Real-World Data Governance

Optimizing Data Governance with Frameworks and Maturity Models

Monthly Webinar Series Hosted by DATAVERSITY

Robert S. Seiner – KIK Consulting
February 15, 2024 – 11:00 a.m. PT / 2:00 p.m. ET

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Optimizing Data Governance with Frameworks and Maturity Models
Introduction

Real-World Data Governance – Monthly Webinar Series

March 21, 2024: A Blueprint for Data Governance Roles

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

Upcoming Events

Enterprise Data World 2024: Dataversity Conference – Orlando, Florida – March 25 – 29, 2024

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

Popular: Business Glossaries, Data Dictionaries and Data Catalogs

DATAVERSITY Training Center – https://training.dataversity.net
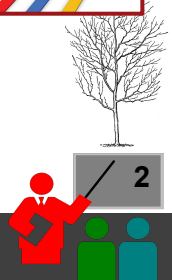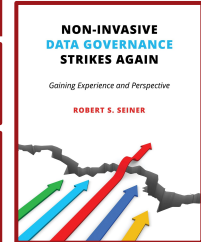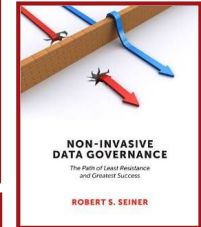
KIK Consulting & Educational Services

KIKConsulting.com

The Home of Non-Invasive Data Governance™

**Carnegie Mellon University (CMU)**

Adjunct: Heinz College Executive Education – Chief Data Officer (CDataO) Certificate Program

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Optimizing Data Governance with Frameworks and Maturity Models
Abstract

- In this webinar, I will share …
  - The Pivotal Role of Data Governance Frameworks in Establishing a Solid Foundation
  - How Maturity Models can be Leveraged to Assess and Advance the Effectiveness of Your Efforts
  - Techniques for Tailoring Frameworks and Models to Address Needs and Goals
  - How to Navigate Common Challenges and Pitfalls During Implementation
  - Case Studies Demonstrating the Transformative Impact of a Framework and Maturity Model

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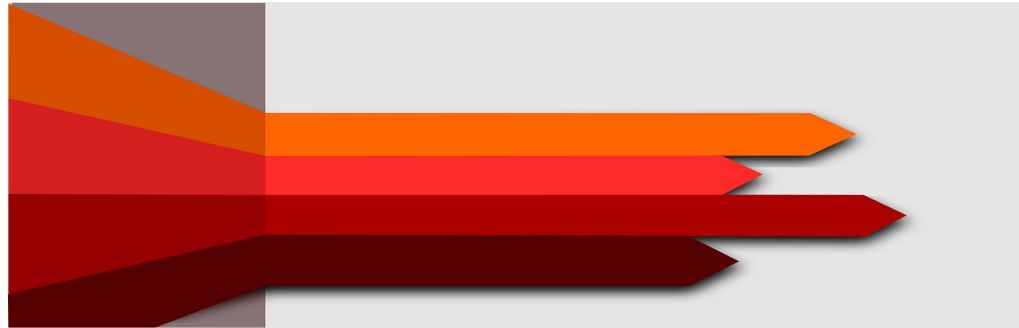
Optimizing Data Governance with Frameworks and Maturity Models
Definitions

- **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.

- **Data Management** – Refers to the comprehensive process of acquiring, organizing, storing, securing, processing, analyzing, and maintaining data to ensure its accuracy, accessibility, reliability, and relevance throughout its lifecycle within an organization.

- **Data Governance Framework** – a structured set of guidelines and principles that outlines how to manage and regulate an organization's data assets, ensuring data quality, compliance, and effective data management practices across the enterprise.

- **Data Governance Maturity Model** – measures an organization's data governance capabilities, typically ranging from initial/undeveloped to optimized/mature. It provides a roadmap for continuous improvement, allowing organizations to assess their current state, identify areas for enhancement, and track progress over time in establishing robust data governance.
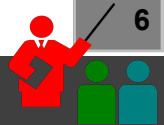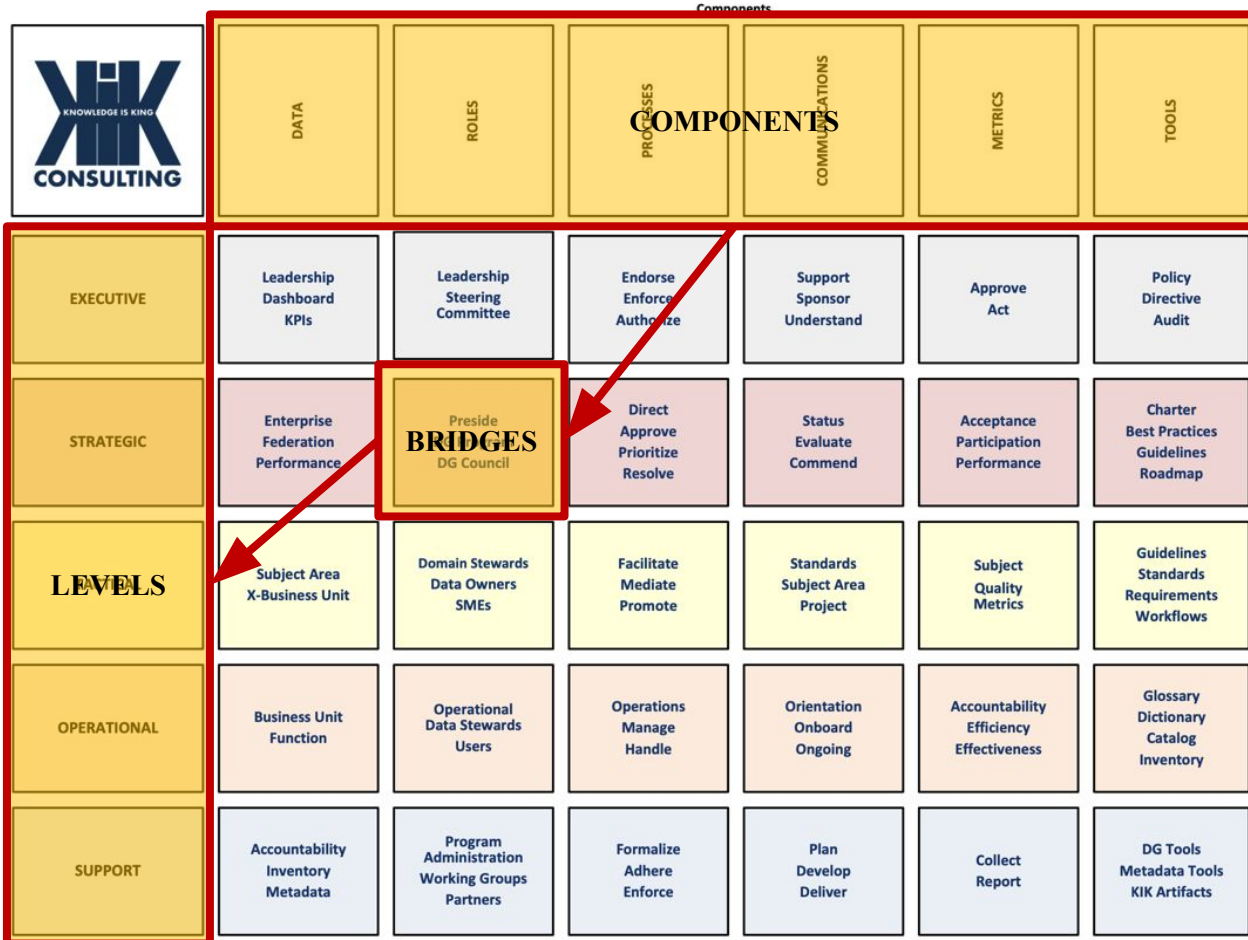
Optimizi
Definition

NON-INVASIVE DATA GOVERNANCE™ FRAMEWORK

Components

	Components					
Levels	Components by Level					

Optimiz
Definition

Non-Invasive Data Governance™ Framework

COMPONENTS

	DATA	ROLES	PROCESSES	COMMUNICATIONS	METRICS	TOOLS
EXECUTIVE	Leadership Dashboard KPIs	Leadership Steering Committee	Endorse Enforce Authorize	Support Sponsor Understand	Approve Act	Policy Directive Audit
STRATEGIC	Enterprise Federation Performance	Preside DG Council **BRIDGES**	Direct Approve Prioritize Resolve	Status Evaluate Commend	Acceptance Participation Performance	Charter Best Practices Guidelines Roadmap
LEVELS	Subject Area X-Business Unit	Domain Stewards Data Owners SMEs	Facilitate Mediate Promote	Standards Subject Area Project	Subject Quality Metrics	Guidelines Standards Requirements Workflows
OPERATIONAL	Business Unit Function	Operational Data Stewards Users	Operations Manage Handle	Orientation Onboard Ongoing	Accountability Efficiency Effectiveness	Glossary Dictionary Catalog Inventory
SUPPORT	Accountability Inventory Metadata	Program Administration Working Groups Partners	Formalize Adhere Enforce	Plan Develop Deliver	Collect Report	DG Tools Metadata Tools KIK Artifacts

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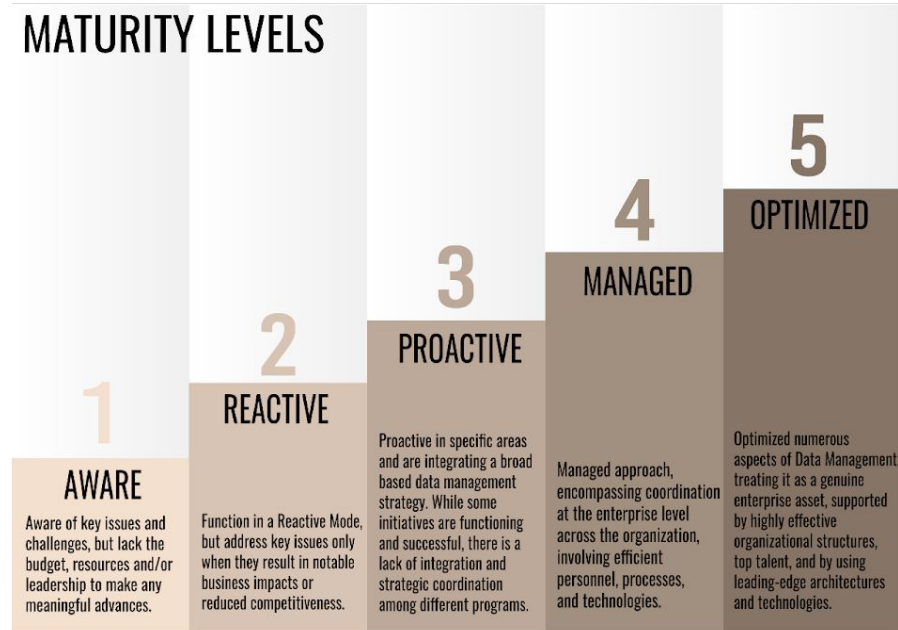# Optimizing Data Governance with Frameworks and Maturity Models
Definitions

Gartner's EIM Model Building Blocks (Dimensions)

Gartner's EIM Model

VISION · STRATEGY · METRICS · GOVERNANCE · ORGANIZATION & ROLES · LIFE CYCLE · INFRASTRUCTURE

MATURITY LEVELS

1 — **AWARE**: Aware of key issues and challenges, but lack the budget, resources and/or leadership to make any meaningful advances.

2 — **REACTIVE**: Function in a Reactive Mode, but address key issues only when they result in notable business impacts or reduced competitiveness.

3 — **PROACTIVE**: Proactive in specific areas and are integrating a broad based data management strategy. While some initiatives are functioning and successful, there is a lack of integration and strategic coordination among different programs.

4 — **MANAGED**: Managed approach, encompassing coordination at the enterprise level across the organization, involving efficient personnel, processes, and technologies.

5 — **OPTIMIZED**: Optimized numerous aspects of Data Management, treating it as a genuine enterprise asset, supported by highly effective organizational structures, top talent, and by using leading-edge architectures and technologies.

INCREASING LEVELS OF EDM MATURITY ➤

Adopted from **Gartner**

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Image credit to Team Seiner – CMU CDataO Program – Cohort 05 – February 2024 (Arnold, Janapa, Srivastiva, Sanga)

Data Management Program and Data Governance Practice Maturity Model

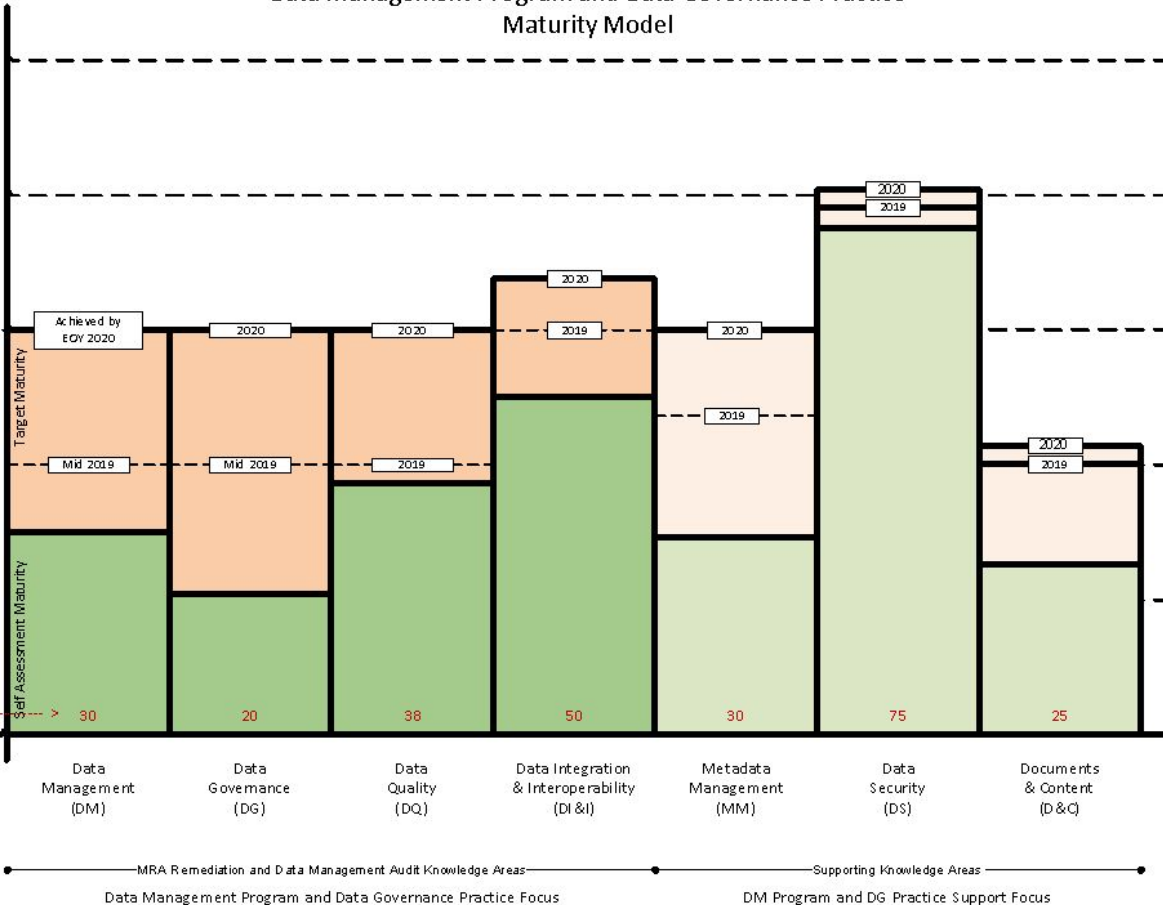| Maturity Level	
Optimized 5 (81-100)	Data follows continuous improvement. Data projects scrutinized and managed. Data completely documented and governed.
Repeatable 4 (61-80)	Data managed through formal practice Upper Management live data as an asset Data quality formal controls common-place.
Managed 3 (41-60)	Data discipline established. Discipline enforces & tests data quality results. Data and business activities integrated.
Defined 2 (21-40)	Data begins to follow best practice. Data roles defined; not institutionalized. Technical aspects / Not quality managed.
Initial 1 (01-20)	No strict rules or procedures Data in multiple redundant formats No effort to inventory what exists.

Collaborative Assessed Evaluation

Maturity model based on the CMU SEI Capability Maturity Model (CMM)

Data Management (DM)	Data Governance (DG)	Data Quality (DQ)	Data Integration & Interoperability (DI&I)	Metadata Management (MM)	Data Security (DS)	Documents & Content (D&C)
30	20	38	50	30	75	25

MRA Remediation and Data Management Audit Knowledge Areas — Supporting Knowledge Areas

Data Management Program and Data Governance Practice Focus — DM Program and DG Practice Support Focus

Based on the DAMA International Data Management Framework Knowledge Areas

Non-Invasive Da...

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Optimizing Data Governance with Frameworks and Maturity Models
The Pivotal Role of Data Governance Frameworks in Establishing a Solid Foundation

- Strategic Alignment of Data Initiatives

- Risk Mitigation and Compliance

- Data Quality and Integrity

- Operational Efficiency and Cost Reduction

- Innovation and Competitive Advantage
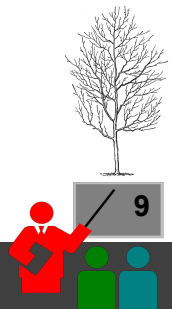
Optimizing Data Governance with Frameworks and Maturity Models
The Pivotal Role of Data Governance Frameworks in Establishing a Solid Foundation

- Strategic Alignment of Data Initiatives
  - Ensuring business objectives are supported by data strategies
  - Aligning data projects with organizational goals and KPIs
  - Prioritizing data investments based on business impact
  - Facilitating cross-departmental data collaboration
  - Enabling swift adaptation to market changes and opportunities
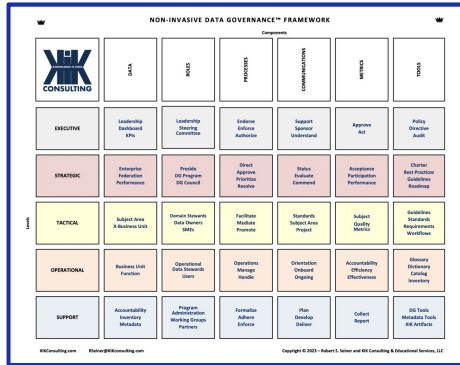
Optimizing Data Governance with Frameworks and Maturity Models
The Pivotal Role of Data Governance Frameworks in Establishing a Solid Foundation

- Risk Mitigation and Compliance
  - Identifying and addressing data-related risks proactively
  - Ensuring adherence to data privacy regulations (e.g., GDPR, HIPAA)
  - Establishing clear protocols for data breach responses
  - Providing a framework for ethical data management practices
  - Standardizing procedures to manage and audit data access

Optimizing Data Governance with Frameworks and Maturity Models
The Pivotal Role of Data Governance Frameworks in Establishing a Solid Foundation

- Data Quality and Integrity
  - Defining standards for data accuracy and consistency
  - Implementing processes for continuous data quality improvement
  - Establishing clear ownership and stewardship of data assets
  - Facilitating data cleansing and de-duplication efforts
  - Enforcing validation checks across the data lifecycle

Optimizing Data Governance with Frameworks and Maturity Models
The Pivotal Role of Data Governance Frameworks in Establishing a Solid Foundation

- Operational Efficiency and Cost Reduction
  - Streamlining data processes to reduce operational bottlenecks
  - Minimizing redundant data storage and processing
  - Optimizing data flows for faster, better decision-making
  - Reducing the cost of poor quality through better governance
  - Enhancing ROI on data assets through effective governance practices

Optimizing Data Governance with Frameworks and Maturity Models
The Pivotal Role of Data Governance Frameworks in Establishing a Solid Foundation

- Innovation and Competitive Advantage
  - Fostering a culture of evidence-based decision-making
  - Enabling advanced analytics and business intelligence
  - Supporting the implementation of AI and machine learning initiatives
  - Facilitating secure data sharing for partnership opportunities
  - Leveraging data as an asset for new product and service development

Optimizing Data Governance with Frameworks and Maturity Models

How Maturity Models can be Leveraged to Assess and Advance the Effectiveness of Your Efforts

- Benchmarking Current Data Governance Capabilities

- Tailoring Roadmaps for Data Governance Evolution

- Enhancing Stakeholder Engagement and Collaboration

- Driving Data Governance Policy and Standards Development

- Measuring and Communicating the Value of Data Governance
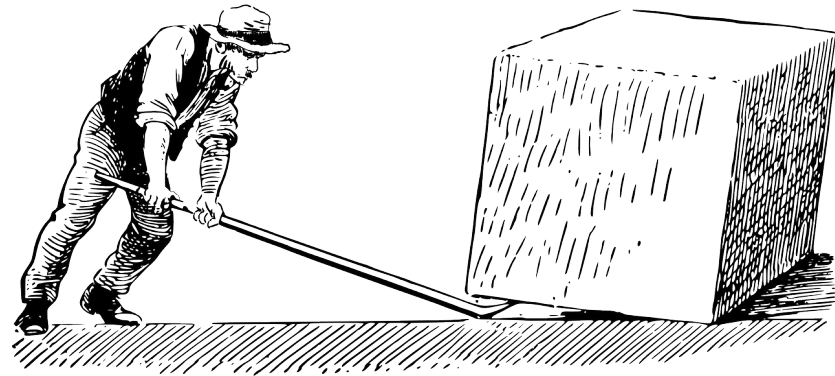
Optimizing Data Governance with Frameworks and Maturity Models

How Maturity Models can be Leveraged to Assess and Advance the Effectiveness of Your Efforts

- Benchmarking Current Data Governance Capabilities
  - Assessing existing practices against industry standards
  - Identifying strengths and areas for improvement
  - Establishing a baseline for measuring progress
  - Aligning data governance maturity with business goals
  - Understanding the distribution of capabilities across departments

Optimizing Data Governance with Frameworks and Maturity Models
## How Maturity Models can be Leveraged to Assess and Advance the Effectiveness of Your Efforts

- Tailoring Roadmaps for Data Governance Evolution
  - Prioritizing initiatives based on maturity assessment outcomes
  - Setting realistic and incremental milestones
  - Customizing the approach to maturity advancement
  - Engaging stakeholders with clear, staged objectives
  - Aligning investment with maturity level advancements

Optimizing Data Governance with Frameworks and Maturity Models
How Maturity Models can be Leveraged to Assess and Advance the Effectiveness of Your Efforts

- Enhancing Stakeholder Engagement and Collaboration
  - Demonstrating clear progress and wins to maintain stakeholder support
  - Using maturity models to foster cross-departmental collaboration
  - Establishing shared goals and understanding among data users
  - Creating transparency in data governance efforts
  - Ensuring ongoing communication and education through maturity phases

Optimizing Data Governance with Frameworks and Maturity Models

How Maturity Models can be Leveraged to Assess and Advance the Effectiveness of Your Efforts

- Driving Data Governance Policy and Standards Development
  - Defining clear policies at each maturity level
  - Ensuring standards evolve with increasing maturity
  - Using maturity assessments to refine data governance frameworks
  - Aligning data policies with regulatory requirements at each stage
  - Standardizing data practices across the organization
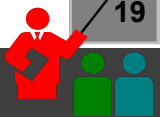
Optimizing Data Governance with Frameworks and Maturity Models

How Maturity Models can be Leveraged to Assess and Advance the Effectiveness of Your Efforts

- Measuring and Communicating the Value of Data Governance
    - Linking maturity levels to business value and ROI
    - Showcasing improvements in data quality and usability
    - Reporting on compliance and risk reduction achievements
    - Demonstrating operational efficiencies gained through maturity progression
    - Using maturity as a communication tool for data governance advocacy
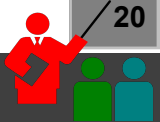
Optimizing Data Governance with Frameworks and Maturity Models
Techniques for Tailoring Frameworks and Models to Address Needs and Goals

- Customizing Frameworks to Align with Organizational Goals

- Adapting Maturity Models for Different Organizational Cultures

- Leveraging Data Governance for Digital Transformation

- Scaling Governance Models to Organizational Size and Complexity

- Integrating Data Governance Maturity into Continuous Improvement Processes
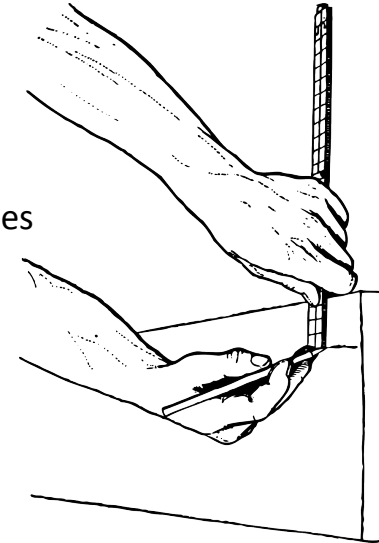
Optimizing Data Governance with Frameworks and Maturity Models
Techniques for Tailoring Frameworks and Models to Address Needs and Goals

- Customizing Frameworks to Align with Organizational Goals
  - Mapping data governance objectives to business strategies
  - Integrating industry-specific compliance requirements
  - Aligning data-related roles to organizational structure
  - Establishing metrics that reflect business priorities
  - Adjusting the scope of governance to match organizational capacity

"A framework is always necessary."

Optimizing Data Governance with Frameworks and Maturity Models
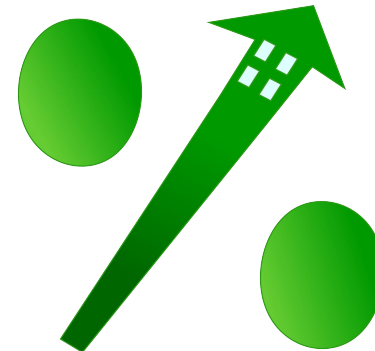## Techniques for Tailoring Frameworks and Models to Address Needs and Goals

- Adapting Maturity Models for Different Organizational Cultures
    - Assessing the organization's culture and readiness for change
    - Emphasizing communication and education in resistant cultures
    - Creating flexibility within models to accommodate cultural nuances
    - Aligning data governance initiatives with cultural values
    - Implementing incremental changes to foster acceptance

Optimizing Data Governance with Frameworks and Maturity Models
Techniques for Tailoring Frameworks and Models to Address Needs and Goals

- Leveraging Data Governance for Digital Transformation
  - Ensuring governance frameworks support agile methodologies
  - Incorporating data governance into digital product design
  - Using data governance to drive data-centric business models
  - Adapting governance practices to the pace of digital change
  - Leveraging data governance as an enabler for innovation
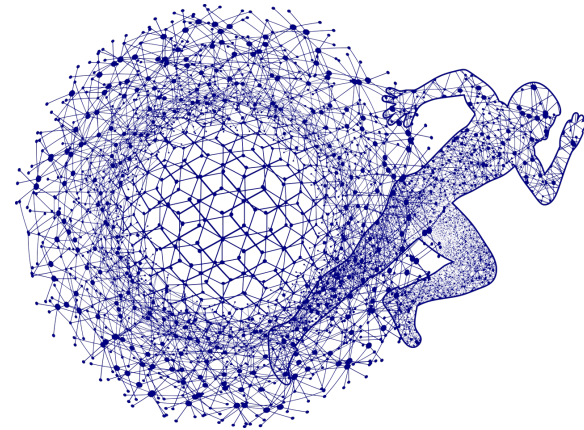
Optimizing Data Governance with Frameworks and Maturity Models
Techniques for Tailoring Frameworks and Models to Address Needs and Goals

- Scaling Governance Models to Organizational Size and Complexity
  - Tailoring data governance frameworks for SMEs versus large enterprises
  - Managing complexity in data governance for multinational corporations
  - Streamlining governance structures for lean organizations
  - Building scalable processes that grow with the organization
  - Adjusting data governance practices for various data environments

Optimizing Data Governance with Frameworks and Maturity Models
Techniques for Tailoring Frameworks and Models to Address Needs and Goals

- Integrating Data Governance Maturity into Continuous Improvement Processes
  - Embedding data governance assessments into regular review cycles
  - Utilizing feedback mechanisms to refine governance activities
  - Encouraging ongoing stakeholder input for governance evolution
  - Linking maturity model progression to quality improvement initiatives
  - Ensuring continuous learning and adaptation in governance practices

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Optimizing Data Governance with Frameworks and Maturity Models
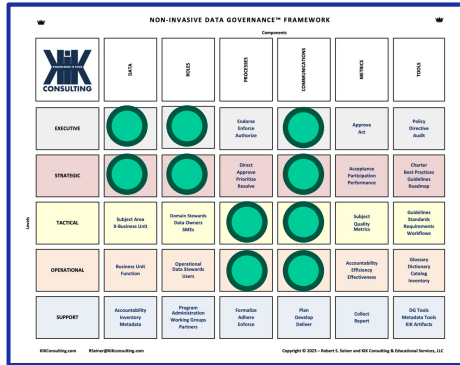## How to Navigate Common Challenges and Pitfalls During Implementation

- Overcoming Resistance to Change
- Ensuring Executive Buy-in and Support
- Managing Data Quality and Consistency
- Aligning Data Governance with IT and Business Processes
- Scaling Data Governance with Organizational Growth

Optimizing Data Governance with Frameworks and Maturity Models
How to Navigate Common Challenges and Pitfalls During Implementation

- Overcoming Resistance to Change
  - Identifying and addressing the root causes of resistance
  - Engaging change champions within the organization
  - Utilizing training and education to alleviate fears
  - Demonstrating quick wins to build momentum
  - Encouraging open communication and feedback channels

Optimizing Data Governance with Frameworks and Maturity Models
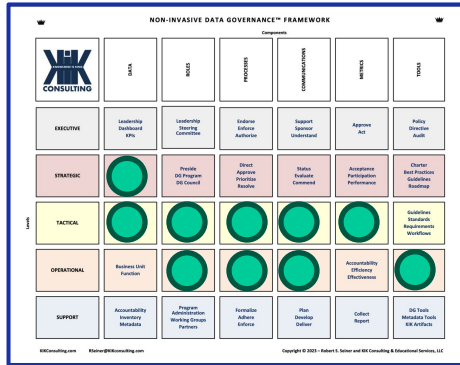## How to Navigate Common Challenges and Pitfalls During Implementation

- Ensuring Executive Buy-in and Support
  - Articulating the business value of data governance
  - Aligning data governance goals with executive priorities
  - Facilitating executive sponsorship and visible leadership support
  - Regularly reporting on governance outcomes to maintain engagement
  - Tailoring the communication style to the executive audience

Optimizing Data Governance with Frameworks and Maturity Models
How to Navigate Common Challenges and Pitfalls During Implementation

- Managing Data Quality and Consistency
  - Establishing clear data quality standards and metrics
  - Implementing robust data cleansing and maintenance processes
  - Enforcing consistent data definitions and taxonomy across the organization
  - Training staff on the importance of data quality and their role in it
  - Monitoring and continuously improving data quality over time

Optimizing Data Governance with Frameworks and Maturity Models
How to Navigate Common Challenges and Pitfalls During Implementation

- Aligning Data Governance with IT and Business Processes
  - Ensuring IT infrastructure supports governance requirements
  - Integrating data governance into existing business processes
  - Facilitating collaboration between IT and business units
  - Aligning IT upgrades and deployments with governance strategies
  - Addressing data silos and promoting a unified data management approach

Optimizing Data Governance with Frameworks and Maturity Models
## How to Navigate Common Challenges and Pitfalls During Implementation

- Scaling Data Governance with Organizational Growth
  - Designing a flexible governance framework adaptable to growth
  - Planning for the evolution of data governance roles and responsibilities
  - Anticipating future data types and sources in governance planning
  - Ensuring governance scalability in technology and process investments
  - Reviewing and updating the governance model to accommodate new business units

Optimizing Data Governance with Frameworks and Maturity Models
Case Studies Demonstrating the Transformative Impact of a Framework and Maturity Model

- Financial Sector Transformation

- Healthcare Data Governance Overhaul

- Retail Industry's Customized Data Governance

- Government Sector's Data Sharing Initiative

- Manufacturing Data Optimization
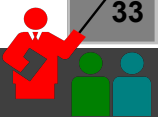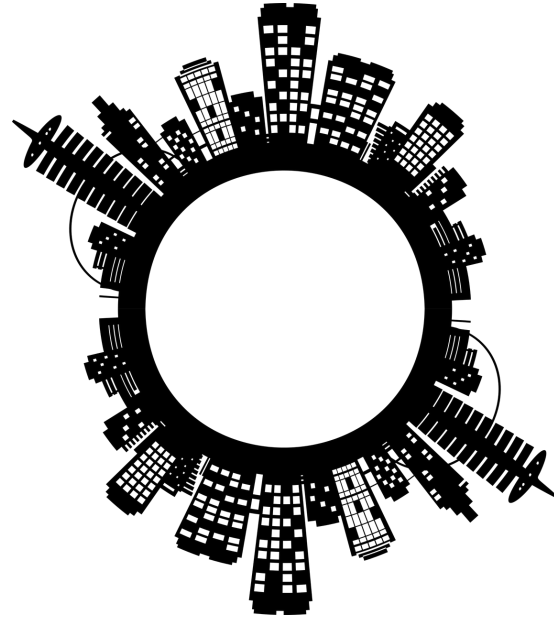
Optimizing Data Governance with Frameworks and Maturity Models
Case Studies Demonstrating the Transformative Impact of a Framework and Maturity Model

- Financial Sector Transformation
  - Streamlining compliance processes
  - Enhancing data security and privacy
  - Improving customer data management
  - Facilitating better risk assessment
  - Driving innovation through data analytics

Optimizing Data Governance with Frameworks and Maturity Models
Case Studies Demonstrating the Transformative Impact of a Framework and Maturity Model

- Healthcare Data Governance Overhaul
  - Implementing patient data privacy measures
  - Standardizing electronic health records
  - Supporting clinical research with high-quality data
  - Increasing operational efficiency
  - Ensuring regulatory compliance

Optimizing Data Governance with Frameworks and Maturity Models
Case Studies Demonstrating the Transformative Impact of a Framework and Maturity Model

- Retail Industry's Customized Data Governance
  - Personalizing customer experiences
  - Optimizing supply chain management
  - Enabling real-time inventory tracking
  - Enhancing decision-making through customer data insights
  - Reducing data redundancy and errors

Optimizing Data Governance with Frameworks and Maturity Models
Case Studies Demonstrating the Transformative Impact of a Framework and Maturity Model

- Government Sector's Data Sharing Initiative
  - Establishing cross-agency data sharing protocols
  - Increasing public transparency and access to data
  - Streamlining service delivery to citizens
  - Improving policy-making through data-driven insights
  - Enhancing inter-departmental collaboration
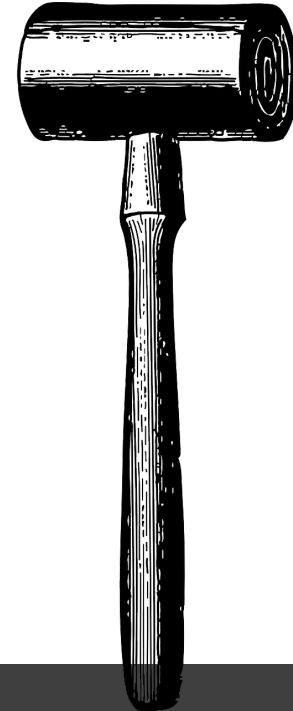
Optimizing Data Governance with Frameworks and Maturity Models
Case Studies Demonstrating the Transformative Impact of a Framework and Maturity Model

- Manufacturing Data Optimization
  - Maximizing production efficiency through data analysis
  - Improving product quality control
  - Enabling predictive maintenance
  - Streamlining supplier and vendor data management
  - Facilitating global compliance with data standards
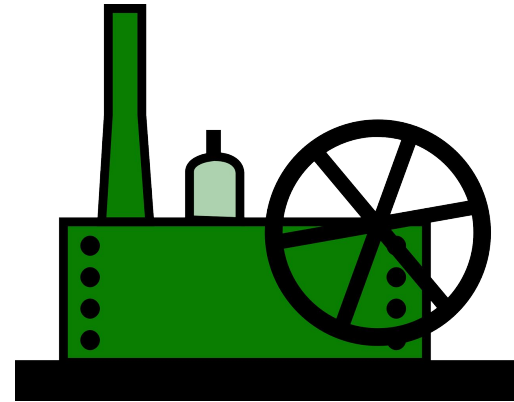
Optimizing Data Governance with Frameworks and Maturity Models
Summary

- In the webinar, I shared …
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    - How Maturity Models can be Leveraged to Assess and Advance the Effectiveness of Your Efforts
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Optimizing Data Governance with Frameworks and Maturity Models
Q & A - Contact Information

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Thank you!