

NON-INVASIVE DATA GOVERNANCE

*The Path of Least Resistance
and Greatest Success*

ROBERT S. SEINER

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first edition

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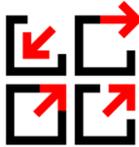


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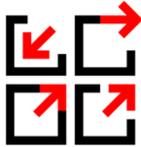
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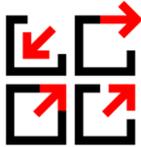
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Chapter 1

Why This Book?

Many organizations attempt to gain support for formal data governance activities by expressing the value data governance can bring to their organizations. Although this is important—and needs to be different for each organization—other, related considerations come into play relative to data governance.

For example, consider what your organization cannot do because the data in your systems, databases, and resources, accumulated over the years, aren't governed to address what you cannot do. This question—what cannot your organization do?—isn't easy to ask, and the answers you receive may surprise you.

Consider some answers you can expect: We cannot compare costs across regions. We cannot track students' progress and see where they may be at risk. We cannot maximize the position of products in the store. We cannot match the records for an individual across their touch points to our organization. We cannot apply resources in the most cost-effective way. We cannot maximize our decision-making capabilities based on the data we have.

All of these *cannot* responses hinder how an organization grows and prospers. The data are at the core of addressing these concerns. And governing the data with a formal non-invasive approach that's shaped to the culture of an organization may be something to consider. I have been focusing on the Non-Invasive Data Governance™ approach for many years. That's what this book is about.

This book presents a totally new approach to selling data governance to your organization so that higher management can give the green light to proceed with the definition, delivery and administration of such a program. I've written about putting the necessary components of data governance into place so that you can deliver successful and sustainable data governance in your organization.

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Two questions typically asked by people selling the need for data governance in their organizations are:

1. ***What will it take to convince our management to apply resources, time, and money to building and operating a data governance program?***
2. ***How do we get management to understand the importance of data governance?***

There are no simple answers to these questions. And this book is not targeted at trying to specifically answer these questions for your organization. Every organization, in its own way, prioritizes how it spends resources, time, and money. Each organization has a way to determine if data governance is important and valuable enough to pursue. And every organization has its way of making decisions about what will and will not be done.

Instead, I offer these words of wisdom through this book to achieve the goals you have set for data governance in your organization with the hope that you consider the non-invasive approach as an option. A core set of messages for management around Non-Invasive Data Governance™ are provided in the next section. But let's start with defining "data governance."

DEFINITION OF DATA GOVERNANCE

I define data governance this way:

Data governance is the formal execution and enforcement of authority over the management of data and data-related assets.

The truth is that some organizations I've worked with have tamed this definition so that it isn't as scary sounding, or harsh, or in your face. They have developed definitions more in line with my definition of Non-Invasive Data Governance. For example:

Formalizing behavior around the definition, production, and usage of data to manage risk and improve quality and usability of selected data.

Formalizing and guiding behavior over the definition, production, and use of information and information-related assets.

Notice that both definitions begin with “formalizing behavior.” Formalizing behavior and holding people accountable are the two basic tenets of the Non-Invasive Data Governance approach. Formalizing behavior assumes that a sense of data governance is already taking place.

To stay non-invasive, organizations should:

- Identify people who informally already have a level of accountability for the data they define, produce and use to complete their jobs or functions. To do this, an organization must first design a data governance operating model of roles and responsibilities that aligns with the way the organization operates today. A successful operating model doesn't require you to fit your organizational components into its model. A successful operating model allows you to overlay its framework over existing, organizational components. You'll find detailed information about creating an operating model of roles and responsibilities in Chapter 6.
- Identify and govern existing escalation paths and decision-making capabilities from a perspective that's positive—how and why they are working—and negative—why they don't always work—and then leverage what's working while addressing opportunities to improve.
- Recognize people for what they do with data and help them formalize their behaviors so that they benefit others potentially impacted by their behaviors. Often, decisions are made in the heat of battle or in daily operations that result in positive and negative consequences for other people along the data lifecycle of definition, production, use, and reframing.

By including the term, “governance,” data governance requires the administration of something. In this case, data governance refers to administering, or formalizing, discipline (behavior) around the management of data. Rather than making the discipline appear threatening and difficult, my

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suggestion is to follow a Non-Invasive Data Governance approach that focuses on formalizing what already exists and addressing opportunities for improvement.

MESSAGES FOR MANAGEMENT

The first reaction to the term “data governance” is often one of disdain or fear. The term “governance,” like “government,” conveys the impression that a program focusing on governance will include a number of laws or rules about the relationships people have with data. When speaking about relationships with data, these relationships simply define, produce, and use data as part of one’s regular job. Thus, if people expect that we’ll add laws governing their relationship to data, the first reaction will likely be fright or wariness relative to the value that data governance will add. People may even conclude that data governance will interfere with their responsibilities.

I’d like to offer you two sets of messages to use when sharing your approach to data governance in the hopes of getting people to ask you *how* your organization can achieve data governance—and, specifically, a Non-Invasive Data Governance approach—rather than *why* data governance is necessary.

CALMING MANAGEMENT’S NERVES ABOUT DATA MANAGEMENT

If you follow the Non-Invasive Data Governance approach, or are interested in following this approach, these five messages are critical for management:

1. **We are already governing data, but we are doing it informally.** People in the organization already have responsibility for data. You should inventory who does what with data and provide an operating model of roles and responsibilities that best suits your organization. At some level, you will need someone with an enterprise view and responsibility for data that cuts across the silos in your organization and manage data as a shared resource. This will be our biggest yet doable challenge, because we don’t naturally manage data as a shared and enterprise-wide resource.
2. **We can formalize how we govern data by putting structure around what we are doing now.** People in your organization work in

operational, tactical, strategic, and support roles around data. We need to know who they are and put formal structure around who is responsible, accountable, consulted, and informed about the business rules and regulations associated with the data they define, produce, and use.

3. **We can improve our data governance.** Our data governance efforts can help us improve how we *manage risks* associated with compliance, classification, security, and business rules affecting our data. People in our organization potentially put us at risk every day when they're not assured of knowing the rules associated with their handling of data. Our efforts to *improve the quality* of data must be *coordinated and cooperative* across business units using the formal structure mentioned above. Quality assurance requires that operational and tactical staff have the ability to record, track, and resolve known data quality issues. Our organization can immediately improve how we *communicate* about data by recording and sharing information about who does what with data.
4. **We do not have to spend a lot of money on data governance.** Data governance does not have to be a costly endeavor. Depending on the approach we take, data governance may only cost the time we put into it. Data governance will require that one or more individuals spend the time defining and administering the program, but a large misconception is that data governance must be over and above the existing work efforts of an organization. We should avoid calling things "data governance processes" because this gives people the impression that formal behavior around data definition, production, and usage of data is the fault of data governance rather than the glue that ensures these behaviors are handled properly.
5. **We need structure. We should consider the Non-Invasive Data Governance approach.** We must follow a proven approach to data governance that does not threaten the people of our organization who participate in the program. Data governance will require that the business and the technology areas of the organization take formal and shared accountability for how data is governed. The participants in the

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data governance program already have day jobs. We must add value and not interfere with what they do in their jobs. The goal of non-invasive data governance is to be transparent, supportive, and collaborative. These concepts lie at the heart of the implementation of the Non-Invasive Data Governance approach.

The first four messages above help to ease management's nerves and to help them realize that a variety of ways exist to communicate data governance within your organization. In this regard, it's important to remember that in most situations, people in your workplace will believe what you tell them, provided your message educates them and offers a positive and fresh perspective on data governance.

Besides focusing on management, this second set of messages clarifies the heart of the Non-Invasive Data Governance approach by emphasizing the truly non-invasive nature of the approach. Let me introduce these messages by relating a simple story about a recent presentation I delivered.

At the beginning of this presentation to data enthusiasts from dozens of companies and organizations, I asked attendees to raise their hands if their organizations were doing data governance. About half of the audience members' hands went up.

To make an important point, I posed the same question again by saying, "Okay, this time, I want everybody to raise a hand when I ask the same question." I asked the same question and everybody's hand went up. To everyone's surprise, I said, "Now that's more like it." I received some confused glances, but by the end of the session, the attendees understood this important message:

All organizations already govern data. They may do it informally, sometimes inefficiently, often ineffectively, but they already govern data. And they all can do it better.

Let's use a data warehousing or master data management environment as an example because you likely have one or more of these, have been involved in building one of them, or at least have heard of them if you're reading this book.

When you were building your data warehouse, one or more individuals had the responsibility of *defining* what data went in the data warehouse. Some of these individuals had the responsibility to *produce* data through one or multiple extracts, transform, and loading processes. Other individuals had the responsibility for *using* the warehouse data for its intended purpose. For each of the systems or data resources that fed the data warehouse, someone was responsible for defining, producing, and using that data. Responsibilities abounded throughout your data warehousing environment.

Decisions were, and still are, reached around your data warehouse; issues were solved, security was applied, metadata were made available, and data were exported for individual use. All these occurrences happened around data warehousing and business intelligence.

You may do some of these activities well. Other activities may need to be improved. These occurrences represent a microcosm of the rest of your enterprise's existing data governance. Somewhere, somehow, the governance of data is going on. But often, no formal thing called "data governance" exists. But to a large degree, you are "executing and enforcing authority over the management of data and data-related resources," according to my definition of data governance.

Wouldn't it be great if we could put some structure around how we already govern our data without throwing a lot of money and resources at the problem? The truth is you can. This book is all about how to do it by implementing data governance in a non-invasive way, taking advantage of the levels of governance that already exist in your organization, and addressing opportunities to improve.

At first glance, implementing a data governance program may appear to be a huge challenge. This may be partly true because data governance presents challenges. The challenges will become apparent because of the organization's size and the complexities of its business, but not because of data governance per se.

WHAT TO TELL MANAGEMENT

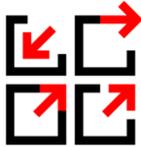
This next set of messages focuses on getting past some of the major misperceptions people in organizations have when they consider data governance.

1. **Avoid selling data governance as a huge challenge.** And if your management already thinks that data governance will be a major challenge, try to calm them by referring to the Messages for Management in this chapter. Data governance can be implemented in a non-threatening, non-interfering, non-culture-changing, non-invasive way that will reduce the challenges people in your company may have. Data governance need not be implemented all at once. In fact, most organizations that successfully introduce data governance implement their programs incrementally. This includes the scope of data that's governed domain-wise and organizationally as well as the level of governance of formal behavior applied to the data.
2. **Emphasize that data governance is not a technical solution.** A technical component to your data governance program will likely exist. But there might not be one. The fact is you can't purchase software or hardware that will be your data governance solution. What's more, simple tools can be developed internally to help organizations govern peoples' behaviors relative to data.
3. **Emphasize that people's behaviors, not data, are governed.** Data governance formalizes the behavior of people for the definition, production, and usage of data. The emphasis is on formalizing peoples' behaviors, not the behavior of data. Data behaves the way people behave. Technology may help you govern the behaviors of people, but data does what you tell it to. Because peoples' behaviors are governed, many organizations consider data governance to be a process-driven discipline. That is partially true. Getting people to do the right thing at the right time is a large part of governance. But organizations that sell data governance as an entirely new governance process struggle because of the perceived invasiveness of this approach. Governance should first formalize behavior around existing processes and only add to people's workloads as a last resort.

4. **Emphasize that data governance is an evolution, not a revolution.** As mentioned earlier, data governance won't be completed all at once. Different organizations transition themselves into a data governance state in different ways. Some organizations focus early on specific domains or subject areas of data. Other organizations concentrate on specific business areas, divisions, units, or applications rather than implementing all across the organization at once. Still other organizations focus on a combination of two or three specific domains within business units using specific applications. No single correct way exists for data governance to evolve in your company. Nonetheless, I can assure you that employees will resist if you treat it as a revolution.

Key Points

- Data governance is the formal execution and enforcement of authority over the management of data and data related assets.
 - We are already governing data; we are doing it informally. We can formalize how we govern data by putting structure around what we're presently doing.
 - We can improve how we manage data risk and secure data, data quality, and quality assurance without spending a lot of money.
 - We do not have to spend a lot of money.
 - Avoid selling data governance as a huge challenge.
 - Emphasize that data governance is a technical solution.
 - Stress that peoples' behaviors, not data, are governed.
 - Focus on data governance as an evolution, not revolution.
-



Chapter 2

Non-Invasive Data Governance Explained

I started focusing on a Non-Invasive Data Governance perspective many years before I started using this term to describe my approach. When I worked in the corporate world, my first data governance effort focused on data stewards, which will be discussed in Chapter 7. The approach to stewards centered on helping the people of the organization do their jobs without giving them the impression that they were being given any responsibility beyond what they already had. At first, it was clear that my approach to data governance would be non-invasive.

Now, after implementing data governance and information governance programs in this fashion for many years, I can honestly say that my approach has become less invasive over time. Think about it. Your data governance program can be either non-invasive—less intrusive, less threatening, less expensive, but more effective—or invasive—about command and control. I call the invasive approach the two-by-four approach. You decide. But read on before you do.

I'm often asked, "How can you possibly implement a data governance program in a non-invasive way?" The organizations that follow the approach described in this book tell me that the term "Non-Invasive Data Governance" is what attracted them to this approach.

The term aims directly at the heart of the concerns many organizations have about data governance in the first place. In general they are as follows:

- Most organizations view data governance as something over and above normal work efforts that threatens the existing work culture of an organization. I emphasize that *it does not have to be this way*.
- Most organizations have a difficult time getting people to adopt data governance best practices because of a common belief that data

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governance is about command and control. *It does not have to be this way, either.*

- I firmly state that data governance is the execution and enforcement of authority over the management of data. But nowhere in this definition does it say that data governance has to be invasive or threatening to the work, people, and culture of an organization.

Non-Invasive Data Governance can be summed up in a few brief statements. With the Non-Invasive Data Governance approach:

- The responsibilities of data stewards are identified and recognized, formalized, and engaged according to their existing responsibilities rather than making them feel as though you're assigning them more work.
- The governance of data is applied to existing policies, operating procedures, practices, and methodologies rather than starting by introducing or emphasizing new processes or methods.
- The governance of data augments and supports all data integration, risk management, business intelligence, and master data management activities consistently across an enterprise rather than imposing inconsistent rigor to these initiatives.
- Specific attention is paid to assuring senior management's understanding of a practical and non-threatening, yet effective, approach to governing data that will be taken to mediate ownership and promote stewarding of data as a cross-organization asset rather than maintaining governance in silo fashion or as something one is told to do.
- Best practices and key concepts of the non-threatening approach to data governance are communicated effectively and are compared to existing practices to identify and leverage strengths and enable the ability to address opportunities to improve.

DATA GOVERNANCE IS NOT A PROCESS

I have a pet peeve when it comes to talking about data governance. This pet peeve is directed at getting people to understand that data governance, in itself, is not a process. It strikes me as unproductive when people talk about the “process or processes of data governance.” With the non-invasive approach to data governance, the governance and formality are applied to processes that already exist.

I dislike this term “process” because I believe that calling processes “data governance processes” causes more damage than good. The intent of being non-invasive with your approach to data governance is to be transparent to the organization by applying governance to existing processes rather than leading the organization to think that all of the processes that are governed were caused by the activities of data governance. If you are non-invasive in your approach, you recognize that these processes existed, or were created for a purpose, before any talk about data governance and that the program is focusing on getting the right individuals involved in the process at the right time and for the right reason.

I usually refer to this application of data governance as the “Data Governance Bill of Rights.” But before I detail how the Bill of Rights lies at the core of a Non-Invasive Data Governance approach, allow me to share with you a quick anecdote about jumpstarting a Non-Invasive Data Governance program even in the toughest of financial circumstances.

DATA GOVERNANCE AND DANCING IN THE RAIN

Every once in a while, when my younger daughter, Mandy, was young, she’d come to me with a quote she read somewhere and she’d want me to consider using it as the weekly quote on the front pages of *The Data Administration Newsletter* (TDAN.com).

Once, when Mandy was 12 years old, she approached me with this quote: “Life isn’t about waiting for the storm to pass. It’s about learning to dance in the rain.”

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I immediately thought, “How can this quote relate to data governance and specifically my reader base?” I saw an instant connection. I quickly asked, “Who said that?” Mandy’s pushing-teen-dom response was, “Somebody.”

I had heard this quote at least once before, and after a quick Internet search, I found the quote in many places. I found that the quote is not attributed to anybody in particular. I typically do not use un-acknowledged quotes in my writings, but the more I thought about the quote, the more I thought it would be great to apply it to data governance.

THE MIDDLE OF A STORM

Chances are you’re feeling the storm if you work in corporate America (or in corporate anywhere), if you work in the private sector or public sector or in education, or even if you’re self-employed. Financial times are difficult for everybody. The stock market takes dives and recovers, but it still remains volatile. Hence the retirement of the word “retirement” from many people’s vocabularies. Unemployment is at high levels. Companies are cutting back. Projects are delayed if not canceled. Coworkers of many years are being shown the door. Companies are becoming leaner, if not meaner, in the way they are downsizing. The storm is here. It’s hanging right above us, and we’re all feeling it.

Information Technology (IT) isn’t the only part of these organizations under dark clouds. Business areas are feeling the pinch as well. In fact, belt tightening and withheld funding impacts everybody in an organization. Data governance programs that impact both IT and business areas have become the latest victims of lack of funding in many organizations.

These organizations recognize that data governance is important when it comes to compliance, regulatory control, classification, security, privacy, and the overall management of data-oriented risk. Nonetheless, the storm has caused many of these organizations to hang an awning over data governance and wait for the storm to pass.

Most organizations understand the need for data governance. And most individuals will raise their hands when asked if they have significant room for improvement in governing data. If you’re uncertain where your organization stands, I suggest that you review The Data Governance Test in Chapter 4 and

perform a self-evaluation of where your organization stands on data governance in comparison to where it wants to be.

I'd be surprised if you come to the conclusion that the storm isn't having some impact on your data governance program.

LIFE ISN'T ABOUT WAITING FOR THE STORM TO PASS

Certainly, one option is to wait for the storm to pass. Gather under the awning. If you know how long the storm will last, please share this with my readers and me. Experts say that we're seeing signs that the poor economy has reached its bottom. Yet even optimistic experts say that it may be a long while, if ever, before the economy comes back anywhere close to where it had been. The days of excess may be behind us. The days of overstaffing, over-budgeting, and consultant-laden organizations may also be things of the past. The days of heavy financial scrutiny are here, and all indications are that they will not leave anytime soon. So grab your raincoat, galoshes, umbrella, and rubber duckies, because the storm may be with us a while.

It may be storming outside (and sometimes inside) your organization's walls, but the problems and opportunities that surround the management of data are here to stay. Chances are your management still considers managing the risk around data—including compliance, security, privacy, classification, and protection—to be important. The odds are that management may also continue to look for ways to improve the value they get from their data through business intelligence, master data management, and package implementations. These are the types of initiatives, however, that may be relegated to the back burner.

Here's a simple suggestion worth considering: Do what you can now to address these problems. More importantly, find ways to capitalize on opportunities at hand, even if little or no funding is available.

IT'S ABOUT LEARNING TO DANCE IN THE RAIN

Here's something you probably haven't thought about the definition of "dancing." Dancing is defined as moving rhythmically, usually to music, using prescribed or improvised steps and gestures [thefreedictionary.com].

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Last time I checked, dancing didn't cost any money at all. Dancing in the rain doesn't cost much either (and you probably have more room). Wait. That's all wrong. Mandy—remember her as the one who came up with this sappy quote to begin with—dances all the time. Most of the time it's free when she is constantly fluttering—sorry, moving rhythmically around the house to music in her head—but the dance lessons and theatre arts training are costing something. OK, so dancing is not always free.

Data governance programs are not always free either. With proper management, however, a data governance program, particularly a Non-Invasive Data Governance program, can provide value to the organization the likes of which it has never seen before and at an extremely low cost. Let me emphasize that again: **A data governance program can provide a high level of value to an organization without spending heaps of money.**

What can we do to move our organization forward while it rains like the dickens? What can we do to get the focus where it needs to be to put a data governance program in place? Perhaps we can step outside into the storm for a moment and look for things that we as an organization can do right now to put the basic components of a Non-Invasive Data Governance program in place without really feeling the impact of the storm. Hey! I call that dancing. And who cares if you get a little wet?

Here are a few things that you can do right now to step outside in the storm, dance a little bit, and build the solid foundation for a Non-Invasive Data Governance program:

1. Convince your management that, depending on the approach you take, a data governance program only costs the time you put into it. You will need to explain that the primary cost of a Non-Invasive Data Governance program is the availability of human resources to manage the program. Incremental costs only come through expansion and acceptance and formalized involvement.
2. Identify a person who will have the responsibility for defining what data governance will mean for the organization. This individual should have access to business and IT areas, resources charged with improving

value, quality, and process through improved data-risk management, data integration, and data governance.

3. Select a project or an activity to work with, to learn from, and to assign the appropriate people to define, produce, and use specific data related to the activity. In other words, learn from your present state of information security, business intelligence, master-data management, scorecards, and dashboards. You already have some level of governance in place. Learn from it.
4. Record information about the people engaged in data activities related to this project in a structured manner.
5. While Numbers 3 and 4 take place, have the person from Number 2 work with his or her colleagues to define a practical data governance framework of roles and responsibilities. These roles and responsibilities should address operational, tactical, strategic, executive, and support management and map the roles of the framework to the existing level of governance around the data for each partnering initiative.
6. Pardon this bold hint: Seek mentoring assistance from someone who has your best interests in mind and who has implemented effective Non-Invasive Data Governance programs in the past. Use this mentor to provide knowledge transfer and to pinpoint resourcing—assessment, action plan, policy, awareness, communication—as needed throughout the program development.

CASE STUDY: DANCING IN THE RAIN

Several years ago, I had the privilege of working alongside a gentleman who had been given the responsibility to put a data governance program in place for his company, but who had also been given no resources to work with or budget to speak of related to data governance. Does this story sound familiar to you?

This gentleman, let's call him the Data Governance Lead, had no managerial tenure or ambitions. Yet he felt strongly that managing data as a valuable corporate asset was the right thing for his company to do and the right thing to help him focus his career on something meaningful and assertive.

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The Data Governance Lead recognized he had an uphill battle to fight. He recognized that the budget cycle was something difficult to break into. He found that people in his organization were used to performing their jobs in a habitually comfortable way and that they had no interest in applying or having formal discipline applied to the way they defined, produced, and used data. He found that people were entirely focused on their own jobs and performing well. They didn't care about the impact they had on how the company operated or whether they adversely impacted the bottom line. He recognized that people were more concerned about keeping their jobs than anything else.

The Data Governance Lead recognized he had a problem and would have to dance a little or a lot to get his data governance program off the ground. And he was right.

The Data Governance Lead decided he could work on several things in a sort of stealth pattern to move his organization in the right direction of data governance. Here's what he did while he danced in the rain:

1. The Data Governance Lead decided to document what he called "governance metadata" about the domains, or subject areas, of data that he thought were most valuable to the organization. This governance metadata included things like what valuable data existed in what systems and databases, and who in the organization defined, produced and, used these data.
2. He documented the steps that particular data took to make their way into the key performance indicators (KPIs) for the company.
3. The Data Governance Lead documented how the definitions and uses of data differed depending on the people he spoke with or the systems and databases containing the data.
4. He identified and recorded the people who felt they had (or who were recognized as having) decision-making responsibility around the data.
5. The Data Governance Lead identified and recorded information about what the company couldn't do because of the present state of the data that fed the KPIs.

6. He took many other steps to detail the information he was going to need to help people to understand how the lack of formal data governance around the data was costing the company money and prevented the company from getting the most value out of its data or making the best possible decisions.
7. While the Data Governance Lead was carrying out steps 1 to 6, he was separately discovering ways that data governance would enable the company to resolve specific issues pertaining to the KPI data.
8. He effectively addressed something extremely meaningful to the higher managers while he detailed the business case for implementing a formal data governance program with resources and time allocated to the effort.

In fact, the steps the Data Governance Lead took were non-invasive. He didn't interfere with any of the other activities in the organization or didn't give anybody additional work over and above their existing responsibilities as he gathered his information in a non-invasive way to make the case for data governance.

As a matter of course, and through convincing his direct management, the Data Governance Lead was able to meet the chief operating officer of the company for a short time to share and explain his findings and the case for data governance.

In effect, the Data Governance Lead danced in the rain until the sun shone down upon him.

DON'T BE AFRAID TO GET WET

Mandy, and a few people before her, said that "Life isn't about waiting for the storm to pass. It's about learning to dance in the rain." Well, it's still raining pretty hard in a lot of places. Your first option is to sit around waiting for the rain to stop. And we all know that could take a long time. Waiting for the storm to pass may or may not lead to you still being there when the clouds disappear and the sun comes out once more. Your second option is to get outside and dance in the rain. Find things that you can do on the rainy days with a restrained budget and with lack of resources. Find ways that you can

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build a data governance program now, even when your organization doesn't consciously apply significant resources to putting the program in place.

I assure you there are things that you can be doing right now, for little or no cost, like dancing in the rain to open management's eyes to how effective the Non-Invasive Data Governance approach can be. Take that step forward and start building and demonstrating cost-effective results from your own non-invasive approach.

As Gene Kelly, from my hometown of Pittsburgh, Pennsylvania, once sang and danced in the rain, "What a glorious feeling, I'm happy again."

Key Points

- Although data governance is "the execution and enforcement of authority over the management of data," nowhere in this definition does it say that data governance has to be invasive or threatening to the work, people, and culture of an organization.
 - Data steward responsibilities are identified, recognized, formalized, and engaged according to their existing responsibility rather than being assigned or handed to people as more work.
 - The governance of data is applied to existing policies, standard operating procedures, practices, and methodologies rather than being introduced or emphasized as new processes or methods.
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