

# Contents

Forewords.....	xiii
Preface.....	xvii
Acknowledgments.....	xxi
<b>CHAPTER 1 Prologue: An executive overview .....</b>	<b>1</b>
The situation .....	1
Concepts .....	4
<b>CHAPTER 2 Introduction .....</b>	<b>7</b>
Introduction.....	7
Essential questions.....	13
<b>CHAPTER 3 Data literacy and concepts.....</b>	<b>15</b>
The importance of concepts.....	15
Data is an asset.....	16
Data governance and governance .....	16
Data management .....	18
The governance “V” .....	21
Solutions .....	24
Other terms .....	26
Some final core concepts .....	28
Evolution vs revolution.....	29
Things will change.....	30
Summary.....	30
Essential questions.....	31
<b>CHAPTER 4 Overview: A day in the life of a data governance program and its capabilities .....</b>	<b>33</b>
What does it look like? .....	33
The scope of data governance and data management.....	35
Business model .....	35
Content.....	37
Development methods .....	38
Federation .....	38
Elements of data governance programs .....	40
Principles .....	44
Policies.....	45
Metrics .....	45
The critical success factors for data governance.....	47

	Summary .....	48
	Essential questions .....	49
<b>CHAPTER 5</b>	<b>The data governance business case .....</b>	<b>51</b>
	The business case .....	52
	Objectives of the business case for data governance .....	53
	Components of the business case .....	54
	The big picture (vision) .....	55
	Program risks .....	55
	Business alignment .....	55
	Costs of data quality issues .....	55
	Costs of missed opportunities .....	56
	Data debt .....	56
	Obstacles, impacts, and changes .....	56
	Presentation of the case .....	56
	The process to build the business case .....	57
	Fully understand business direction .....	57
	Identify possible opportunities .....	57
	Identify usage opportunities .....	57
	Define business benefits .....	57
	Confirm business benefits .....	57
	Quantify costs .....	58
	Prepare the business case documentation .....	58
	Approach considerations .....	58
	Summary .....	59
	Essential questions .....	60
<b>CHAPTER 6</b>	<b>Overview of data governance development and deployment .....</b>	<b>61</b>
	Types of approaches .....	63
	The data governance delivery framework .....	64
	Process overview .....	64
	Engagement .....	66
	Strategy .....	70
	Architecture and design .....	73
	Implementation .....	76
	Operation and changes .....	78
	Summary .....	79
	Core success factors .....	80
	Essential questions .....	80
<b>CHAPTER 7</b>	<b>Engagement .....</b>	<b>81</b>
	Overview .....	82
	Initiation .....	84

Obtain program approval .....	84
Develop DG rollout team structure .....	84
Definition .....	86
Define DG for your organization .....	87
Identify business units (subject to DG).....	88
Identify business capabilities that need data governance (and don't have it).....	89
Scope.....	89
Define scope and constraints with the initial plan for DG.....	90
Approve scope and constraints .....	90
Assessment .....	91
Information maturity.....	92
Change capacity.....	96
Data environment.....	97
Vision and plan .....	99
Identify obvious business benefits and metrics.....	100
Describe new capabilities .....	102
Draft preliminary DG requirements.....	105
Develop representations of future DG .....	107
Complete data governance start-up plan.....	109
Engagement case study—Rocky Health.....	110
Rocky Health vision.....	110
Rocky Regional Energy Coop case study introduction .....	112
Engagement case study—Rocky Regional Energy Coop.....	113
Summary .....	114
Essential questions.....	114
<b>CHAPTER 8 Strategy .....</b>	<b>115</b>
Overview.....	115
Alignment .....	117
Identify business needs .....	117
Align data governance with business needs.....	118
Organization value .....	123
Determine core data principles .....	124
Identify DG-enabled opportunities .....	130
Develop business value of DG.....	131
Summary.....	132
Strategic requirements .....	132
Review existing business cases.....	133
Determine base line policy requirements.....	133
Identify obvious capabilities.....	135
Identify use cases to show value (as required).....	135

	Strategy case study—Rocky Health.....	138
	Strategy case study—Rocky regional electric coop.....	138
	Summary .....	139
	Essential questions .....	140
<b>CHAPTER 9</b>	<b>Architecture and design .....</b>	<b>141</b>
	Overview .....	141
	Capabilities.....	144
	Identify DG capabilities .....	144
	Align and prioritize capabilities with business needs .....	148
	Identify tools and technology supportive of DM and DG capabilities .....	148
	Operating frameworks.....	158
	Identify/refine DG processes.....	159
	Identify accountability and ownership .....	163
	Design DG operating framework .....	168
	Design minimum sustainable operating model.....	170
	Engagement and workflow.....	174
	Design required engagement models .....	174
	Complete roles and responsibility identifications .....	175
	Socialize operating framework, engagement models, and workflow.....	181
	Architecture and design case study—Rocky Health.....	182
	Architecture and design case study—Rocky regional electric coop.....	183
	Summary .....	185
	Essential questions .....	185
<b>CHAPTER 10</b>	<b>Implementation .....</b>	<b>187</b>
	Overview .....	187
	Roadmap .....	189
	Align DG with current efforts .....	189
	Assign DG to planned efforts.....	190
	Define DG deployment increments.....	192
	Develop short- and long-term deployment plans .....	195
	Sustaining plan.....	195
	Define sustaining requirements .....	196
	Define organization behavior targets.....	199
	Develop change management plan.....	202
	Metrics .....	205
	Define metrics for effectiveness .....	205
	Define metrics for efficiency .....	209
	Define metric collection and reporting.....	210
	Implementation—Rocky Health .....	211
	Implementation—Rocky Regional Electric Coop .....	211
	Summary .....	213
	Essential questions .....	214

<b>CHAPTER 11</b>	<b>Operation and change</b> .....	<b>215</b>
	Overview .....	215
	Deployment.....	217
	Develop DG roll-out plan.....	217
	Roll-out DG framework .....	218
	Implement operational activity .....	219
	Implement operational support activity .....	219
	Implement DG technology solutions .....	219
	Operation.....	219
	Manage DG interactions with projects.....	219
	Execute DG processes and activities.....	220
	Complete and publish charters, policies, and standards.....	220
	Monitor attendance and engagement .....	220
	Ensure technology is properly integrated into DG operation.....	220
	Interact with data management activities .....	220
	Measure .....	221
	Implement metric collection and reporting processes.....	221
	Track distribution and use of metrics .....	221
	Track use and issues around technology .....	221
	Sustaining activity .....	221
	Verify leader alignment.....	222
	Monitor sponsor effectiveness .....	223
	Monitor communication and training .....	225
	Transition DG to business .....	225
	Manage resistance .....	225
	Operation and changes—Rocky health.....	229
	Operation and changes—Rocky regional electric coop .....	229
	Summary .....	230
	Essential questions .....	231
<b>CHAPTER 12</b>	<b>Final items and summary</b> .....	<b>233</b>
	Concepts.....	235
	The warning signs and useful tips.....	237
	The value of data governance.....	237
	Data monetization .....	238
	The critical success factors .....	238
	Some additional final thoughts.....	238
	Elevator speech .....	239
	Conclusion .....	239
	Appendix 1: Work areas, activities, and tasks.....	241
	Appendix 2: Change capacity assessment .....	253
	Appendix 3: Data governance charter template .....	257

Appendix 4: Data governance orientation and on-going knowledge transfer template .....261

Appendix 5: Data governance capabilities and functions .....263

Appendix 6: Stakeholder analysis.....275

Appendix 7: Leadership alignment assessment .....277

Appendix 8: Communications plan .....279

Appendix 9: Training plan .....283

Appendix 10: Post-roll-out checklist .....287

Appendix 11: Sponsor guidelines .....289

Appendix 12: Leadership coaching .....291

Appendix 13: Resistance plan template.....293

Appendix 14: Guiding principles to policies alignment .....295

Appendix 15: Data governance program start-up plan .....297

Appendix 16: Sample data governance metrics .....299

Appendix 17: Phase activity task table from first edition .....301

Appendix 18: Executive level sample roadmap.....319

Index .....321