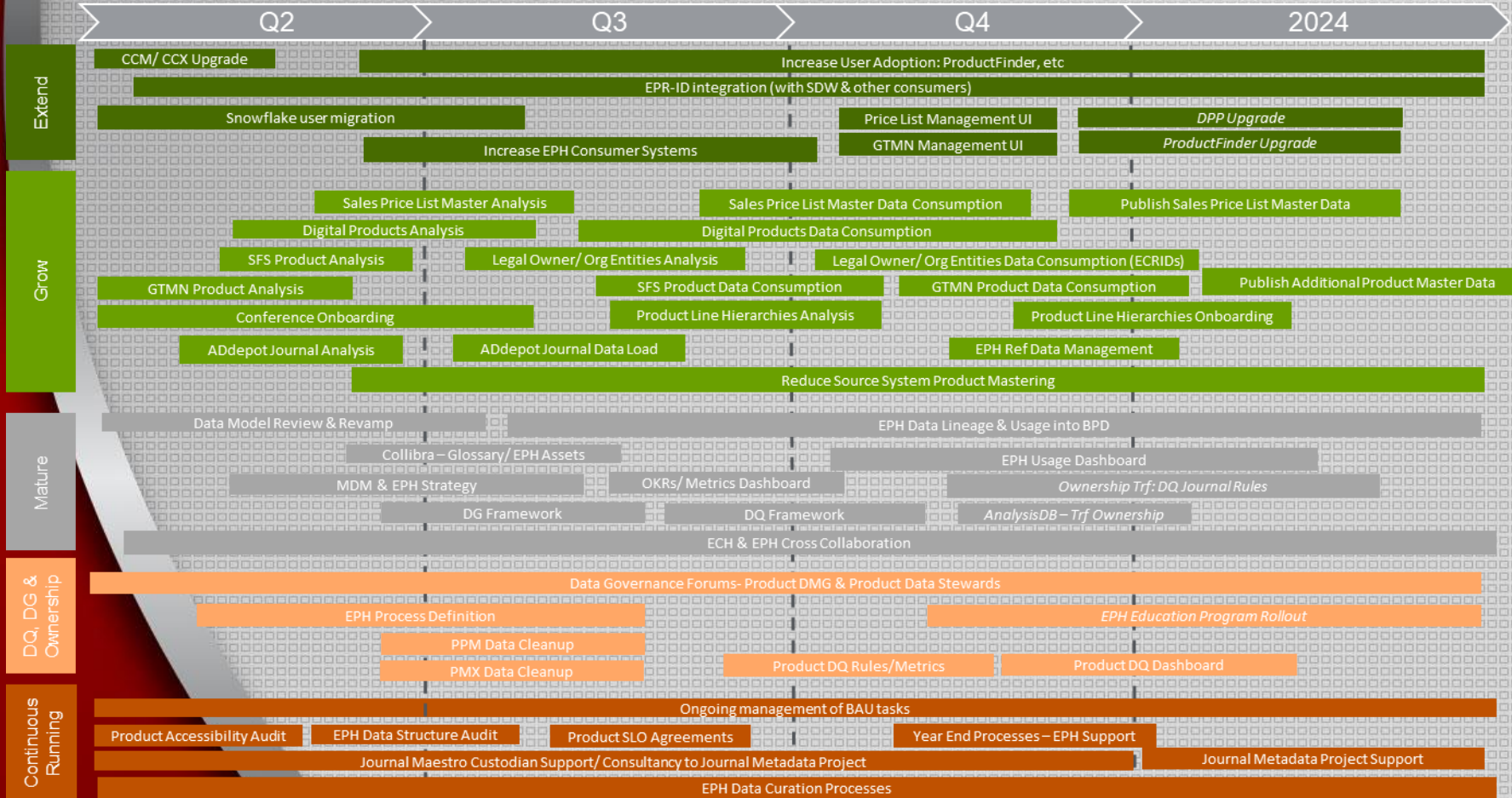
- **18 months +**
- This is your stretch roadmap
- Use only the broadest of strokes
- Much will change within the 18 months prior to this plan so be prepared: even organisational strategies have shifted
- Keep your eyes open for conversations around processes, people, data and tech – these will inform what you may want to consider (*data mesh and data fabric are great examples of this*)



# My current example – 1 year

## EPH 2023/ 2024 Roadmap

*Caveat: Some of these actions are dependent on the successful completion of a previous activity*  
*In italics = stretch goal*





# Where are you in your Roadmap/ Plan

Let's have a discussion on where you currently are in your roadmap/ plan/ strategy



# Prioritising the Work

- Use your capability assessment
  - ❖ Where do you want to be in 18 months?
  - ❖ Which 3 areas are you the weakest (lagging behind) in?
- What is your company's strategy
  - ❖ Overall Business
  - ❖ Data Strategy
- Match your 3 areas to these strategies
  - ❖ Are they important to either strategy?
  - ❖ If no, revisit capability assessment
  - ❖ If yes, let's prioritise
  - ❖ If both, let's decide which to do and which to postpone

	Not Important	Important
Not Urgent	Not Urgent & Not Important	Not Urgent & Important
Urgent	Urgent & Not Important	Urgent & Important

Figure 2: Importance vs Urgency matrix

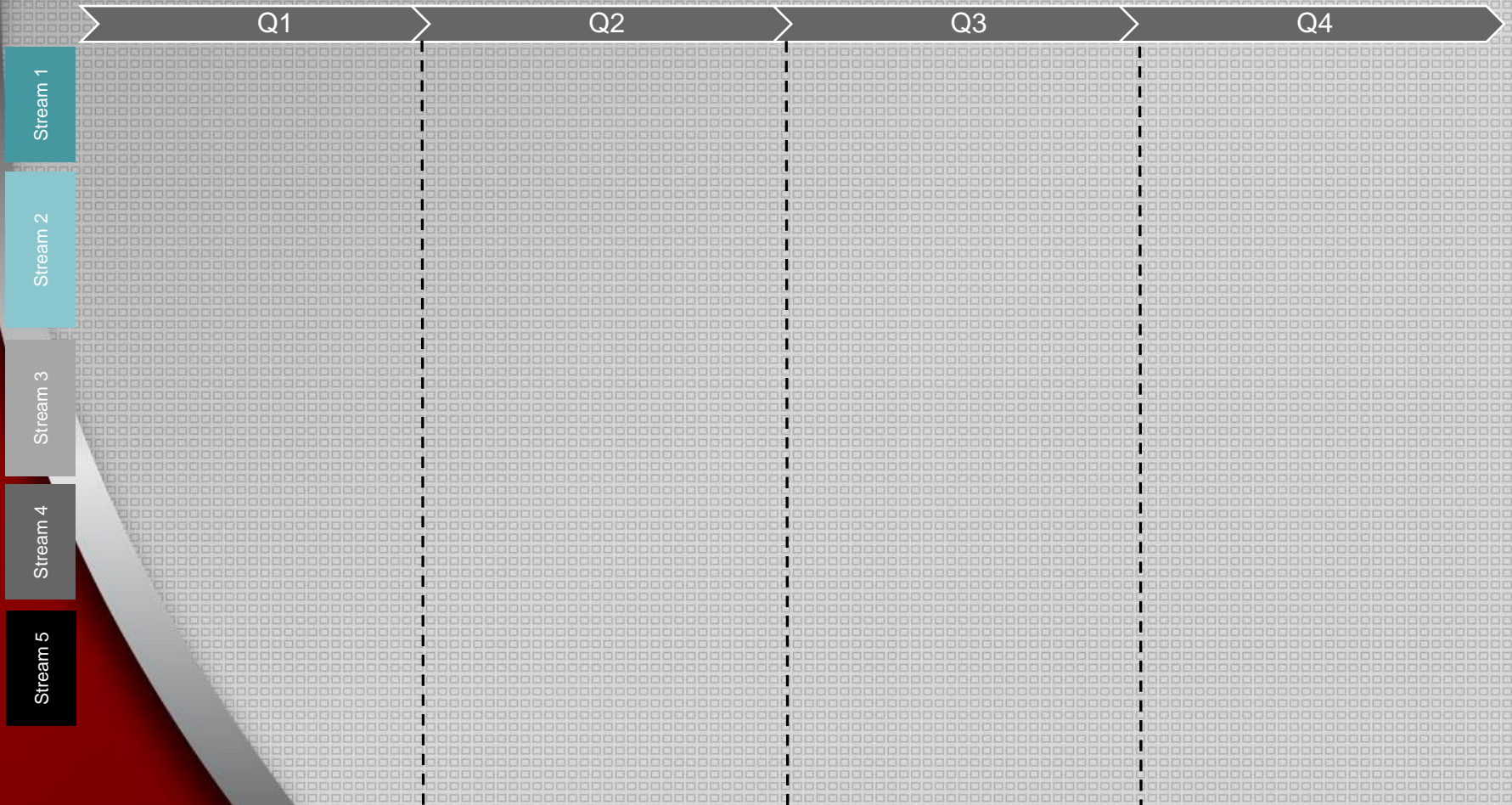
	Urgent	Not Urgent
Important	<b>High priority:</b> <i>Action immediately</i>	<b>Medium priority:</b> <i>Schedule quality, uninterrupted time to complete</i>
Not Important	<b>Low priority:</b> <i>Delegate or reschedule, assign minimum time to complete</i>	<b>No priority:</b> <i>Minimise or disregard</i>



# Short Exercise: Map Q1

## \*\*\* Year Roadmap

Legend





## Section 6

Find the right people to help you – both from within your organisation and externally



# Getting People More Involved

- Data Sponsors
- The Data Executive
- Data Owners
- Data Stewards
- “OTHER STAKEHOLDERS”



# Data Sponsor

- Who is your Sponsor?
- What are his/ her positives and negatives?
- What do you want this sponsor to be doing that they are not doing?
- How do we communicate that to them?





# The Data Executive

- What is their responsibility?
- How are they performing?
- What can we do to get them to improve their commitment
  - Communication
  - Metrics
  - A positive outcome



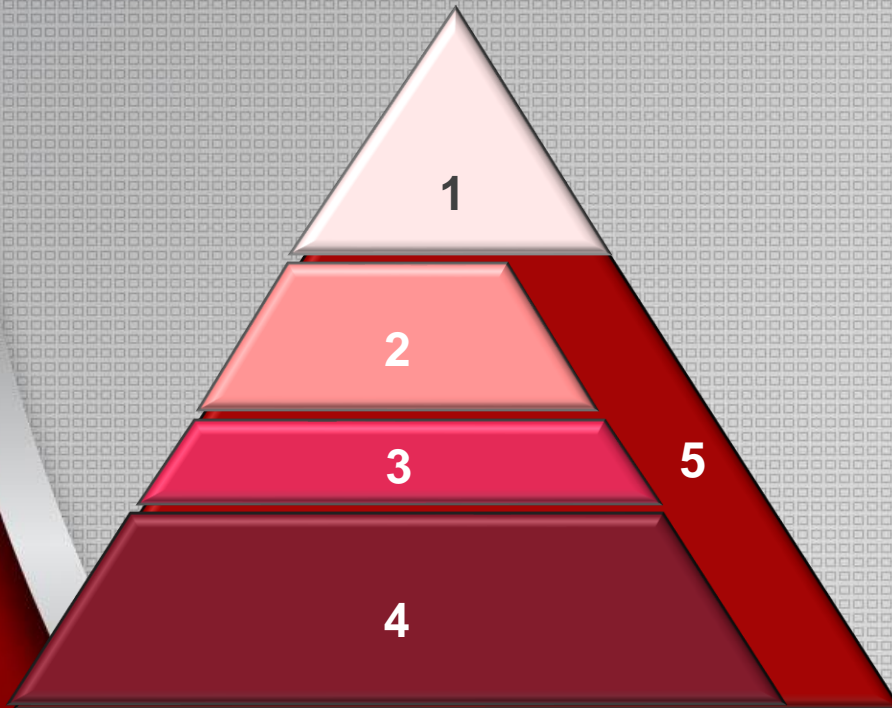
# Data Owners & Stewards

- What are your current challenges?
- What are you getting your Owners and Stewards to do for you now?
- How much of their time is being taken up on Data?

**Round table discussion**



# An example Data Governance Model



## 1. Data Governance Steering Committee

Approves strategy and direction  
Resolves escalated issues  
Co-exists with other strategic Steerco's  
Provide Budget

## 2. Data Governance Council

Approve enterprise data definitions  
Formulate data governance program decisions  
Ratify principles, standards, policies & processes  
Strategic issue resolution  
Encourage and facilitate change

## 3. Data Steward Council

Comprised of members of the DS Teams  
DGO to DS Liaison  
DGC Reporting

## 4. Data Steward Teams

Point of contact for daily data issues  
Subject matter experts  
Technical/ BI/ Reporting? Data Specific  
Reside in the Business Units

## 5. Data Governance Office

The face of data governance across the enterprise  
Implements strategic data governance transformation  
Incorporated within the Data Governance Council



# How much time/ energy will it really take?

**More than you think ... in fact double your current thoughts!!!!**

## **The Steering Committee:**

1 hour per every 3rd month

## **The DG Council:**

First 3 months – weekly meetings for at least 90 minutes

Next 3 months – weekly meetings for 60 minutes

Next 6 months – fortnightly meetings for 90 minutes

Second Year – monthly meetings for 60 – 90 minutes

## **Data Steward Council:**

Start up after first 3 months of DGC

Next 3 months – fortnightly for 60 minutes

Next 6 months – weekly for 60 minutes

Every fortnight – 120 minutes (use this for training)

## **Data Steward “Work”**

Part time = 8 hours per week

## **The Data Governance Office:**

We are full time and flat out ... in fact we eat, sleep and dream of data



# Group Exercise: Let's find stakeholder attributes we NEED



**Positive**

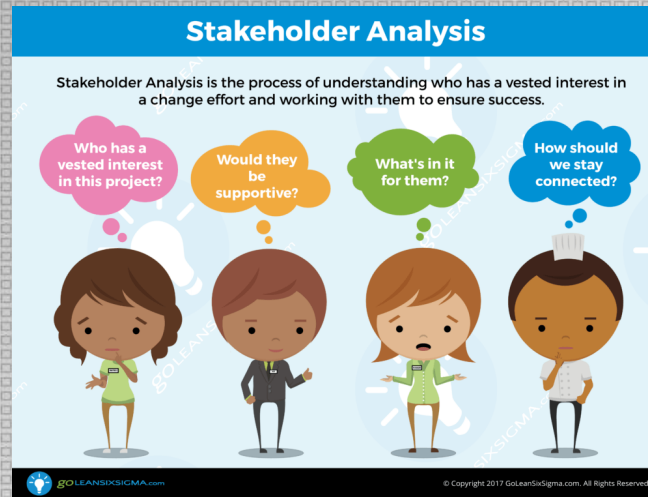
- Patience

**Negative**

- Apathy



# Stakeholder Analysis & Mapping



- What do you need from each stakeholder?
- Are they already perhaps being a “data steward” or “data owner”
- How trusted are they in the organisation
- Do not forget to lock/ carefully protect this mapping as you will have “private” comments



# Final words on Stakeholders: YOU!!!



Who Am I?

Who are you?



What do you want to accomplish as a data \*\*\*?

Why do you believe you will be a good data \*\*\*?



Share something interesting & exciting that your colleagues may not know about you?





# Take Home Exercise

I am:

I will be a good data \*\*\* because:

I want to accomplish:

My interesting/ exciting “hidden” talent/hobby/sport is:



## Section 7

Learn how to argue and when not to (sometimes walking away is the only thing you can do)



# Accepting both success & failure



- Boast (carefully) about your success
- Never stop learning from what you have accomplished
- Be ready to defend your success
- Tie it to a strategic need



- Identify where you went wrong – objectively
- No finger pointing
- Take the lesson – wash, rinse, repeat
- Share honestly the failure
- Defend with mitigation
- Plan the next “attack”

**Don't give up on either - courage and boldness is key**



# What does go wrong?

- **Organisational changes**
- Restructuring, restructuring, restructuring ...
- **Lack of Communication**
- Chance to spread our “fame” is minimised
- Data Governance – “never heard of it”
- Meetings with the Steering Committee Members
  - Lose the opportunity to communicate via the executive





# And more stuff going wrong ...

## Losing the sponsor/ boss

- Are you correctly positioned in the beginning
- Senior Exec/ Sponsor leaves the company and you are left “hanging”
- Boss retires and is not replaced
- Nobody to “fight” the battles for “us”

## Too few hands on deck

- Where DG has become known people begin bombarding us with work
- We have to turn them away as no hands on deck and no budget

## Still consultants/ contractors

- No FTE's and head count
- Every 3<sup>rd</sup>/ 6th month the issue arises of renewing contracts
- No vested interest



# How do we fix the problems?

- **Personalities amongst the DG Stakeholders**
  - Charter, Strong Leadership
- **DG opportunities in the passages**
  - Did you hear the latest?
- **Training**
  - Data Stewards must all be Change Agents
  - Extend training to all employees
- **Communications**
  - Take part in all company social networking opportunities
- **Cross Collaboration**
  - Switching meeting agendas
  - One on One sessions



# How to get along with others (and choose your battles)

- Know your “enemy”
- Know yourself
- Be prepared to listen as well as talk
- Craft your message carefully
- Remember there is always more than one way: over, around, through

May sound like “psycho-babble” but psychometric testing is a fairly reliable mechanism to identify character types and identify key characteristics that will help you work with others around you ([The Top Five Psychometric Tests Used in Recruitment - INDVSTRVS](#))

- Neuro-Linguistic Programming
- Myers-Briggs
- DISC
- Johari Window



**You ARE reliant on everyone else**

***YOU CAN'T MANAGE***



***WHAT YOU DO NOT MEASURE***

## **Section 8**

What you need to measure

How you are going to measure

What your outcome will look like (showing progress/ success)

# What do we need to measure?

- **Key Performance Objectives/ Indicators/ Goals ...**
- What does/ should a “good” KPI look like
  - Specific, Measurable, Actionable, Realistic, Timebound
- Think of: Quick Wins, Longer “projects”, Success, Progress
- Consider what we should not measure – be objective and focussed

				
				
<b>SPECIFIC</b>	<b>MEASURABLE</b>	<b>ACTIONABLE</b>	<b>REALISTIC</b>	<b>TIMEBOUND</b>
Be clear and specific so your goals are easier to achieve. This also helps you know how and where to get started!	Measurable goals can be tracked, allowing you to see your progress. They also tell you when a goal is complete.	Are you able to take action to achieve the goal? Actionable goals ensure the steps to get there are within your control.	Avoid overwhelm and unnecessary stress and frustration by making the goal realistic.	A date helps us stay focused and motivated, inspiring us and providing something to work towards.

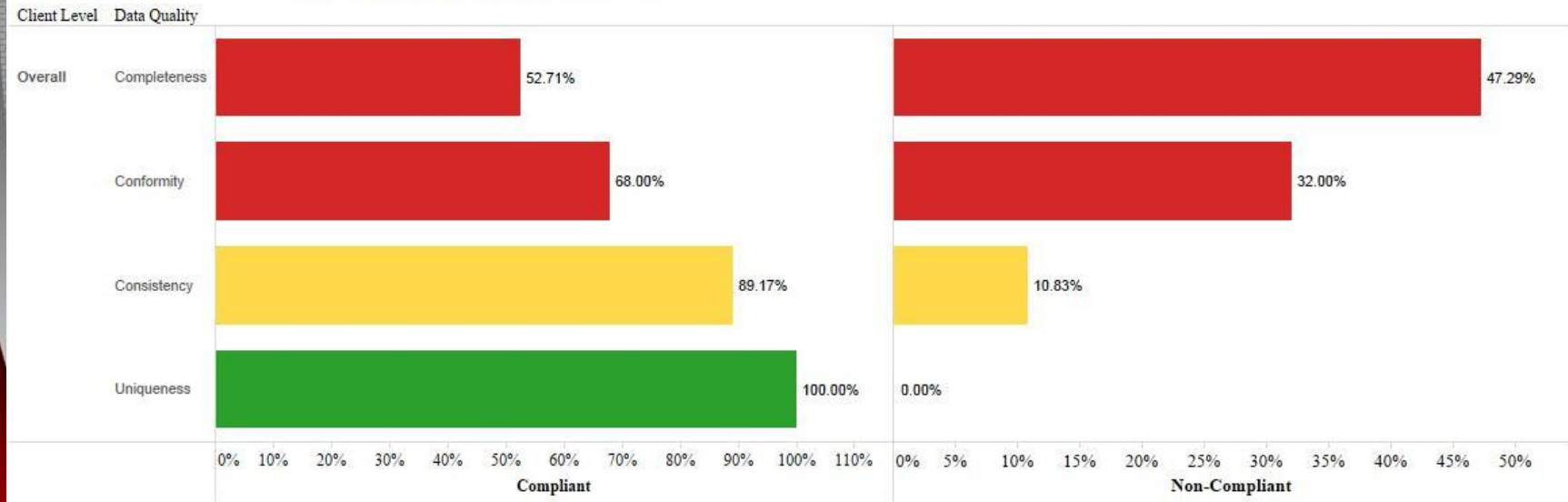
# How are we going to measure?

- Who is the audience?
- How much detail do they need?
- Have we decided: When, How, Where, Who (*we know the what and why – Slide above*)
- Does our organizational culture have a measuring strategy?
- How are we going to share our measures with our stakeholders?



# Example: Data Quality Dashboard

Scorecard Drill Compliant: Red < 70%, Yellow 70% - 90%, Green > 90%



Data Quality Scorecard



# Example: Data Governance Dashboards

Browser | Insurance > Insurance Policy Types Q Search...

**Policy**  
Type: Business Term Status: Candidate

- Overview
- Hierarchy
- Fact Types
- Responsibilities
- Traceability

**Data Quality**

75.9 %

Accuracy: 100 %

Conformity: 40.9 %

Completeness: 100 %

Consistency: 97.6 %

□ overview □ details □ history

Data Quality

Home | CRLT (Design Time) | CEP (On-line) | Telecom CGD | Banking CGD | Root Cause Analysis

**Compliance Governance Dashboard**  
Business Process by Compliance Source

Time Scale: Year Quarter Month Week Day  
Last Look: 27/5/2011 - 16:24:21

**Worst Performance by Compliance Source**

Source	Compliance Level	Trend (Last 5th months)
ISO 27002	79%	
95/46/EC	87%	
Internal policy	98%	

Legend: Weak (Red), Medium (Yellow), Good (Green)

**Worst Key Compliance Indicators by Policy**

Security KCIs	Compliance Level	Security KCIs	Compliance Level
Compliant Segregation of Duties (%)	75%	Compliant Loan Approvals (%)	70%
Compliance Worthiness Checking (%)	99%	Compliance Security Transactions (%)	87%
Compliant Data Access (%)	99%	Compliance Customers Privacy (%)	99%

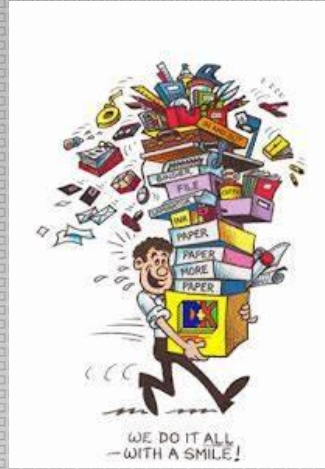
Legend: Weak (Red), Medium (Yellow), Good (Green)

		Compliance Sources		
Business Units	Business Processes	+ ISO 27002	+ Internal policy	+ 95/46/EC
Thales	+ Loan Business Process	79%	98%	87%



# Group Discussion: Let's build our own





# Section 9

Some additional material



# Some additional material for your journey

- I have used all these over my years of being in data (*some are screenshots rather than editable*)
- And probably many more
- I have included Excel spreadsheets in some of the exercises which you are very welcome to continue using in your journey
- A data colleague and I designed and built a Data Management Maturity Assessment in 2009 which I am busy updating to match the capability assessment I shared in Section 2. If you are interested in making use of it for your organisation, please reach out to me ... I am looking for some testers/contributors 😊



## SWOT ANALYSIS

### STRENGTHS

- Governed by internal factors
- Strong and positive characteristics of any company
- e.g. - company culture, human resources

### WEAKNESSES

- Caused by internal factors
- Any process, areas or resources that hinder the growth of a company
- e.g. - less skilled workforce, shortage of raw materials

### OPPORTUNITIES

- Depend upon external factors
- Circumstances that help the company expand its size and revenue
- e.g. - growth in demand, relaxed trade laws

### THREATS

- Controlled by external factors
- Factors that could pose a risk to the company's success
- e.g. - low economic development, changing climatic conditions

# SWOT Analysis

**Strength**

**Weakness**

**Opportunity**

**Threat**



# Business Imperative Assessment

## Growth (Customer Growth)

- Improve “know your customer” capabilities
- Improve predictive analytics to identify new/ extended products
- Extend ability to predict customer journey
- Meet market needs

## Compliance & Risk Management

- Simplify and increase compliance with government regulations & legislation
- Identify risk profiles for customers with improved use of data/ information
- Improve general auditability

**Sweet Spot**

## Efficiency (Reduce Costs / Increase Productivity)

- Reduce time to market for new products & projects
- Empower the organisation through more usable, reliable, consistent and consumable information
- Reduce systems complexity, integration & maintenance costs
- Reduce operational inefficiencies due to bad/ missing/ incomplete data (people time)

## Agility & Decision-Making

- Streamline the process of developing new/ extended products
- Effective management of acquisitions & mergers
- Increase users’ ability to trust data
- Improve/ extend reporting capability by ensuring data/ information meets stringent standards of control



# Change Roles

## The Role



## What they do

Analyse & Organise

Communicate & cheerlead

Help others & advise

Co-operate & collaborate

Manage Conflict

Build trust / confidence

Apply rules & governance

## How to recognise them

Complex	Logical	Searching
Independent	Modest	Self-conscious
Ingenious	Organised	Shy
Introverted	Patient	Trustworthy

Brave	Confident	Idealistic
Proud	Religious	Self-assertive
Self-conscious	Silly	Tense
Witty		

Calm	Caring	Happy
Helpful	Kind	Loving
Relaxed	Sensible	Sympathetic
Warm	Wise	

Adaptable	Cheerful	Energetic
Extroverted	Friendly	Helpful
Observant	Patient	Quiet
Responsive	Sentimental	Spontaneous
Warm		

Accepting	Dependable	Extroverted
Giving	Helpful	Nervous
Patient	Responsive	Sentimental
Spontaneous	Warm	

Able	Clever	Intelligent
Introverted	Knowledgeable	Reflective
Self-assertive	Shy	Tense

Bold	Dignified	Mature
Modest	Powerful	Self-assertive
Sensible	Trustworthy	Wise



# The Zachman Framework

## The Zachman Framework for Enterprise Architecture™ The Enterprise Ontology™

Version 3.0



\*Historical integration lines are shown for example purposes only and are not a complete set. Complete, integrative relationships connecting every cell horizontally/potentially exist.



# Risk Matrix (Heat Map)

			Consequences				
			Negligible	Minor	Moderate	Significant	Severe
Probability	Almost Certain	81-100%	Low	Moderate	High	Extreme	Extreme
	Likely	61-80%	Minimum	Low	Moderate	High	Extreme
	Moderate	41-60%	Minimum	Low	Moderate	High	High
	Unlikely	21-40%	Minimum	Low	Low	Moderate	High
	Rare	1-20%	Minimum	Minimum	Low	Moderate	High



Microsoft Excel  
Worksheet

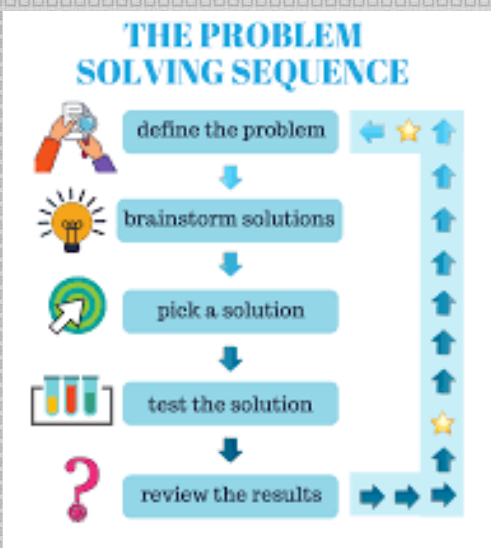


# Some Problem Solving Tips



Microsoft Excel Worksheet

- Why • Question • Answer
- Why • Question • Answer
- Why • Question • Answer
- Why • Question • Answer
- Why • Question • Answer



**DID the session meet your needs/ expectations?**





**Thank you**