**Selling Governance solutions**

• Select a solution

• Implementation steps

• When to use graphs

Appendix

• 2 more examples of solution selection

• example questions with client

• Use cases

• FAQ

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**Select a solution**

Conversation establishes client features, notably:  
1. Aspiration: how big a change does the client want ?  
2. Landscape of current data and accountabilities

Use these to select a *path through the woods*.

***Example 1*** *Client just wants to get project delivery up and running. They have a relatively tidy situation: departments have few overlapping accountabilities. They want to push some change, but want pace to reflect current project maturity in setting a roadmap, so effort will be spread over several months.*

We decide we can:

1. take their excel stored data

2. use a graph database to set up & populate a project-data model

3. hand the data back in a relational database

4. Dashboard and views will be set up in PowerBI.

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**Implementation steps**

*‘..we work back from the governance needs that we have to the MI implications, to the data implications, then to the data integration implications, then to the tool and process implications. That is the ethos, and that it is achieved by providing enabling capability - then layering on implications a step at a time as vision build then implied use cases build, and further business areas engage into the scenario.’ Dunning Oct 2020*

**Steps**

**Considerations**

Create\_Reference\_views

Club agrees upfront

..data model w accountabilities

..per maturity

..per sector

Identify governance needs

Map\_against\_reference\_view

find a start-point

from prelim discussions

identify related Dept. systems

add business entities

Identify\_accountablities

agree key governance nodes

seed start-points for BIG

complete for all entities

define and describe

Governance -> MI needs

data implications & provenance

identify decision-capability [1]

map data -> insight

map insight -> decision

identify relevant Enterprise system

confirm source->report\_DB mapping

Design\_enablers

enablers for Ops &BIG

add governance, ops, process

build around use cases

add relevant permissions

develop cadence, support,

develop methods and tools

Migration\_stages\_to\_BIG

define stages

..driven by business-need

..phase in wider stakeholders

..build in step with progress on Vision

..when entities switch across

..when data-base and links change

Design\_enablers\_for\_growth

set integration roadmap

identify emerging challenges

culture roadmap

**When to use graphs**

When we need to go through several iterations with the client

*‘graphs are naturally additive, meaning we can add new kinds of relationships, new nodes, new labels and new subgraphs to an existing structure without disturbing existing queries and application functionality’ [2]*

When we want to use the data to generate the schema

**Other Indicators**  
- projects are only part of the picture  
- data domains overlap  
- accountability is widely distributed  
- delivery is not just done in projects  
- staff are not just accountable for projects  
- data items are shared across the enterprise  
- accountabilities overlap

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**Appendix 1 Two more examples**

*Example 2 An SME has a good project delivery capability, but senior visibility and accountability is poor. They would like a governance overlay over their existing project delivery framework, which covers many project aspects quite well, and is modelled on Prince. They do not want to go fast on this, because they believe that progress is rate-limited most by the decision-making ability of their senior managers. Therefore we agree to progress in an agile fashion, only adding those features in each user-story which we can see are reachable at the start of each epic.*

We decide we can:

1. Use our in\_house tool to harvest the data

2. Maintain our design database in SQL, mirroring it in a graph database, to assist with fast visual prototyping of the schema with the client

3. Revert to a single schema in the SQL database we hand over,where additional elements in the schema get added in phases depending on progress.

4. build a bespoke management and visualisation platform with the various business layers suggested by Chase\_mgt\_services.

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*Example 3 A large client wants to fully transform the way that projects are delivered, as well as the way they are governed and assured. There are multiple data-sources and numerous overlapping accountabilities. They have the budget and senior focus to be able to drive change fast through a Integrated Governance programme.*

We decide we can:

1. commission their IT team to use their Master Data Management capability, hosted by Informatics, to provide the data we require, showing provenance,data-used, data-flows, and refresh-rate

2. work within SQL on this data, with a schema we determine

3. return to the client a new SQL schema with instructions via SQL, and work with their team to understand what data flows need to change

4. Use Tableau to provide all the views as per all the Use Cases agreed for governance and decision making.

*What are the features to select on ?*  
*Which solution combinations work ?*

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**Appendix 2: example questions with client**

**Questions about Aspiration**

• Do you just want to get things moving ?

• Are projects being delivered okay, but with unclear accountabilities ?

◦ do you need to clarify accountabilities across all delivery?

◦ will this be a fully funded initiative to set Governance?

◦ this can be used to plan and drive change

◦ otherwise, an incremental approach may be indicated

• Are you needing to overhaul both delivery and governance ?

• how would you describe your desired end-state ?

**Questions about Landscape**

• how good is the data ?

• how well are the accountabilities working ?

• are data and accountabilities in silos or widely distributed ?

• is there a useful business logic within the data ?

• or is the delivery landscape simple and project-focussed ?

• if so, might a project-centric data-model work ?

• how would you characterise the as-is state ?

**Questions about Tools**

• where are the data stored ?

• how are we going to store the data we analyse ?

• how will we be providing the data back for Operations ?

• what will be the primary tool for ongoing visuals and analytics?

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**Appendix 3: Use Cases (working list)**

**Origin**

**Use-case**

ones\_we\_design

visualise accountability and delivery nodes

see links between accountability & other nodes

Commercial reviews Supplier capacity

make KPIs accessible to daily management

display specific %/binary accomplishments

map business plans against actual relationships

show hierarchy of results (e.g. as pyramid)

watch weaknesses (e.g. metrics least met)

watch strengths (e.g. metrics most met)

regular confidence scores per stakeholder type

ones\_that\_emerge

track un-managed dependencies

compare aspirations with actual dependencies

seeing resource constraint

make ad hoc “related to” links

£, priority, mgt-time for worse project types

etc.

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**Appendix 4: FAQ**

**Q: Is a graph database needed to generate graph visualisations ?**

*A: No. Most software allows you to do this. Graph databases do this natively, but this is not their main benefit*

**Q: if we have a common capture process, we can translate into graph databases to support visualisation. Can we do this fast and cheaply?**

*A: This is probably a secondary use case. But yes, I think so, although I have so far only tested up to around 100,000 lines of data entry. I might be able to take directly from the common capture process, depending on what its output is. Otherwise, I could take it from the relational database.*

*1. (e.g. performance, lifecycle step) assurance, analysis and problem solving, opportunity / threat discovery*  ↩

2. “Graph Databases” Robinson, Webber, Eifrem, 2015 Published by O’Reilly  ↩