

Real-World Data Governance

Rules for Becoming a Data Steward

Monthly Webinar Series Hosted by DATAVERSITY

Robert S. Seiner – KIK Consulting / TDAN.com
April 20, 2023 – 11:00 a.m. PT / 2:00 p.m. ET



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Rules for Becoming a Data Steward

Introduction

Real-World Data Governance – Monthly Webinar Series

May 18, 2023: How Data Management and Data Governance Overlap

Third Thursday each Month @ 2pm EST – Register at TDAN.com, KIKconsulting.com, DATAVERSITY.net

Upcoming Events

Data Governance & Information Quality West – Dataversity Conference – June 5th – 9th

Enterprise Data World – Dataversity Conference – Anaheim – September 18th – 21st

Non-Invasive Data Governance Book

Available Now: ISBN 9781935504856 / Technics Publications / Amazon.com

2Q23: Non-Invasive Data Governance Strikes Again: Gaining Experience and Perspective

Non-Invasive Data Governance / Metadata Governance Online Learning Plans

Latest: Business Glossaries, Data Dictionaries and Data Catalogs

DATAVERSITY Training Center – <https://training.dataversity.net>

KIK Consulting & Educational Services

KIKConsulting.com (“Knowledge is King”)

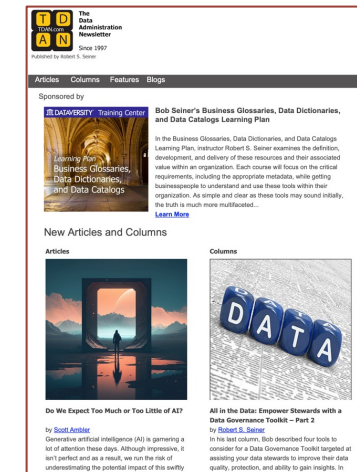
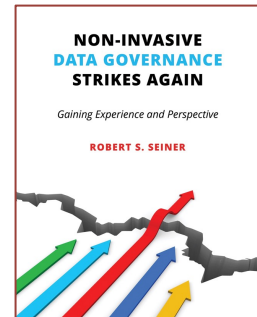
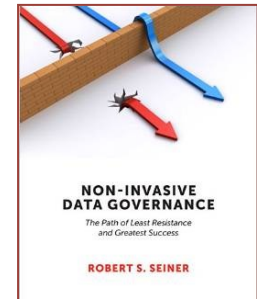
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Twice Monthly: Data Articles, Columns, Blogs and Features

Carnegie Mellon University (CMU)

Adjunct Faculty: Heinz College Chief Data Officer (CDO) Certificate Program



Rules for Becoming a Data Steward

Abstract

- In this webinar, I will talk about ...
 - Rules for Becoming a Data Steward
 - Why the Rules are the Rules
 - How to Create Custom Rules
 - How to Apply Data Stewardship Rules
 - How the Rules Add Business and Technical Value



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Rules for Becoming a Data Steward

Definitions

- **Data Governance** – The execution and enforcement of authority over data.
- **Data Stewardship** – Formal accountability for data.
- **Data Steward** – A person held formally accountable for their relationship to the data.
- **Metadata** – Data that improves both the business and technical understanding of the data.
- **Metadata Governance** – The execution and enforcement of authority over metadata.
- **Metadata Steward** – A person held formally accountable for their relationship to the metadata.



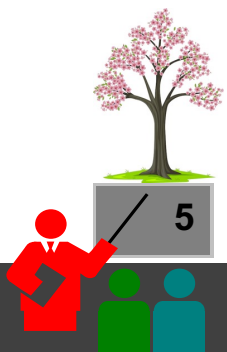
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Rules for Becoming a Data Steward

8 Rules

1. A Data Steward Can Be Anybody
2. Data Stewardship Describes a Relationship to Data and Is Not a Position
3. A Data Steward Is Not Hired – to Be a Data Steward
4. A Data Steward Does Not Need the Title of Data Steward
5. A Data Steward Does Not Have to Be Told How to Do Their Job
6. Public or Industry Data Steward Certification Is a Load of Bunk
7. More Than One Data Steward Exists for Each Data Type
8. Data Steward Training Should Focus on Formalizing Accountability



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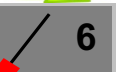
Rule 1

1. A Data Steward Can Be Anybody

- Data Steward – A person held **formally accountable** for their relationship to the data.
- Anybody = Everybody
- Everybody is a Data Steward
- People do not recognize themselves as Data Stewards. **Help them!**
- This rule is very practical and changes the data culture. **Become literate!**



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Rules for Becoming a Data Steward

Rule 2

2. Data Stewardship Describes a Relationship to Data and Is Not a Position

- Since anybody can be a Data Steward ... It is silly to give them all the same title.
- Relationship Equates to Action
- The actions people can take with data include:
 - Define Data
 - Produce Data
 - Use Data



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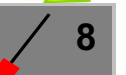
Rule 3

3. A Data Steward Is Not Hired – to Be a Data Steward

- Experience Matters
- New hires will not know the data like the people you already have in your organization.
- Being a Data Steward becomes automatic if they have a relationship to data.
- Being a Data Steward somewhere else helps ... but doesn't mean they know your _____.
- When a person is hired ... and they have a relationship to data ... they become a steward.
- So, I guess ... Data Stewards are hired ... just not specifically as Data Stewards.



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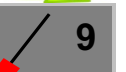
Rule 4

4. A Data Steward Does Not Need the Title of Data Steward

- Since everybody is a Data Steward ... everybody cannot have the same title.
- In fact, ... you do not have to call people “Data Stewards” for them to be Data Stewards.
- Being a Data Steward focuses on having a relationship to data.
- And being held formally accountable for that relationship.
- Know who your Data Stewards are.



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Rule 5

5. A Data Steward Does Not Have to Be Told How to Do Their Job

- It is not up to Data Governance to tell businesspeople how to do what they do.
- Data Governance shares guidelines and rules that must be followed around what people do.
- It is up to the Data Steward's management to instruct people how to do their jobs.
- It is up to the Data Steward's management to evaluate how people do their jobs.
- Data Governance does not have the authority over the Data Stewards.
- Data Governance can highlight when people are not following guidelines and rules.



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Rules for Becoming a Data Steward

Rule 6

6. Public or Industry Data Steward Certification Is a Load of Bunk

- People's activities are specific to the way things are done at your organization.
- Steward responsibilities are not the same organization to organization.
- There are several levels of Data Stewards.
- Can people be certified by someone else in how to do their job?



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Rules for Becoming a Data Steward

Rule 7

7. More Than One Data Steward Exists for Each Data Type

- Stewards are people held formally accountable for their relationship to data.
- Multiple people define, produce, and use the same data.
- There are multiple levels of Data Stewards – Operational and Tactical.
- Operational stewards are active within their business unit.
- Tactical stewards are accountable for data across business units.



Rules for Becoming a Data Steward

Rule 8

8. Data Steward Training Should Focus on Formalizing Accountability

- Formalizing accountability for the actions people take with data at your organization.
- Formalizing accountability for how people define data – when they define data.
- Formalizing accountability for how people produce data – when they produce data.
- Formalizing accountability for how people use data – when they use data.



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Rules for Becoming a Data Steward

Why the Rules are the Rules

- Because they make sense.
- Because the only way to cover the entire organization is to follow the rules.
- Because it makes it easier to recognize people as stewards.
- Recognizing stewards is less invasive than assigning people to be Data Stewards.
- Because getting stewards to recognize themselves as stewards is a big win.



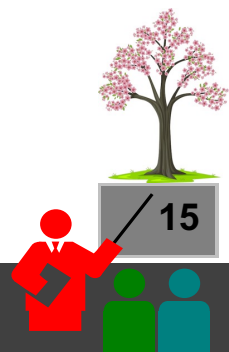
Rules for Becoming a Data Steward

Why the Rules are the Rules

- Because they make sense.
 - Practical and do-able.
 - At risk if some other action is taken. Like assigning people to be data stewards.
 - How else will you cover the entire organization?
 - Because the rules are non-invasive. And people like things that are non-invasive.



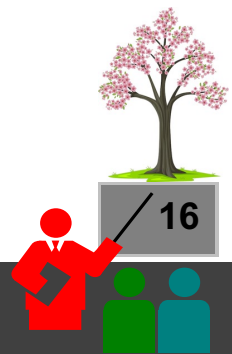
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Rules for Becoming a Data Steward

Why the Rules are the Rules

- Because the only way to cover the entire organization is to follow the rules.
 - Assigning Data Stewards may **not be acceptable**.
 - Identifying Data Stewards may **not be effective**.
 - Recognizing Data Stewards assures that **everybody active with data is accountable**.
 - Everybody is a Data Steward; Get Over It. *1/3/18 – TDAN.com*



Rules for Becoming a Data Steward

Why the Rules are the Rules

- Because it makes it easier to recognize people as stewards.
 - Recognizing people into roles is the **natural way** of determining who your stewards are.
 - The **positive nature** of being recognized for something.
 - Not giving people accountability that they don't **already (supposedly) have**.
 - People **cannot opt-out** of being recognized as a steward.



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Rules for Becoming a Data Steward

Why the Rules are the Rules

- Recognizing stewards is less invasive than assigning people to be Data Stewards.
 - **Acceptable reaction** to being recognized versus being assigned or identified.
 - Formalizing behavior requires **less resources**.
 - **Recognition can be scary** if not explained appropriately.
 - Start and stay non-invasive.



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Rules for Becoming a Data Steward

Why the Rules are the Rules

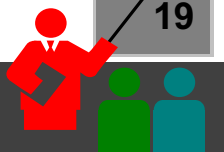
- Because getting stewards to recognize themselves as stewards is a big win.
 - Recognition is great but **self-recognition** is even better.
 - Emphasize the **raises** that come from being a Data Stewards. 😊
 - Data Governance is a game that you win by **building stewarding into daily activities**.
 - Getting stewards to **take their role seriously and actively engage** is the biggest win.



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Rules for Becoming a Data Steward

How to Create Custom Rules

- They must be defined by you.
- They must be able to be operationalized by you.
- They must be communicated and sold by you.
- They must be approved by your leadership.



Rules for Becoming a Data Steward

How to Create Custom Rules

- They must be defined by you.
 - Defined by program administration.
 - Approved by program leadership.
 - Shared with program participants.
 - Enforced by program execution.



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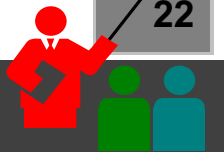
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Rules for Becoming a Data Steward

How to Create Custom Rules

- They must be able to be operationalized by you.
 - Built into existing projects.
 - Built into existing programs.
 - Built into new or existing investments.
 - Built into project management as a partner.
 - Engage Data Stewards to do your “dirty work”.



Rules for Becoming a Data Steward

How to Create Custom Rules

- They must be communicated and sold by you.
 - Theory of everybody being a steward must be consistent.
 - Getting people to sign-on as Data Stewards through execution.
 - If people don't want to be (or reject being) recognized as stewards ... That's okay! 🙄
 - Most people will agree that they are stewards until it feels like work they don't want to do.



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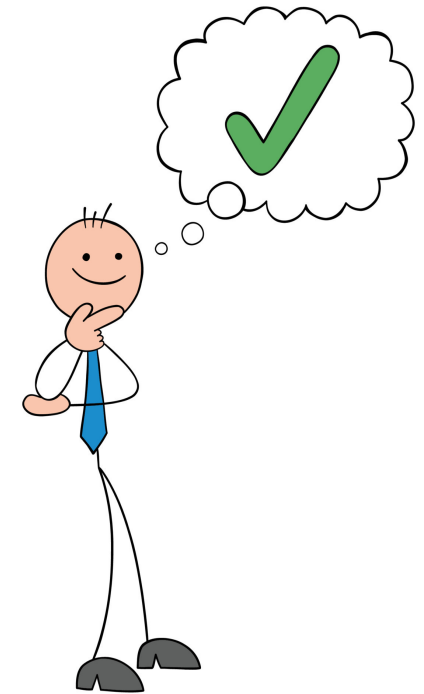
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Rules for Becoming a Data Steward

How to Create Custom Rules

- They must be approved by your leadership.
 - People who define data are approved.
 - People who produce data are approved.
 - People who use data are approved.
 - These people are Data Stewards if they are held formally accountable.
 - Everybody is (approved as) a Data Steward – Get Over It!



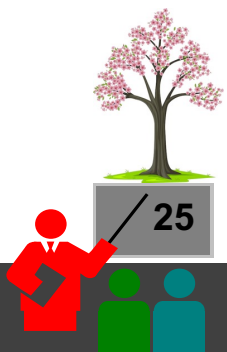
Rules for Becoming a Data Steward

How to Apply Data Stewardship Rules

- Recognize people as Data Stewards.
- Get people to recognize themselves as Data Stewards.
- Record the people as Data Stewards.
- Onboard people as Data Stewards.
- Engage people as Data Stewards.



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Rules for Becoming a Data Steward

How to Apply Data Stewardship Rules

- Recognize people as Data Stewards.
 - Pick an issue or opportunity.
 - Pick a project.
 - Pick a subject area (domain).
 - Pick a part of the organization.
 - Pick a champion (or two or ... six).



Rules for Becoming a Data Steward

How to Apply Data Stewardship Rules

- Get people to recognize themselves as Data Stewards.
 - Use every business and technical meeting as an opportunity ...
 - Conversations lead to data that they know about.
 - Determine their relationship to the data – SME for business? data? definer, producer, user?
 - Ask them if it is okay for you to ask them questions.
 - Expect a “yes” response.
 - **Acknowledge** that they are a steward. ---- “well, yes, I guess, I am a steward.”



Rules for Becoming a Data Steward

How to Apply Data Stewardship Rules

- Record the people as Data Stewards.
 - Business Stewards vs Business Data Stewards.
 - (Formally) Document the people that define, produce, and use data.
 - Document the data they define, produce, and use. Use a **Common Data Matrix**.
 - Document the people that are the subject matter experts, authorities and decision-makers.
 - Make that information available to people.



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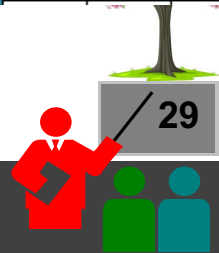
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How to Apply Data Stewardship Rules

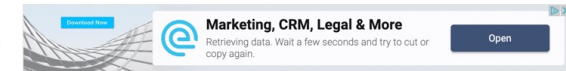
Role Color Key		Data Governance Partners (IT sample)			Business Area 1				Business Area 2			Business Area 3		
Data Governance Council Representative														
Data Governance Council Alternate					Area 1-1	Area 1-2	Area 1-3	Shadow IT	Area 2-1	Area 2-2	Area 2-3	Area 3-1	Area 3-2	Area 3-3
Data Steward Coordinator		System SME / Data DME												
Data Domain or Sub-Domain Steward		Data or System	IT	Business Analyst										
Operational Data Stewards		Resource Name	Resource Owner	Resource Owner										
CUSTOMER DATA														
Sub Domain 1-1	CUSTOMER DEMOGRAPHIC DATA													
	CRITICAL DATA ELEMENT 1													
		ERP SYSTEM												
		MDM DB												
		EDW DB												
	CRITICAL DATA ELEMENT 2													
		ERP SYSTEM												
		MDM DB												
		EDW DB												
	CRITICAL DATA ELEMENT 3													
		ERP SYSTEM												
		MDM DB												
		EDW DB												
Sub Domain 1-2	CUSTOMER FINANCE DATA													
		ERP SYSTEM												
		MDM DB												
		EDW DB												
Sub Domain 1-3	CUSTOMER TRANSACTION DATA													
		ERP SYSTEM												
		EDW DB												
		OPERATIONAL DB												



Rules for Becoming a Data Steward

How to Apply Data Stewardship Rules

- Onboard people as Data Stewards.
 - Don't expect Data Stewards to know how to do "Data Steward stuff".
 - Being a steward is a new concept to many people. Explain it well.
 - Help them to look for ways to engage and add value.
 - Provide them with an enabling toolkit.
 - Be there to answer *their* questions.
 - Provide formal education, training, and tools.



Strategy Governance Architecture Data Mgmt Quality Modeling Operations Metadata MDM BI Applications Big Data

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All in the Data: Empower Stewards with a Data Governance Toolkit – Part 2

Published: April 5, 2023 | 12:15 am · Robert S. Seiner



In part one of this column, I wrote about how organizations engage their data stewards as part of their formal data governance program. I mentioned that the data stewards do not always know how to behave as formal stewards. Data governance programs must focus on engaging and empowering the organization's data stewards in order to be successful. The data will not govern itself and requires an

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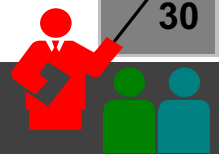
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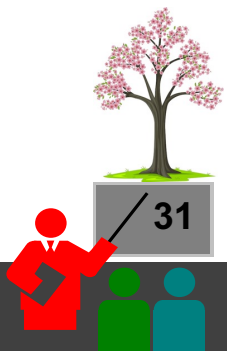
Rules for Becoming a Data Steward

How to Apply Data Stewardship Rules

- Engage people as Data Stewards.
 - Meetings.
 - Programs.
 - Projects.
 - Intake.
 - Teams.
 - Partners.
 - Who they steward.
 - What they steward.
 - Where they steward.
 - When they steward.
 - Why they steward.
 - How they steward.



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Rules for Becoming a Data Steward

How the Rules Add Business and Technical Value

- They cover the entire organization.
- They do not assign people anything.
- They do formalize accountability for data.
- They aim to engage the "right" people at the "right" time.



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Rules for Becoming a Data Steward

How the Rules Add Business and Technical Value

- They cover the entire organization.
 - Assigning people as Data Stewards will not cover the entire organization.
 - Identifying people as Data Stewards will not cover the entire organization.
 - Recognizing people as Data Stewards will not cover the entire organization ... until ...
 - People recognize themselves as Data Stewards.
 - Following the rules for becoming a data steward will cover the entire organization.



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Rules for Becoming a Data Steward

How the Rules Add Business and Technical Value

- They do not assign people anything.
 - People already have day jobs.
 - People already are overburdened and stretched extremely thin.
 - Reason for this ↑↑↑↑↑↑↑↑↑↑↑↑↑↑↑↑↑↑↑↑↑↑ is because of data.
 - If you make their life more challenging – people will rebel.
 - Assigning people to be stewards doesn't work.



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Rules for Becoming a Data Steward

How the Rules Add Business and Technical Value

- They do formalize accountability for data.
 - People are already accountable for specific actions.
 - People are not necessarily held formally accountable.
 - Being held formally accountable requires that people know what accountability looks like.
 - Being held formally accountable requires that there are consequences for behavior.
 - Data Governance is the execution and enforcement of authority. **Accountability?**



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Rules for Becoming a Data Steward

How the Rules Add Business and Technical Value

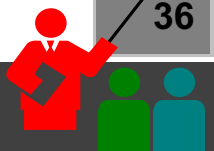
- They aim to engage the "right" people at the "right" time.
 - The Data Governance Bill of "Rights".
 - It is what Data Governance is all about.
 - You have won the Data Governance game when stewards actions become built in.
 - Follow the rules for becoming Data Stewards ... and business and technical value will follow.
 - Everybody is a Data Steward; Get Over It!
 - The Data Will Not Govern Itself.



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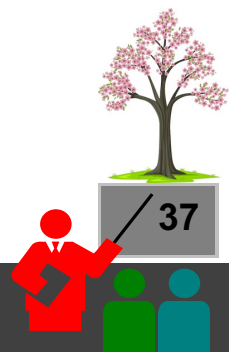
Rules for Becoming a Data Steward

Summary

- In the webinar, I shared ...
 - Rules for Becoming a Data Steward
 - Why the Rules are the Rules
 - How to Create Custom Rules
 - How to Apply Data Stewardship Rules
 - How the Rules Add Business and Technical Value



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Q & A - Contact Information

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Thank you

