If You Still Trying to Control Your Data and Analytics Practice, You Probably Aren't Governing It

Saul Judah

Success in governance?
Can you think of an organization
which achieves policy enforcement
at almost 100%?

What Is Compliance Versus Governance?

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Two Different Perspectives

Classic Data Governance:

- Often starts in IT

- General approach, irrespective of use case

- Compliance focus

- Seeking for truth

- Rather defensive

Modern Information and Analytics Governance:

- Often starts in the business

- Specific approach to different analytics use cases

- Focus on business needs

- Building trust

- Rather opportunity oriented

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Point Out the Difference

Thomas Oestreich @ThomasOestreich · Apr 3

Compliance = you have to follow someone's rules. Governance = you agree on the rules you want to adhere to. #GartnerBI, #GartnerMDM.

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Compliance

Main objective = Risk mitigation — Keeping you out of jail ☺.

- Non-negotiatable

- Builds on external legal and regulatory requirements

- Based on policy enforcement, controls as well as auditing and reporting

- Differs by industry and region

- Complex and complexity increases constantly

- Requires subject matter experts, as well as collaboration with risk, legal and other departments

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Governance

The main objective = Leverage data and analytics to drive business value.

- Builds on compliance, but goes beyond, such as ethical considerations.

- Builds on organization's agreed rules and agreed risk appetite.

- Cannot be centralized — happens wherever you use data and analytics.

- Is a business task and requires agility at the speed of business.

- Requires constant communication and exchange.

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Find Your Balance

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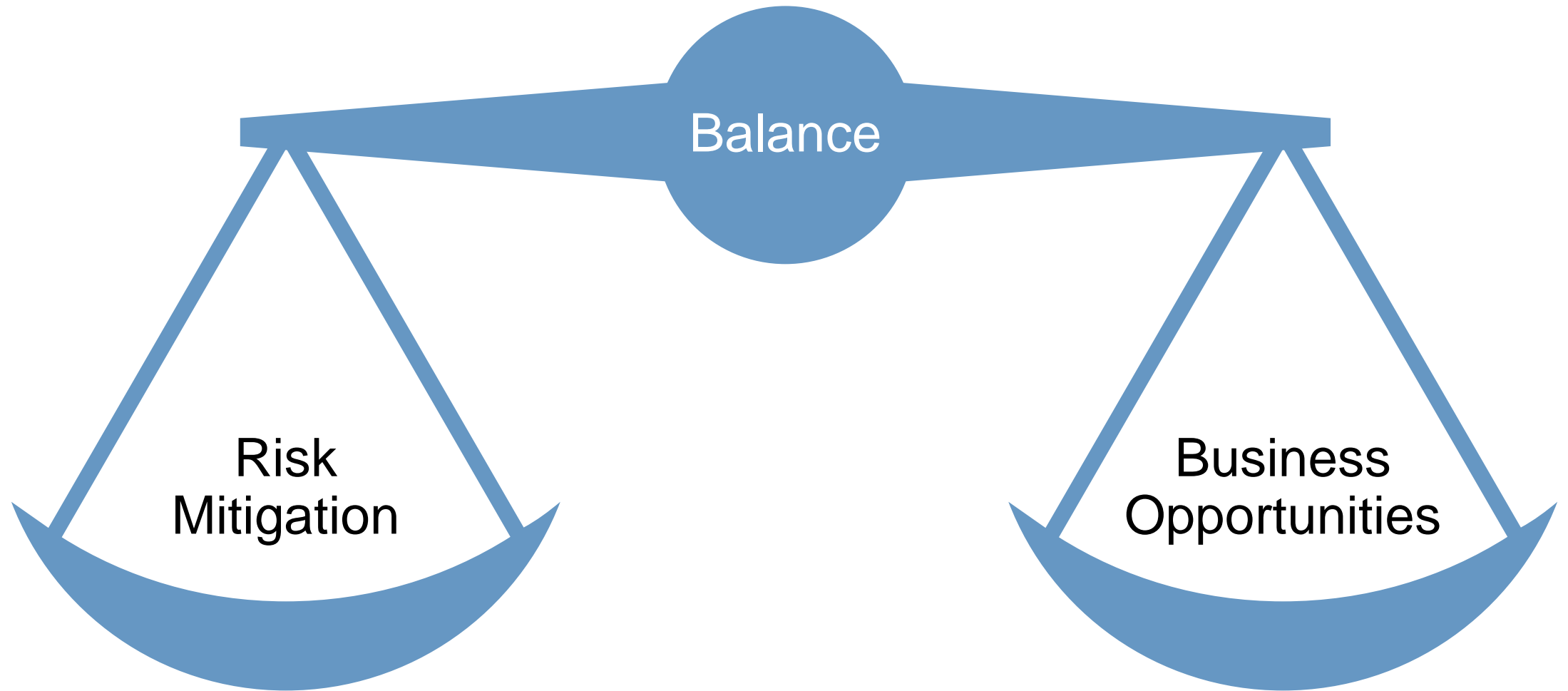
How to Develop Trust and Adherence?

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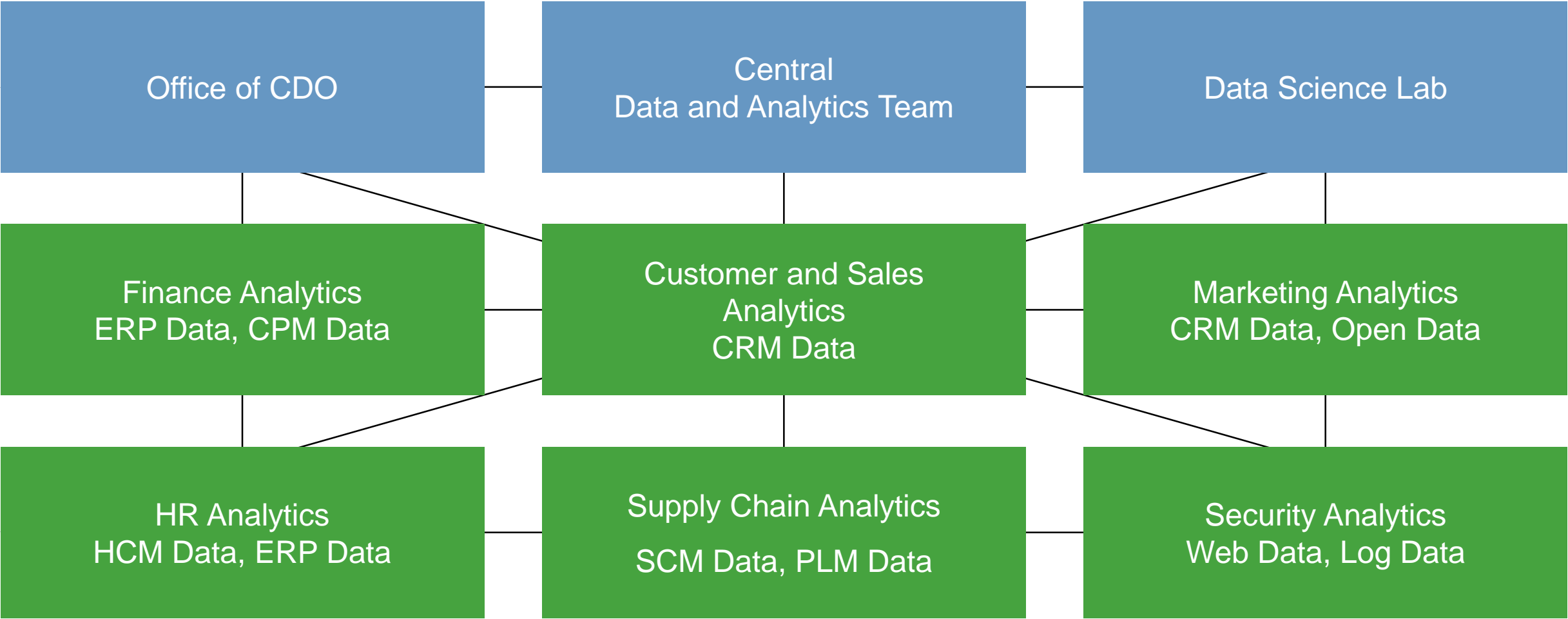# Why Does Traffic Work Even Without a Speed Limit?
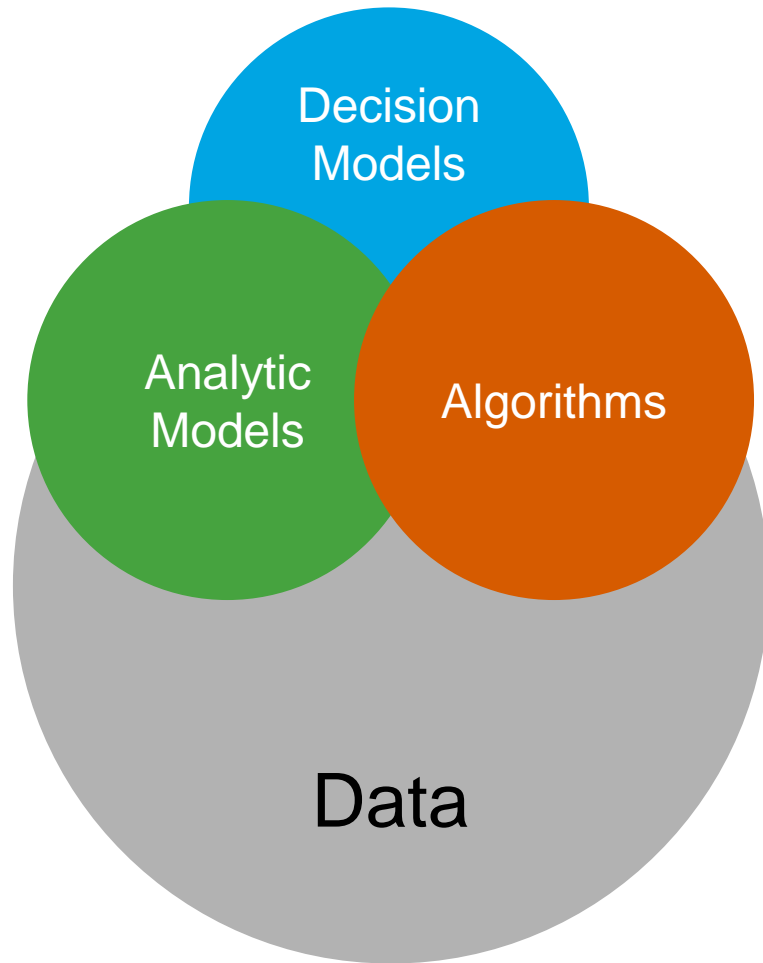
1. Know the rules
2. Follow the rules

How to Build Good Governance

- Move from control to collaborate

- Make it a business priority

- Focus on the basics

- Build a stewardship team

- Build a trust model

- Align governance to use cases, keep it agile

- Build a common "communication" platform for governance

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Move From Control to Collaborate

Office of CDO

Central Data and Analytics Team

Data Science Lab

Finance Analytics
ERP Data, CPM Data

Customer and Sales Analytics
CRM Data

Marketing Analytics
CRM Data, Open Data

HR Analytics
HCM Data, ERP Data

Supply Chain Analytics
SCM Data, PLM Data

Security Analytics
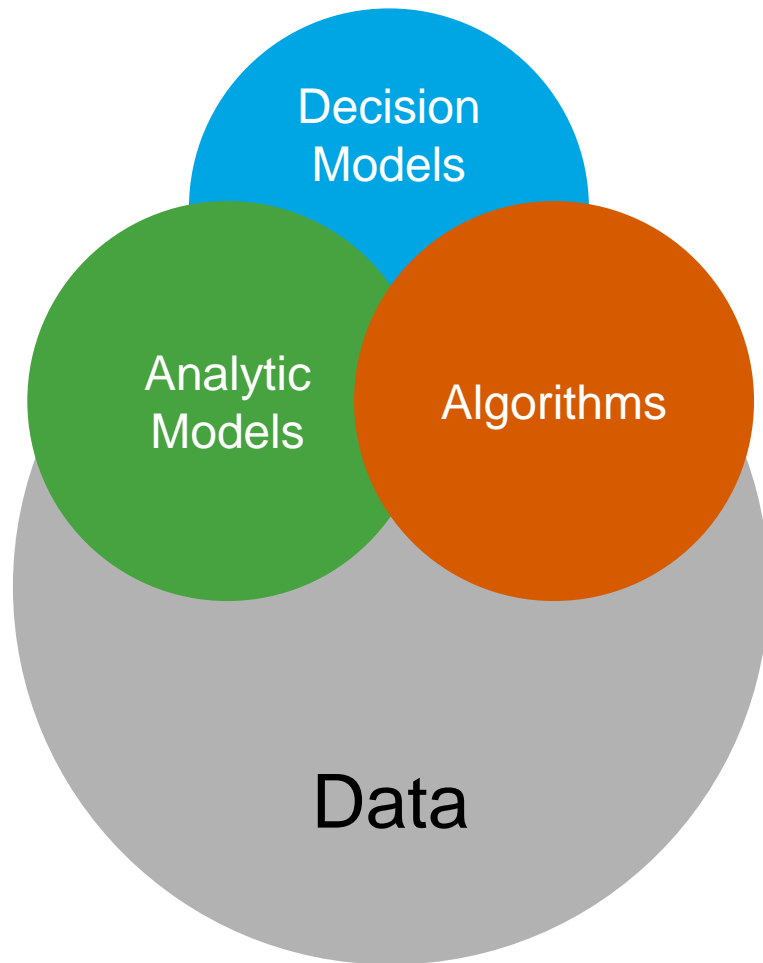Web Data, Log Data

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Data and Analytics Governance Is a Business Objective

- Drive business value
- Enable the business
- Focus on what is relevant
- Be transparent and consistent
- Ensure legitimacy and integrity
- Develop trust

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Governing Data and Analytics — The Basics

- Ownership and Responsibility
- Quality and Validation
- Accessibility
- Security and Privacy
- Compliance
- Retention and Life Cycle

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Key Questions for Data and Analytics Governance

1. Do we (need to) know what is happening?

- Monitoring and auditing
- "Self-service" governance

3. Is it trustworthy?

- Scoring, certification, validation
- Data quality
- Metadata management

2. Is it safe?

- Access control
- Security (vulnerability, encryption)

4. Can it be leveraged?

- Reusability and promotability
- Accessibility

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Information Stewards

- The operational arm of governance.

- Chief problem solvers, any time of day.

- Rewarded, recognized.

- Support, monitor, measure, communicate, enforce, improve.

- Wherever there is a data and analytics practice, you need to appoint a steward. This is a role, not necessarily a full-time job.

- The stewards are your communication channels.

Information Stewardship

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Build a Common Trust Model

Trust Level	Sales Force		CRM			ERP		Analytics			EDW	AI	External Sources		
	Prospect Extended Data	Prospect Master	Sales App Data	Contracting and Pricing App Data	Customer Master Data	Procurement Application Data	Procurement Master Data	Information Portal	KPI Framework	Prediction Model	Corporate Data Warehouse	Machine Learning Algorithms	Web Feeds	Geospatial Data	Open Data	Telemetry Data
Assured					X		X	X	X		X		X			X
Affirmed		X	X	X		X								X		
Proven	X									X		X			X	
Acknowledged																
Asserted																
Unknown																

Data and Analytics Artifacts

Trust Levels

Current and Desired State

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Common Trust Model

Identify the sufficient number of trust levels

Identify the data and analytics artifacts

Assess where you currently are

Identify the acceptable trust level

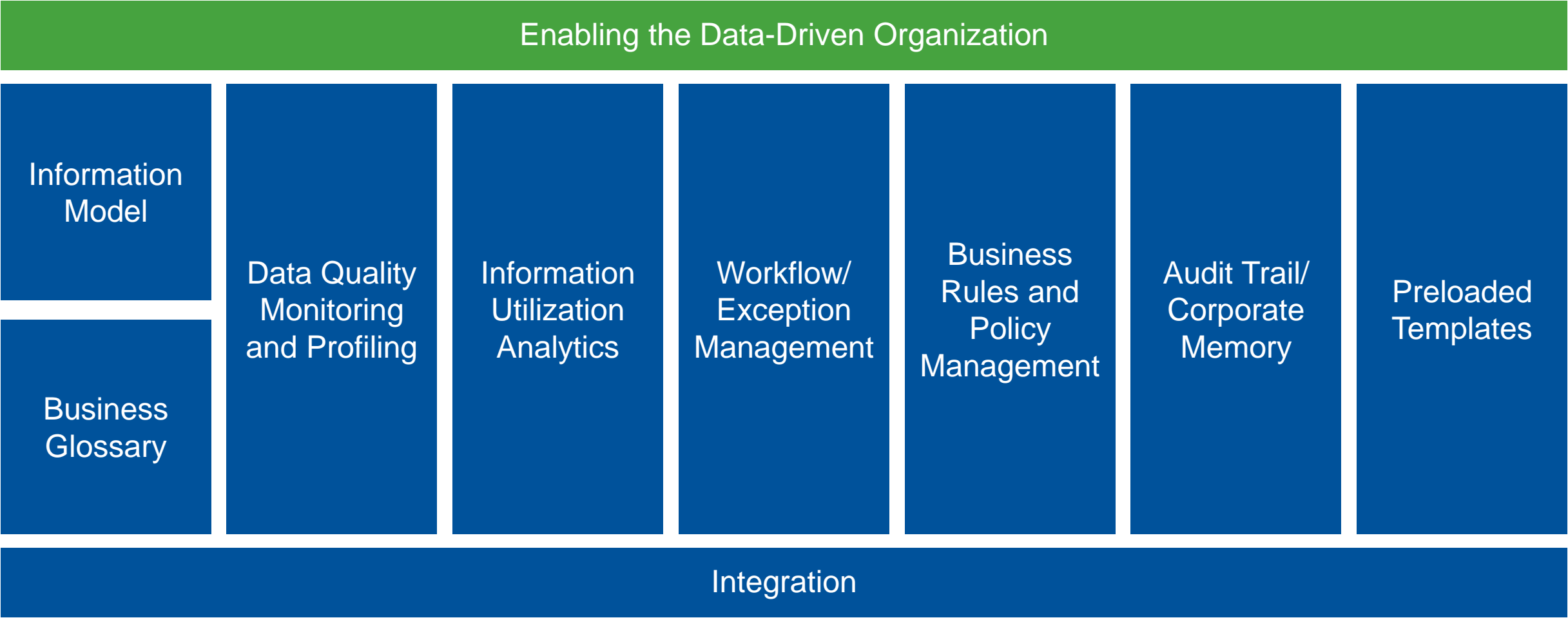| Trust Level	Sales Force		CRM			ERP		Analytics			EDW	AI	External Sources			
	Prospect Extended Data	Prospect Master	Sales App Data	Contracting and Pricing App Data	Customer Master Data	Procurement Application Data	Procurement Master Data	Information Portal	KPI Framework	Prediction Model	Corporate Data Warehousing	Machine-Learning Algorithms	Web Feeds	Geospatial Data	Open Data	Telemetry Data
Assured					X		X	X	X		X		X			X
Affirmed		X	X	X		X								X		
Proven	X									X		X			X	
Acknowledged																
Asserted																
Unknown																

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Analytic Governance Use Cases as Part of Information Governance

Focus	Information Portal	Analytics Workbench	Data Science Laboratory	Operational Intelligence
	Decision Support			Decision Automation
	Execution	Exploration	Experimentation	Embedding
Governance Focus	**Data Models and Data Governance Aspects**	**Analytic Models and Business Analyst, Self-Service**	**Prediction Models and Data Science Projects**	**Decision Models and Integration in Business Processes**
	Mode 1	**Mode 2**	**Mode 2**	**Mode 1**

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Leverage Scoring and Certification to Keep Agility

	Criteria	Unclassified	"Bronze"	"Silver"	"Gold"
Producers	▪ User is trained and certified ▪ Understands scoring and certification governance policies	No	Yes	Yes	Yes
Analytics Models	▪ Metrics, indicators and formulas are based on defined corporate standard ▪ Algorithms and statistical models are validated	No	No	No	Yes
Data Models	▪ Data sources are trusted and validated by data source owner ▪ Data quality and security are applied	No	No	Yes	Yes
Published Externally	▪ Can be published externally	No	No	No	Yes
Distributed Internally	▪ Can be distributed across the organization ▪ Part of the corporate standard analytics	No	No	Limited	Yes

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Emerging: Information Stewardship Applications

Enabling the Data-Driven Organization

| Information Model | Data Quality Monitoring and Profiling | Information Utilization Analytics | Workflow/ Exception Management | Business Rules and Policy Management | Audit Trail/ Corporate Memory | Preloaded Templates |
| Business Glossary | | | | | | |

Integration

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Recommendations

- ✓ Get your compliance in order and start with governance.

- ✓ Treat governance as a team sport, driven by the business.

- ✓ Define flexible, agile "rules of the game" type policies.

- ✓ Seek agreement and communicate policies across the organization.

- ✓ Build a cross-organizational team of stewards.

- ✓ Develop healthy governance processes. Avoid overgoverning; less is more.

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Recommended Gartner Research

▶ **Market Guide for Information Stewardship Applications**
Guido De Simoni, Andrew White and Ankush Jain (G00307808)

▶ **Reset Your Information Governance Approach by Moving From Truth to Trust**
Andrew White and Thomas W. Oestreich (G00319696)

▶ **A Day in the Life of an Information Steward**
Andrew White (G00277630)

▶ **Best Practices for Driving Successful Analytics Governance**
Thomas W. Oestreich and Joao Tapadinhas (G00278625)

▶ **Establish a Framework for Analytics Governance**
Thomas W. Oestreich (G00268221)

▶ **Organizing for Big Data Through Better Process and Governance**
Frank Buytendijk and Thomas W. Oestreich (G00274498)

For information, please contact your Gartner representative.

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