

# Real-World Data Governance

## One Data Governance for All – Master Data Included

Monthly Webinar Series Hosted by DATAVERSITY

Robert S. Seiner – KIK Consulting / TDAN.com  
August 17, 2023 – 11:00 a.m. PT / 2:00 p.m. ET



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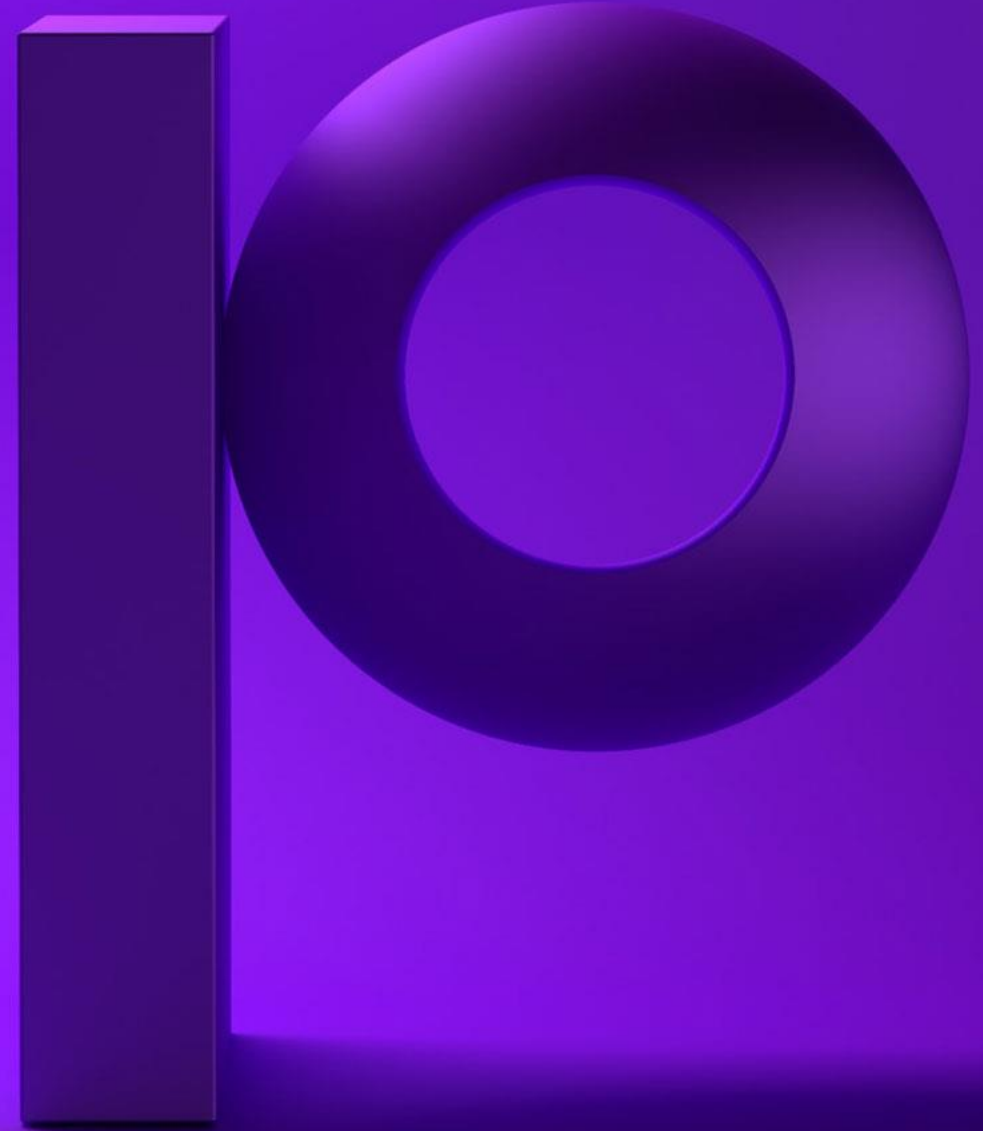
**precisely**

# Trusted Data-Driven Decisions with Modern Data Governance

Susan Pawlak

Senior Manager Product Marketing,

Precisely



# Macro forces are impacting your business



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Long-term  
pandemic impacts



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Changing  
regulatory and privacy  
environment



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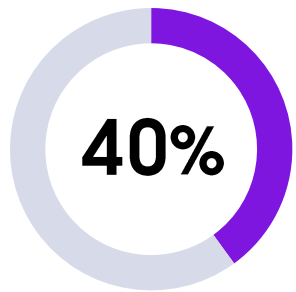
Volatile  
market conditions



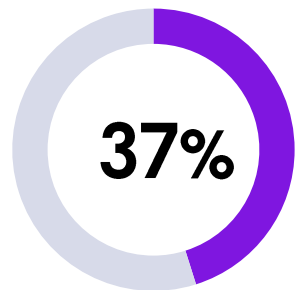
# Economic downturn...

QUESTION:

How has the economic downturn impacted your organization's data strategy?



Decrease in staffing & resource allocation



Decrease in budget

# ... impacts data strategy

QUESTION:

Which of the following trends are influencing your organization's overall data strategy?

57% Cloud adoption

41% AI/ML

49% Advanced data analytics

30% DataOps

43% Workflow automation

21% Data democratization

43% Digital transformation



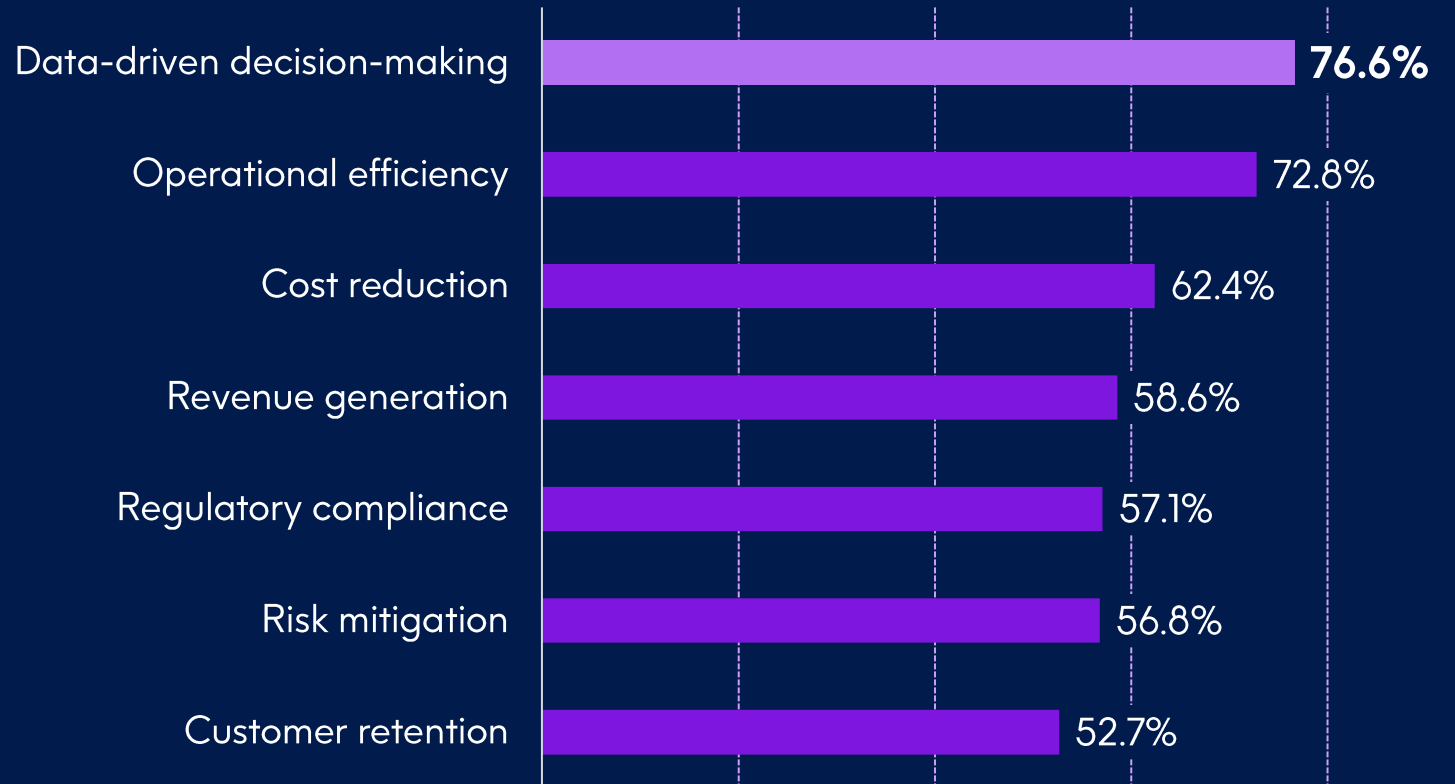
Respondents are turning to cloud, advanced analytics, and automation to drive down costs and resource requirements

# 77%

report data-driven decision-making as the top priority for data programs

QUESTION:

What are your organization's goals for data programs?





41%  
report data governance  
as a top priority for data  
programs



*2023 Data Integrity Trends & Insights*

# Roadmap for data-driven decisions



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Cross-functional teams collaborate and understand the full lifecycle of data in a single solution



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Robust data access, quality & observability capabilities seamlessly integrated

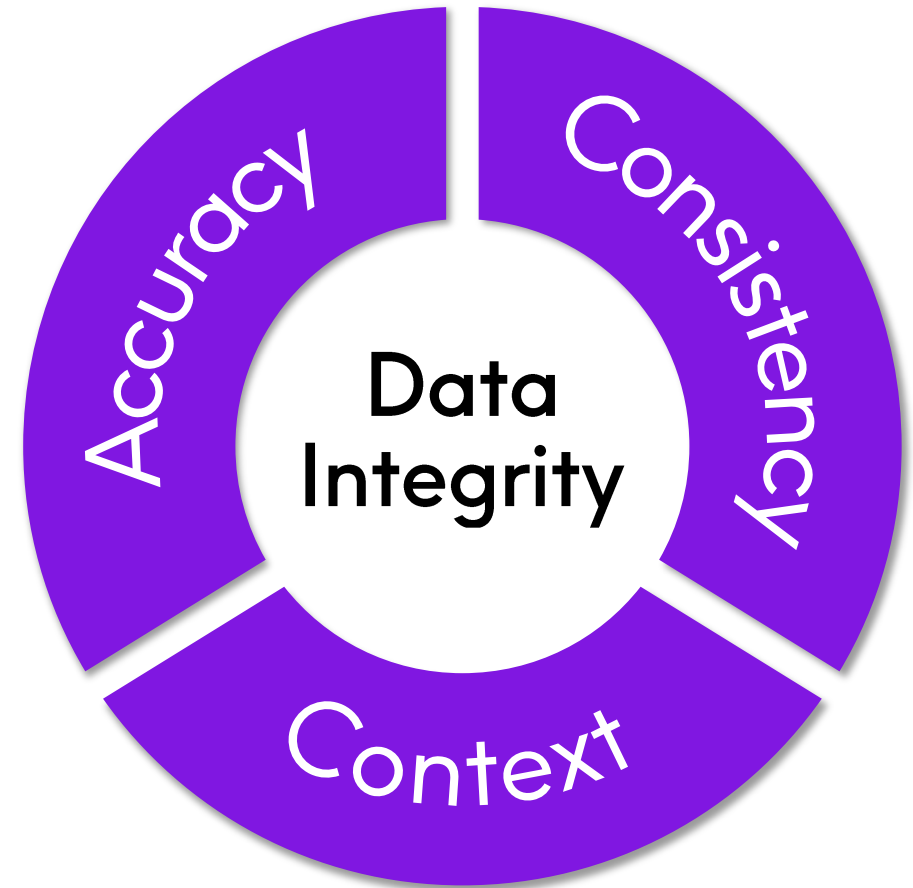


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Critical metadata and master data easily cataloged, discovered, and managed

# Data-driven decisions require data integrity

Data integrity is data with maximum accuracy, consistency, and context for confident business decision-making

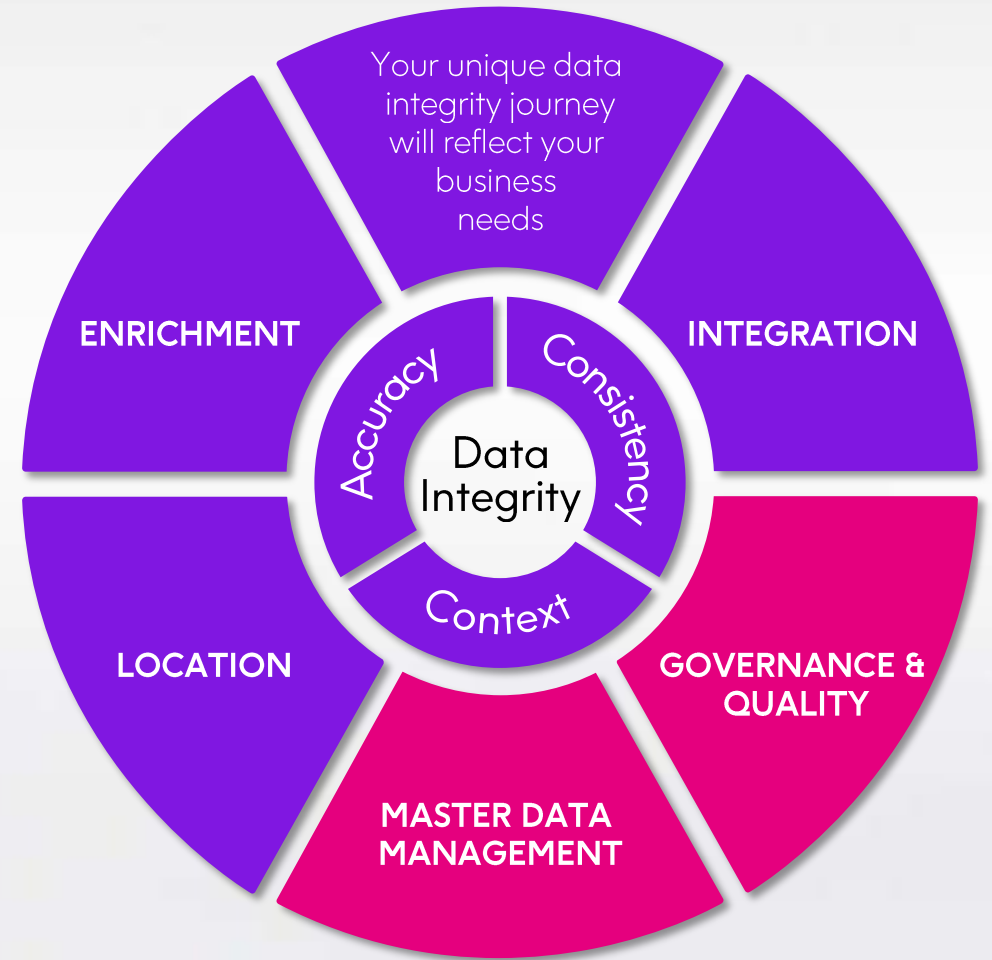




# Data integrity is a journey

- Every journey to data integrity is unique and driven by your business initiatives
- Market trends are accelerating the need for solutions that adapt to different use cases
- Precisely can help you at every step of your data integrity journey

**Strategic Services can help jump-start your initiative or ensure an existing one accomplishes the desired outcomes!**





## The leader in data integrity

Our software, data enrichment products and strategic services deliver accuracy, consistency, and context in your data, powering confident decisions.

**12,000**  
customers

**99**  
of the Fortune 100

**100**  
countries

**2,500**  
employees

### Brands you trust, trust us



### Data leaders partner with us



# Let's continue the conversation...



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# One Data Governance for All – Master Data Included Introduction

## Real-World Data Governance – Monthly Webinar Series

**September 21, 2023:** The Data Stewardship Method of Data Governance

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

## Upcoming Events

Enterprise Data World – Dataversity Conference – Anaheim, CA – September 18<sup>th</sup> – 21<sup>st</sup> -- **NEXT MONTH!**

Data Governance and Information Quality East – Dataversity Conference – Washington, DC – December 4<sup>th</sup> – 8<sup>th</sup>

## Non-Invasive Data Governance / Non-Invasive Data Governance Strikes Again Books

**2014:** ISBN 9781935504856 / Technics Publications / Amazon.com

**May 2023:** ISBN 9781634623599 / Technics Publications / Amazon.com

## 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”)

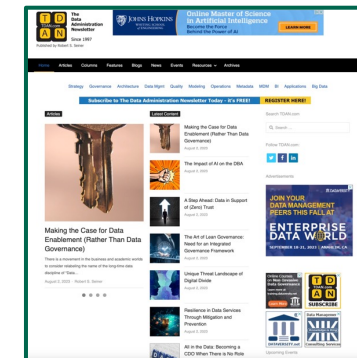
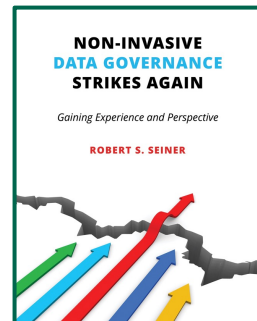
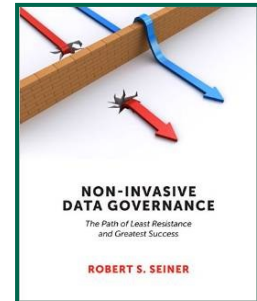
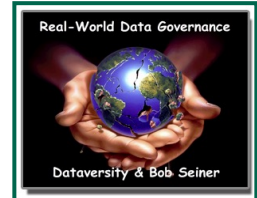
The Home of Non-Invasive Data Governance™

## The Data Administration Newsletter (TDAN.com)

**Twice Monthly:** Data Articles, Columns, Blogs and Features

## Carnegie Mellon University (CMU)

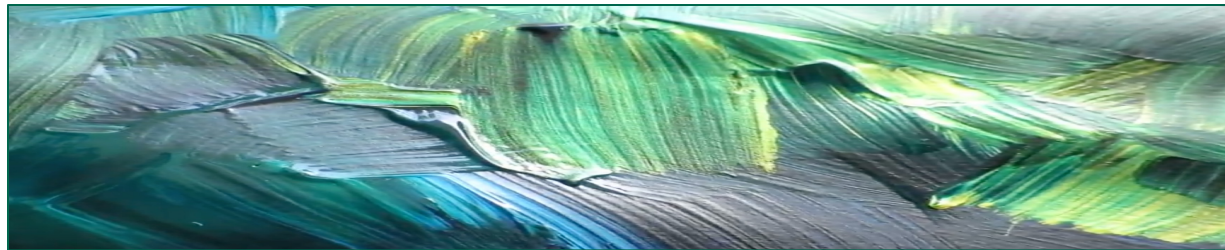
**Adjunct Faculty:** Heinz College Chief Data Officer (CDataO) – Executive Education



# One Data Governance for All – Master Data Included

## Abstract

- In this webinar, I will talk about ...
  - The Need for Consistency in the Application of Governance
  - The Impact of Labeling Your Data Governance Program
  - Data Governance as a Multi-Faceted Diamond
  - Consolidating Existing Labeled Governance Efforts
  - Why One Governance for All Makes Sense



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# One Data Governance for All – Master Data Included

## 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.
- **Master Data** – Foundational and essential business data that remains relatively stable and serves as a single source of truth across an organization.
- **Master Data Governance** – The execution and enforcement of authority over master data.
- **Master Data Steward** – A person held formally accountable for their relationship to the master data.



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# One Data Governance for All – Master Data Included

## The Need for Consistency in the Application of Governance

- What It Means to Govern Something
- Where Governance Must Be Applied
- What It Means to Apply Governance
- Applying Governance to Data
- “Doing Data Governance” are Dirty Words



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# One Data Governance for All – Master Data Included

## The Need for Consistency in the Application of Governance

- What It Means to Govern Something
  - To execute and enforce authority.
  - To formalize accountability.
  - This doesn't matter if it is data, finances, people, facilities, ... security, quality, governance.
  - This doesn't matter if it is **BIG** data, small data, **BI** data, **ANALYTICAL** data, ... **master** data.
  - It's all in the name ... or is it?



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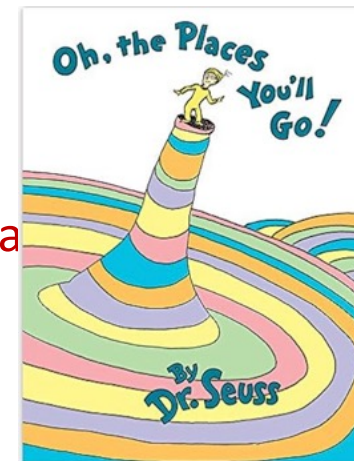




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## The Need for Consistency in the Application of Governance

- Where Governance Must Be Applied
  - People – people must be governed.
  - Process – process, by itself, is a form of governance.
  - Technology – technology must be governed
  - Accountability – accountability must be formalized and governed.
  - Escalation – decisions need to be made at the appropriate level.
  - Data – data will not govern itself.
  - Master Data – master means “the place to go”. Do you want that place governed?



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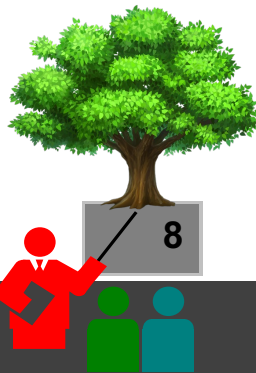
# One Data Governance for All – Master Data Included

## The Need for Consistency in the Application of Governance

- What It Means to Apply Governance
  - Apply formalization to the person's role (role is based on relationship to data).
  - Apply formalization to process (bill of "rights").
  - Apply formalization to enforcement (consequences may be necessary).
  - Apply formalization to the rule (of law, business, protection, and retention rules).
  - Execute and enforce authority over the thing that is being governed.



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## The Need for Consistency in the Application of Governance

- “Doing Data Governance” are Dirty Words
  - What does “doing data governance” mean?
  - “When are you going to help us *do data governance*?”
- Vs.
- “When are you going to help us *govern our data*?”
- If you use the term “do data governance” – have an answer as to what it means.
- Help people to understand the difference between governed and ungoverned data.



Hint – Tie it into something that is important to them.



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## The Need for Consistency in the Application of Governance

- Applying Governance to Data
  - Governance for the action of defining data.
  - Governance for the action of producing data.
  - Governance for the action of using data.
  - Governance of the same for metadata.
  - Formalizing accountability for the same.
  - Executing and enforcing authority for the same.



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# One Data Governance for All – Master Data Included

## The Impact of Labeling Your Data Governance Program

- What It Means to Label Data Governance
- Appropriate Use of Labeling
- The Benefits of Labeling Data Governance Programs
- The Challenges Resulting From Labeling Your Program
- Master “Data Governance” or “Master Data Governance”



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# One Data Governance for All – Master Data Included

## The Impact of Labeling Your Data Governance Program

- What It Means to Label Data Governance
  - Why do we label things? To make them easier to understand.
  - Things that get labeled ... data, approaches, methodologies, intelligence, ...
  - Funny thing is we don't label data ... add context when the “same data” is “different”.
  - Data is data. Or is it?
  - **Examples:** Data Governance, Metadata Governance, Information Governance



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## The Impact of Labeling Your Data Governance Program

- Appropriate Use of Labeling
  - To differentiate the context of something.
  - When things are truly different, don't call them the same thing.
  - When things are the same, there is no need for labeling (?).
  - Do you need separate governance programs for different labels of data?
  - Is governing master data different than governing other types of data?



# One Data Governance for All – Master Data Included

## The Impact of Labeling Your Data Governance Program

- The Benefits of Labeling Data Governance Programs Part One
  - **Tailored approach:** Different types of data may have distinct requirements, sensitivity levels, and compliance standards. By having separate data governance programs, organizations can create customized policies and controls that address the unique characteristics of each data type.
  - **Increased efficiency:** A one-size-fits-all approach to data governance may not be optimal for diverse datasets. Having specialized programs allows teams to focus on specific data types, leading to more efficient management, analysis, and decision-making processes.
  - **Enhanced security:** Some data might be more critical and sensitive than others. By employing separate data governance programs, organizations can apply stringent security measures to highly sensitive data while allowing more flexible access controls for less sensitive data.
  - **Compliance and regulations:** Different types of data may be subject to various legal and regulatory requirements. Separate data governance programs enable organizations to comply with specific data-related regulations and industry standards more effectively.



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## The Impact of Labeling Your Data Governance Program

- The Benefits of Labeling Data Governance Programs Part Two
  - **Data quality and accuracy:** Data quality measures and data cleaning processes can vary depending on the data type. Having distinct data governance programs can ensure that data quality and accuracy practices align with the specific needs of each data type.
  - **Data ownership and accountability:** Separating data governance programs can facilitate clear ownership and accountability for each data type. This clarity helps establish responsibility for data management and encourages proactive data stewardship.
  - **Data lifecycle management:** Different types of data may have different lifecycles, from creation to disposal. Tailored data governance programs allow organizations to manage each data type's lifecycle more efficiently, including archiving, retention, and data purging.
  - **Scalability:** As an organization grows and acquires different types of data, it may become challenging to manage all data within a single governance framework. Having multiple data governance programs can provide the flexibility needed to scale effectively.



# One Data Governance for All – Master Data Included

## The Impact of Labeling Your Data Governance Program

- The Challenges Resulting From Labeling Your Programs (Having Multiple Programs)<sup>Part One</sup>
  - **Complexity and Overhead:** Managing multiple data governance programs can introduce complexity and increase administrative overhead. It may require additional resources, including dedicated teams, tools, and processes, to oversee and maintain each program separately.
  - **Data Silos:** Separate data governance programs can lead to data silos, where data is isolated and not easily shared or integrated across different parts of the organization. This can hinder data collaboration and analytics initiatives.
  - **Inconsistent Policies:** Implementing multiple data governance programs may result in inconsistent policies and standards across data types. This lack of uniformity can lead to confusion, data discrepancies, compliance issues.
  - **Difficulty in Mapping Relationships:** When data is related or interconnected across different types, managing governance programs separately can make it challenging to understand and maintain data relationships effectively.
  - **Redundant Efforts:** Some data governance activities, such as data classification, privacy protection, and access controls, may overlap across different data types. Managing these activities independently can lead to redundant efforts and inefficient use of resources.



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## The Impact of Labeling Your Data Governance Program

- The Challenges Resulting From Labeling Your Programs (Having Multiple Programs) <sup>Part Two</sup>
  - **Compliance Challenges:** Having separate governance programs for different data types may increase the complexity of complying with various regulatory requirements, potentially leading to gaps or overlaps in compliance efforts.
  - **Scalability Concerns:** As the organization grows and acquires more data types, managing multiple governance programs can become increasingly difficult to scale efficiently. This may hinder the organization's ability to adapt to evolving data needs and challenges.
  - **Ineffective Data Management:** The division of data governance efforts may result in less effective overall data management. Important insights and synergies that could be gained from analyzing data collectively might be missed.
  - **Communication and Coordination:** Having multiple governance programs can create communication and coordination challenges between teams and departments responsible for data types, leading to inefficiencies & misunderstandings.
  - **Higher Costs:** Running and maintaining multiple data governance programs can lead to higher costs, particularly if there is duplication of efforts and tools.



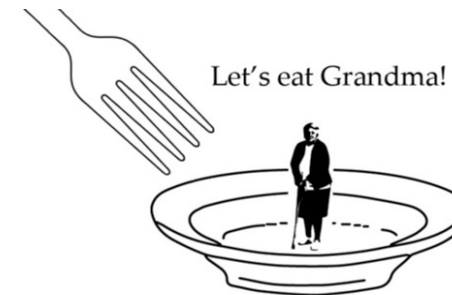
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## The Impact of Labeling Your Data Governance Program

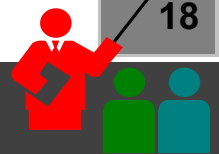
- Master “Data Governance” or “Master Data Governance”
  - The mastery of data governance is separate from MDG.
  - The execution and enforcement of authority over the definition, production, and use of master data and related objects.
  - The formalization of accountability for the definition, production, and use of master data.
  - Is it truly “master” data if it is ungoverned?



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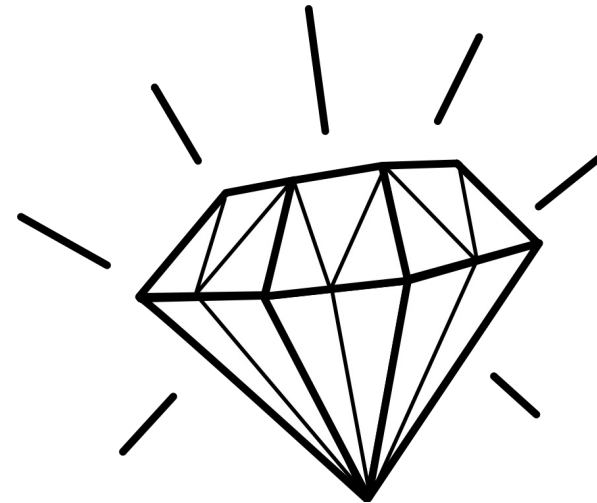
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# One Data Governance for All – Master Data Included

## Data Governance as a Multi-Faceted Diamond

- Data Governance Framework
- Core Components Facets
- Organizational Level Facets
- Multi-Dimensional Facets
- Data Governance Framework for Master Data



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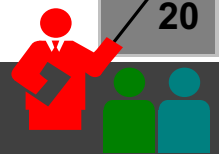
## Data Governance as a Multi-Faceted Diamond

- Data Governance Framework

Framework Focus	Data	Roles	Processes	Communications	Metrics	Tools
Executive						
Strategic						
Tactical						
Operational						
Support						



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# One Data Governance for All – Master Data Included

## Data Governance as a Multi-Faceted Diamond

- Core Components Facets
  - Data – the asset being governed.
  - Roles – the people with relationships to data – authorities, owners (sic), stewards, ...
  - Processes – the actions of governing data.
  - Communications – information exchange around data.
  - Metrics – measurements of data.
  - Tools – instruments of governing data.



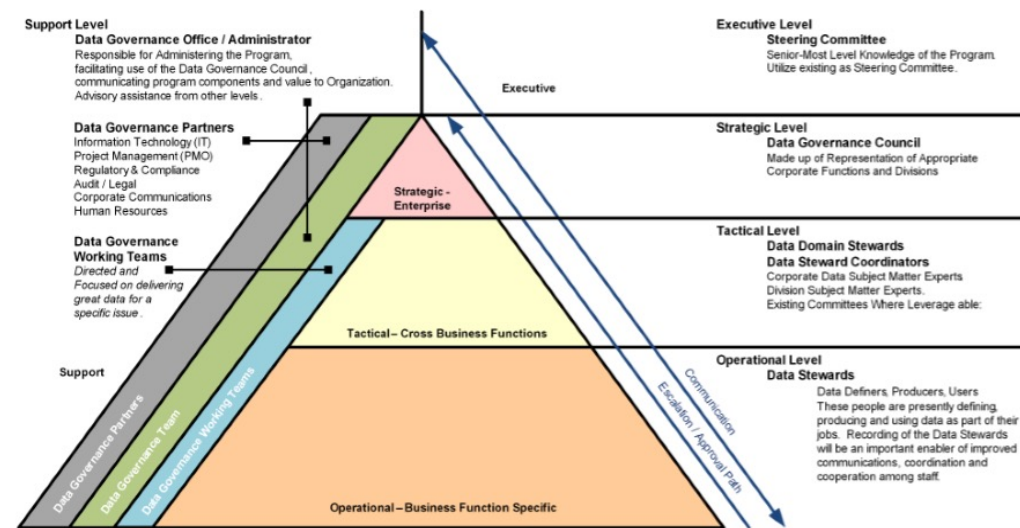
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## Data Governance as a Multi-Faceted Diamond

- Organizational Level Facets
  - Executive – Leadership Team
  - Strategic – Council
  - Tactical – Subject Matter Expert
  - Operational – Stewards, Users
  - Support – Administration, Partners, Working Groups



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# One Data Governance for All – Master Data Included

## Data Governance as a Multi-Faceted Diamond

- Multi-Dimensional Facets

### Dimensions

- ⇒ **Organization Industry**  
(Finance, Education, Manufacturing, Services, Retail, ...)
- ⇒ **Organization Size**  
(Large >400, Medium >200, Small <200, ...)
- ⇒ **Organization Type**  
(Public, Private, For Profit, Not For Profit, ...)
- ⇒ **Governing Style**  
(Command-and-Control, Traditional, Non-Invasive, ...)
- ⇒ **Organizational Age**  
(Established >5, Young <5, Start Up <1, ...)
- ⇒ **Location**  
(United States, Nation, ...)
- ⇒ **Worldreach**  
(Global, National, Regional, ...)
- ⇒ **Affiliations**  
(Parent Organization, Child Organization, Partnership, ...)



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# One Data Governance for All – Master Data Included

## Data Governance as a Multi-Faceted Diamond

- Data Governance Framework for Master Data (with help from an LLM – What should be included)
  - Data Quality Management
  - Data Stewardship
  - Data Ownership
  - Data Classification and Taxonomy
  - Data Lifecycle Management
  - Data Security and Access Control
  - Data Integration
  - Data Governance Policies
  - Data Governance Steering Committee
  - Data Governance Training and Awareness
  - Data Governance Maturity Model
  - Data Governance Change Management
- Aren't all of these parts of regular 'ol Data Governance?



# One Data Governance for All – Master Data Included

## Consolidating Existing Labeled Governance Efforts

- Governance by Another Name
- Consolidating Efforts
- Keeping Effort Apart
- Partnership Between Efforts
- Business Value of Partnerships



# One Data Governance for All – Master Data Included

## Consolidating Existing Labeled Governance Efforts

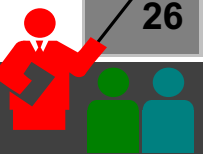
- Governance by Another Name
  - Some organizations do not like the name “Data Governance”.
  - Specifically, they do not like “the execution and enforcement of authority.”
  - Movement toward “Data Enablement”.
  - Whether or not that is a good idea.
  - Other names for “Data Governance”.



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# One Data Governance for All – Master Data Included

## Consolidating Existing Labeled Governance Efforts

- Consolidating Efforts
  - The initial steps to **consolidate efforts** include:
    - **Assessment:** Conduct a comprehensive assessment of all existing governance programs to understand their scope, objectives, and overlaps.
    - **Identify Commonalities:** Identify common elements and best practices across the different programs to find areas of convergence.
    - **Create a Unified Vision:** Develop a unified vision and governance strategy that aligns with the organization's overall business goals and data management objectives.
    - **Establish Governance Framework:** Design a **single governance framework** that incorporates the key components from each program, such as data, roles, processes, communications, metrics, and tools.
    - **Roles and Responsibilities:** Define clear roles and responsibilities for governance stakeholders within the consolidated framework.



# One Data Governance for All – Master Data Included

## Consolidating Existing Labeled Governance Efforts

- Keeping Efforts Apart
  - The initial steps to **keep efforts apart** include:
    - **Clarify Objectives:** Clearly define the specific objectives and scope of each governance program to avoid overlaps and ensure they remain distinct.
    - **Establish Boundaries:** Set clear boundaries and demarcation lines between the different governance programs to prevent data and responsibility conflicts.
    - **Different Leadership:** Designate separate leadership and management teams for each governance program to maintain autonomy and accountability.
    - **Unique Policies:** Develop distinct governance policies and procedures tailored to the specific requirements of each program's data types and stakeholders.
    - **Customized Metrics:** Create individualized metrics and Key Performance Indicators (KPIs) for each program that align with their unique goals and outcomes.



# One Data Governance for All – Master Data Included

## Consolidating Existing Labeled Governance Efforts

- Partnership Between Efforts
  - Trust
  - Communication
  - Shared Goals
  - Mutual Respect
  - Commitment and Accountability
  - Flexibility and Adaptability
  - Win-Win Approach
  - Problem-Solving Orientation
  - Resource Sharing
  - Transparency
  - Continuous Improvement
  - Conflict Resolution
  - Long-Term Focus



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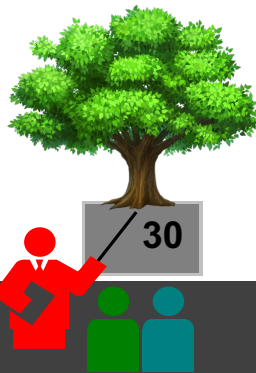
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# One Data Governance for All – Master Data Included

## Consolidating Existing Labeled Governance Efforts

- Business Value of Partnerships
  - Leveraging Expertise
  - Sharing Best Practices
  - Reducing Redundancy
  - Enhancing Data Quality
  - Compliance and Risk Mitigation
  - Cross-Functional Insights
  - Innovation and Problem-Solving
  - Cost Optimization
  - Synergy in Data Analytics
  - Increased Data Security





# One Data Governance for All – Master Data Included

## Why One Governance for All Makes Sense

- Because (One) Governance is Hard By Itself
- Multiple Governance Efforts is Significantly Harder
- When to Call the Program “Master Data Governance”
- The Role That Doesn’t Exist
- What to Do in the Meantime ...



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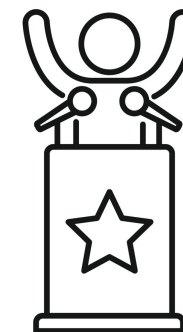
# One Data Governance for All – Master Data Included

## Why One Governance for All Makes Sense

- Because (One) Governance is Hard By Itself
  - “Writing laws is easy, but governing is difficult.” *Leo Tolstoy*
  - “Governing a great nation is like cooking a small fish - too much handling will spoil it.” *Lao Tzu*
  - “I feel it's a person's duty to participate in the governing of the country in which he lives.” *David McCallum*
  - “Governing through ultimatum grates against our history, traditions, and most importantly, our Constitution.” *Luther Strange*
  - “We will not let bureaucracy stand in the way of governing.” *Chris Sununu*
  - “The art of governing consists simply of being honest, exercising common sense, following principle, and doing what is right and just.” *Thomas Jefferson*
  - “That government is best which governs the least, because its people discipline themselves.” *Henry David Thoreau*



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# One Data Governance for All – Master Data Included

## Why One Governance for All Makes Sense

- Multiple Governance Efforts is Significantly Harder
  - Lack of alignment
  - Duplication of efforts
  - Inconsistent standards
  - Data silos
  - Conflicting rules and regulations
  - Increased complexity
  - Inefficiencies and delays
  - Strain on resources
  - Reduced data trustworthiness
  - Difficulty in data integration



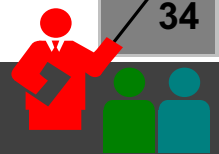
# One Data Governance for All – Master Data Included

## Why One Governance for All Makes Sense

- When to Call the Program “Master Data Governance”
  - I am not for calling it that ... but perhaps when there are ...
    - Large and complex data landscape
    - Multiple data domains
    - Enterprise-wide data integration
    - Cross-functional data usage
    - Compliance and regulatory requirements



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# One Data Governance for All – Master Data Included

## Why One Governance for All Makes Sense

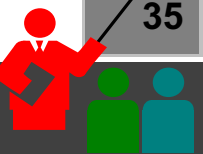
- The Role That Doesn't Exist
  - The Chief Governance Officer (CGO)
  - C-level position that oversees all forms of governance
    - Corporate Governance
    - Data Governance
    - Information Governance
    - IT Governance
    - Project Governance
    - Financial Governance
    - Ethics and Compliance Governance
    - Security Governance
    - Risk Governance
    - Human Resources Governance



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# One Data Governance for All – Master Data Included

## Why One Governance for All Makes Sense

- What to Do in the Meantime ...
  - Govern effectively --- even if independently.
  - Plan to consolidate governing functions.
  - Develop partnerships between governing functions.
  - Data Governance plays a role in all governance.
  - The \_\_\_\_\_ will not govern itself.

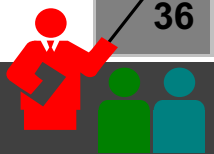
**M**EANWHILE...



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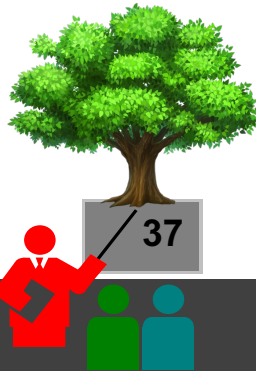
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# One Data Governance for All – Master Data Included

## Summary

- In the webinar, I shared ...
  - The Need for Consistency in the Application of Governance
  - The Impact of Labeling Your Data Governance Program
  - Data Governance as a Multi-Faceted Diamond
  - Consolidating Existing Labeled Governance Efforts
  - Why One Governance for All Makes Sense



# One Data Governance for All – Master Data Included

## Q & A - Contact Information

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thank you!

