DAMA Phoenix November 8, 2012

- Data Governance Organizations
- Elephants

IMCue Solutions

Fundamentals of Data Governance Organizations

- Components of the data governance organizations
- Functions each data governance organization MUST execute
- Techniques for determining the organization style best suited for a given situation
- Developing the road map for how to roll out the organization

IMCue Solutions

Agenda

- Fundamentals
  - Components of the data governance organizations
  - Functions each data governance organization MUST execute
  - Techniques for determining the organization style best suited for a given situation
  - Break
  - Road map for DG
- Elephants in the room

Points to ponder…………….

- Do information projects always require hard dollar benefits?

- Is every data element to be governed?

- Is "information as an asset" a metaphor or are you trying to push the concept a bit further?

- Is the CIO an order taker or business partner?

- What is your organization's capacity to change?

- Is knowing how many "belly buttons?" crucial to your business?

- Is ERP the answer to all of your issues?

COMPONENTS OF A DG ORGANIZATION

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Components

- Functional Model
- Principles and Policies
- Roles and Accountability
- Operating Framework

BASIC FUNCTIONS EACH DATA GOVERNANCE ORGANIZATION MUST EXECUTE

Functions and Challenges

- Data Governance requires certain basic activities

- These activities are usually NOT in place if you are in this class

- These activities will create resistance
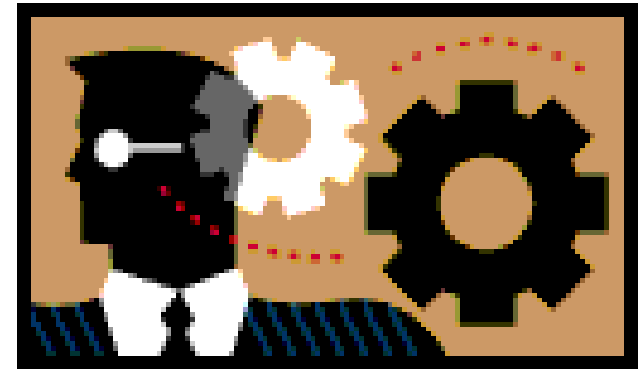
Mandatory Functions

- Define DG appropriate for the organization
- Develop and deploy enterprise principles
- Design and enforce policy and standards
- Resolve issues
- Integrate with compliance and audit
- Promote consistency in data management
- Ensure business alignment
- Ensure organizational maturity is addressed
- Measure effectiveness of data usage
- QA vs. QC
- "FASB for data"

- Other functions can be done in other IM areas

Principles and Policies

- **Principles**
  - Applied every day as guidance for procedures and decision-making efforts
  - Guiding principles *can be* divided between business oriented and those more technology oriented
- **Policies**
  - Consistent, repeatable processes that implement the agreed upon guiding principles
  - Quality and governance is part of Process, not reactive audits
  - Integrated with system development process
- **Standards (type of Policy)**
  - Data Naming standards
  - Data Modeling standards
  - Semantic standards

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Principles and Policies
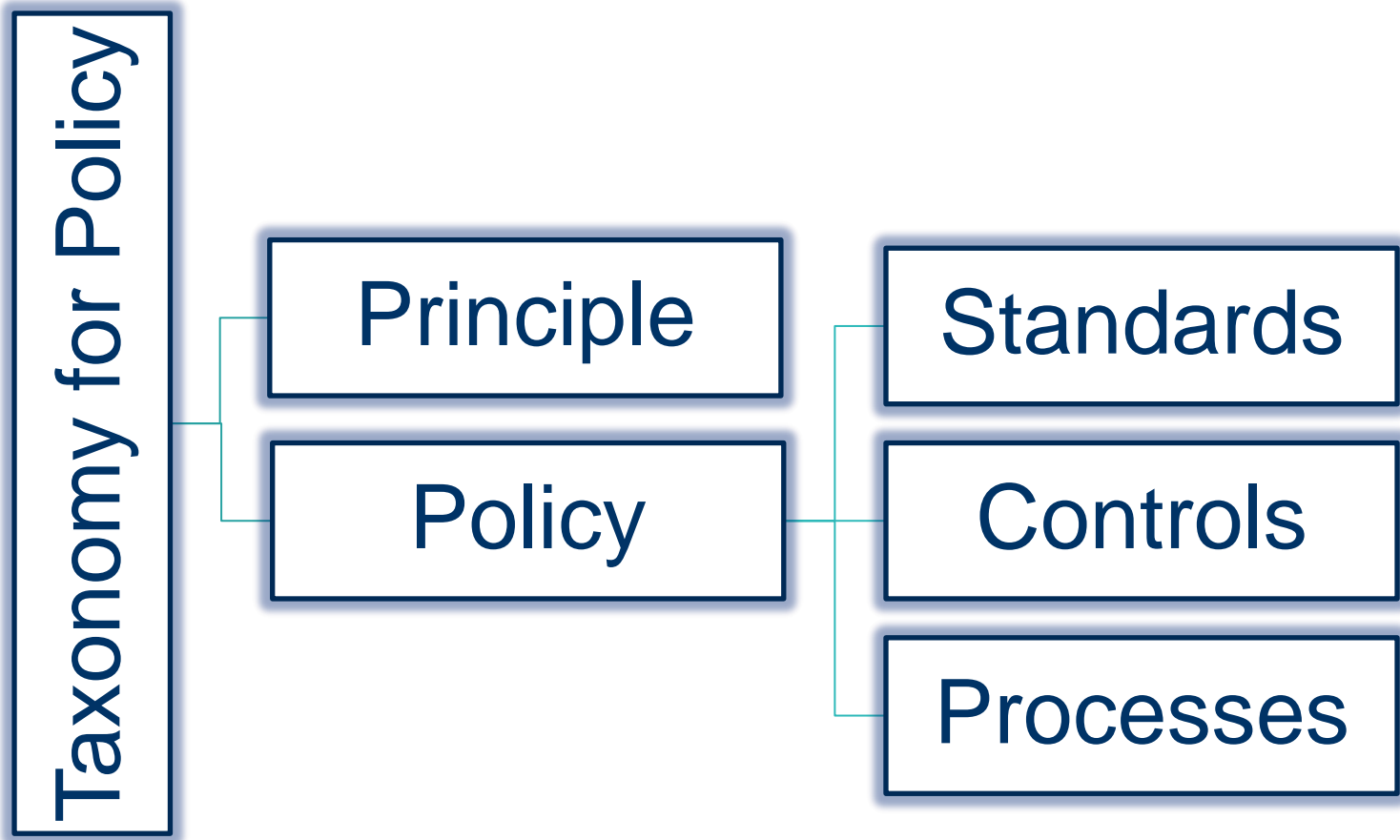
Clearing the Air on 'Stewardship"

- Data folks use the term to mean owner, custodian, manager, and data analyst at various times
- Most stewards, to date, have failed because they do not know what they are supposed to do
- What we need are parties that are:
  - accountable for certain aspects of data
  - responsible for certain data management functions
  - owners of the business purpose for certain content
  - custodians and involved with ensuring data is of optimal quality for the task at hand
- This is a multi-dimensional issue, and CANNOT be solved with one person being appointed a "steward" of a broad subject area

Roles and Accountabilities

- Before the term "steward" or
"owner" is deployed,
a generic RACI exercise
is in order
- Avoid common mistakes
  - Stewards and Owners are appointed based on position in the corporate organization chart without some analysis
  - DG charts are based on an absolute future vision and are not realistic
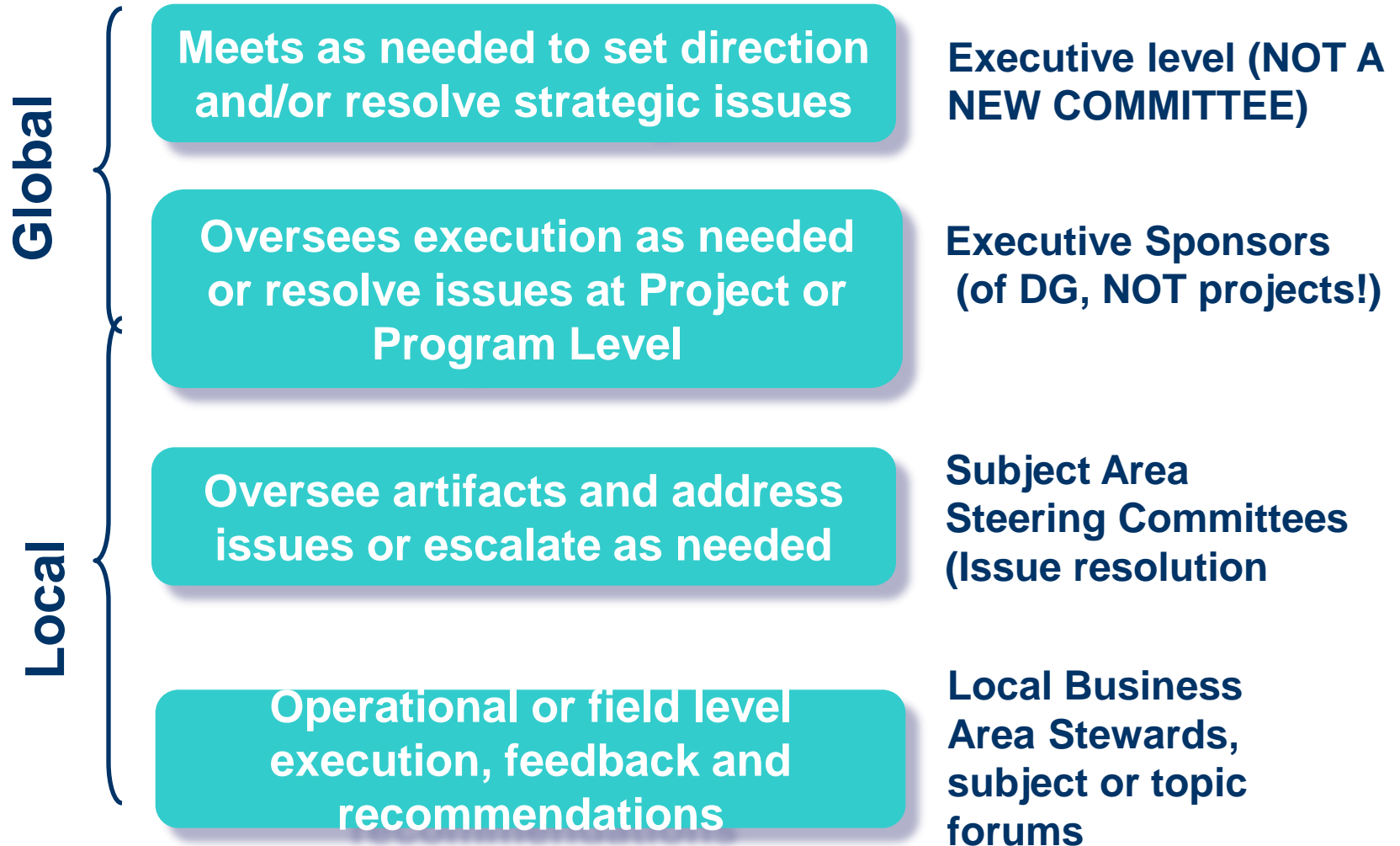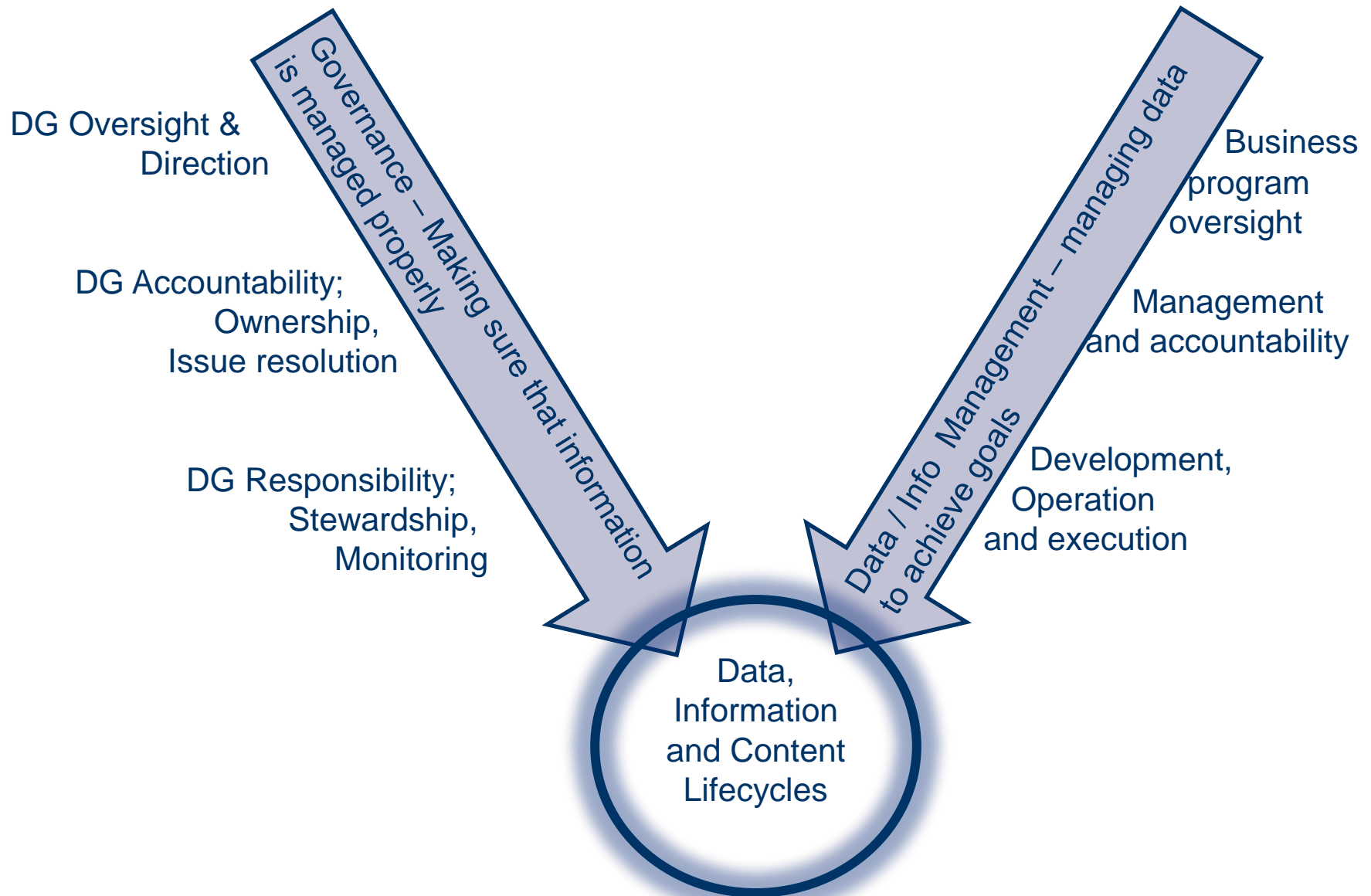 - They are based on prior IT organizations

Stewardship Sample

- Traditional concepts are replaced by multi-dimensional model – a steward for each cell!

Entity Type = CUSTOMER, Data element=CUSTOMER NAME; SALES DEPARTMENT is designated steward	Category		
	Event-CUSTOMER as an EVENT, I.e. add, delete, sell to	Reference-Customer as REFERENCE, I.e. the enterprise's CUSTOMER	Domain - CUSTOMER as a valid value, I.e. a unique occurrence of type of CUSTOMER
Sample Context — External Visibility - Explicitly Report or Inform an external entity, e.g. Customer Count to regulators , or make info available to customers	Report a new CUSTOMER who deposits over $10,000 cash - the OWNER of this event is the LEGAL department, but if SALES is the "classic" owner, they don't care	The external view of customer is whoever does business with the legal entity. The owner would be the creator of the occurrence of customer , e.g. Sales	In the example of external reporting via the web, often have to tie another identifier to the customer, I.e. the web id.
Cross Functional Visibility - Use information to communicate to multiple departments and functions	Selling to a CUSTOMER is great, but what of maintaining accurate information over time. Billing information may not be critical to the Sales department. There had better be a valid reason for SALES to require accurate What is the business reason for SALES	Using CUSTOMER to convey CUSTOMERS ORDERS, to various production departments, is not for SALES to worry about. So again, SALES has no business incentive.	Typical problem here is communicating between areas and ensuring you are speaking of the same CUSTOMER NAME by also conveying other attributes and dimensions.
Departmental Visibility - Use information and knowledge to accomplish localized goals	Sales will keep what is needed for its own purposes, other elements related to customer may not be important. Does referential integrity have to be the accountability of business people, too?	To the Shipping Department, CUSTOMER means where to deliver things. Again, do Stewards apply to attributes or entities? And does a business area care? In Shipping, they care about Shipping information.	The CUSTOMER NAME is informal in Shipping. They never use the name Sales gave the CUSTOMER anyway

Basic Enterprise DG Framework

Global

Meets as needed to set direction and/or resolve strategic issues	Executive level (NOT A NEW COMMITTEE)
Oversees execution as needed or resolve issues at Project or Program Level	Executive Sponsors (of DG, NOT projects!)

Local

Oversee artifacts and address issues or escalate as needed	Subject Area Steering Committees (Issue resolution
Operational or field level execution, feedback and recommendations	Local Business Area Stewards, subject or topic forums

Operating Framework

DG Oversight & Direction

DG Accountability; Ownership, Issue resolution

DG Responsibility; Stewardship, Monitoring

Governance – Making sure that information is managed properly

Data / Info Management – managing data to achieve goals

Business program oversight

Management and accountability

Development, Operation and execution

Data, Information and Content Lifecycles

Other Common Misperceptions and Errors

- Perception that all of this is brand new
- Emphasis on "more work"
- Failure to incorporate DG activity in current responsibilities
- IM and DG in the same area
  - They are not the same activities
  - Remember separation of duties
- Hire a "new" DG department

Design the Functional Model (Evolve the "V")

Functional design

➢ Purpose

  ❖ Design the "things" that will occur under the auspices of DG. This is both sides of the V

➢ Considerations

  ❖ Need to keep IM and IG separate, in concept and or practice
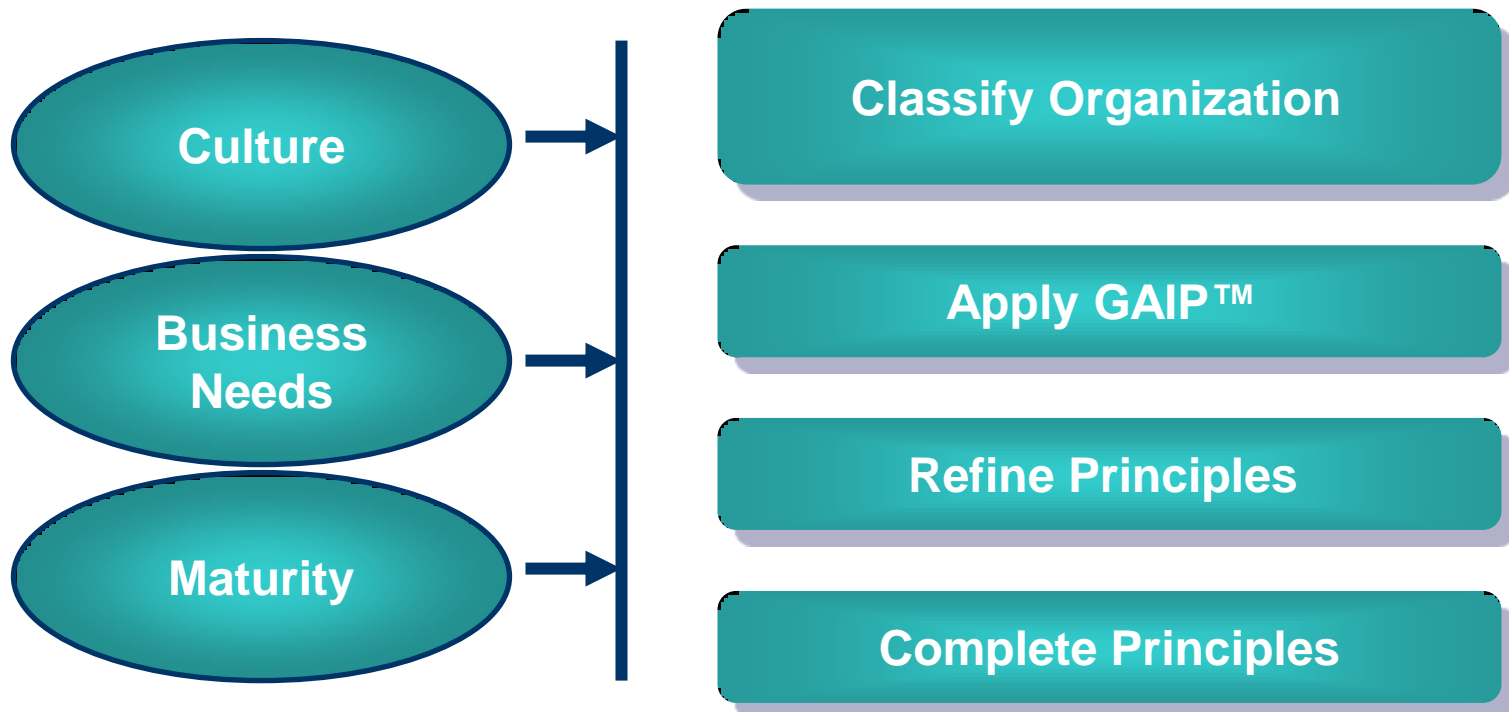
  ❖ This is basically organization design

Approach

➢Determine core Information Principles

➢Determine Baseline DG processes to Support Business

➢Identify DG Detail Processes

➢Identify preliminary accountability and ownership model

➢Identify / Refine IM Functions and Processes

➢Present EIM DG functional model to business leadership

Functional design – Activity

➢ Determine core Information Principles

  ❖ Use seed principles

  ❖ Apply GAIP™

  ❖ Align with existing enterprise principles and policies

Process to Design the DG Principles

➢ Classify Organization

➢ Apply GAIP™ create seed principles

➢ Refine Initial Principles

➢ Complete Principles and Policy information

Culture

Business Needs

Maturity

Classify Organization

Apply GAIP™

Refine Principles

Complete Principles

GAIP™

Principle	Description
Content as Asset	Data and content of all types are assets with all the characteristics of any other asset. Therefore, they should be managed, secured and accounted for as other material or financial assets.
Real Value	There is value in all data and content, based on their contribution to an organization's business/operational objectives, their intrinsic marketability, and/or their contribution to the organization's Goodwill (balance sheet) valuation.
Going Concern	Data and content are not viewed as temporary means to achieve results (or merely as a business by-product), but are critical to successful, ongoing business operations and management.
Due Diligence	If a risk is known, it must be reported. If a risk is possible, it must be confirmed.

GAIP™

Principle	Description
Quality	The relevance, meaning, accuracy, and life cycle of data and content can affect the financial status of an organization.
Audit	The accuracy of data and content is subject to periodic audit by an independent body.
Risk	There is risk associated with data and content. This risk must be formally recognized, either as a liability or through incurring costs to manage and reduce the inherent risk.
Account-ability	An organization must identify parties which are ultimately responsible for data and content assets.
Liability	The risks in information means there is a financial liability inherent in all data or content that is based on regulatory and ethical misuse or mismanagement.

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Sample Principles

Principle Name	Principle Description
Master principle	Farfel will manage all Enterprise Data and Content as a corporate asset
Federation	Farfel will specify enterprise standards for all content and data structures
Information Efficiency	Relevant data, information and content needs to be available at the right time, at the right place and in the right format to authorized users/consumers, at an efficient cost
Business Alignment	Information management applications and technology will be in response to business needs verified through a formal annual process
Information quality	All enterprise data/information will be managed and measured for quality. Quality will be consistently measured to ensure the data can be utilized for its intended purpose.
Risk Management	Appropriate due diligence will be conducted to comply with all relevant statutory and federal laws, policies, and regulations
Collaborative	Enterprise data will be a shared resource across the enterprise. Data is not a resource which can "owned" by specific business areas

Sample Principle

Principle

➢ There will be a single authoritative representative source for cross functional data

Rationale

➢ Shift in focus efficiency to being nimble requires easy access to accurate and consistent data that spans functional business units

➢ Market pressures to retain customers

➢ Product time-to-market not competitive

➢ Common and consistent data is required to present XXXX's customers with a single view

➢ Costs associated with unnecessary movement and maintenance of redundant data will be eliminated

➢ A single, clearly identified source of data will reduce access latency

Implications

➢ Business rules are required to manage and control data update

➢ Capture data once and only once and validate at the point of capture

➢ There will be a single source of authoritative data regarding customer, suppliers items and personnel

➢ Establish clear points of data capture and business events resulting in data origination

➢ Institute qualitative audits and integrity controls

➢ Establish mechanisms and processes for capture and storage in the authoritative system of record

➢ Identify application dependencies for use of the data and establish replication/propagation mechanisms to satisfy the dependencies

➢ Establish data stewardship

➢ IT and Business Unit data stewards must communicate and sponsor this effort

➢ Data management policies must be defined

Sample Policy

➢ Customer Data Policy

  ❖ Principle: There will be a single authoritative representative source for cross functional data

  ❖ Implication: There will be a single source of authoritative data regarding customer, suppliers items and personnel

  ❖ Customer data is updated and captured in the customer relations area

  ❖ The customer survey database is the only authoritative source for customer satisfaction metrics

  ❖ The Vice President of Customer Relations is accountable for accuracy

  ❖ All customer data entry personnel bear responsibility for data accuracy

Functional design – Activity

➢ Determine Baseline DG processes to Support Business
  ➢ Draft initial policies from principles rationale and implications
  ➢ Identify DG Detailed Processes
  ➢ Identify processes to sustain key business measures or metrics model
  ➢ Gather existing policies related to information management
  ➢ Identify processes to support standards, controls, and policy
  ➢ Identify processes to support master data & ERP projects
  ➢ Define / Support Regulatory Drivers
  ➢ Identify any planning or management functions
  ➢ Identify requirements and processes for Enterprise data model standards and procedures
  ➢ Identify requirements and processes for Reference and Code policies / procedures
  ➢ Identify processes to administer policies and standards
  ➢ Ensure processes and policies are not in conflict
  ➢ Optional: Work with Finance and Compliance and perform a pro-forma "Information Risk Forecast"
  ➢ Identify gaps in current state of Data management
  ➢ Specify adequate controls
  ➢ Specify privacy and security concerns
  ➢ Specify Compliance and Regulatory concerns
  ➢ Specify key DG Processes flows
    ❖ Specify key DG processes
    ❖ Issue resolution
    ❖ DG process changes
    ❖ Steward and Owner management

Functional design – Activity

➢ Identify DG Detailed Processes

   ➢ Identify changes to SDLC processes

   ➢ Design DG process details, deliverables, documentation for SDLC integration touch points

   ➢ Develop Revised Process/policy alignment plan (Review /update existing policies and processes related to data governance and EIM)

Determine Functions

- DG design is organization design
  - Objectives
  - Basic managerial roles
    - Plan
    - Define
    - Manage
    - Operate
    - Sustain

Basic Function List

Mgmt Phase	Information Governance Functions
Plan	Identify essential information principles
	Recommend new IG Processes
	Refine current governance practices
Define	Define data meaning & business rules
	Establish communications mechanism(s)
	Confirm Enterprise Architecture principles with Information principles
	Develop application code management requirements for reusability and consistency
	Design privacy and security standars
	Establish standards for rules, models
	Define Intellectual Property policy
	Define EIM policy guidelines
	Define data lineage policy
	Define Principles for collaboration
	Define Info Lifecycle Mgmt Policies
	Design processes for enterprise meta data management
	Define enterprise master data management standards
	Identify corporate hierarchies and maintenance processes
	Determine IG technology requirements
	Define enterprise meta data requirements
	Define naming standards and policies

Basic Function List

Mgmt Phase	Information Governance Functions
Manage	Refine Data Governance roll out strategy and metrics
	Establish Data Governance Repository
	Recommend new IG Processes
	Assess current governance practices
	Audit applications and other projects for EIM compliance
	Elevate IG issues to appropriate body
	Oversee IG steering bodies
	Manage IG program
	Measure and report progress of IG
	Assess effectiveness of IG
	Interface with Compliance and Legal areas for new IG requirements
Operate	Implement business processes & systems for data privacy
	Review processes to support data privacy policy
	Review processes to support data access
	Review processes to support data controls
	Operate IG steering bodies - meetings, agendas, issue resolution
	Implement regular metrics and measurement of IG implementation
	Review security and privacy of enterprise data (includes privacy and access)
	Enforce use of integrated and managed data
	Mediate and resolve conflicts pertaining to data
	Ensure business requirements are reflected in information requirements
	Maintain policies for data collection & use (includes privacy, control, and data access)
	Enforce enterprise MDM (policies, design, processes)
	Enforce data principles, policies, & standards
Sustain	Monitor and ensure data usage adheres to regulatory requirements
	Execute Communications Plan
	Execute culture change management methodology tasks
	Execute Training and Education Plan
	Support the new IM and IG vision, not contradict it
	Apply retention policy as described

Functional design – Activity

➢ Identify preliminary accountability and ownership model

   ➢ Examine processes requiring DG accountability

   ➢ Identify business area touch points with DG functions

   ➢ Define preliminary DG operating layers

Functional design – Activity

➢ Present EIM DG functional model to business leadership

 ➢ Prepare DG functional presentation

 ➢ Gain acceptance of data governance processes in principle

Design the operating framework for DG

Where is the DG Department?

➢ Sort of a separate organization?

➢ An IM function?

➢ Part of Compliance?

➢ What is the ultimate goal of DG?

  ❖ Hint ===========➔

➢ EVERYWHERE IT IS

➢ *DG is NOT an increase in staff, or a new department*

Operating framework

➢ Purpose
  ➢ Define the data governance framework appropriate for a specific type of company or other entity
  ➢ Typical roles you are specifying are:
    ➢ Stewards
    ➢ Owners
    ➢ Custodians
  ➢ You are identifying specific roles and responsibilities for specific personnel
➢ Considerations
  ➢ Not designing a department
  ➢ There are many "standard" data governance organizations available in various articles and books
  ➢ These should be used as straw person structures, and never proposed without some consideration to a particular organizations culture and politics

Approach

➢Design DG Operating Framework

➢Complete roles and responsibility identification

➢Review and obtain approval of DG Organization Design

➢Review and obtain approval of Data Stewards

➢Initiate DG Socialization
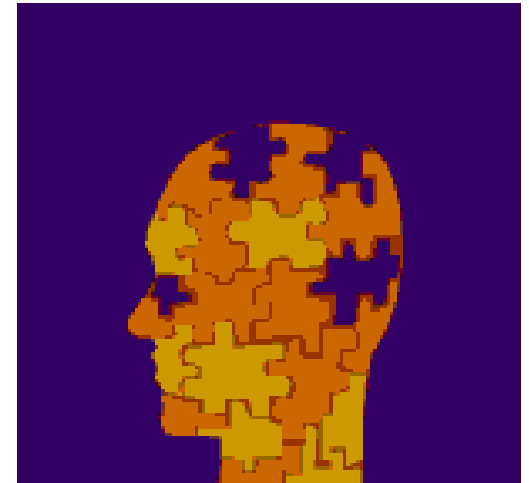
Organization Design – Activity

➢ Design DG Operating Framework
  ❖ Develop DG RACI from functional design
  ❖ Determine levels of federation
  ❖ Identify layers of oversight based on RACI
  ❖ Determine framework model
  ❖ Propose federated DG structure
  ❖ Determine potential staffing
  ❖ Identify leadership of all levels
  ❖ Develop charters for main levels of DG organizational framework

Data Governance Framework Styles

- Central
  - Based on universal acceptance of central authority

- Virtual
  - Relies on technology to maintain consistency

- Federated
  - Compromise between central and realities of large organizations

Definition of Federation

- WEBSTER - Definition of FEDERATION
  1. an encompassing political or societal entity formed by uniting smaller or more localized entities: as a : a federal government b : a union of organizations
  2. the act of creating or becoming a federation; especially : the forming of a federal union
- For EIM and data governance:
  - A blend of governance entities, or functions
  - Where the various components are touched or used
    - Where DG processes touch the organization
    - How standards are applied across various layers and segments of an organization
  - What layers of governance are required
    - E.g. Local, regional, global, enterprise (others?)

Federation

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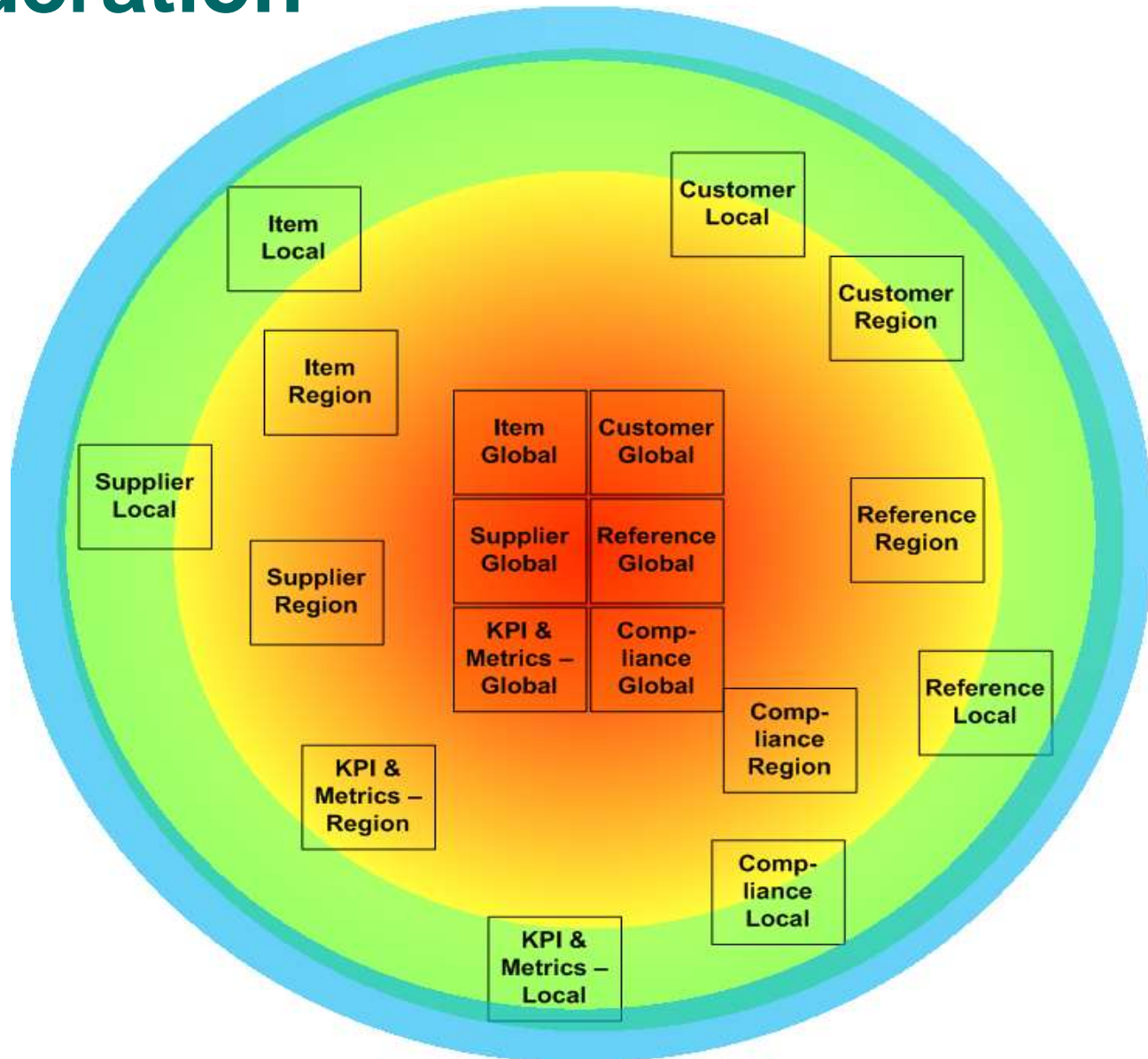
Federation Drivers

Business context across the same principle , e.g. Information is an asset				
	Organization Style			
Type of Federation	**Entrepreneurial, new**	**Growing, Organized**	**Stable, rigid structure**	**Market dominator**
Centrally controlled				
Even Federation	What data is key to progress?	How does the data asset manage risk and costs?	How does this asset maintain our position?	
Virtual, decentralized	Do data assets act as a common bond across the company?			
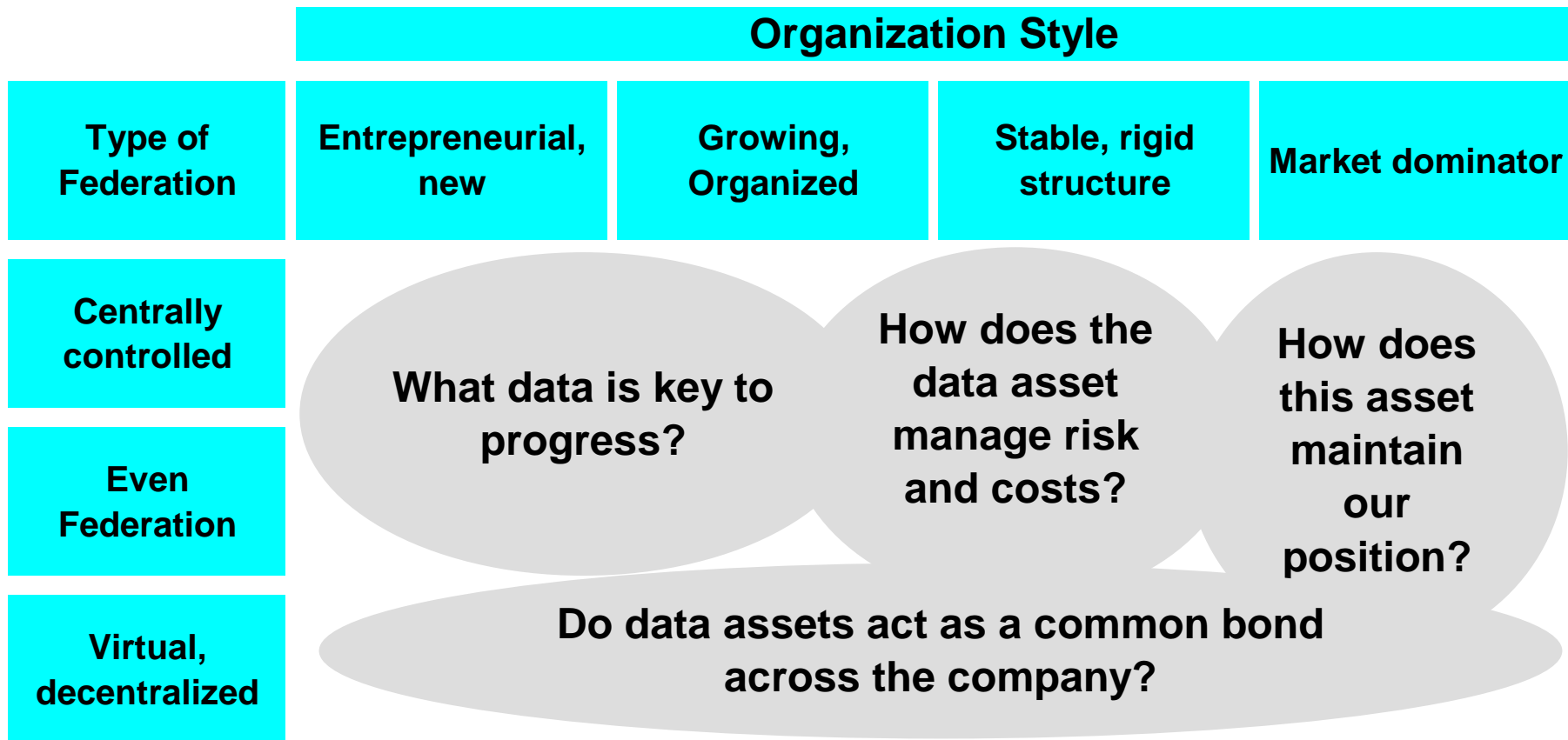
Functional RACI Example

	Information Management / Data Governance Functions	Functional Areas											
		IAM	DG	CIO	Steward	Corp Data Strategist	Third Party Vendor	Marketing	Cust Relations	Service	Business Analyst	Privacy Officer	Finance
Plan	Align data architecture with enterprise business strategy	R		C		A	C	I			I	C	
	Establish priorities for info. projects	A				C	C	R			C		
	Develop privacy policy for data collection & use	R		I		I		C	I	C		A	
	Fund data systems	C		A		C	I	R					I
	Establish data technology infrastructure	C				A	R	I			C		
Define	Establish data principles, policies, & standards	R	A			R		C			C	C	
	Define policies for governance	C	A		R								
	Define data meaning & business rules	A				C	I	R					R
	Mediate and resolve conflicts pertaining to data	C	A	C	R	C		R			C	C	
	Define business rqts for info.systems	A						I	R		R		
Manage	Enforce data principles, policies, & standards	C	A		R	C		C			C	C	
	Manage data architecture, models & definitions	A	I			C	C				C		
	Manage portfolio of info.systems	R	I								I		
	Develop processes for information management	A	I			I		I			C		
	Manage data technical infrastructure	C		I		C	R				I		
Operate	Ensure data quality & integration (by subject)	R				C	R	A			C	C	A
	Secure data	I		A		C	R	I			I	C	
	Implement business processes & systems for data privacy	C		R		C	R	R	R		C	A	
	Develop & support application systems	A					R	I	C		C		
	Design & maintain meta data layer	A		I		C	R				I		
Disseminate	Enable appropriate access to data	A	I			C		R				C	
	Use data for analysis and data mining	I/C		I			R	A	I		R	I	
	Define / develop communities of interest	I						A	I		R		
	Sell/promote information sharing	R				C	I	R			R	R	

Basic Enterprise DG Framework

Global

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

Executive level (NOT A NEW COMMITTEE)

Oversees execution as needed or resolve issues at Project or Program Level

Executive Sponsors (of DG, NOT projects!)

Local

Oversee artifacts and address issues or escalate as needed

Subject Area Steering Committees (Issue resolution

Operational or field level execution, feedback and recommendations

Local Business Area Stewards, subject or topic forums

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Organization Design – Activity

➢ Complete roles and responsibility identification

- ❖ Define Data Stewards' roles & responsibilities
- ❖ Develop Data Steward/ accountability identification approach
- ❖ Identify leaders and sponsors
- ❖ Coordinate with HR and identified Data Steward(s) to revise Data Steward(s) performance goals and objectives
- ❖ Identify Data Governance oversight body(s)
  - Identify council forum and committee members
  - Identify specific contact points and protocol

Sample DG Roles

DG Oversight & Direction

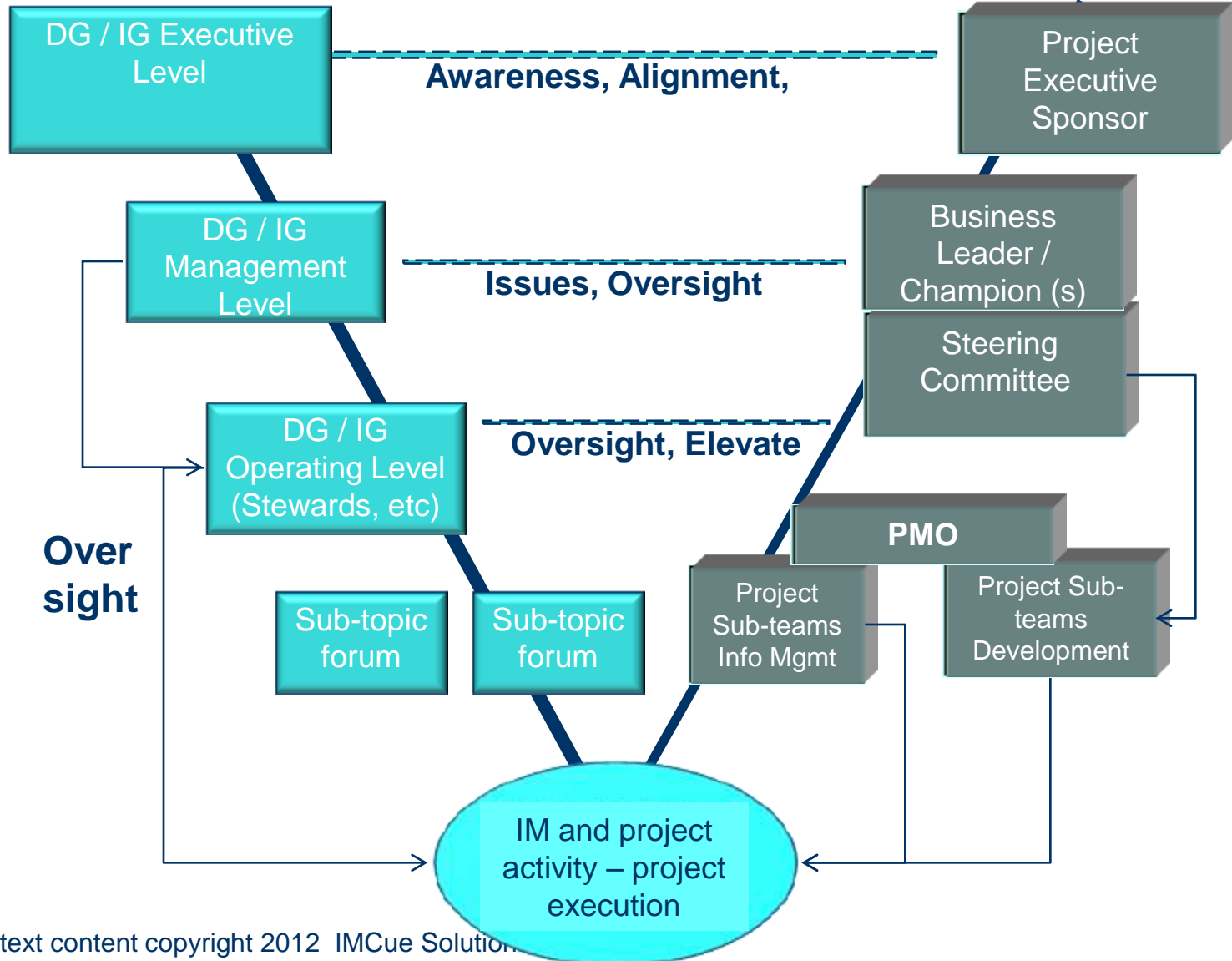DG Accountability; Ownership, Issue resolution

DG Responsibility; Stewardship, Monitoring

Governance – Making sure that information is managed properly

Data / Info Management – managing data to achieve goals

Data, Information and Content Lifecycles
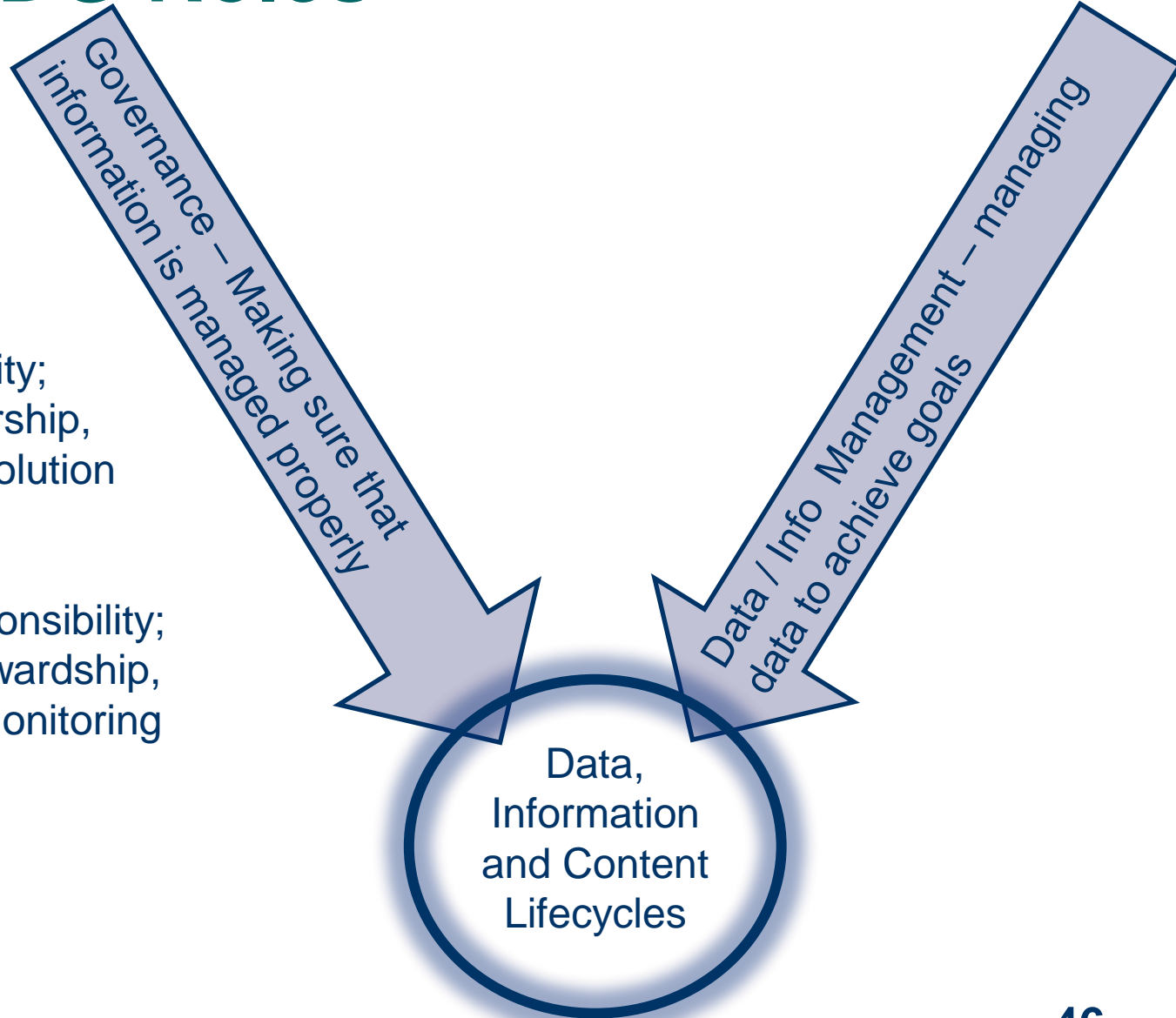
Basic DG Communications

Data or Information Governance Structure

Information and Project Management Structure

DG / IG Executive Level

Awareness, Alignment,

Project Executive Sponsor

DG / IG Management Level

Issues, Oversight

Business Leader / Champion (s)

Steering Committee

DG / IG Operating Level (Stewards, etc)

Oversight, Elevate

Over sight

PMO

Sub-topic forum

Sub-topic forum

Project Sub-teams Info Mgmt

Project Sub-teams Development

IM and project activity – project execution

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Separation of Duties

Information Governance

Program Governance

Executive Council

Issue Resolution

Executive Sponsors

IGC

Issue Resolution

PLT

IGC Committees / Forums

PMO & Functional Areas

Program teams, stewards and IM staff

This governance ensures right things are done with data and content

This governance ensures right things are done for requirements and budget

Organization Design – Activity

➤ Review and obtain approval of Data Stewards
  ❖ Review and obtain approval of Data Stewards identification approach with leadership
  ❖ Develop Data Stewards identification template
  ❖ Identify Data Steward identification subject areas and prioritize them (e.g., Customer)"
  ❖ Identify stewards and owners

➤ Initiate EIM Governance Socialization
  ❖ Conduct Data Stewards orientation
  ❖ Review current Guiding Principles with councils and stewards
  ❖ Define Desired Roll Out schedule for Data Governance
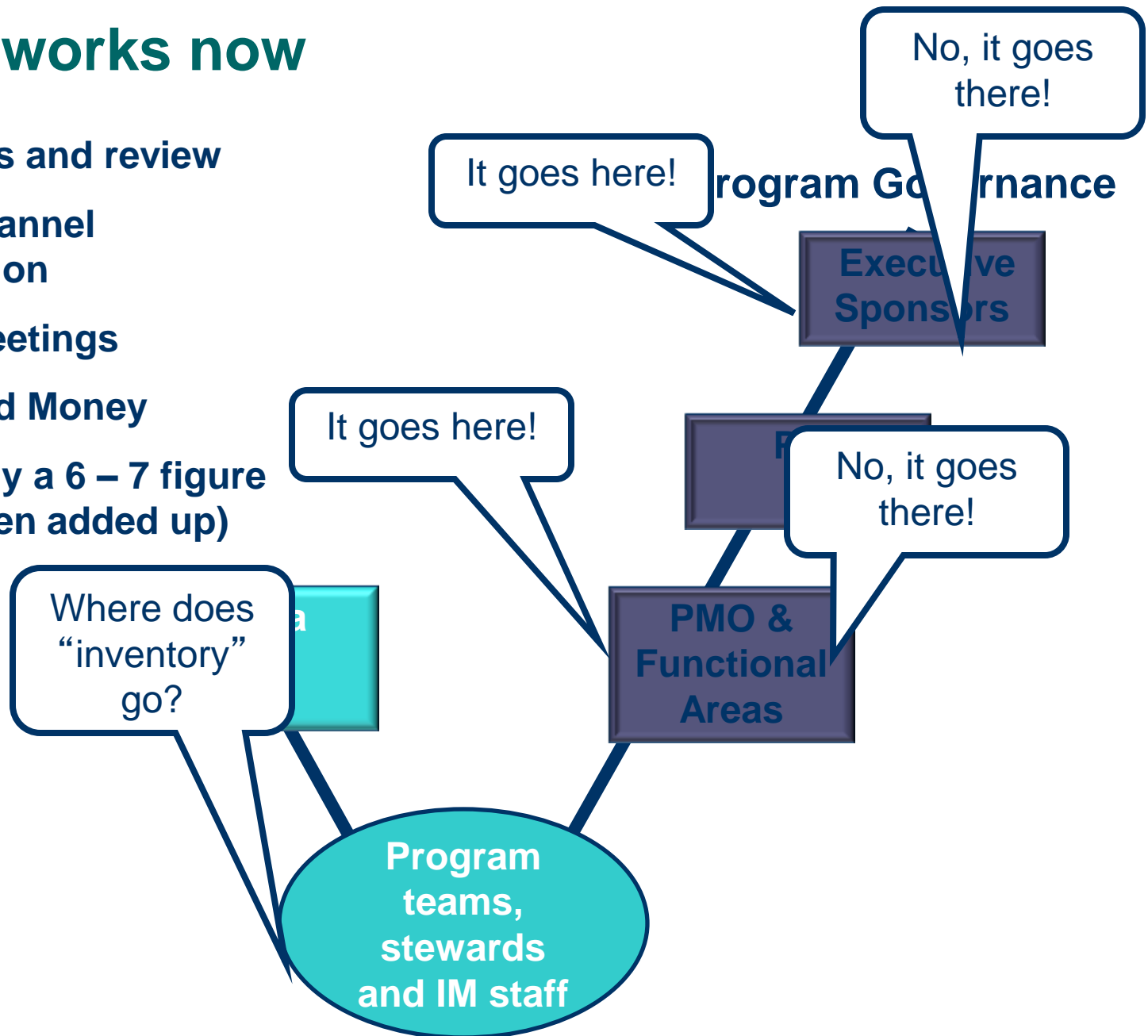
How it works now

Meetings and review

Back channel discussion

More meetings

Time and Money

(Typically a 6 – 7 figure cost when added up)

Program Governance

Executive Sponsors

PMO & Functional Areas

Program teams, stewards and IM staff

No, it goes there!

It goes here!

It goes here!

No, it goes there!

Where does "inventory" go?

How it will work

Governance ... **ram Governance**

Quality and One source are achieved by XXX with inventory

"One v... truth" in d... better dec...

We will meet quality (foremost) as well as cost and schedule targets

Make it so

Issue Resolution

Executive Sponsors

Principle – Information is an Asset treated like all other assets

IGC

PLT

Issue Resolution

IGC Committees Forums

What does that look like to the project?

PMO & Functional Areas

Let's check IM principles and policy

Where does "inventory" go?

Program teams, stewards and IM staff

DG model - Generic "Organization"


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                    ┌─────────────────────────────┐
                    │ EIM, or Compliance, or Audit│
                    │            EIM              │
                    └─────────────────────────────┘
                                   │
 ┌──────────────────┐              │              ┌──────────────────┐
 │    DG  Council    │- - - - - - - │ - - - - - - -│    Compliance     │
 └──────────────────┘              │              └──────────────────┘
                    ┌─────────────────────────────┐
                    │ Data Governance Manager /   │
                    │        Coordinator          │
                    └─────────────────────────────┘
                                   │
 ┌──────────────────┐              │              ┌──────────────────┐
 │ Info. Asset Owners│· · · · · · · · · · · · · · ·│ HR / Org Development│
 │    / Stewards     │              │              └──────────────────┘
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 ┌──────────────────┐              │              ┌──────────────────┐
 │Principles and     │──────────────┼──────────────│ Audit, Measurement│
 │Policies           │              │              └──────────────────┘
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 ┌──────────────────┐              │              ┌──────────────────┐
 │    Alignment      │──────────────┴──────────────│Education, Deployment│
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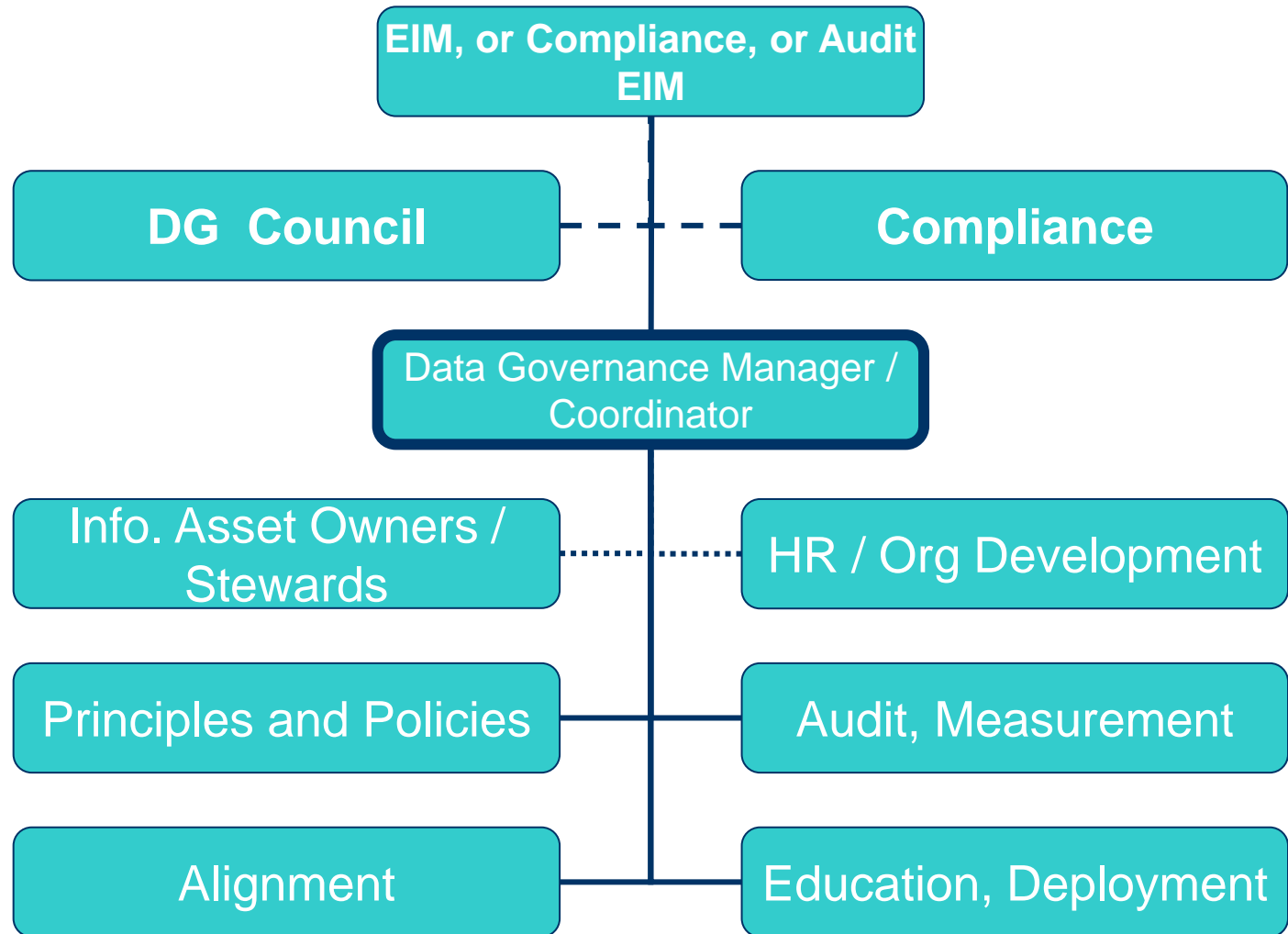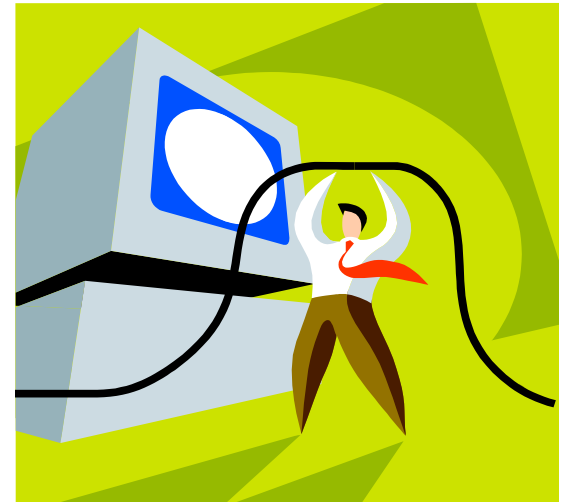
Refine and Approve

➢ Organization charts are like walking around with nitro glycerin- emphasize the framework

➢ Socialize slowly, and politically

➢ Get help

➢ Be prepared to make tradeoffs

➢ Be prepared for a phased roll out

Roll out and Deployment

- Purpose
  - Define and execute the series of events that will take an organization from a non-governed to a governed state.
  - Identify requirements to Sustain the DG program

- Considerations
  - This may take several years
  - Some processes place a "road map" at the beginning of DG processes (We call that a Vision)
  - Most of the time you will piggy back DG on other projects, so coordination is required
  - Place frequent checkpoints in the process to assess effectiveness and make adjustments

Roll out and Deployment Activity

- Integrate DG with other efforts
  - Identify projects and stakeholders subject to standards and governance
  - Refine Governance bodies and committees (if part of EIM)
  - Refine DG charters (if art of EIM)
  - Confirm stewardship and ownership model if necessary
  - Define DG Roll Out Schedule / Road map
  - Define roll out of DG to support EIM Road Map or other identified projects
- Design DG metrics and reporting requirements
  - Identify DG metrics stakeholders and playmakers
  - Design metrics collection mechanisms
  - Review DG metrics requirements with EIM leadership and obtain approval
- Develop DG Communications Plan
  - Identify audiences
  - Create messages and branding
  - Identify vehicles for communications
  - Define timing, frequencies and delivery means
  - Review and approval of Communications Plan

Roll out and Deployment Activity

- Develop DG Training Plan
  - Identify Audiences
  - Identify levels of training; Orient, Educate, Train
  - Identify vehicles for Training
  - Define timing, frequencies and delivery means
  - Review and approval of Training Plan
- Roll out initial DG Functions
  - Kick off initial Stewards and projects
  - Kick off DG organization
  - Present initial road shows
  - Publish guidelines and principles
  - Implement DG Policies/Procedures Orientation and Training
  - Publish and implement SDLC integration documentation
  - Develop and Conduct DG audit processes training
  - Initiate DG audit processes
  - Identify and define additional roll out activity for the Sustaining Phase

Roll out and Deployment Activity

- Define Sustaining Requirements (only if not part of EIM)
  - Identify DG Change Management Requirements
  - Review Assessments
  - Execute Change Capacity if not done
  - Prepare statement of Change Readiness
  - Identify change management resources Requirements
  - Perform Stakeholder Analysis
  - Develop Sponsorship Plan
  - Identify required sponsorship and right level of sponsor
  - Develop sponsor action plan
- Design Change Management Plan
  - Define feedback and monitoring approach
  - Define and design capture of Sustaining metrics
  - Identify change management teams
  - Update staff performance objectives and reward structures to reflect new accountabilities and compliance to new rules
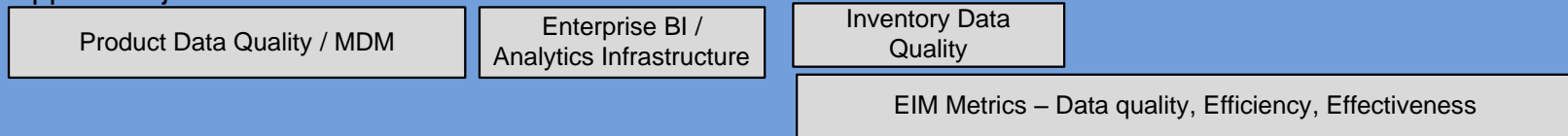
Sample Road Map

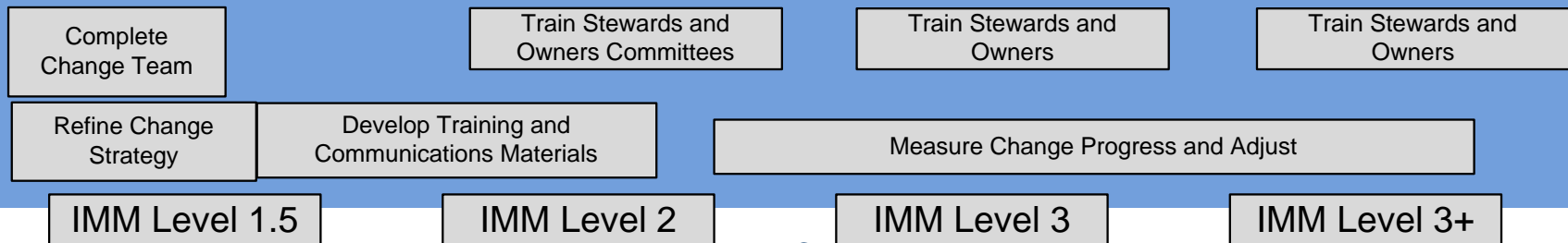## Farfel Emporiums – EIM Road Map

Business Projects

Product Management	Performance Metrics
Customer Profile	Supply Chain Management
Merchandise Management	Marketing Support

Support Projects

Product Data Quality / MDM	Enterprise BI / Analytics Infrastructure	Inventory Data Quality
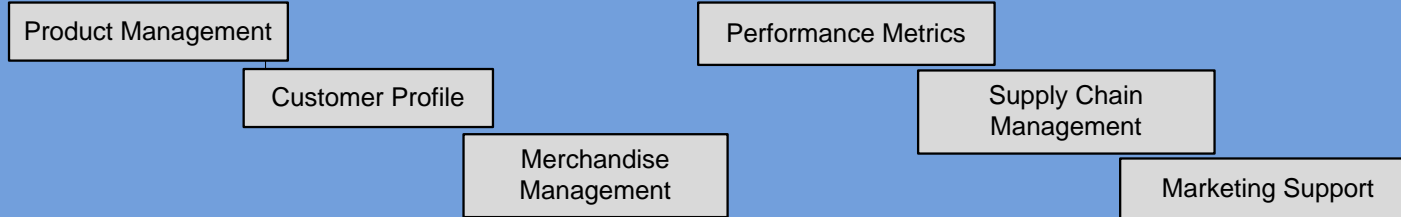
EIM Metrics – Data quality, Efficiency, Effectiveness

EIM Organization / Data Governance

EIM Team Orientation

Business Project Management

EIM Steering Committee Initialized

DG Committee Meetings, DG Audits

Define Stewardship Structures

Change Management

Complete Change Team	Train Stewards and Owners Committees	Train Stewards and Owners
		Train Stewards and Owners

Refine Change Strategy

Develop Training and Communications Materials

Measure Change Progress and Adjust

| IMM Level 1.5 | IMM Level 2 | IMM Level 3 | IMM Level 3+ |

Summary

Summary

➢ Not building a department

➢ DG needs to end up everywhere

➢ Be very clear as to what DG will look like

➢ You will repeat things many times

➢ BUT – use organizational design techniques

➢ Prepare to be a consensus builder an a politician

Looking at elephants through rose colored glasses

Stuff no one feels they can talk about, reply to or overcome

The elephants

1. Alignment, what alignment?
2. Admit it – you are **really** screwed up
3. Déjà vu all over again
4. Uh oh – they are texting
5. Dictatorship of proletariat
6. Turn it upside down
7. Principles
8. Scrap the CMM
9. How OCM is viewed
10. Make it go **away**
11. Bonus elephant

Alignment

- "Needs" versus "wants"
- Admit the need and/or lack
- Tools are your enemy
- "Guerilla alignment
- Wanna have fun? Check the MBO
  - The "perfect" data question

- *Action - Line of sight" clarity*

Alignment – Clarifies What Do You Do with Data ?

| Increase value through…		External Structure (Brands, customer and Supplier relations)	Internal Structure (The organization, mgmt, legal structures, manual systems, attitudes, R&D, software)	Individual Competence (Education, experience)
Process	Improve cycle time, lower cost, improve quality	…high quality information in support of customer relations	…support of lower time to market for projects and products	…capture of experience and work patterns involved in collaborative intelligence
Competitive Weapon	Capture competitive intelligence and differentiate yourself	…awareness of brand strengths	…leverage of knowledge and experience to create more efficient structures	…measuring professional leverage and efficiency against the competition
Product	Create package and market unique, higher margin products	…support of products unique to clients	…support of R&D	…capture of product development experience
Asset / Intellectual Capital	Prolong leadership, embed knowledge into products and services	…presence in services and products	…maintaining alignment of processes to market needs	…identification and archiving competence enhancing projects
Enabler	Foster employee growth and employment	…knowledge information support that allows touch point decision-making	…support of collaborative, cross-functional processes	…sharing of experience and knowledge collaboratively
Risk	Manage risks, of various types, that threaten value by increasing liability	…proactive assurance that external reports are accurate and in compliance	…ensuring compliance through audits trails and data lineage	…education of employees to risks induced through poor data quality

Admit it – you are *really* screwed up

- "The boss won't agree with that approach"
- "We can't say that, its too negative.
- "Low hanging fruit????"
- Data management for sake of data management, i.e. What are you governing?

Déjà vu all over again

Action – E is for Enterprise, never let go of that
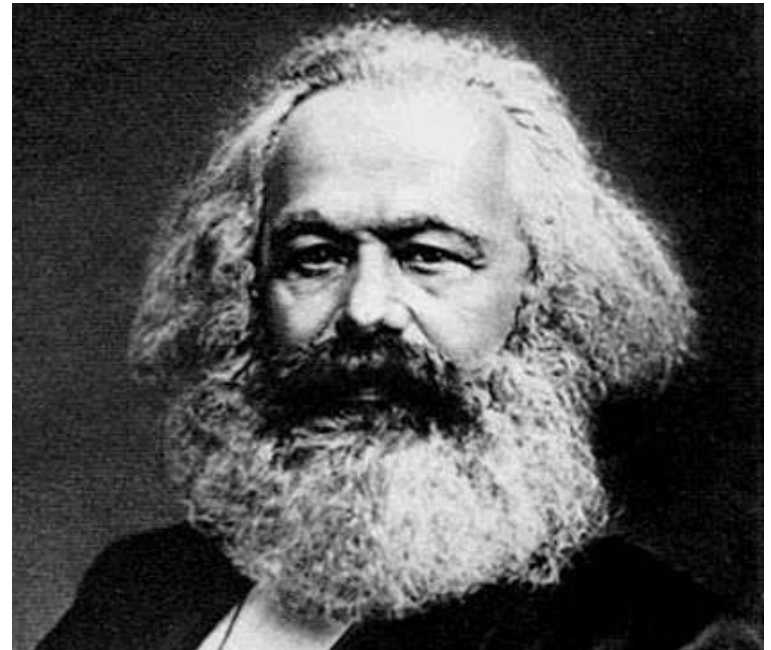
UH OH – they are texting

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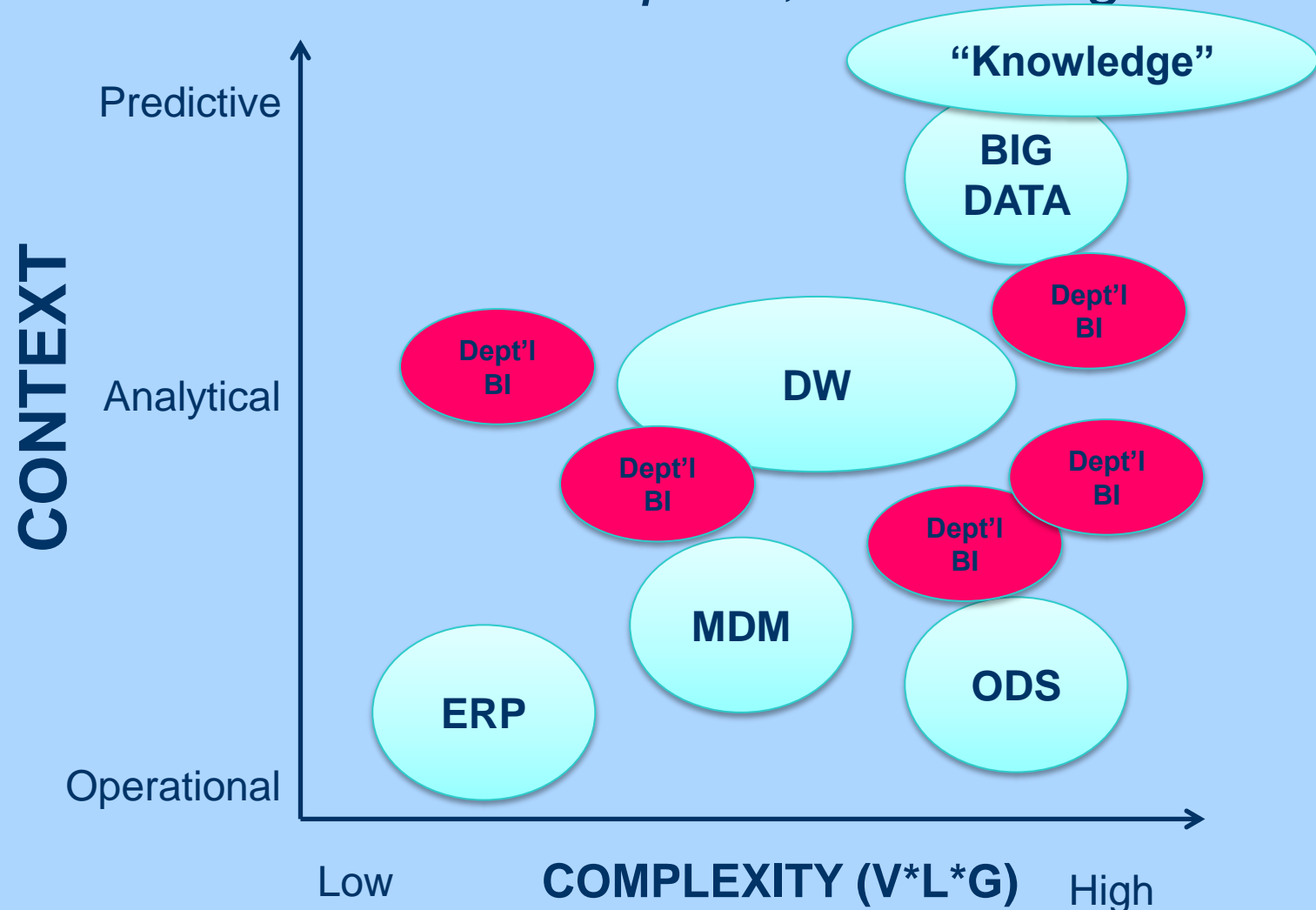
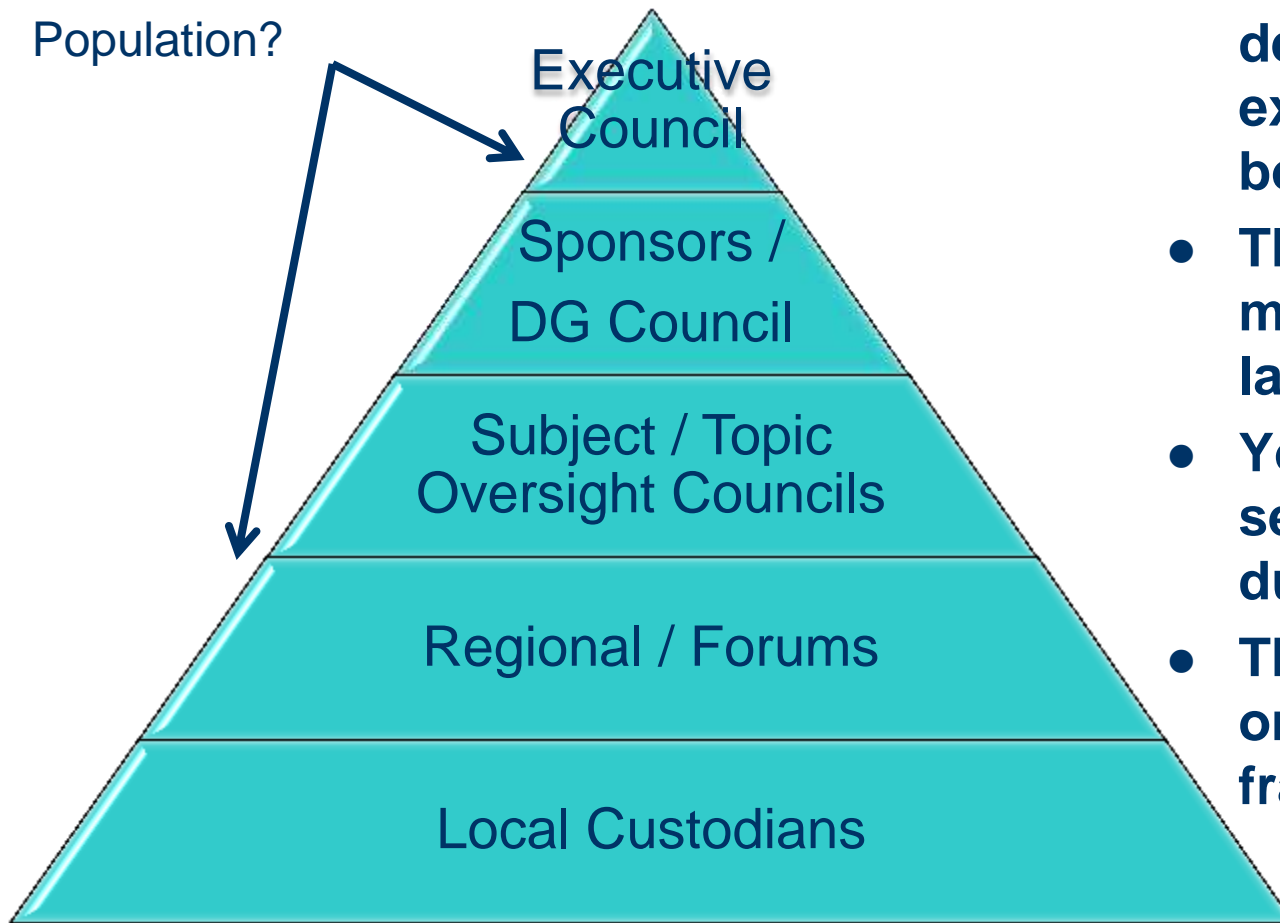# Engaged, bought in, or texting?

- When you don't have a sponsor, or buy in, you are compromised. Period. Stop being Pollyannaish

- *Action – Watch for decline in attendance*
- *IMMEDIATELY RAISE AS AN ISSUE*

Dictatorship of the proletariat

- Common perception – There must be a struggle

- DG not a class struggle!

- But does require a *universal and uniform belief*

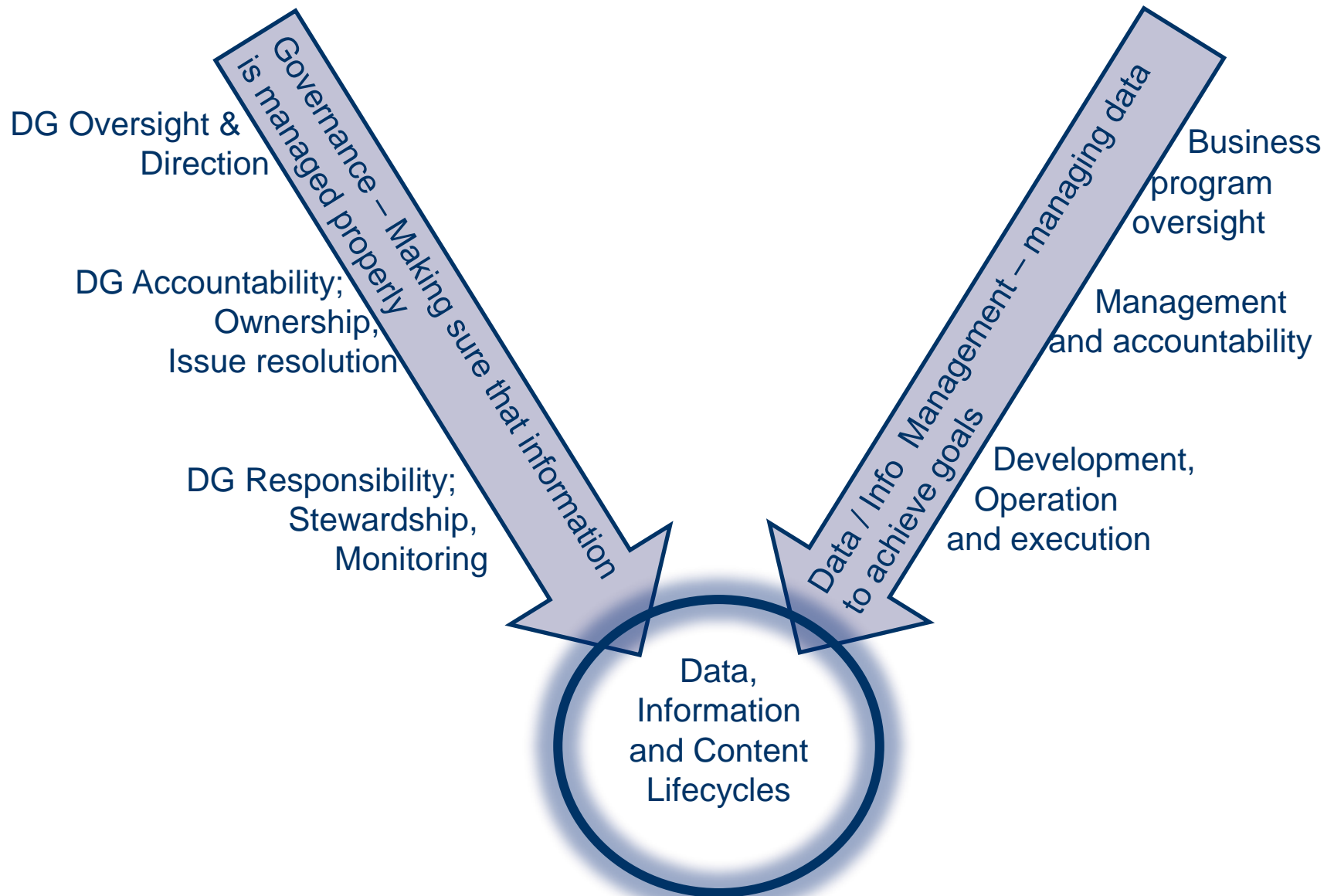- *Action: Work to ensure DG is not marketed as a response to IT short comings*

Turn it upside down

Population?

Executive Council

Sponsors / DG Council

Subject / Topic Oversight Councils

Regional / Forums

Local Custodians

- **There is no such thing as a dedicated executive steering body**
- **There is usually more than three layers**
- **You cannot ignore separation of duties**
- **This is organization framework DESIGN**

Action - Turn it upside down

DG Oversight & Direction

DG Accountability; Ownership, Issue resolution

DG Responsibility; Stewardship, Monitoring

Governance – Making sure that information is managed properly

Data / Info Management – managing data to achieve goals

Business program oversight

Management and accountability

Development, Operation and execution

Data, Information and Content Lifecycles

Separation of Duties

Information Governance

Program Governance

Executive Council

Executive Sponsors

Issue Resolution

IGC

PLT

Issue Resolution

IGC Committees / Forums

PMO & Functional Areas

Program teams, stewards and IM staff

This governance ensures right things are done with data and content

This governance ensures right things are done for requirements and budget

Principles

- Unique to culture
- These will be treated as frivolous

- *Action - Don't copy but use a generic base line e.g. GAIP™*

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Principles - GAIP™

Principle	Description
Content as Asset	Data and content of all types are assets with all the characteristics of any other asset. Therefore, they should be managed, secured and accounted for as other material or financial assets.
Real Value	There is value in all data and content, based on their contribution to an organization's business/operational objectives, their intrinsic marketability, and/or their contribution to the organization's Goodwill (balance sheet) valuation.
Going Concern	Data and content are not viewed as temporary means to achieve results (or merely as a business by-product), but are critical to successful, ongoing business operations and management.
Due Diligence	If a risk is known, it must be reported. If a risk is possible, it must be confirmed.

Principles - GAIP™

Principle	Description
Quality	The relevance, meaning, accuracy, and life cycle of data and content can affect the financial status of an organization.
Audit	The accuracy of data and content is subject to periodic audit by an independent body.
Risk	There is risk associated with data and content. This risk must be formally recognized, either as a liability or through incurring costs to manage and reduce the inherent risk.
Account-ability	An organization must identify parties which are ultimately responsible for data and content assets.
Liability	The risks in information means there is a financial liability inherent in all data or content that is based on regulatory and ethical misuse or mismanagement.

Scrap the CMM

CMM

Not really but …..

- **Elephant = it is not an appropriate maturity model**

- **Communications and transformation view**

- **Achieve desired BEHAVIOR**

- *Action - Take a LEARNING view*
  - *Rote, understanding, application, correlation*

How change is viewed

Sir, the new Change Management Director is here.

DG is NOT Self-Sustaining

- This means disciplined activities to move from a current state to some future state

- People accept the *need* for change readily…actually embracing change is another story

- Three things can happen

- Sustaining DG requires measurement, oversight, a detailed road map and proactive management

Governance requires change management

- *Action*
  - *Check if HR has the skills to help you*
  - *Books / Web sites*
    - *Prosci*
    - *Bridges*
    - *Heath*
  - *Outside expertise*

Planning for Change

Managing Change

Implementing / Sustaining Change
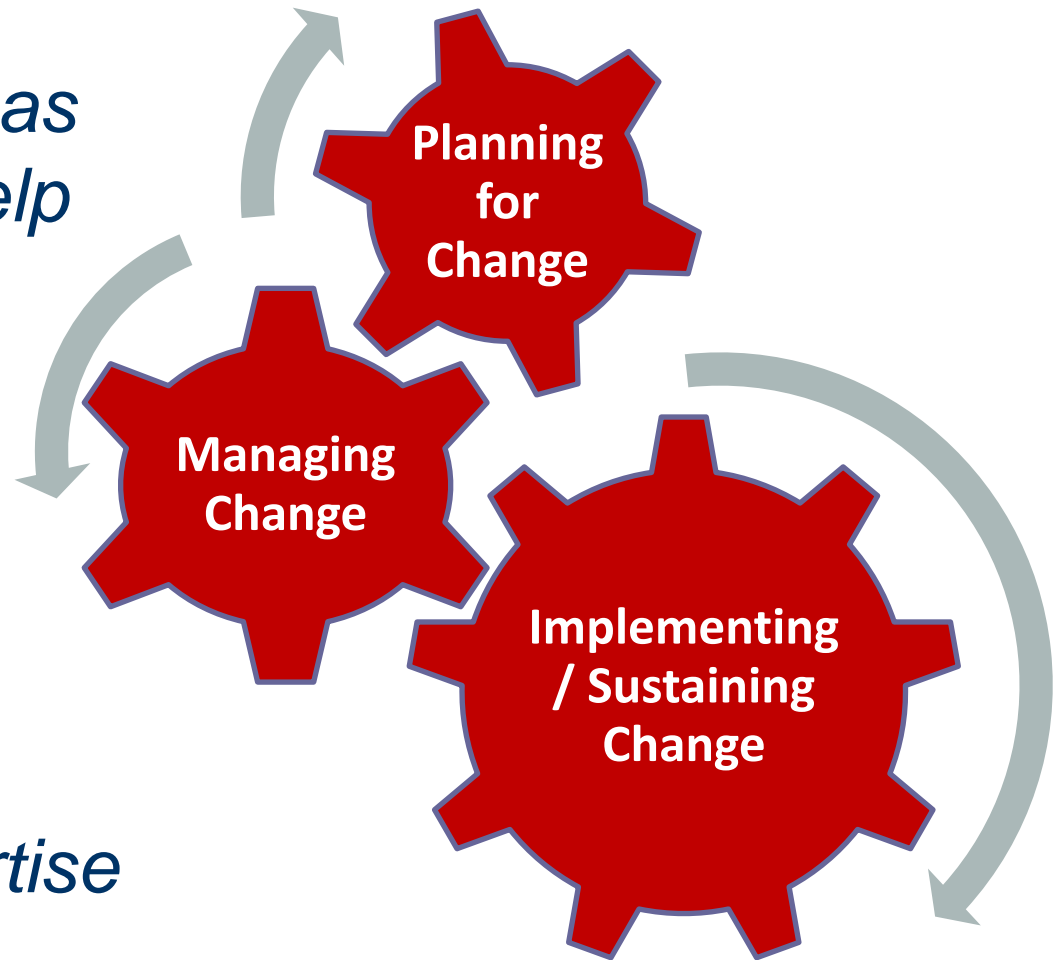
Make it go away!

- Where does DG reside?
  - Sort of a separate organization?
  - An IM function?
  - Part of Compliance?
- What is the ultimate goal of DG?
  - Hint ===============➔
- EVERYWHERE IT IS
- *Action – DG is NOT an increase in staff, or a new department*

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Bonus elephant

- Information is an asset
- "So what"

Balance sheet basics

Assets	=	Liabilities
Copyrights		Contingencies
Patent		Judgments
		+
Goodwill		
		Equity
		Retained Earnings
		Stock Value

- *Action: Information Balance Sheet*

Summary

- Make the elephants "ir-lephant"
  - Global acknowledgement of common problems
  - Focus on value (needs)
  - "Jedi" governance
  - DG supports the balance sheet
  - No $*%& texting
- No elephants were harmed during the development of this presentation

Building Value Through Information Asset Management^(sm)

jladley@imcue.com

314 422-9076

IMCue Solutions

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