

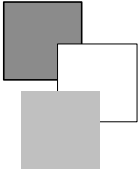


# DATA GOVERNANCE AND MASTER DATA MANAGEMENT CONFERENCE EUROPE

11 - 14 March 2024 | London, UK

***\*Please score and comment on this session and speaker  
in the event mobile app\****



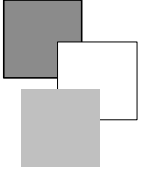


# Advanced Data Governance

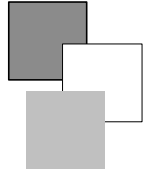
IRM UK

1400 – 1715

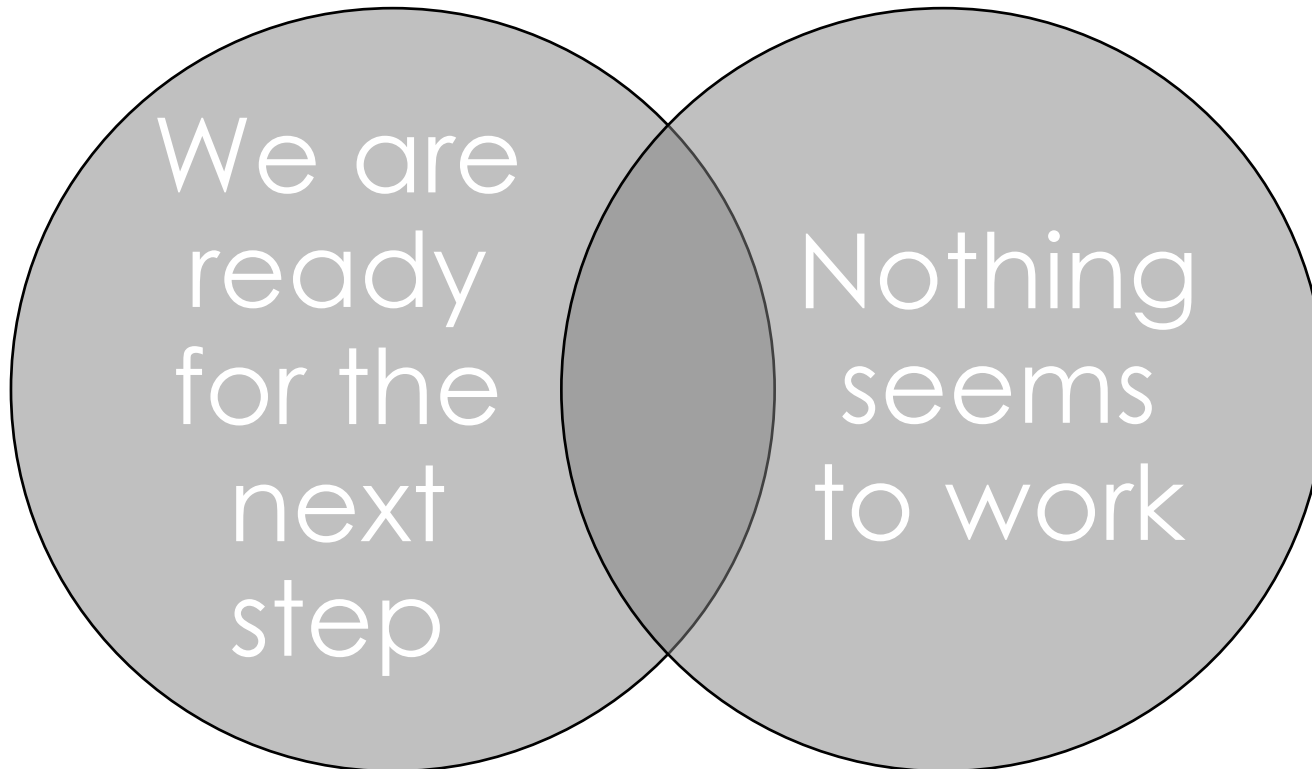
March 13, 2024



You are where you are



## Why “Advanced?”





# Have we learned anything?

## 2015

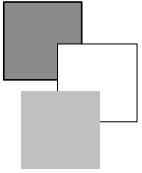
- ▶ Initiative is IT lead
- ▶ Not understanding the maturity of the organisation
- ▶ Data governance as a project
- ▶ Mis-alignment with strategy
- ▶ Not understanding the data landscape
- ▶ Failure to embed framework
- ▶ Attempting the big bang approach

Nicola Askham 2015 presentation at this conference  
May 2015

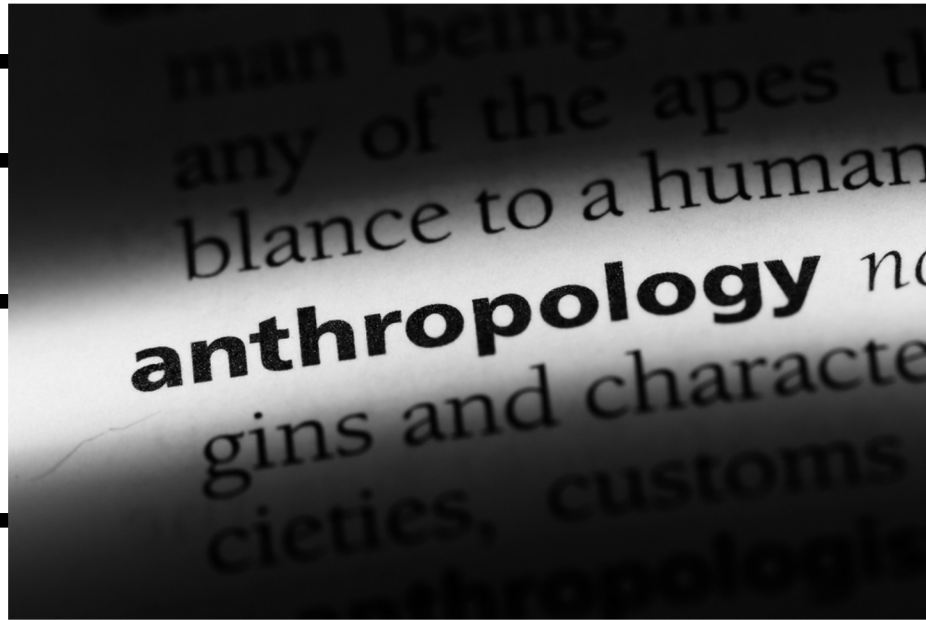
## 2024

- ▶ CDOs, more aware leadership
- ▶ A lot of assessments but missing the point of the exercise
- ▶ “Program-ish” - approaches still lacking
- ▶ Still a big issue
- ▶ Some glimmer of hope
- ▶ It is obvious, yet we remain idiots
- ▶ We now argue about approaches – I guess that is better?

... and all of us are still learning

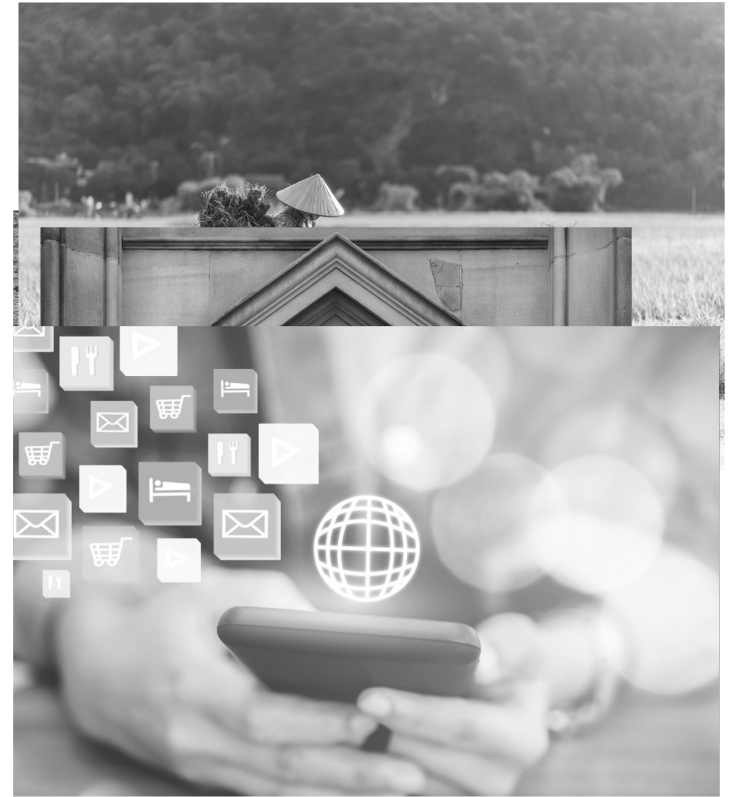


# Where we really are .....



are the next wave of automation. Survival is being dictated with how we interact with our own data.

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**KEEP  
CALM IT'S  
ONLY  
BUSINESS  
AS USUAL**

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## Things have changed

- ▶ Compliance – Data is on the board's radar. It is on the regulators radar.
- ▶ Competition – a spreadsheet can trump your big AI project. Good data quality and primitive tools still win
- ▶ Ethics – Are you using data legally or using data ethically

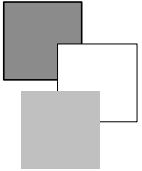


**KEEP  
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ONLY  
BUSINESS  
AS USUAL**

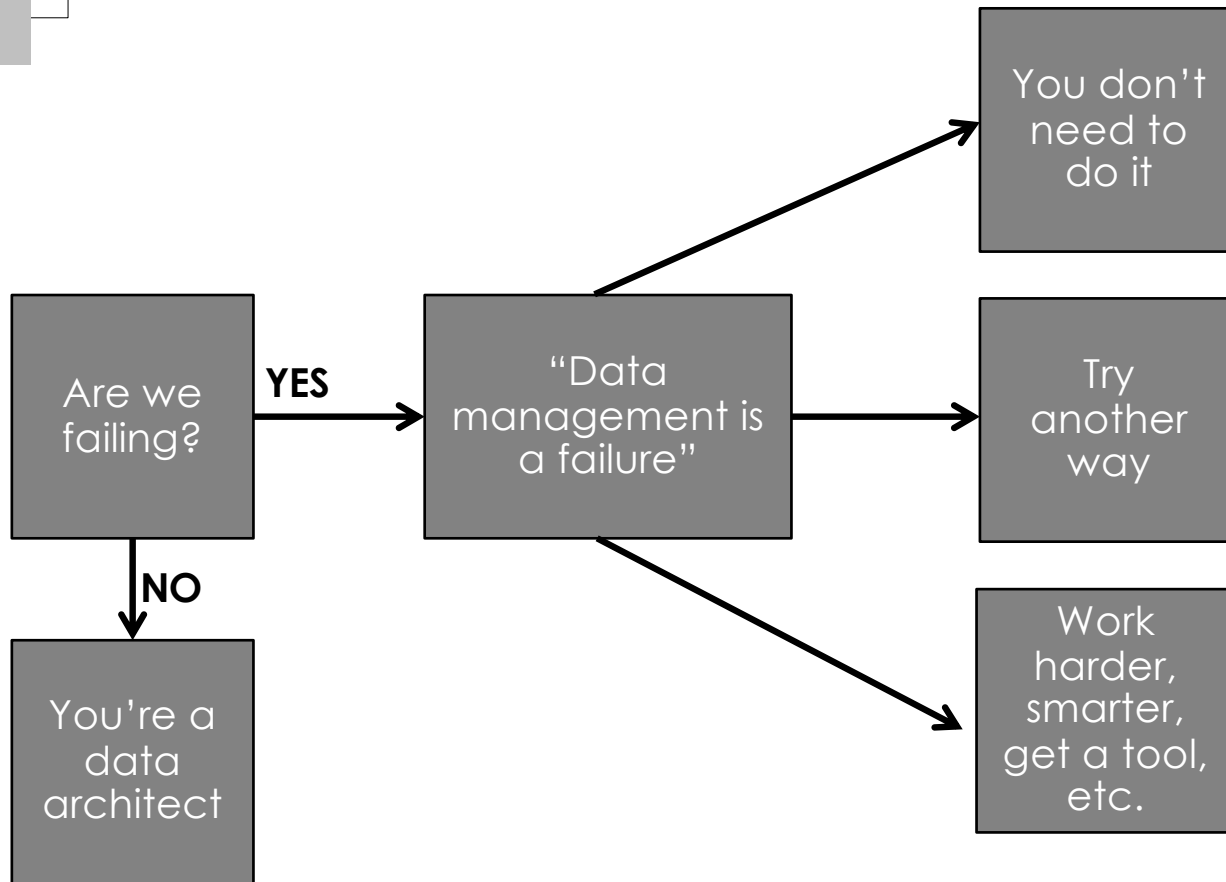
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## Things have changed

- ▶ Poor acumen and illiteracy is pervasive – Leadership does not understand enough to provide effective guidance, or have aligned data strategies
- ▶ Data is an asset – but we don't know what that means and our explanations are inadequate
- ▶ Anthropology – this is big, so don't confuse implementation strategy with philosophy
- ▶ Data strategies are no longer a follow on to business strategy, and we need to think differently



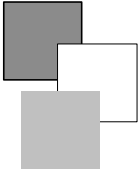
# Are we really failing?



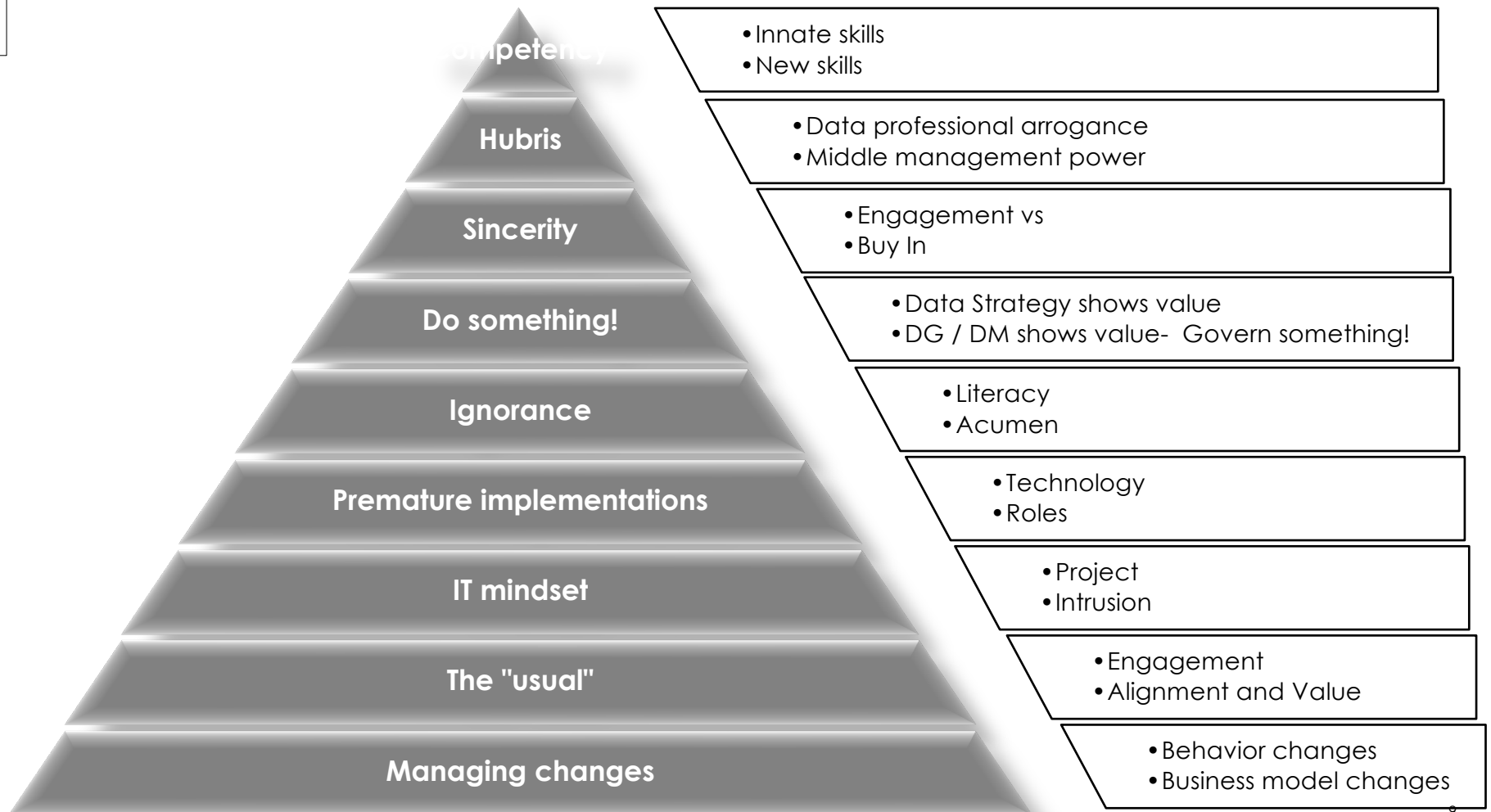
Not an option – data is anthropological; We cast our fate to the wind, the oligarchs, or your competitor

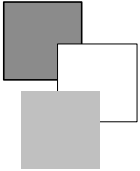
Accept that this is not a technology play; the evolution is not technical, it is human

So, how is that going?



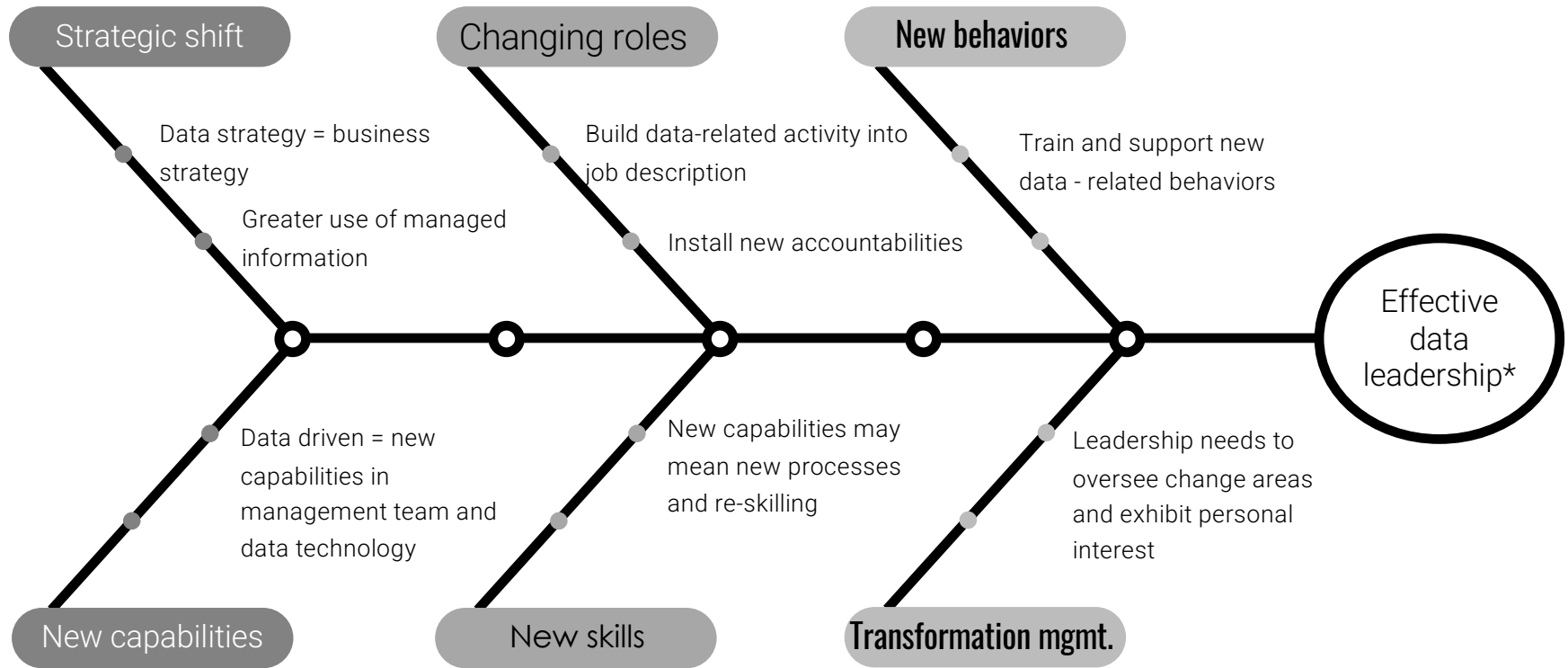
# Root causes for failure



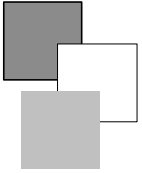


# Data leader's transformations

\* Based on research from DataLeaders.org

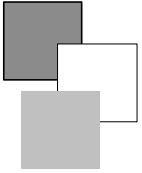


© Data Leaders Organization

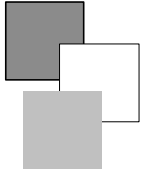


# Opportunity areas

- ▶ Approaches
- ▶ People
  - ▶ How do we get staff ready?
    - ▶ Skill gaps
    - ▶ Acumen and training
  - ▶ How do you ensure sustainability?
  - ▶ Get stuff done
  - ▶ Continue support
  - ▶ Communications and Training
  - ▶ Acumen and literacy
  - ▶ Resistance is inevitable
- ▶ Architecture and technology shifts
  - ▶ AI, advanced analytics, compliance, and the wave of technologies – mesh, fabric, catalog, etc. .  
Then societal change, ethics,



# Approaches



# Approaches require advanced thinking

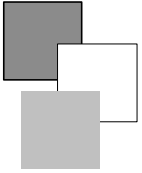
- ▶ What is the difference between restarting a failed program or working to sustain an on-going program?
- ▶ How do you balance policy, organization challenges, and a practical implementation process?
- ▶ What about AI, ethics, new tech, and other issues?
  
- ▶ The data governance playbook is evolving / improving (and that is alright)



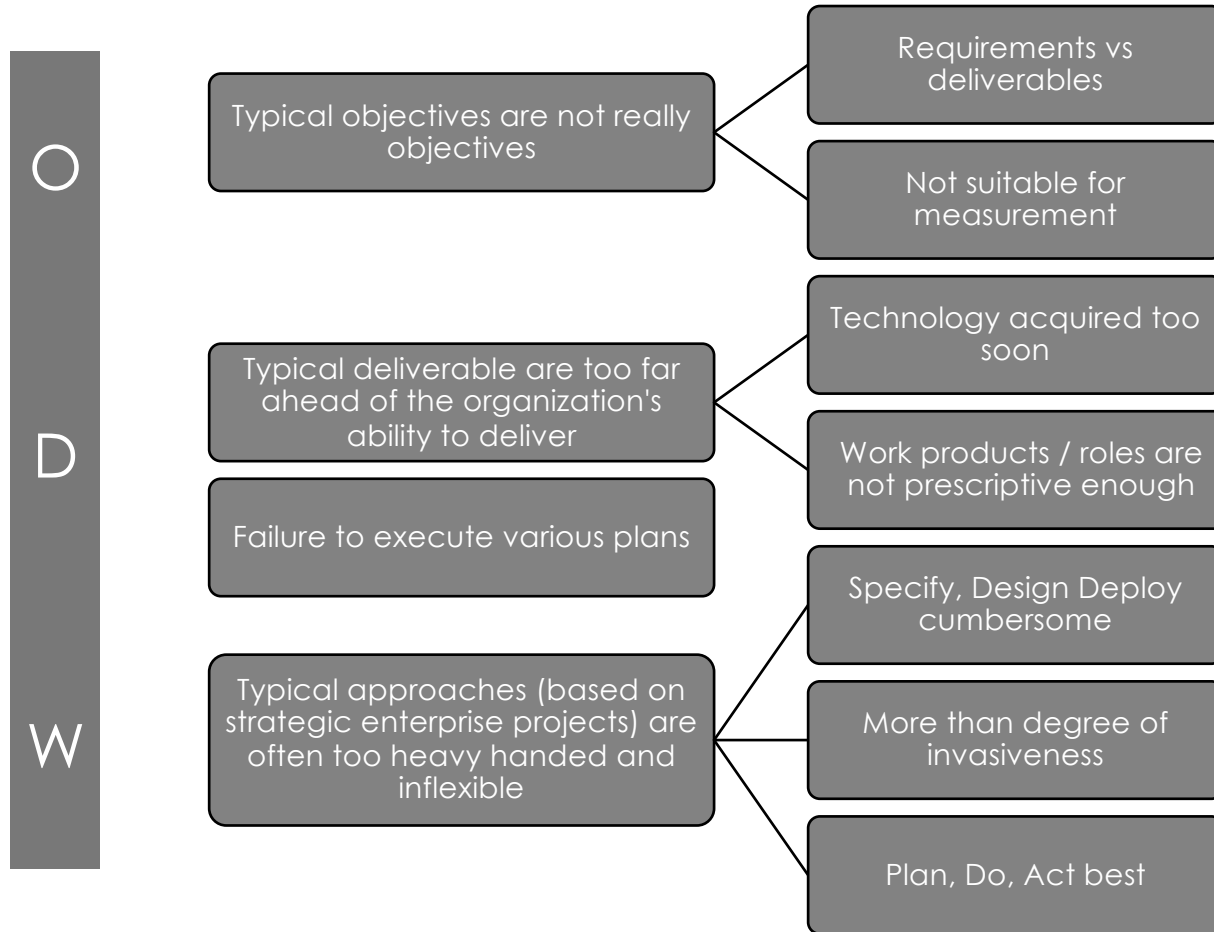
## TAKE AWAY ONE

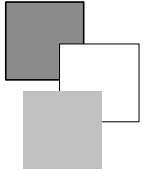
The status quo is not a status quo.

We don't even qualify for "if it isn't broken, don't fix it"



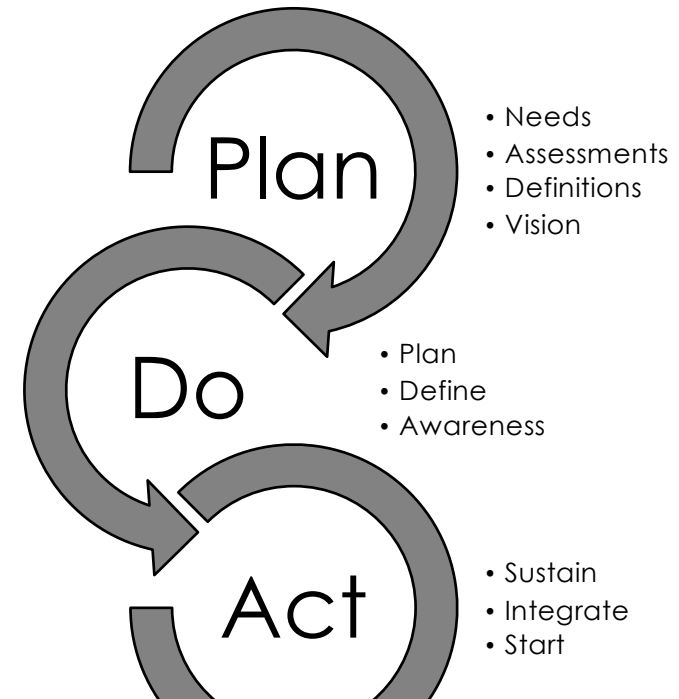
# Objective, Deliverables, Workplan, right?





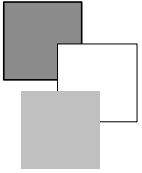
# Where do you start?

- ▶ Data Governance is more like a PLAN DO ACT process vs. a method-based project
  - ▶ DG sits on top of tradition project life cycles
  - ▶ This is like change management, audit, or QA
- ▶ Many paths to the end game
- ▶ YOU MUST develop a well-thought-out, business-aligned, incremental approach
- ▶ ALL PATHS HAVE THE SAME DESTINATION
  - ▶ CONTROLS
  - ▶ AN ENTERPRISE CONTEXT
- ▶ The target is business value – not an enterprise program

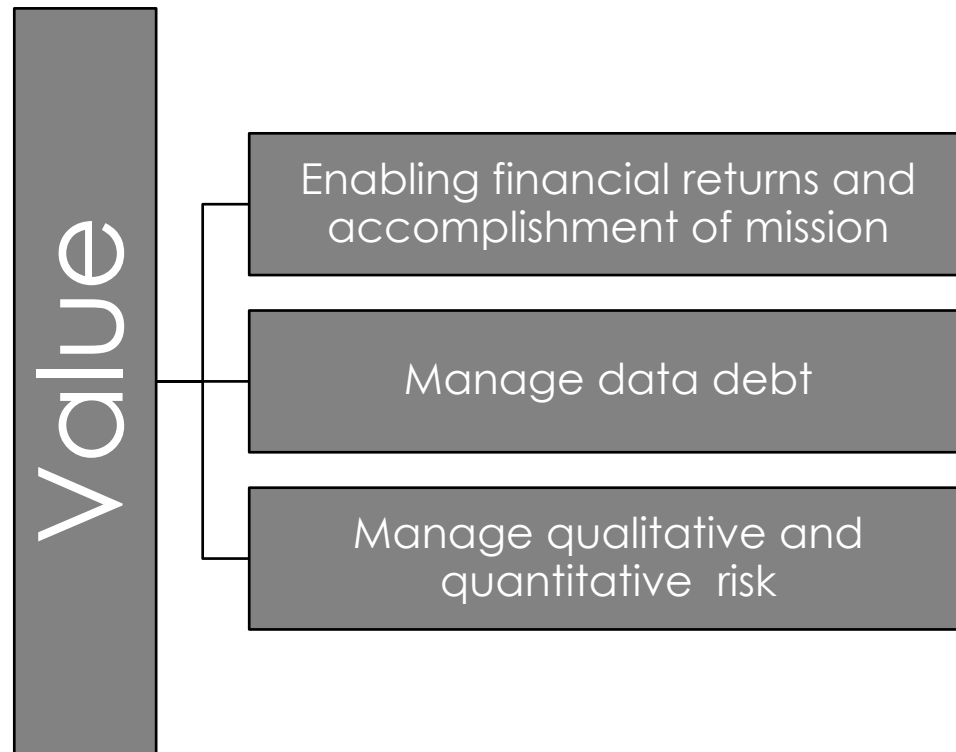


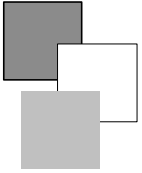
## TAKE AWAY TWO

Avoid an approach that resembles a traditional “build” mentality

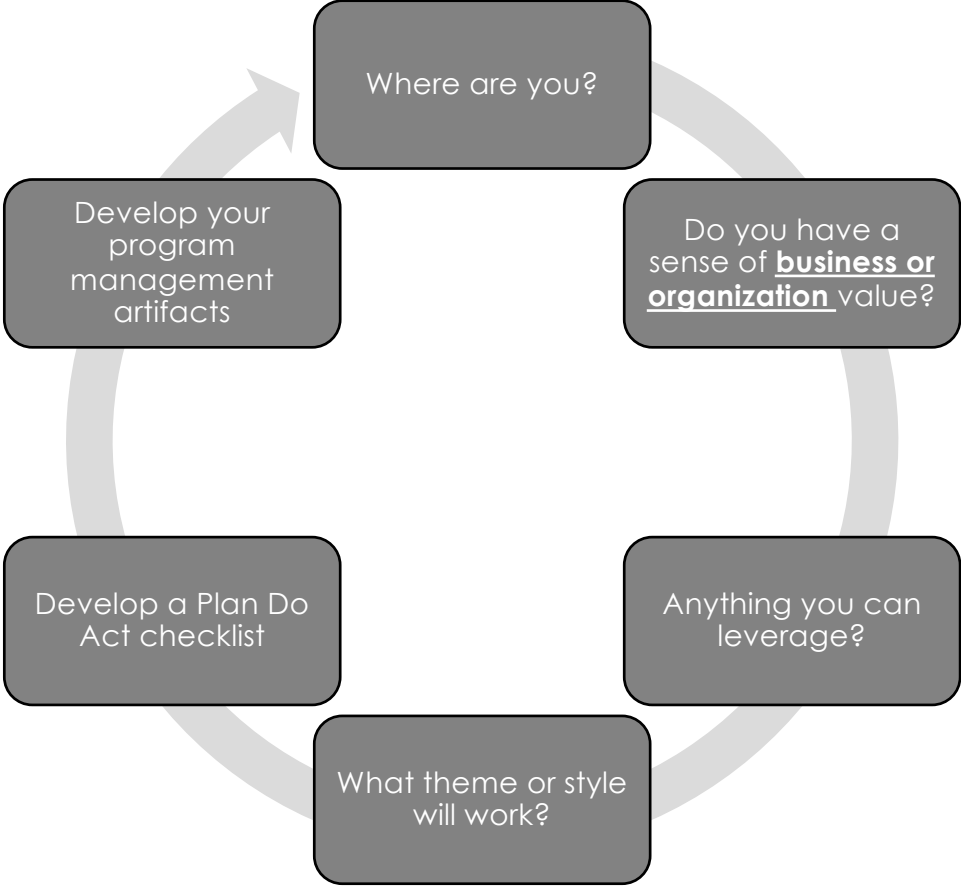


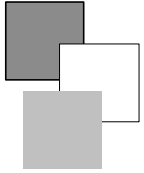
# Data governance adds value





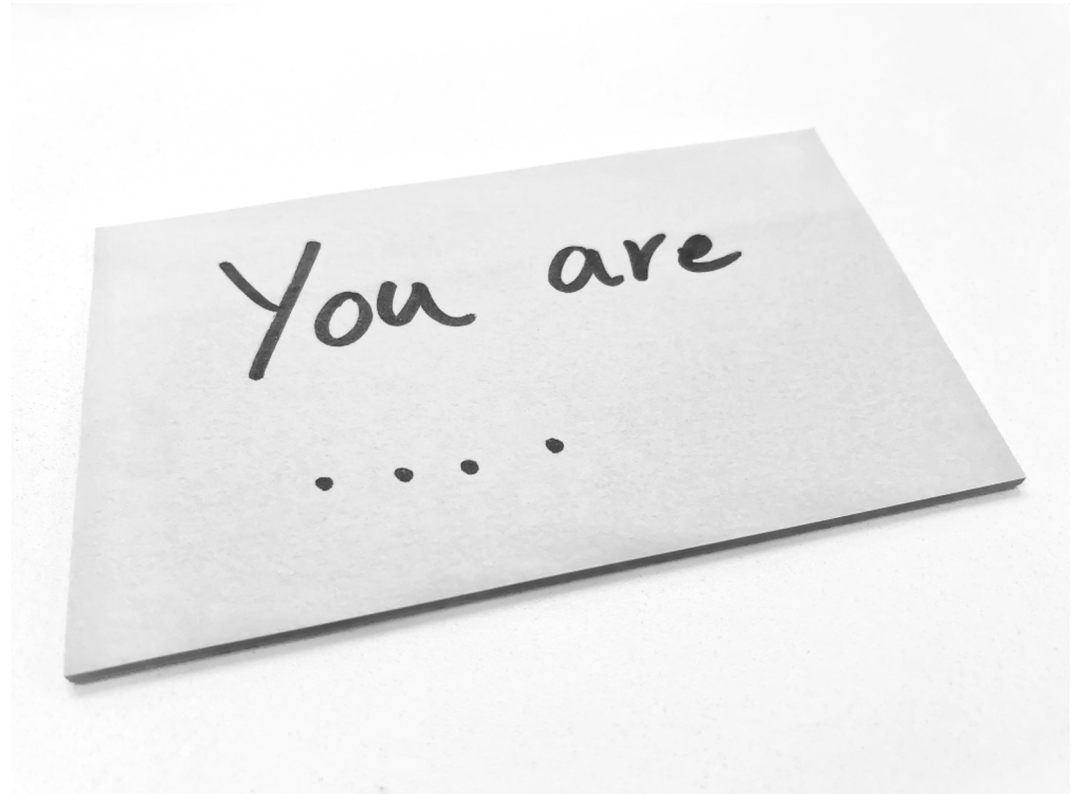
# The advanced DG playbook

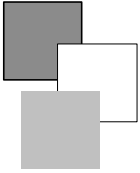




# Where are you?

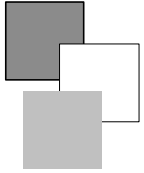
- ▶ Scenarios / personas that are typical
  - ▶ Starting over
  - ▶ Restart
  - ▶ Surviving
  - ▶ Growing
- ▶ Environment
  - ▶ Strong critique and resistance
  - ▶ Support but quiet
  - ▶ Visible and necessary





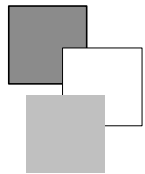
# Where are you?

	Driver / Persona				
Scope	Leadership / data driven	ERP, MDM	Compliance	AI, Analytics	Small organization data chaos
Local – business unit, project	Starting point; stand alone AI, analytics	Initial deployment, departmental CDE*, Reference data	Specific reporting requirements, high risk capability or domain (SEC, EPA)	Establish analytics or AI "lab"	Initial deployment, departmental CDE*, Reference data, Reporting
Cross function – new light treatment of common data asset	Oversight of common KPIs, data access, decision rights	Initial deployment, capability level CDE*, Reference data,	Specific compliance requirements, high risk capability or domain (SEC, EPA)	Apply analytics or AI to a business capability	Oversight of common KPIs, data access, decision rights
Broad - Latch onto existing initiative-focused treatment of one data asset	Need to improve a particular domain, Product, Customer	Initial deployment, capability level CDE*, Reference data, but join existing program	N/A		Need to improve a particular domain, Product, Customer
Big Bang - Affect enterprise data in one throw	Rarely happens	Multiple ERP modules with no planned governance ccan create this	GDPR or equivalent	N/A	A smaller company may attempt to fix everything at once, see <a href="#">ERP, MDM persona</a>



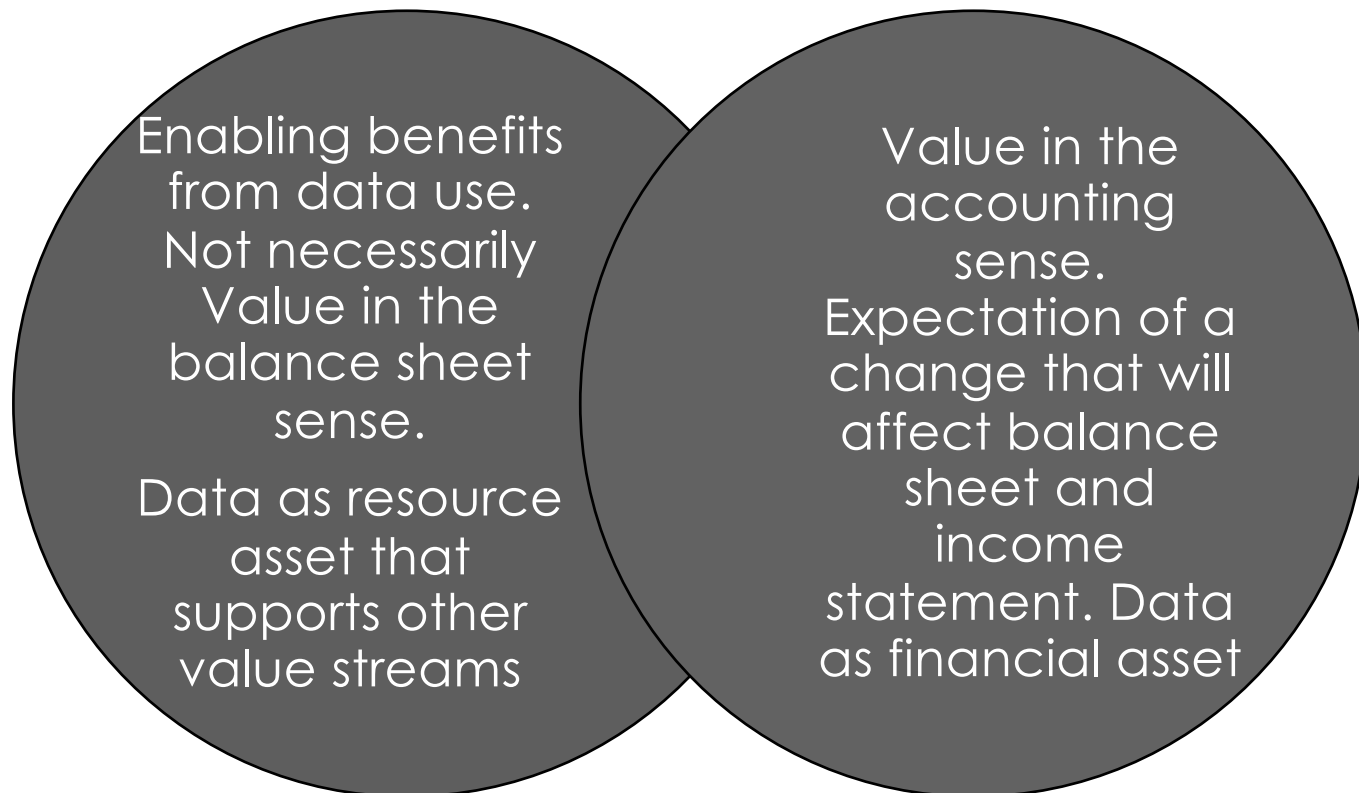
Do you have a sense of **business or organization** value?

- ▶ How are “data assets” defined?
- ▶ What is “value?”

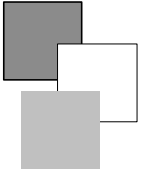


## Do you have a sense of business or organization value?

- ▶ How are “data assets” defined?
- ▶ What is “value?”



Value from two perspectives



# Where are you creating value?

Data-to-value category	Increase value through ...
Process	Improve cycle time, lower cost, improve quality
Competitive Weapon	Capture competitive intelligence and differentiate yourself
Product	Create package and market unique, higher-margin products
Asset/Intellectual Capital	Prolong leadership, embed knowledge into products and services
Enabler	Foster employee growth and empowerment
Risk	Manage risk, of various types, that threaten value by increasing liability

There are only six ways to use data to create value – each one must be considered

# Anything you can leverage?



## Leadership / data driven

- Define
- Connect
- Engage
- Collaboration
- Alignment



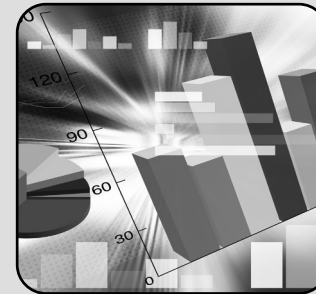
## ERP, MDM

- Reference data
- Data quality
- Education
- Issue resolution
- Data and technical debt management
- Behavior change management
- Data migration



## Compliance

- Collaboration
- Sponsorship
- Ethics



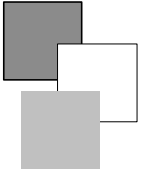
## AI, Analytics

- Reference data
- Data quality
- Ethics
- Behavior change management



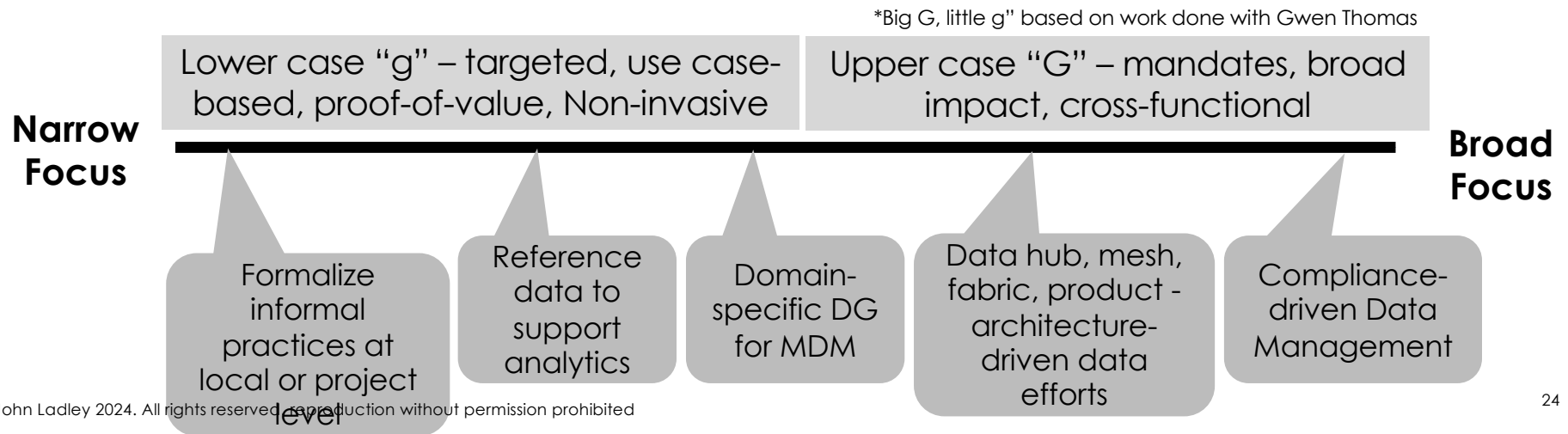
## Small organization data chaos

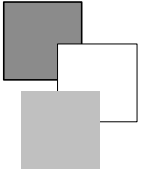
- Change management (training, communications)
- Collaboration
- Alignment
- Operating models



# What theme or style will work?

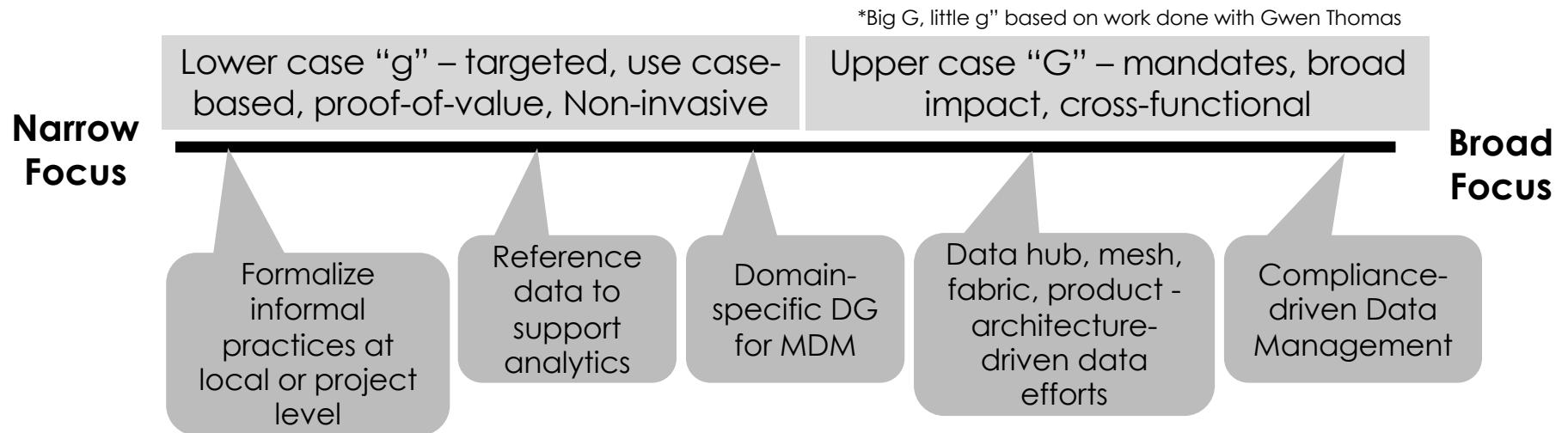
- At all times, the context and scope is ENTERPRISE – DG is an enterprise function
- It requires iterative, culture sensitive implementation
- History shows this is hard and often mis-managed or mis-understood
- There are many, many ways to deploy data governance
- All paths to DG must be balanced, and consider people, alignment and practical results

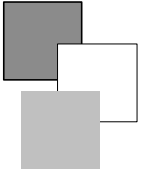




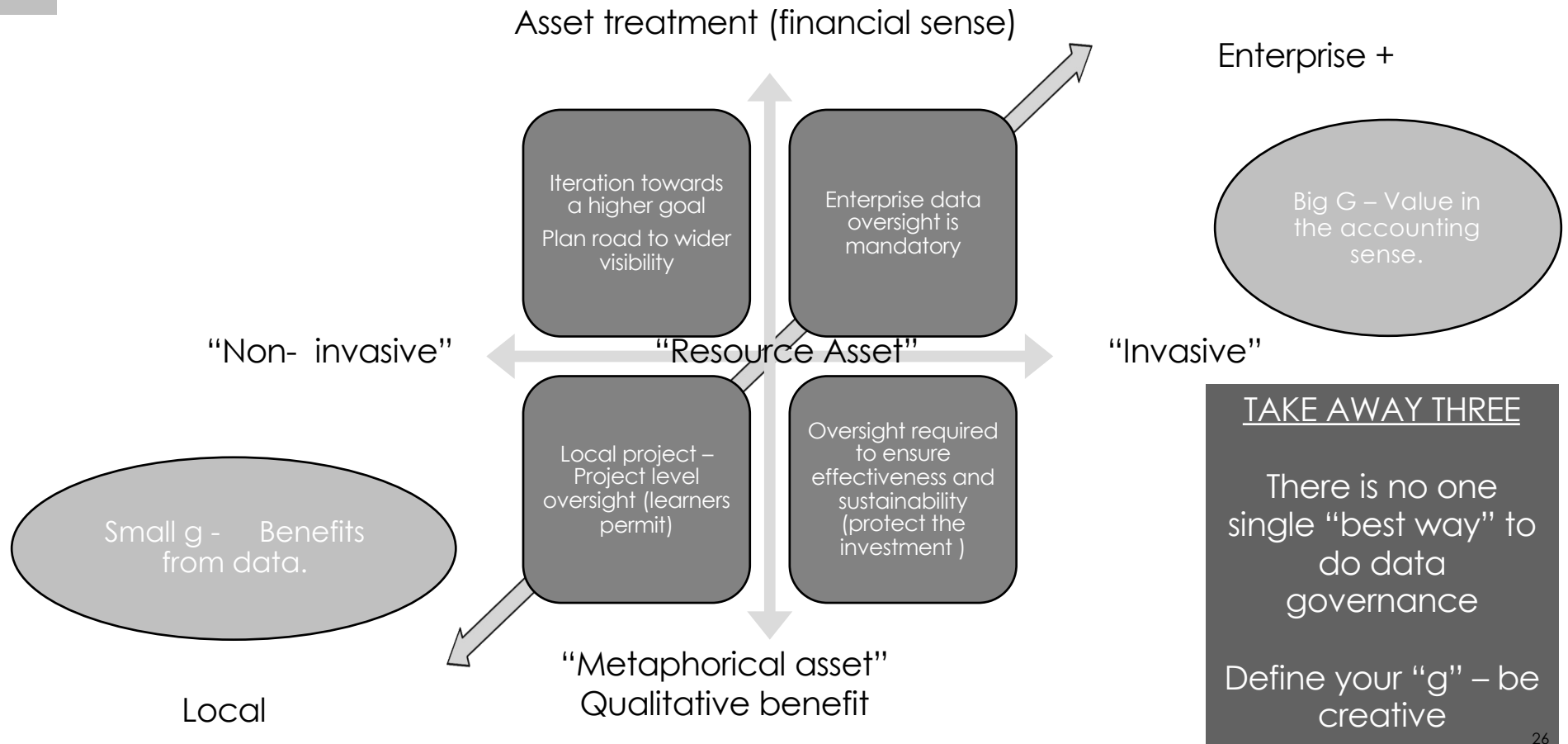
# What theme or style will work?

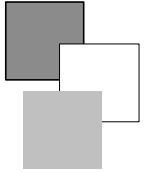
- Approach not adjusted by “size,” or any other common characteristic
  - But by business needs, capacity to change, scope, culture, environment, and available staff
- Nature of rollout can vary from a narrow focus to (rare case) immediate enterprise-wide change





# Themes - Big G. little g spectrum



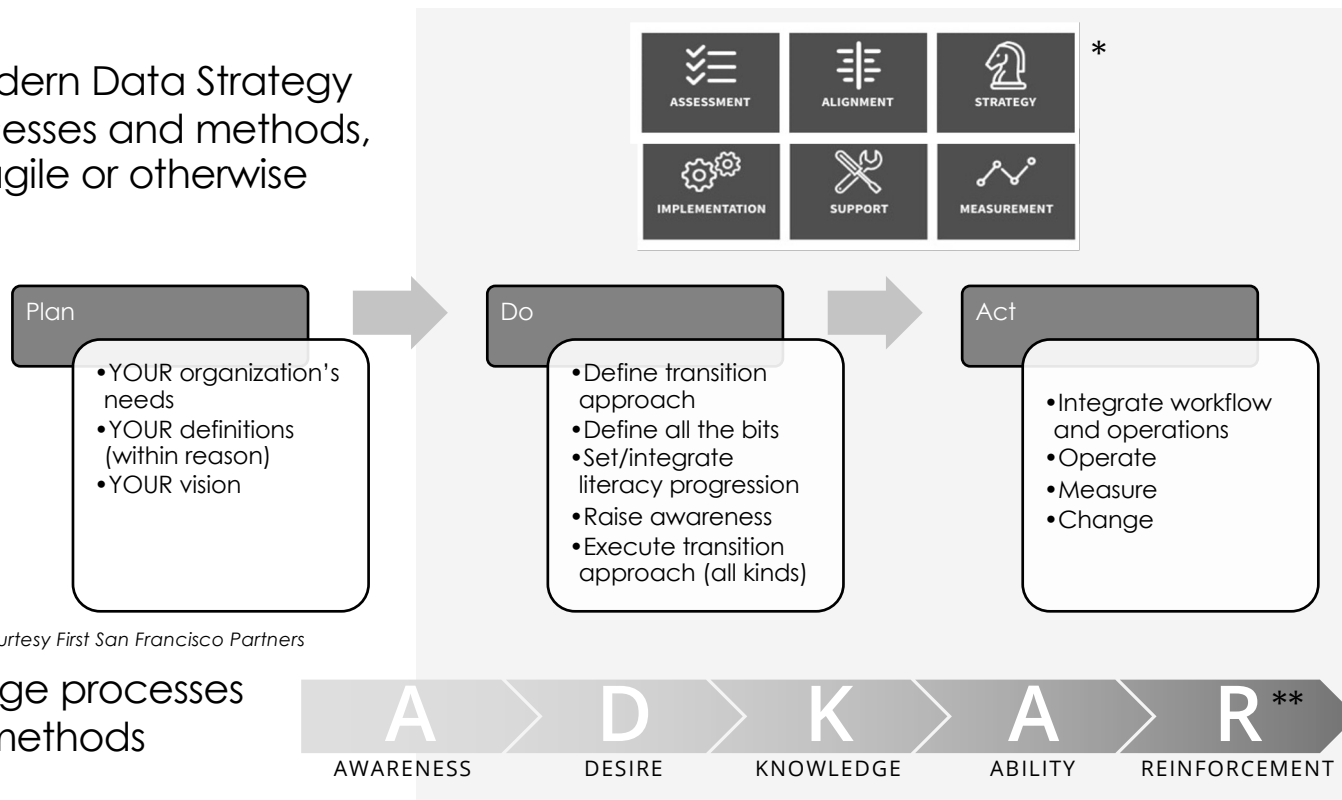


## Develop a Plan Do Act checklist

- ▶ What can you assist in fixing?
- ▶ What can your organization tolerate?
- ▶ Govern something

# Not a methodology – process for framing your own approach

Modern Data Strategy processes and methods, agile or otherwise

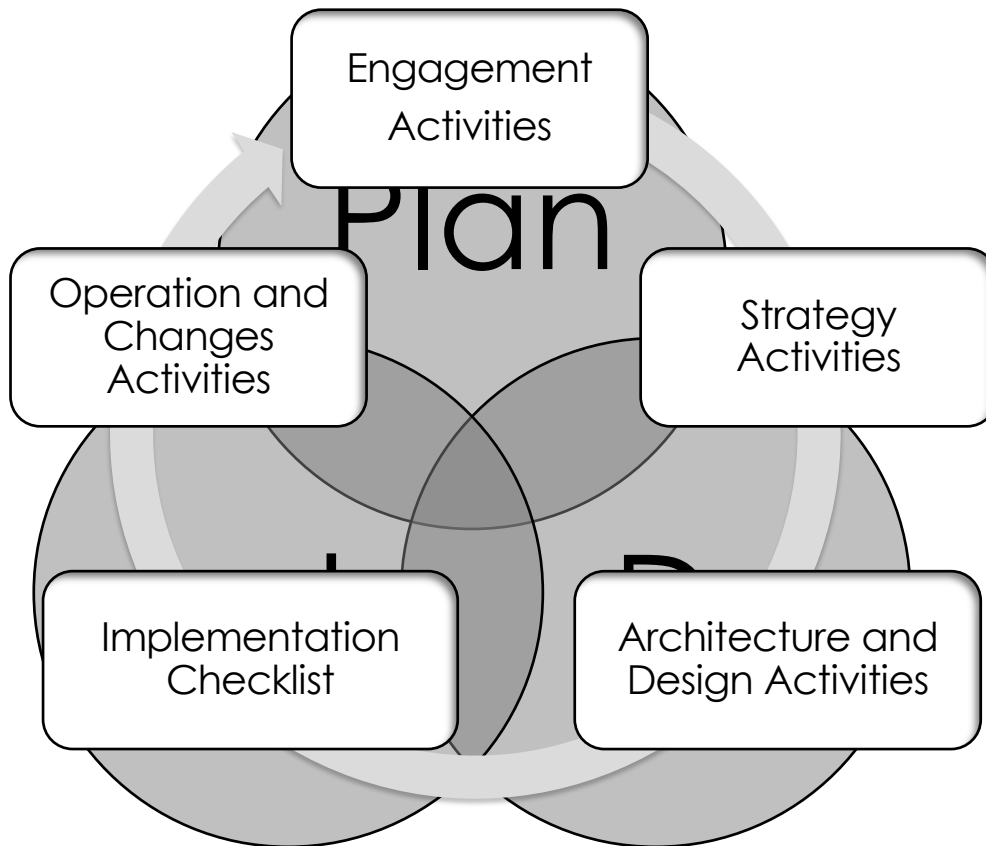


\* Data Strategy Methodology courtesy First San Francisco Partners

Change processes and methods

\*\* ADKAR Copyright Prosci 2019

# Data governance program and artifacts a collection of capabilities and activity

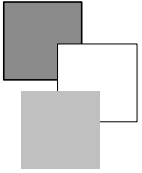


NOT REALLY A METHODOLOGY

Think work areas

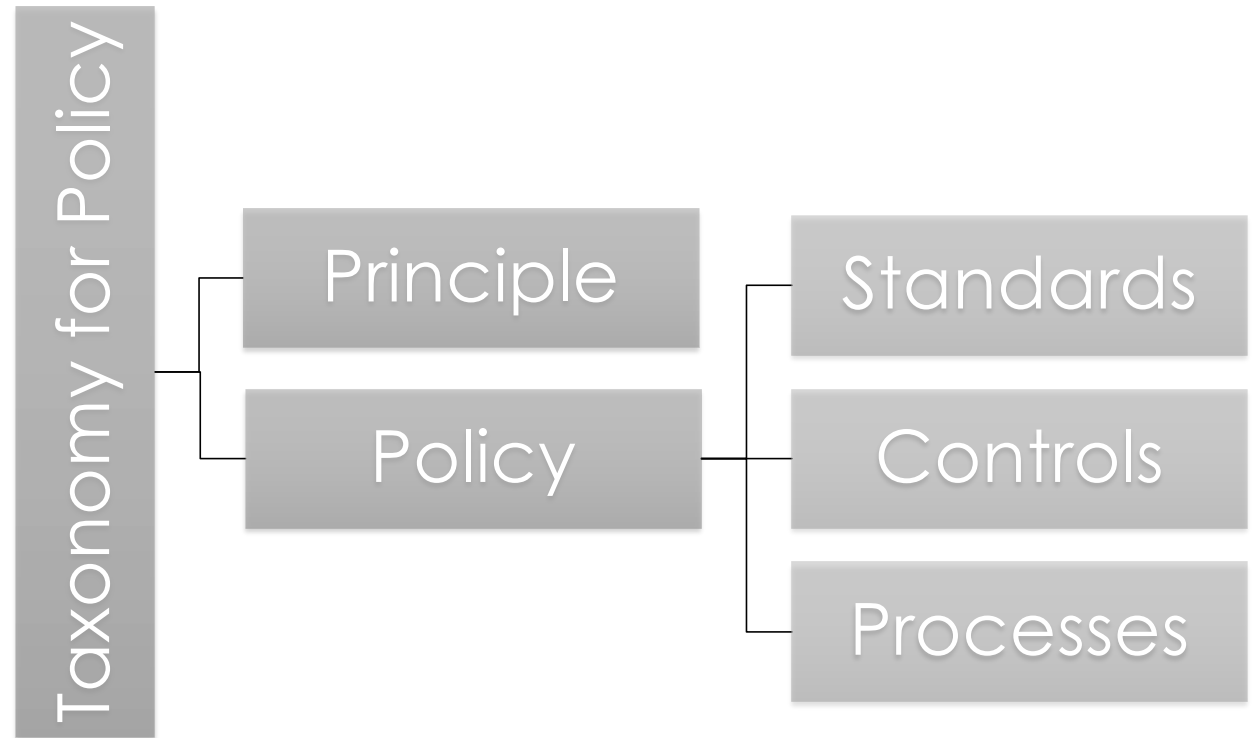
The traditional engineering mind set is NOT APPROPRIATE

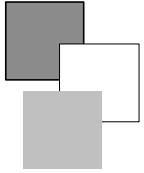
= Program plan



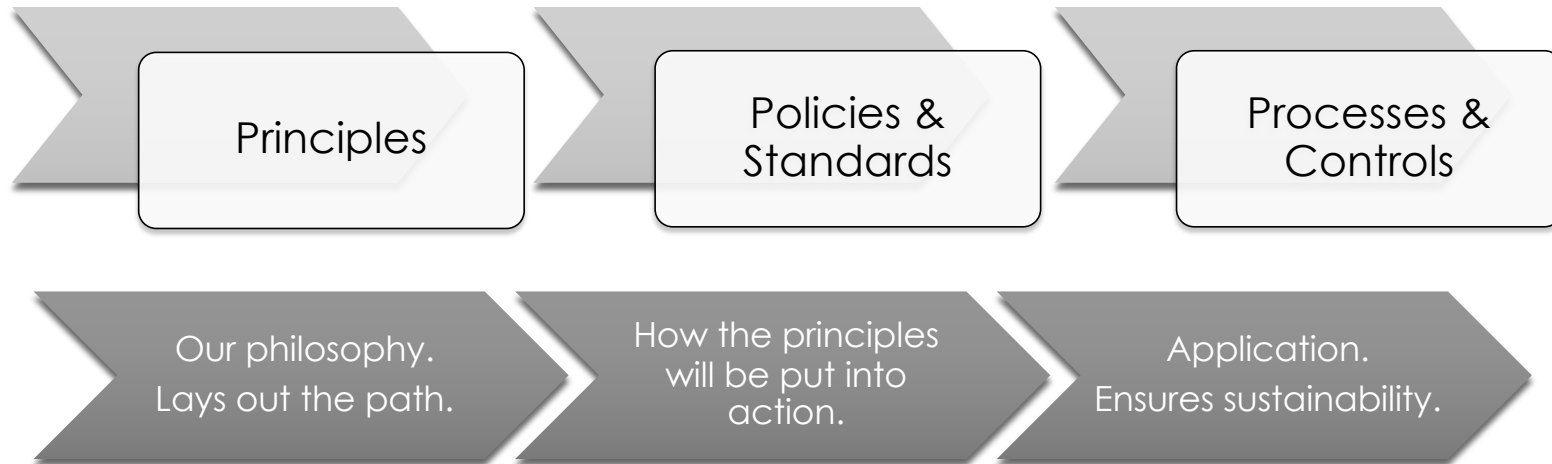
## Develop program management artifacts , as required

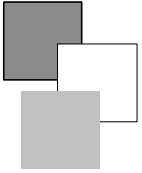
- Charters
- Principles and Policies
- Standards
- Related documents



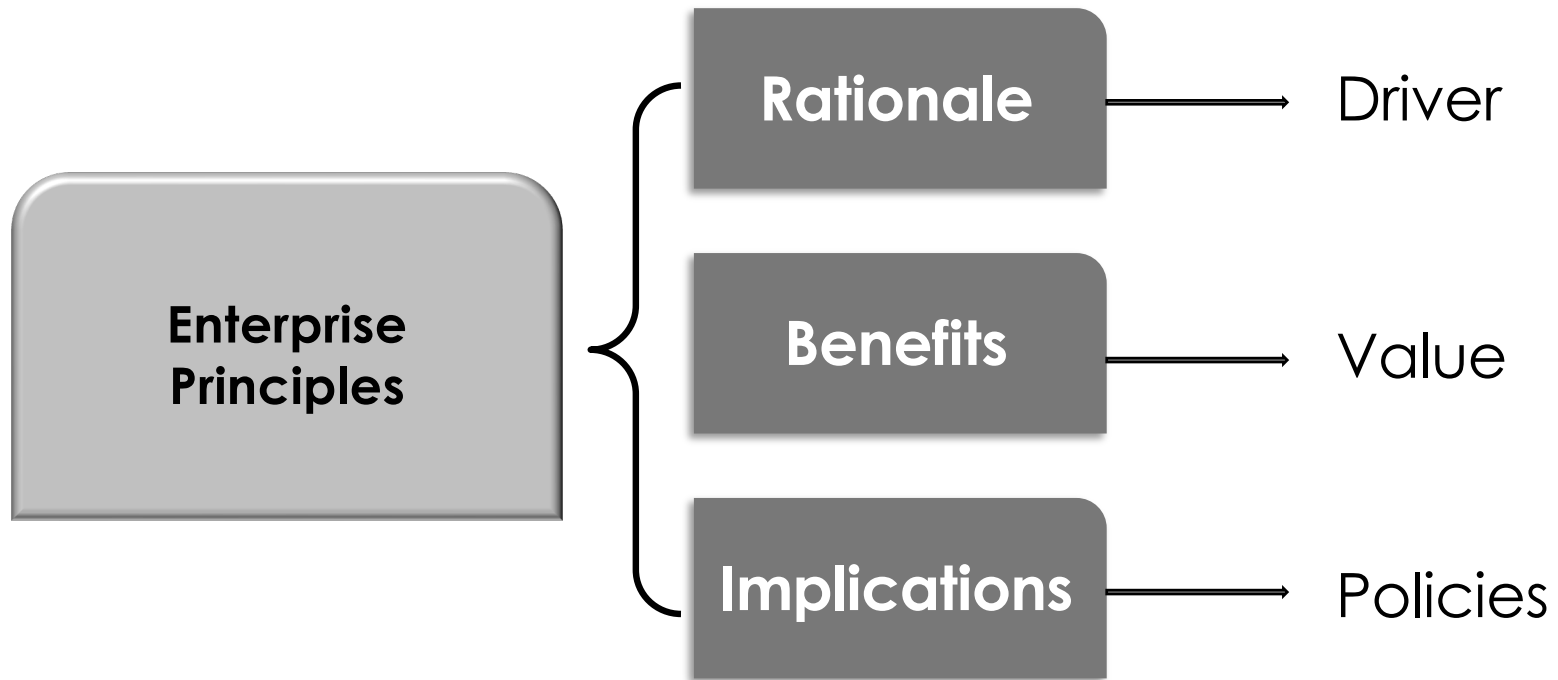


# Develop program management artifacts , as required





# Principle Components



# Guiding Principles Sample

Principle	Data will be transparent and timely with a defined source.
Rationale	<ul style="list-style-type: none"> <li>• Increased sharing of data will expose inaccuracies and inconsistencies facilitating improved data integrity.</li> <li>• Non-value added reconciliation activities reduces productivity.</li> <li>• The industry requires we understand trends and change more quickly.</li> </ul>
Benefits	<ul style="list-style-type: none"> <li>• Enable agility and improved cycle time</li> <li>• Foster reusability of components.</li> <li>• Provide data access to all authorized users within regulatory considerations wherever and whenever needed.</li> <li>• Empower decision-making</li> <li>• Confidence in the decisions being made on the data</li> </ul>
Implications	<ul style="list-style-type: none"> <li>• To be transparent, data definitions are available, Governance defines data definition and allowable usage.</li> <li>• Common standards for data definition will be developed and implemented and will be defined in business terms.</li> <li>• Data from multiple vendor applications must be extracted, transformed, and integrated</li> <li>• Define and implement processes for defining, collecting, and disseminating business metadata to guide user access and self-service.</li> <li>• Ensure traceability of data origin and transformations</li> <li>• Data analysts with an enterprise perspective will participate in application projects' analysis and design phases.</li> </ul>

Policies!

# Operating and engagement models

Global

Meets as needed to set direction and/or resolve strategic issues

Leadership level (NOT A NEW COMMITTEE)

Accountable for success

Oversees execution as needed or resolve issues at project or program level

Executive sponsors (of DG, NOT projects!)

Accountable for execution

Local

Oversee artifacts and address issues or escalate as needed

Subject area steering committees

Responsible for execution

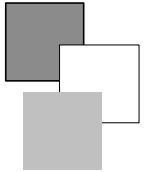
Operational or field-level execution, feedback and recommendations

Local business area stewards, subject or topic forums

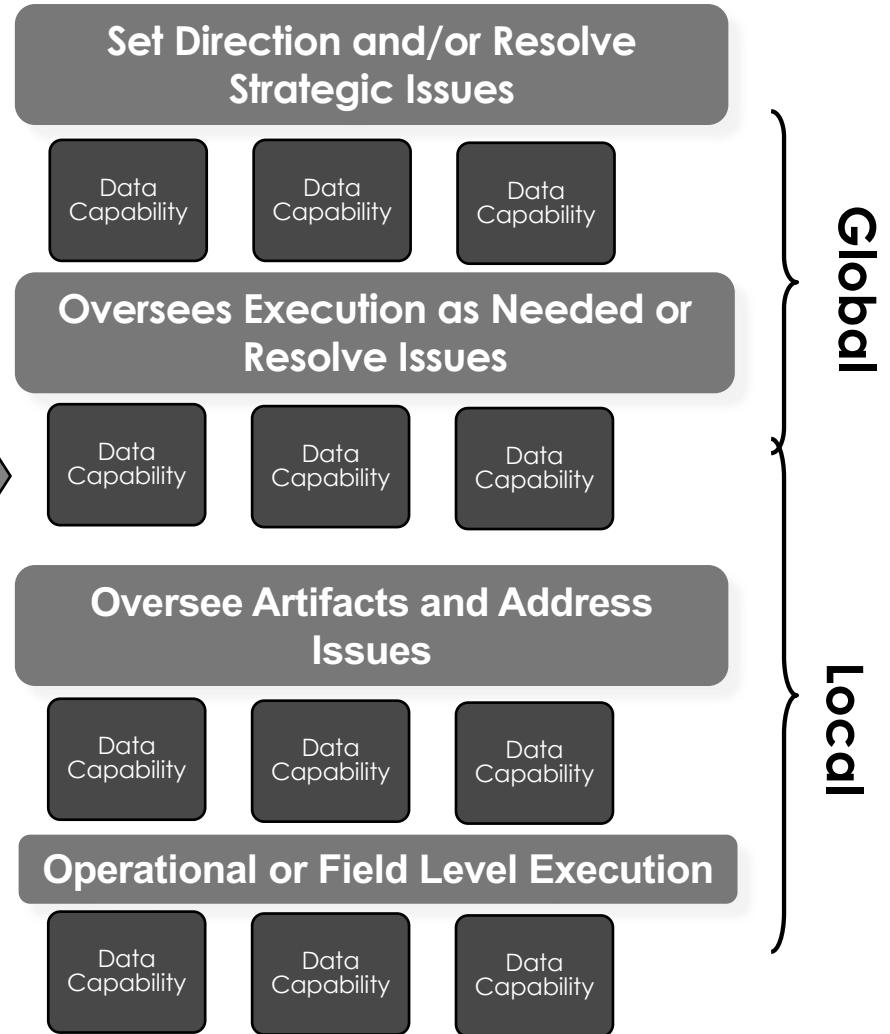
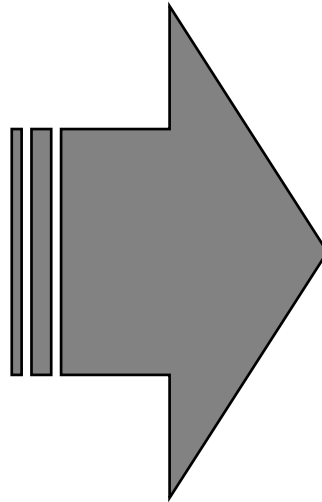
"Do Data Governance"

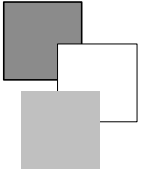
TAKE AWAY FOUR

There is no mandatory "3 layer" operating model



# Operating models





# Operations - The big miss - Separation of duties

Any complicated system has checks and balances - except most complicated data landscapes of the 21<sup>st</sup> century!





# Data Governance “Architecture”

Chartered program

## Operating Model

Strategic oversight

Strategic ops.

Tactical mgmt.

Tactical ops

## Engagement Model

Leadership

PMO

Stakeholders

AppDev

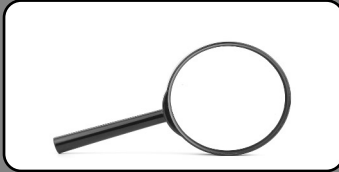
Data  
mgmt.

Compliance

## Technologies

Definition, Navigation, Administration, Communication, Training, Compliance, Doc mgmt.

# DG architectures and technology



## Discovery

- technology that supports learning about your data – where it is, what it means, how it relates to other data. Some of these tools that utilize AI are very sophisticated, and these capabilities will improve over time – e.g., a machine learning data catalog (MLDC) discovers, profiles, interprets, and applies semantics and data policies to data and metadata using machine learning to enable Data Governance and DataOps, helping analysts, data scientists, and data consumers turn data into business outcomes. (Forrester)



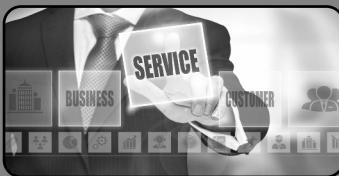
## Workflow and Administration

- These tools support administration of Data Governance artifacts and processes. An example is workflow and collaborative mechanisms that can be used to get agreement on definition of data elements. Also, this category covers development and implementation of standards and policies, so it covers data classification as well.



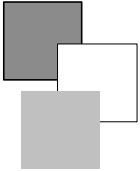
## Data Efficacy

- This category covers Data Quality and related tools. The accuracy of data can be handled by Data Quality profiling, but specific data control tools also fit into this category.



## Data Provisioning

- Tools in this area address access, distribution, and publish and subscribe functions. Lastly, data obfuscation and masking, while a unique capability



# DG architectures and technology



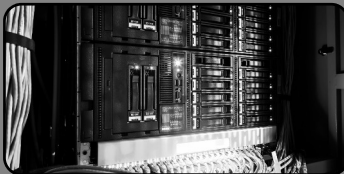
## Life Cycle Management

- Oversight of data life cycles is key to many organizations. Managing master data, reference data, ROT (redundancy, obsolescence, and triviality) as well as data archiving are in this category. Also, data mapping of data is in this area.



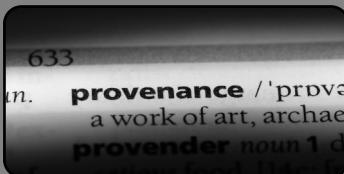
## Metadata

- Any tool that supports “data about our data” is in this category: Data Modeling, analytical models, algorithms, data glossary, rules, documentation of metrics – in other words, everything you need to know to make Data Management and Data Governance work.



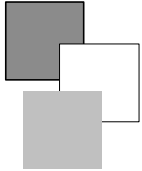
## Data Storage

- Given the enormous range of choices for sourcing and storing data, DG often needs to address tools related to data at rest. So specialized data bases and file managers, like Graph, can enter into DG conversations. Also, data acquisition, sharing, and selling fit into this area, as does cloud vs. on-premise storage.



## Provenance

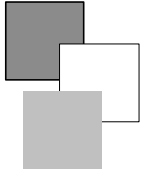
- These tools support the understanding of the pedigree and interaction of your data with your organization. A tool in this category will feature lineage and impact analysis features.



# Examples

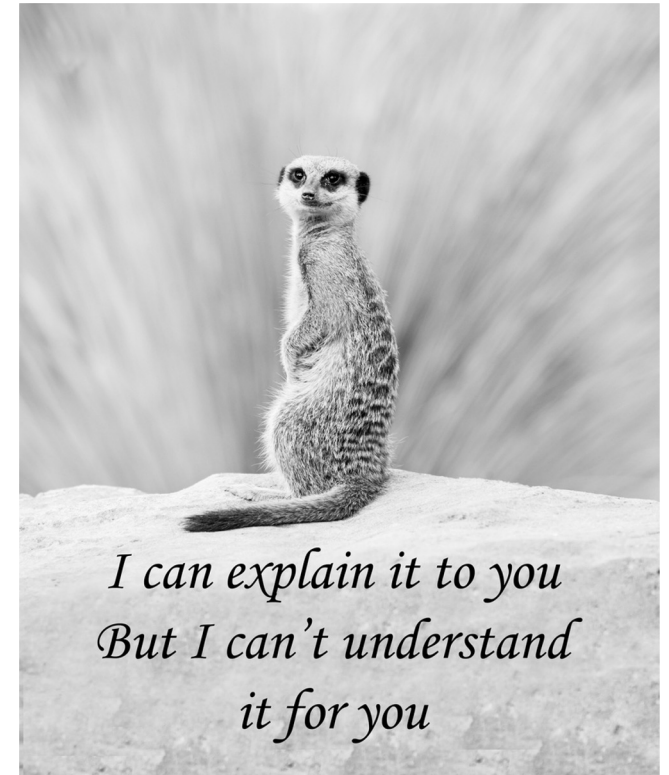
- ▶ Where are you?
- ▶ What is the environment like?
- ▶ What type of scenarios are available?
- ▶ Your theme is to make progress and improve the organization
- ▶ It is NOT to implement a catalog

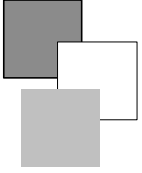
Applying the new playbook to specific scenarios		Environment	Themes			
			smaller "g"		Bigger "G"	
			Local – business unit, project	Cross function – new light treatment of common data asset	Broad - Latch onto existing initiative- focused treatment of one data asset	Big Bang-ish - Affect enterprise data in one throw
Starting over	Prior effort failed, no one is left, don't even mention governance					
Restart	belief remains there is merit to DG					
Surviving	We have been at it for 3 years, but cannot get recognition					
Growing	They love us - now what do we do next?					
Environment key	Strong critique and resistance					
	Support but quiet					
	Visible and necessary					



## Sources of interference

- ▶ We must do it *this* way
- ▶ We must have our data models and semantics all finished
- ▶ Vendor tsunami
- ▶ “Low hanging fruit”



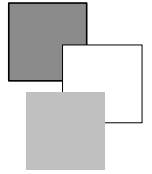


# People



# A Story

Person	Conversation
Executive sponsor (smart, excited, clearing the road)	I like the program plan to roll out oversight of our Client data. But I do not see where we start to govern Client data quality
Data governance lead (Competent, former data management manager, fiercely committed to data governance)	It is included in the “install Business Catalog” activity, under Implement Party Domains
Executive sponsor	What Party? Superbowl party? (attempt at humor through now clenched teeth)
Data architect	Oh, best practices for Data say we use a Party approach, and Clients are a Party. And we will manage that data when the catalog goes in
Executive sponsor	When will we manage Client data quality?
Data architect	The catalog should be implemented in 3 months
Executive sponsor	Oh



## People

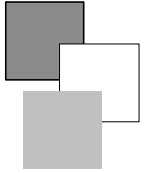
- ▶ How do we get staff ready?
  - ▶ Skill gaps
  - ▶ Acumen, literacy
  - ▶ Training

### TAKE AWAY FIVE

The most common “team” size for data governance is ONE FTE

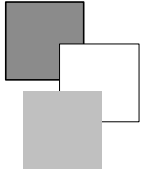
THERE IS NO WAY YOU CAN APPROACH DG WITHOUT BEING CREATIVE, BUILDING ALLIANCES, AND BEING PROACTIVE

The goal is to weave data awareness and desire into everyday work



# People Skills – Gaps

Gaps				
	Data people		Other stakeholders	
Data skills	Trained, but inflexible	●	Missing basic awareness of data concepts	●
Professional skills	Poor on communications, documentation, organization	○	Awareness of change concepts; creativity	○
Innate skills	Introverts, will vector towards what is familiar	○	Usually on board to start, unaware of long-term challenges	○



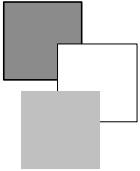
# People

- ▶ How do you ensure sustainability?
  - ▶ Get stuff done
  - ▶ Continue support
  - ▶ Resistance is inevitable

## TAKE AWAY SIX

Do something!

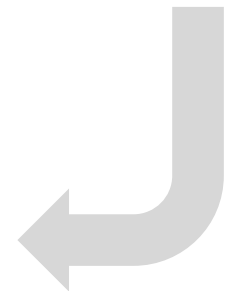
And spending 6 months  
puttering with catalog  
selection etc. is not doing  
anything (in the eyes of  
leadership)

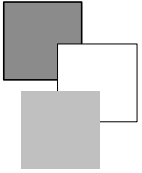


# People – Deliver RELEVANT education

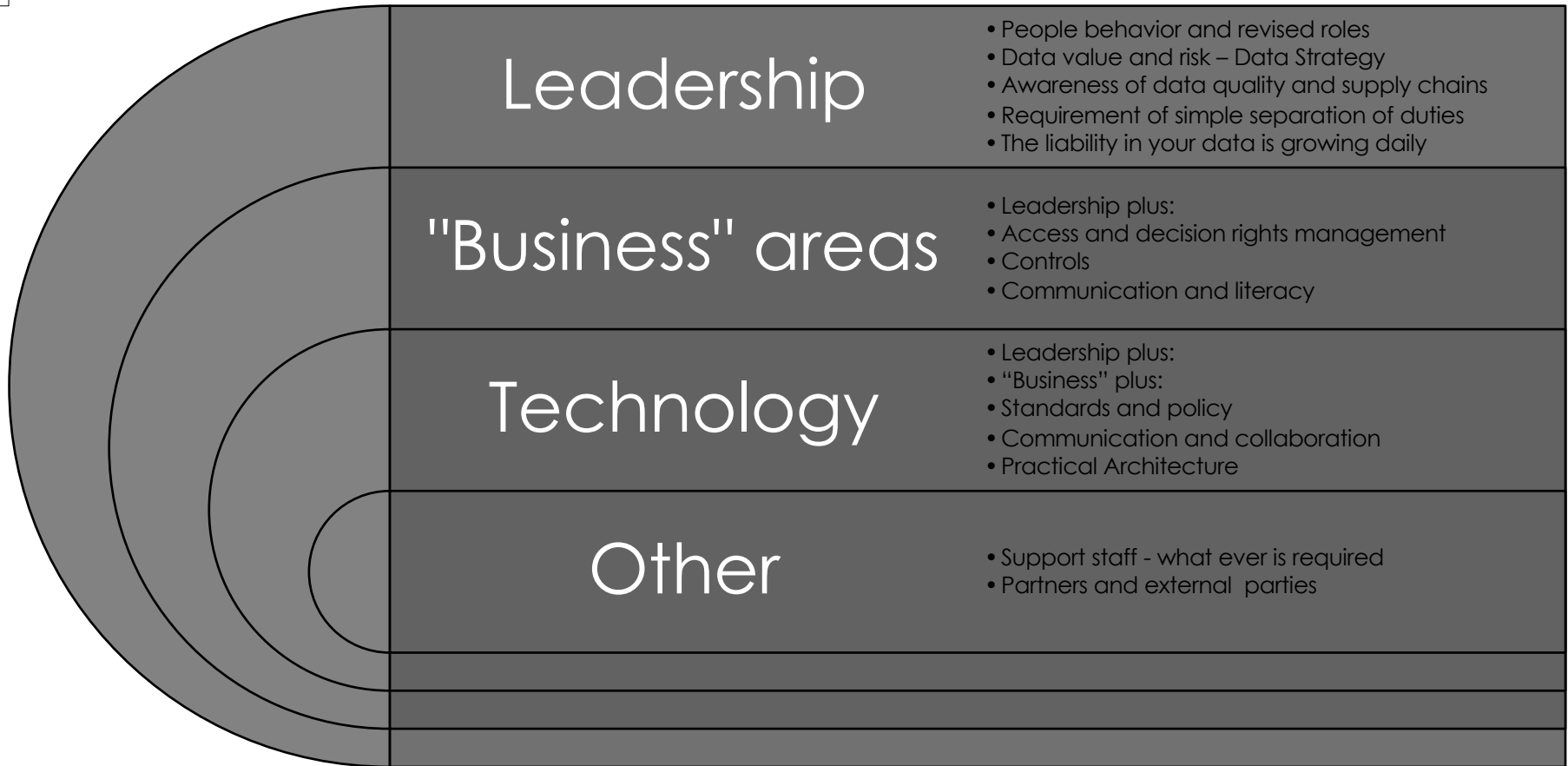
Types	Tracks
<ul style="list-style-type: none"><li>✓ Orientation<ul style="list-style-type: none"><li>• Understand vision, concepts, and value proposition so one is visibly acting in support of a change or activity</li></ul></li></ul>	<ul style="list-style-type: none"><li>✓ Data Strategy Fundamentals<ul style="list-style-type: none"><li>• Basic, non-company-specific knowledge of topics related to and connected by a Data Strategy</li></ul></li></ul>
<ul style="list-style-type: none"><li>✓ Education<ul style="list-style-type: none"><li>• Ensure that the desired activity or change takes place from accountability and managerial view</li></ul></li></ul>	<ul style="list-style-type: none"><li>✓ Data Strategy Tracks<ul style="list-style-type: none"><li>• Knowledge transfer for company version of Information Management capabilities such as Data Management or Data Governance</li></ul></li></ul>
<ul style="list-style-type: none"><li>✓ Training<ul style="list-style-type: none"><li>• Ensure action takes place from the view of those responsible for execution; “feet on the ground”</li></ul></li></ul>	<ul style="list-style-type: none"><li>✓ Work-Stream-Specific Tracks<ul style="list-style-type: none"><li>• Detailed knowledge transfer by roles, e.g., use case participants</li></ul></li></ul>

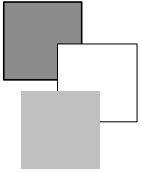
**NOTE: Current definitions of “literacy” focus here!**





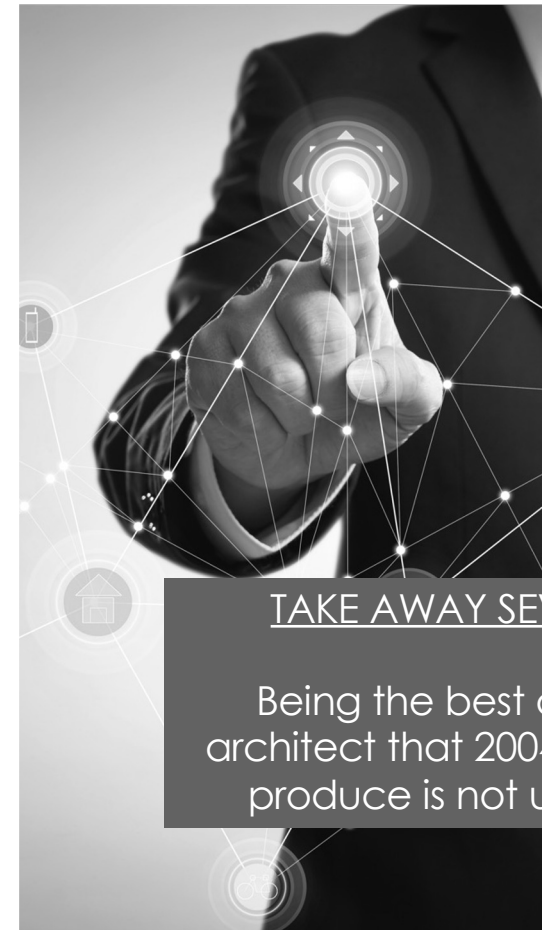
# Learning plan for data acumen





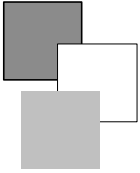
# Build your skills

- ▶ Professional skills
  - ▶ Alignment and strategy mapping
  - ▶ Capability modeling
  - ▶ Communications
  - ▶ Sales
  - ▶ Accounting and finance
  - ▶ Communications and Training
  - ▶ Documentation
  - ▶ Discovery / forensics
- ▶ Personal skills
  - ▶ Logic
  - ▶ Ethics
  - ▶ Listening



## TAKE AWAY SEVEN

Being the best data architect that 2004 could produce is not useful

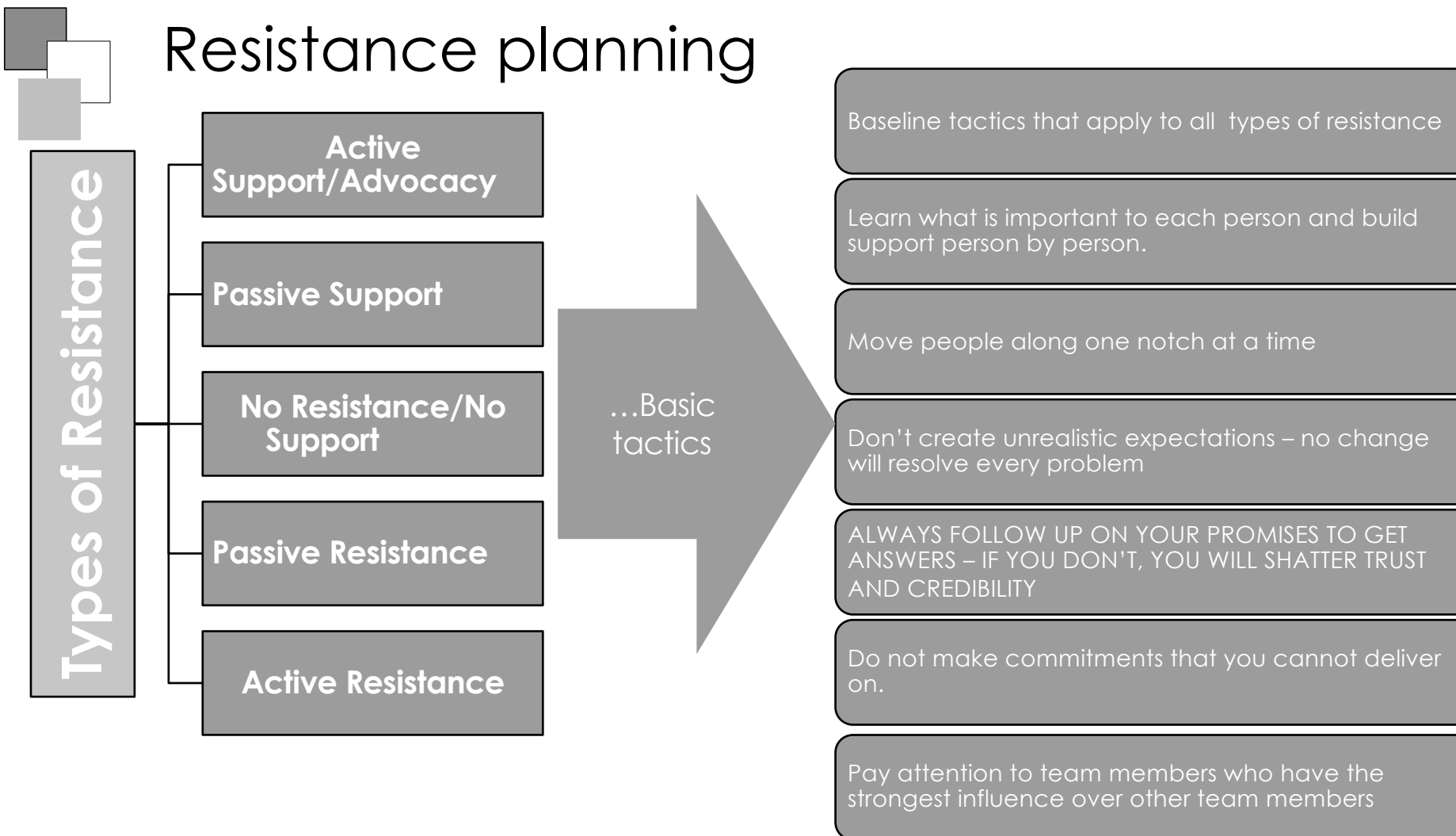


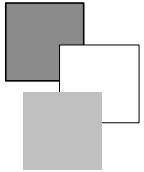
# Behaviors – more important than maturity - Govern something

A blank version of this matrix is at the end of this PPT deck

	Data Governance Culture Classification <i>(copyright John Ladley 2020 all rights reserved)</i>		
	Planned	Operational	Business-as-Usual
Proactive			
Reactive			
Unaware			

# Resistance planning





# Passive Resistance

## Passive Resistance

When a stakeholder says they will get on board with the changes, but after they get something else done, they are possibly using prioritization to delay dealing with the change.

Resistance in the form of repeated questions, and repeating the same question, or seeming to not "get it" can be sign of resistance

Stakeholders will often manifest uncertainty by foot dragging, or asking for more clarification than is reasonable.



The baseline items PLUS ::

Assuming there is adequate education being offered, these individuals require clear goals and WIIFM to be willing to get through the period of uncertainty.

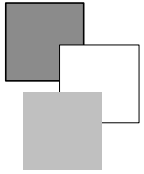
This situation requires leadership to re-affirm or shift priorities

Education needs to be adjusted to ensure that the necessary concepts have been conveyed and understood. This means measuring understanding, e.g. using quizzes and tests after training classes.

Try and get peers to influence

Identify who they are. How? Since they won't verbalize their concerns to you directly, one way is to ask active supporters to help identify those who are struggling or dragging their feet.

Schedule one-on-one time with them in private, since they won't express concerns in a public setting. Do not ignore them.



# Passive Resistance

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The baseline items PLUS :

Encourage them to voice concerns by explaining that it's natural to have concerns. Engage them in discussion of what would work better. A key first step is to get them to acknowledge their concerns.

Connect actions taken to concerns they voiced and make sure they know why you did it. This can be a very effective way to move them along the continuum.

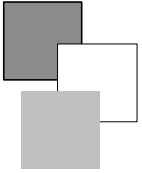
Make it safe for them to voice concerns. Many times their reluctance to do so comes from being beaten up for voicing concerns in the past.

Be clear about non-negotiable items, but identify where input is possible and actively seek their input.

Acknowledge and empathize that change is disruptive, but continue to emphasize the reasons and benefits of helping the change be successful.

Be consistent and steady in your own support for the change.

Ask for direct help from leadership if necessary



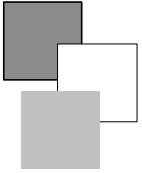
# Transformational Nature of Data

- Understand that soft issues are the largest barrier
- Myths will fall, notions will change, roles will change
- There is no possible scenario where an organization can improve the use of data resources without change

## TAKE AWAY EIGHT

YOU MUST LEARN HOW TO  
WORK ON EMBEDDING  
DATA THINKING INTO  
CULTURE





# Walk the talk – this is not new

## Formal controls and oversight

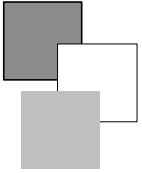
- Not new
- Not "bad"



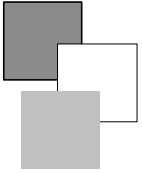
## Asset management

- Assets are not new
- Asset treatment is not new

Not rocket science – 90% of what you are doing has been mastered by other business capabilities esp. Finance

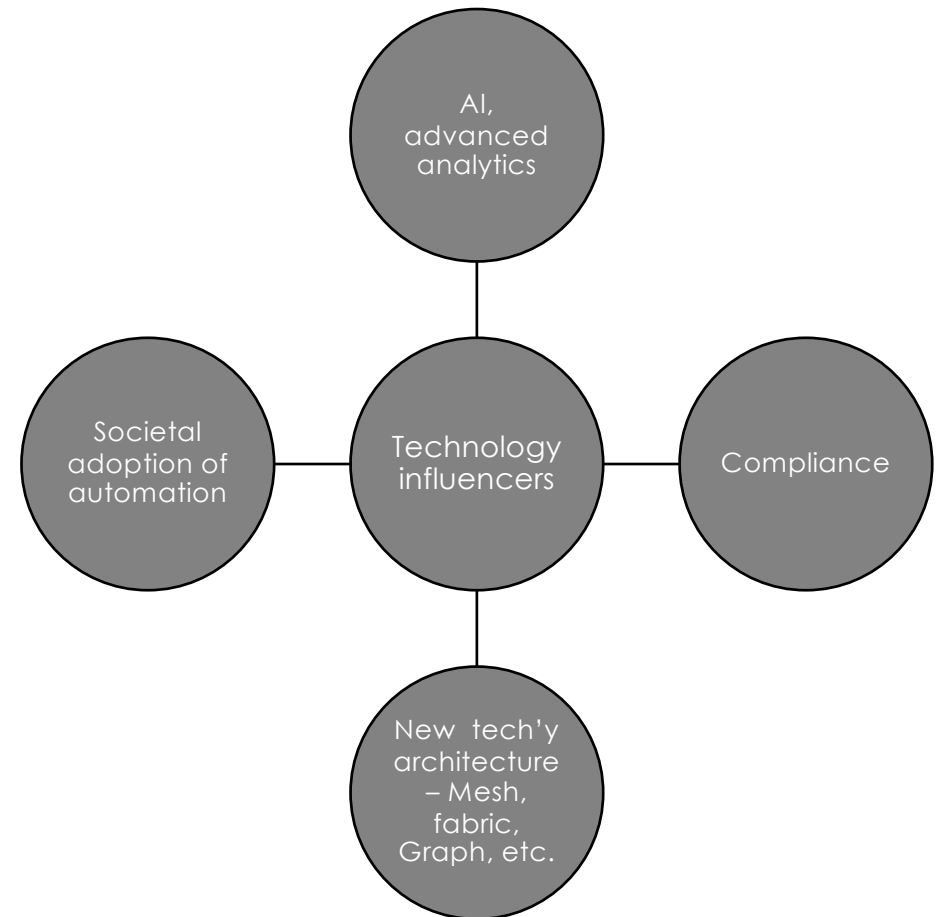


# Architecture and technology shifts

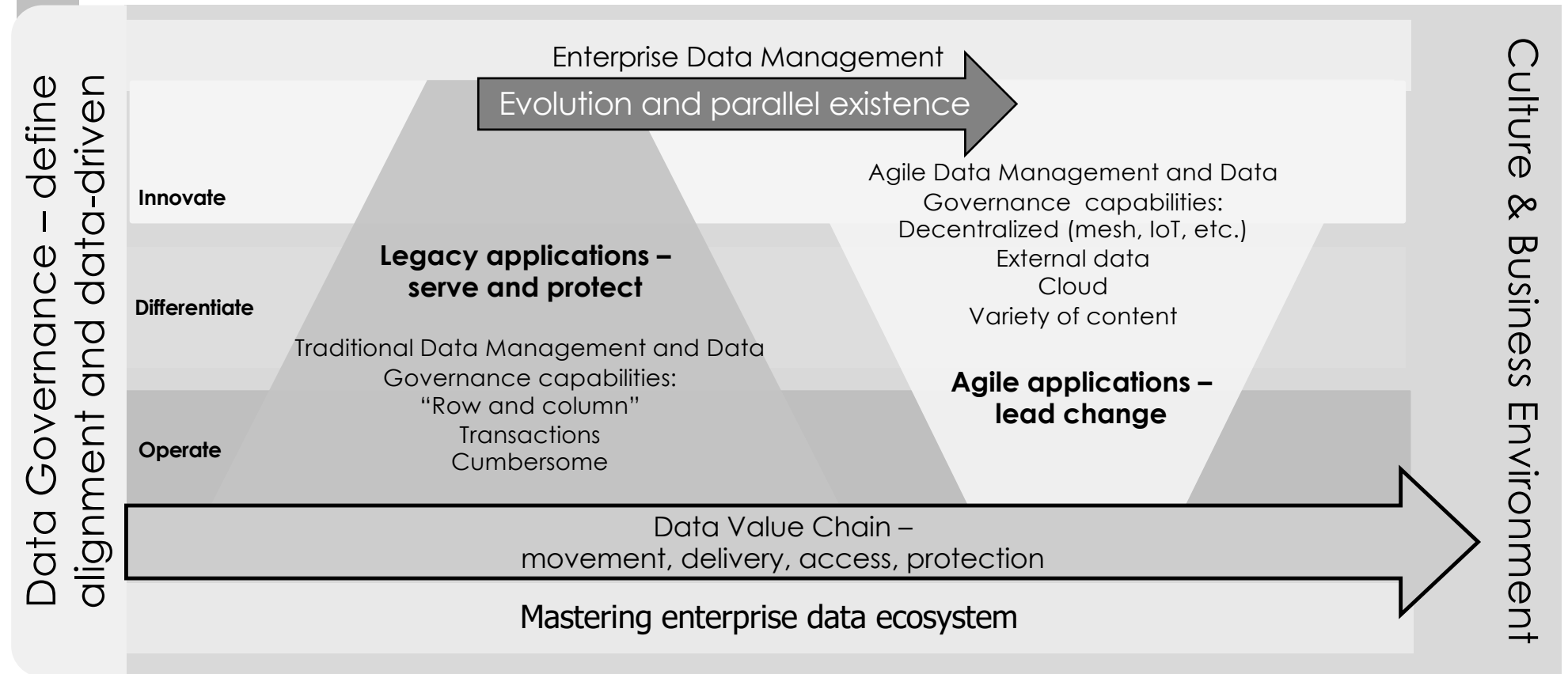


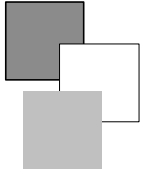
# Architecture and technology shifts

- ▶ Within 10 years data management positions will go away or change drastically
- ▶ Data governance will move to business area
- ▶ Individuals will ask for more control or even money for use of personal data
- ▶ The central catalog and data integration concepts will fade away into AI driven infrastructures



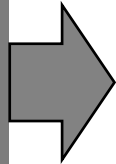
# Evolution of data governance – Old and new coexistence





# What to do about it

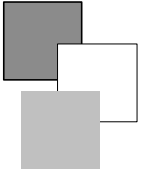
- ▶ Within 10 years data management positions will go away or change drastically
- ▶ Data governance will move to business area
- ▶ Individuals will ask for more control or even money for use of personal data
- ▶ The central catalog and data integration concepts will fade away into AI driven infrastructures



- ▶ AI will automate the discovery and forensic work
- ▶ IT driven data governance is a violation of basic separation of duties
- ▶ The more anthropological data becomes then the more humans will think about it in their own context
- ▶ AI's will build semantic layers and standardize on the fly



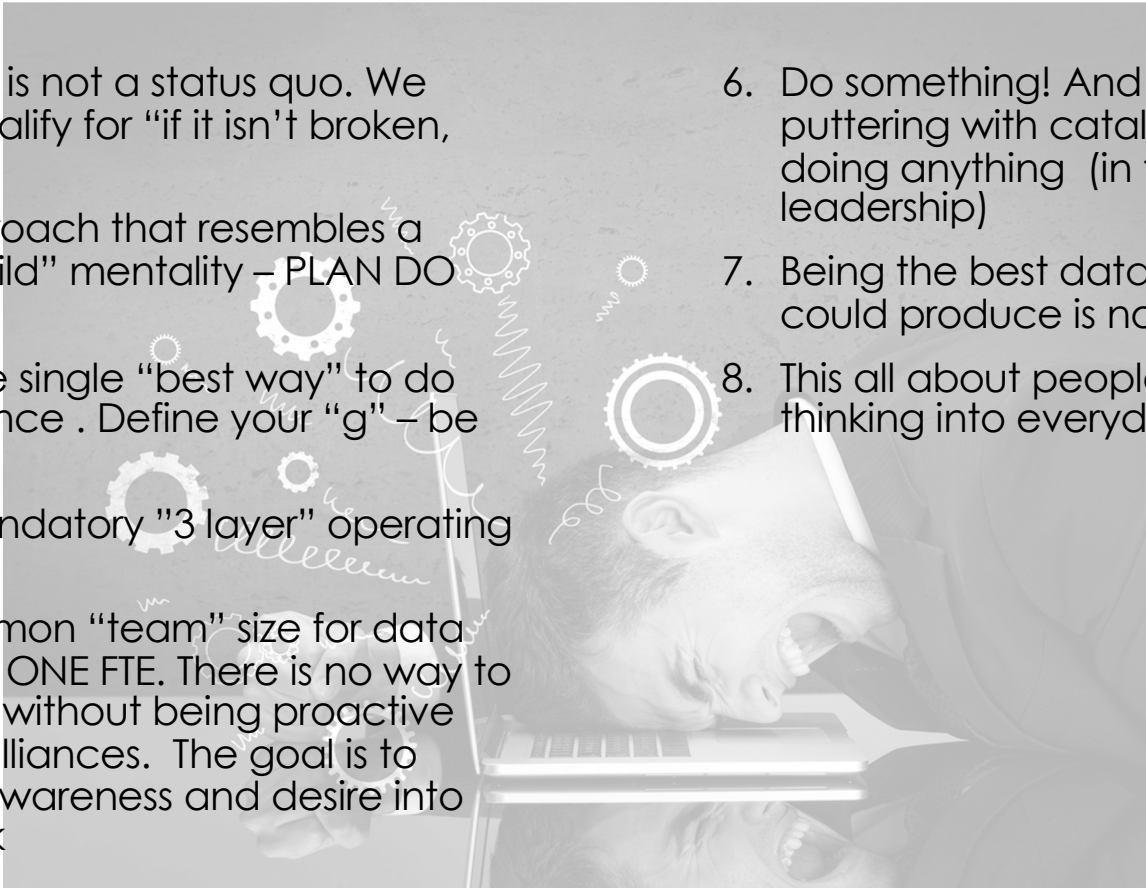
- ▶ Maintain awareness of AI realities, and prepare for job changes
- ▶ Look for the best place to put DG that is not in IT
- ▶ Ethics, social awareness and understanding macro forces are new capabilities for DG teams
- ▶ Start to consider that your entire toolbox will need to change or migrate

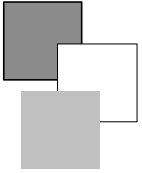


# Summary



# 7 takeaways for advanced thinking

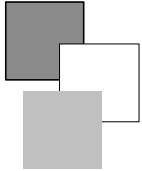
- 
1. The status quo is not a status quo. We don't even qualify for "if it isn't broken, don't fix it"
  2. Avoid an approach that resembles a traditional "build" mentality – PLAN DO ACT
  3. There is no one single "best way" to do data governance . Define your "g" – be creative
  4. There is no mandatory "3 layer" operating model
  5. The most common "team" size for data governance is ONE FTE. There is no way to approach DG without being proactive and building alliances. The goal is to weave data awareness and desire into everyday work
  6. Do something! And spending 6 months puttering with catalog selection etc. is not doing anything (in the eyes of leadership)
  7. Being the best data architect that 2004 could produce is not useful
  8. This all about people – embed data thinking into everyday work



# Lessons learned

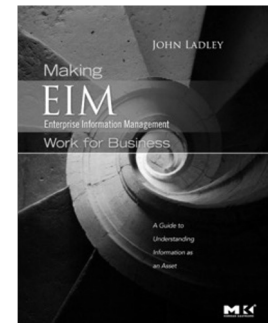
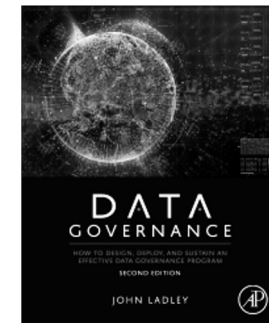
- Define Real value, not abstract data concepts
- Business alignment
- Base approaches on Plan, Do, Act thinking
- Change management must run in parallel with data governance deployment and operations, not after
- Move to realistic operating and engagement models
- Upskill leadership
- Upskill the “data people”

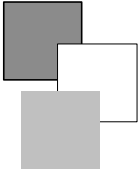




# Your speaker

- Official bio..... John Ladley is a highly experienced practitioner, advisor and advocate for organizations looking for sustainable value from information and data. His experience and knowledge is balanced between treating data assets as an essential component of modern business and economies, and the practical solution of business problems.
- John's books are the authoritative sources for Data and Information Management and Data Governance. He is a recognized authority and speaker on enterprise information management, including data monetization, information and data architectures, data governance, MDM, data quality, BI and Analytics, data warehouse and knowledge management. John is sometimes called the "senior statesman of data." Currently John is semi-retired and works with clients as an advocate for data governance and management and as a mentor to organization leadership.
- "Unofficially" - data and information management is something John didn't go after. It found him. And as digital data becomes woven into the fabric of our existence, John believes we all need to accept a reality where fundamental corporate and organization structures, policies and process will change. Society itself needs to change. This is an anthropological issue. The economic doctrines of Land, Labor and Capital now have a new friend - Data. We are ill equipped for this new age.
- Email [john@ladley.biz](mailto:john@ladley.biz)
- Web [www.johnladley.com](http://www.johnladley.com)





# Behaviors – more important than maturity - Govern something

Data Governance culture classification (copyright John Ladley 2020 all rights reserved)			
	Planned	Operational	Business as usual
Proactive	The first foray into maturity typifies these orgs. DG and DM units are set up. Project and initiatives engage with formal data practice capabilities. Data debt is used to communicate policy.	Data issues can harm operations. ERP-type systems will be addressed here. There are competitive needs to stand up data monetization, analytics, or AI	Besides operations, data offers business opportunity and needs to part of all planning and execution cycles. Data debt may start to look like a metric
Reactive	Organization points out DG opportunities and gets a few wins. This is where data debt starts to be formally considered	Data work is done with full awareness and contribution to DG and DM - non-invasive efforts fit well here	Organization’s business model does not support a lot of internal data, or processes data that it does not have control over. Still needs DG and DM to monitor cost of data problems and manage costs and data agreements
Unaware	No formal data activity or informal emergency reaction (“hero culture”) Individuals or departments execute ad-hoc data efforts – Any planning is tactical and “off the radar”	Data problems are addressed as process issues, or applications issues. Any solutions increase data quality and integration issues	Data is someone’s fault (IT , user, data science etc.) Data is then outsourced and any notion of using data as an asset goes away