

Lessons learned about the human side of Data Governance

Learnings about collaboration, communication & creativity

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Let me introduce myself

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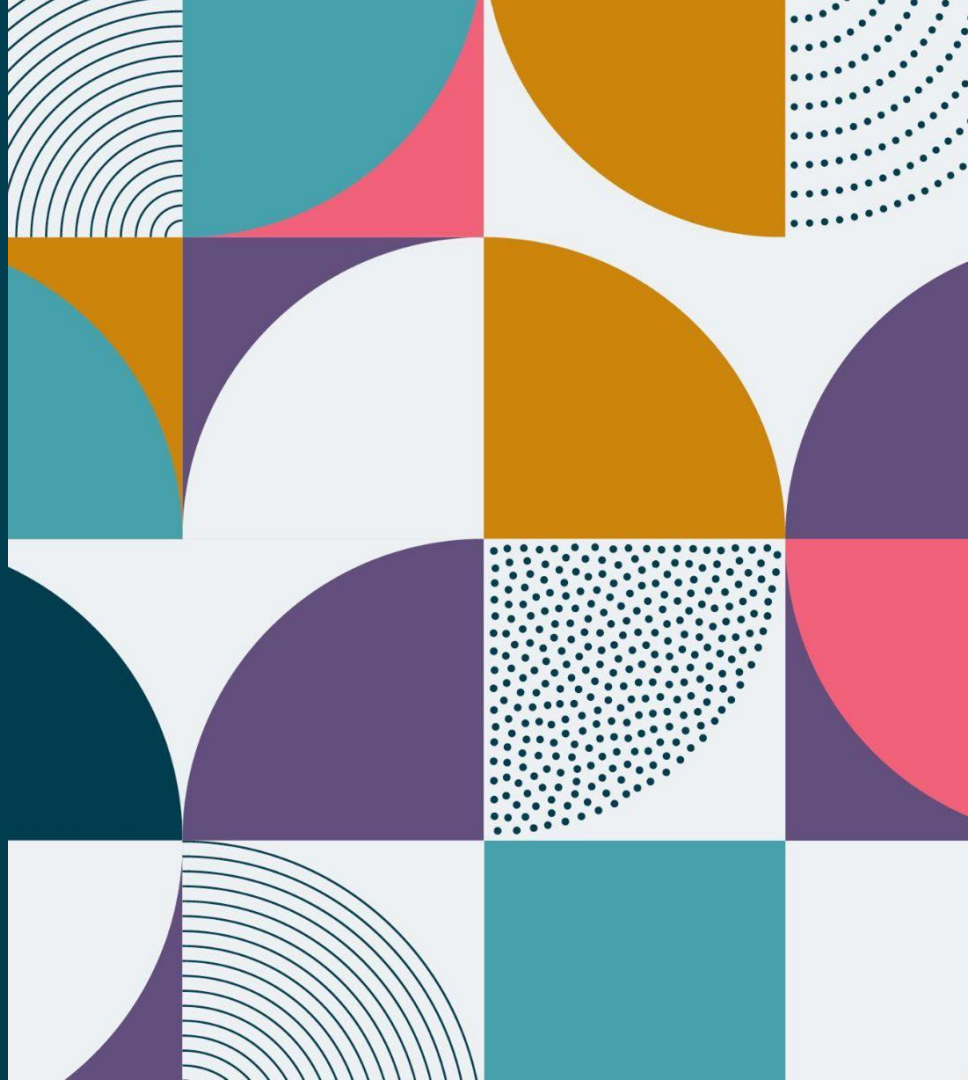
PASSIONATE ABOUT MAKING MUSIC,
NINTENDO GAMES & SILLY HUMOR

CREATOR OF THE
"DIGITAL ANALYTICS ANTHEM"
& "GOVERNORS OF DATA"



"If you just want numbers, the phone book has a website. I'm a proper analyst with actionable insights!"
(from "Digital Analytics Anthem")

Why is the people aspect of Data Governance so important?



Data is all the hype - for better or worse

**Higher speed &
More complexity**

New business models,
change of business
processes

**Increased data
literacy & data
democratization**

More data usage, hard to
oversee use cases

**Extensive
regulations / law
environment**

Data privacy, ESG, AI and
more regulations drive
change

**New technologies
/ industry trends**

New technologies and
trends demand more from
data (i.e. AI)

How do we balance the quickly changing needs towards data with maximizing the value of data in a structured and scalable way, enterprise-wide?

The answer is: Data Governance

The objective: Data governance wants to make data trustworthy by ensuring that data is created, processed and used in a meaningful, secure and valuable way.

Human perception

Human agreement

Human actions

In data analytics we use data to improve human decision-making, in data governance we use human decision-making to improve data.

Lessons learned about the human side of data governance



#1 HUMAN PART OF DATA GOVERNANCE IS THE HARDEST

**“PEOPLE DON’T RESIST CHANGE.
THEY RESIST BEING CHANGED.”**

Level of
reward

TECHNOLOGIES

PROCESSES

PEOPLE

Difficulty

FROM FORCED CHANGE
FOLLOWING DIRECTIVE



TO ACTIVE CHANGE
MAKERS THROUGH
MOTIVATION

#2 VALUE OF DATA GOVERNANCE IS PERSONAL & ORGANISATIONAL

exemplary illustration

Personal
reward

less manual efforts

joy of experimentation

moral contribution

higher productivity

technological innovation

positive societal impact

higher profitability

new revenue channel

legal risk avoided

Business
impact

What should be
recognized

#3 STORYTELLING FOR BUY-IN & REDUCING RESISTANCE

WHY?

Understand the audience and start with a purpose - that is both on business impact and personal reward level.

Make sure everybody agrees on the WHY.

WHAT?

Ensure that required decisions and actions are explained in a language that the audience understands.

Be specific on requirements and urgency.

HOW?

Co-develop a plan with resources, timeline and deliverables and commit to solution.

Make sure it becomes priority for all collaborators.

#4 THINK BIG, BUT START SMALL BY “FOLLOWING THE PAIN”

ACKNOWLEDGE

**DATA
PAIN
POINTS**

COLLABORATION
**BECAUSE
OF
URGENCY**

**ADVOCACY
THROUGH
SOLUTION**

#5 DATA QUALITY MANAGEMENT STARTS WITH UNDERSTANDING

COLLABORATIVE APPROACH TO DATA QUALITY MANAGEMENT

TRANSPARENCY
ON **INTENDED**
VS ACTUAL
DATA USAGE

BUSINESS
STEWARDSHIP
THROUGH
BUSINESS RULES
OWNERSHIP

AGREE ON
DEFINITION OF
"GOOD" DATA
QUALITY

COMMITMENT
TO
REMEDIAION
PROCESS

#6 AMBASSADORS & SPONSORSHIP ARE CRITICAL FOR SUCCESS

LEADERSHIP
SPONSORS

COLLABORATOR
ADVOCATES

ESTABLISH
ADVOCACY
THROUGH
RELATIONSHIPS

TEAM
MOTIVATION

Identify and handle your stakeholder “personas” accordingly:

- Promoters vs. Detractors
- Believers vs. Skeptics
- Thinkers vs. Doers

#7 OWNERSHIP IS AN OPPORTUNITY, NOT A PUNISHMENT

DATA OWNERSHIP REMAINS A KEY CHALLENGE, AND SHOULD BE COMMUNICATED MORE EMPATHETICALLY

Data Ownership...

is ...

making what someone is doing already official

opportunity of authority over business-critical matters

recognition of stepping up

applying business expertise on data matters

is NOT...

additional responsibilities without reward

risk of being blamed for more things that are wrong

punishment for missing link

forcing data expertise out of non-experts

#8 MITIGATION & PREVENTION DESERVE EQUAL RECOGNITION



Everybody loves celebrating heroes that save the day, but nobody cares about the people who ensured the day doesn't need saving.

Effective Governance prevents issues, and nobody knows.

→ Perceive and communicate issue prevention as impact and achievements too!

#9 CREATIVITY LEVERAGES THE ELEMENT OF SURPRISE

**"THE ENEMY OF CREATIVITY IS COMMON SENSE."
(PICASSO)**

Examples



"DATA GYM" – BI-WEEKLY
TALKSHOW ABOUT DATA GOVERNANCE



DATA QUIZ @
ONBOARDINGS & ACADEMIES



DATA HEROES CAMPAIGN TO
INCENTIVIZE DATA OWNERSHIP &
STEWARDSHIP

#10 SUCCESS IS A MATTER OF MINDSET

WE NEED TO BE PATIENT - BUT SHOULD ALSO CELEBRATE THE SMALL THINGS

SUCCESS IS....

DATA MANAGEMENT
MATURITY INCREASE

DATA QUALITY MONITORING
GO-LIVE

IMPLEMENTATION OF NEW
DG MECHANISMS

BUT IT CAN ALSO
BE...

PROGRESS ON CHANGING
MINDSETS

OFFICIAL COMMITMENTS

EFFICIENCY
IMPROVEMENTS

NEW IDEAS

If you'll just remember one thing today..



Data Governance is the foundation for data quality and data trustworthiness.

We can automate it partly, but it **starts with the human side** - accountability & responsibility met with collaboration, communication & creativity.

Data Governance is a team sport, not a competition.

GOVERNORS OF DATA

A SONG ABOUT
DATA GOVERNANCE

Thank you!

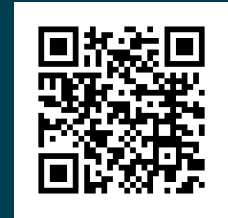
Any questions?

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