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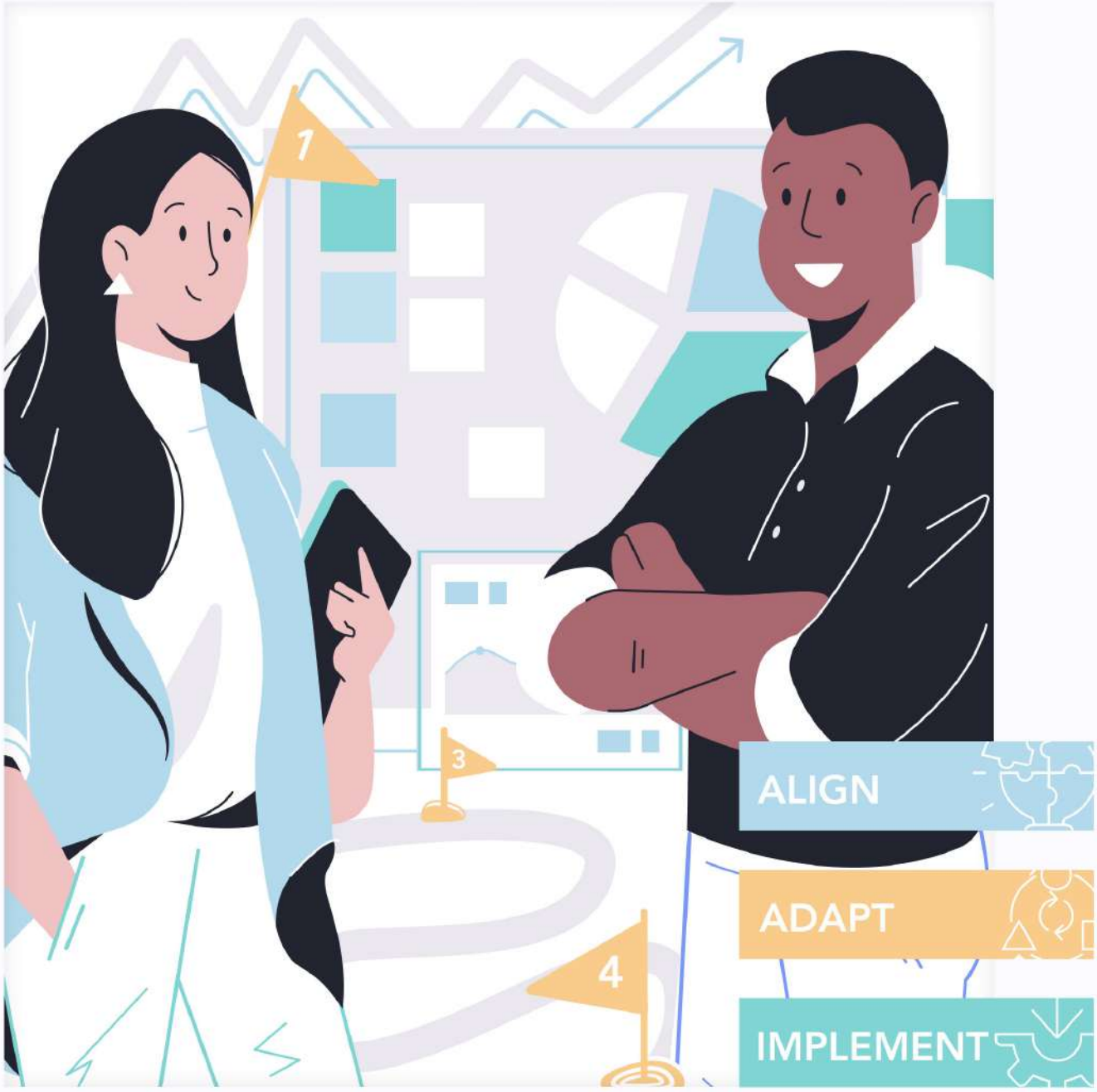

EFFECTIVE DATA GOVERNANCE

FRAMEWORK

INTRODUCTION

With GAFA paving the way (Google, Apple, Facebook, and Amazon), data has, in recent years, become a crucial enterprise asset and has taken a substantial place in the minds of key data and business people alike.

The importance of data has been amplified by new digital services and uses that disrupt our daily lives. Traditional businesses who lag behind in this data revolution are inevitably put at a **serious competitive disadvantage.**

To be sure, all organizations and all sectors of activity are now impacted by the new role data represents as a strategic asset. Most companies now understand that in order to keep up with innovative startups and powerful web giants, they must **capitalize on their data.**

This shift in the digital landscape has led to widespread digital transformations the world over with everybody now wanting to become "Data-Driven".

THE ROAD TO **BECOMING DATA-DRIVEN**

In order to become data-driven, one has to look at data as a business asset that needs to be **mastered first and foremost, and then exploited.**

The data-driven approach is a means to collect, safeguard and maintain data assets of the highest quality whilst also tackling the new data security issues that come with the territory. Today, data consumers must have access to accurate, intelligible, complete, and consistent data in order to detect potential business opportunities, minimize time-to-market, and undertake regulatory compliance.
The road to the promised land of data innovation is full of obstacles.

Data legacy, with its heavy silos and the all too often tribal nature of data knowledge, rarely bodes well for the overall quality of data. The advent of Big Data has also reinforced the perception that the life cycle of any given data must be mastered in order for you to find your way through the massive volume of the enterprise's stored data.

It's a challenge that encompasses numerous roles and responsibilities, processes, and tools. The implementation of a data governance is therefore, a chapter that any data-driven company must write.

However, our belief that the approaches to data governance from recent years have not kept their promises is borne out by our own field experience along with numerous and ongoing discussions with key data players.

At Zeenea, we strongly believe in adopting a different approach to maximize the chances of success. Our Professional Services and Customer Success teams provide our customers with the expertise they need to build effective data governance, through a more pragmatic and iterative approach that can adapt to a constantly changing environment.

We call it the **Zeenea Effective Data Governance Framework**.

OUR CONVICTIONS

Acknowledging the importance of data is a long journey every company has to make. But each journey is different: company data maturity varies a lot ; expectations and obligations can also vary widely.

Overall success will come about with multiple small victories over time.

Having a sound data governance is one of the pillars of an effective data strategy. Governance, however, has little to do with tooling. Its main purpose is the definition of roles, responsibilities, company policies, procedures, controls, committees…In a nutshell, its function is to deploy and orchestrate, in its entirety, the internal control of data in all its dimensions.

A Data Catalog platform is not a Data Governance Platform!

Data governance has many different aspects (processing and storage architecture, classification, retention, quality, risk, conformity, innovation, etc.) and there isn't a universal "one-size fits all" model adapted for all organizations. As with other governance domains, such as information security, each organization must conceive and pilot its own data landscape, based on its capacities and ambitions. Putting in place an effective data governance is not a project, but rather it is a transformation program. No commercial "solution" can replace that transformation effort.

For Zeenea, the Data Catalog plays a key role in a data governance program. This role should not involve supporting all aspects of governance but should rather be utilized to facilitate communication and awareness of governance rules within the company and to help each stakeholder become an active part of this governance.

In our opinion, a Data Catalog is one of the components that delivers the biggest return on investment in data-centric organizations that rely on Data Lakes with modern data pipelines…provided it can be deployed quickly and has a reasonable pricing associated with it.

The Zeenea Effective Data Governance Framework has been built with the experience of our Customer Success Team, relying on modern, actionable management frameworks and practices that helped our customers be successful in their Data Journey.

BECOMING DATA DRIVEN

WITH zeenea

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- Understand the context
- Get the right people
- Prepare for action

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- Create your personas
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- Set your objectives

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- Get to know your data
- Iterate your data catalog

CHAPTER 1

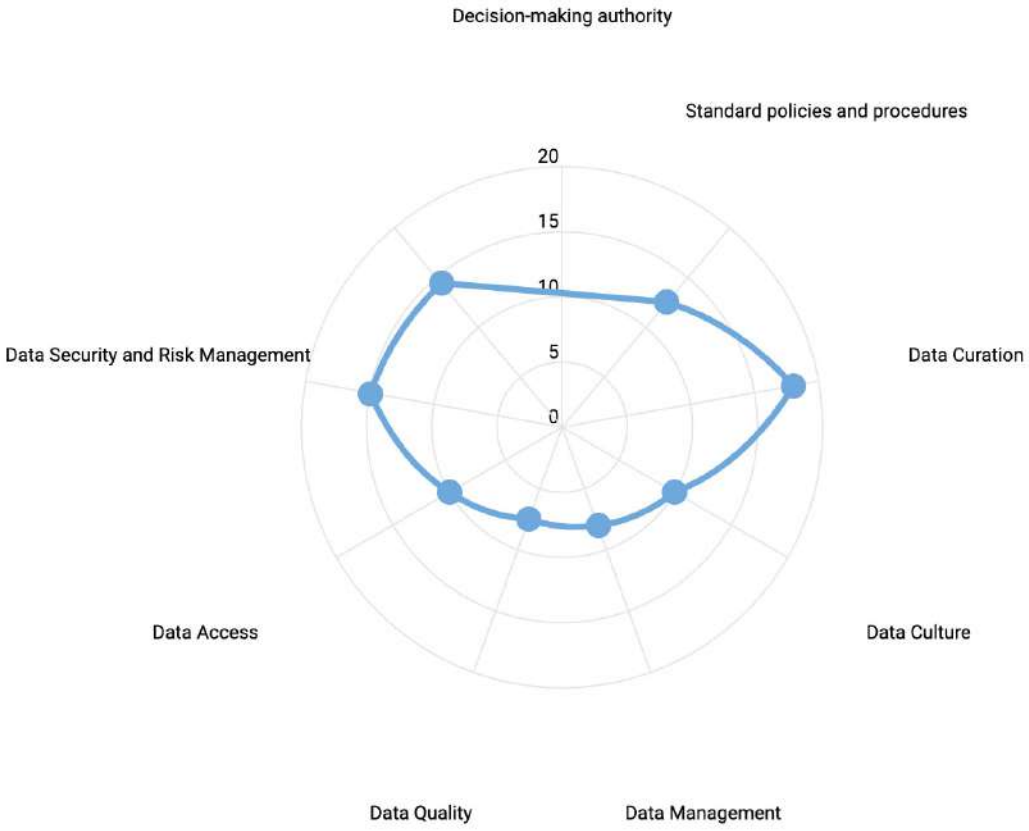
ALIGNMENT

EVALUATE YOUR DATA MATURITY

This first chapter is designed to help your organization align itself with your data strategy by ensuring an understanding of the overall context.

What follows will help you, and all the key sponsors, identify the right stakeholders from the get-go. This first iteration will help you evaluate the data maturity of your organization through different angles.

In the form of a workshop, our **Data Governance Maturity Audit** will help you visualize, through a Kiviat Diagram, your scores as shown below:


Decision-making authority
Standard policies and procedures
20
15
10
5
0
Data Security and Risk Management
Data Curation
Data Access
Data Culture
Data Quality
Data Management

DATA MATURITY AUDIT: important questions to ask

DECISION-MAKING AUTHORITY

Organization

Is an organizational structure with different levels of governance (exec, legal, business, …) in place? Are there roles and responsibilities at different specified levels (governance committees, tech leaders, data stewards, …)?

Data stewards

Are the data stewards in charge of coordinating data governance activities identified and assigned to each area or activity?

Accountabilities

Have the roles, responsibilities and accountability for decision-making, management and data security been clearly defined and communicated (to the data stewards themselves, but also to everyone involved in the business)?

The means

Do data stewards have sufficient authority to quickly and effectively correct data problems while ensuring that their access does not violate personal or sensitive data policies?

STANDARD POLICIES AND PROCEDURES

The requirements

Have policy priorities affecting key data governance rules and requirements been defined? Is there an agreement (formal agreement or verbal approval) on these priorities by the key stakeholders (sponsors, policy makers, exec)?

Life cycle management

Have standard policies and procedures for all aspects of data governance and data management lifecycle, including collection, maintenance, use and dissemination, been clearly defined and documented?

Compliance

Are policies and procedures for ensuring that all data is collected, managed, stored, transmitted, used and destroyed in such a way that confidentiality is maintained in accordance with the security standards in place (GDPR for example)?

Feedback

Has an assessment been conducted to ensure the long-term relevance and effectiveness of the policies and procedures in place, including an assessment on staffing, tools, technologies and resources?

Process visions

Do you have a mapping describing the processes to monitor compliance with its established policies and procedures?

Transparency

Have the policies and procedures been documented and communicated in an open and accessible way to all stakeholders, including colleagues, business partners and the public (eg: via a publication on your website)?

DATA CURATION

Overview

Does your organization have an inventory of all the data sources (from software packages, internal databases, data lakes, local files, …)?

Managing sensitive information

Does your organization have a detailed, up-to-date inventory of all data that should be classified as sensitive (ie, which is at risk of being compromised / corrupted by unauthorized or inadvertent disclosure), personal, or both?

Level of risks

Has your data been organised according to the level of risk of disclosure of personal information potentially contained in the records?

Documentation rules

Does your organization have a written and established rule describing what should be included in a data catalog? Is it clear how, when and how often this information is written and by whom?

Information accessibility

Does your organization let everyone concerned by data access the data catalog? Is the data needed indexed in the catalog or not?

DATA CULTURE

Global communication

Does your organization communicate internally on the importance data can play in its strategy?

Communication around compliance

Does your organization communicate with its employees (at least those who are directly involved in using or manipulating data) about current regulatory obligations related to data?

Working for the common good

Does your organization promote the sharing of datasets (those that are harder to find and/or only used by a small group for example) via different channels?

Optimizing data usage

Does your organization provide the relevant people training on how to read, understand and use the data?

Promoting innovation

Does your organization value and promote the successes and innovations produced (directly or not) by the data?

DATA MANAGEMENT

Collecting & storing data

Does your organization have clear information on the reason for capturing and storing personal data (operational need, R&D, legal, etc.)?

Justification control

Does your organization have a regular verification procedure to ensure the data collected is consistent with the information mentioned above?

Anonymization

Have anonymization or pseudo-anonymization mechanisms been put in place for personal data, direct or indirect?

Detailed procedure

Has the organization established and communicated policies and procedures on how to handle records at all stages of the data life cycle, including the acquisition, maintenance, use, archiving or destruction of records?

DATA QUALITY

Data quality rules

Does the organization have policies and procedures in place to ensure that the data is accurate, complete, up-to-date and relevant to the users' needs?

Data quality control

Does the organization conduct regular data quality audits to ensure that its quality control strategies are up-to-date and that corrective actions taken in the past have improved the quality of the data?

DATA ACCESS

Data access policy

Are there policies and procedures in place to restrict and monitor access to data in order to limit who can access what data (including assigning differentiated access levels based on job descriptions and responsibilities)?
Are these policies and procedures consistent with local, national, … privacy laws and regulations (including the GDPR)?

Data access control

Have internal procedural controls been put in place to manage access to user data, including security controls, training and confidentiality agreements required by staff with personal data access privileges?

DATA SECURITY AND RISK MANAGEMENT

General framework

Has a comprehensive security framework been defined, including administrative, physical, and technical procedures to address data security issues (such as access and data sharing restrictions, strong password management, regular selection and training of staff, etc.)?

Risk assessment

Has a risk assessment been undertaken? Does this risk assessment include an assessment of the risks and vulnerabilities related to both intentional and malicious misuse of data (e.g. hackers) and inadvertent disclosure by authorized users?

Risk mitigation plan

Is there a plan in place to mitigate the risks associated with intentional and unintentional data breaches?

Prevention

Does the organization monitor or audit data security on a regular basis?

Recovery plan

Have policies and procedures been established to ensure the continuity of data services in the event of a data breach, loss, or another disaster (including a disaster recovery plan)?

Flow regulation

Are policies in place to guide decisions on data exchange and reporting, including sharing data (in the form of individual records containing personal information or anonymized aggregate reports) internally with business profiles, analysts/data scientists, decision-makers, or externally with partners?

Usage contracts and legal commitment

When sharing data, are appropriate procedures, such as sharing agreements, in place to ensure that personal information remains strictly confidential and protected from unauthorized disclosure? Note that data sharing agreements must fall in line with all applicable regulations, such as the GDPR.
These agreements can only take place if data sharing is permitted by law.

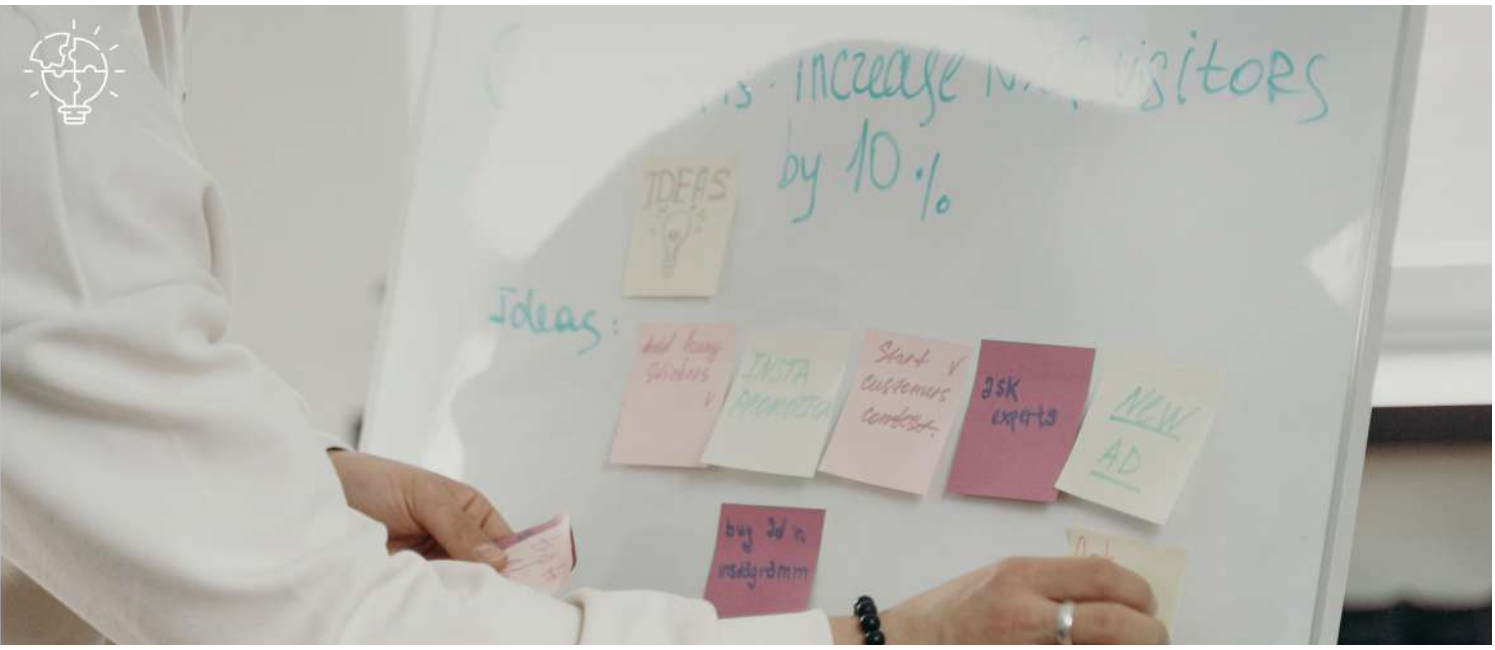
Control of product derivatives

Are appropriate procedures, such as obfuscation or deletion, in place to ensure that information is not inadvertently disclosed in general reports and that the organization's reporting practices remain in compliance with the laws and regulations in force (for example, GDPR)?

Stakeholder information

Are stakeholders, including the individuals whose data are kept, regularly informed about their rights under the applicable laws or regulations governing data confidentiality?

START EVALUATING YOUR DATA MATURITY BY DOWNLOADING OUR FREE INTERACTIVE TOOLKIT



SPECIFY YOUR DATA STRATEGY

This second part will give you the keys on how to put in place an efficient enterprise data strategy through the setting up of Objective Key Results.

What is the first step in defining your data strategy?

We recommend that you use the OKRs (Objective Key Results) framework to build your data strategy efficiently. Before stepping into the topic itself, let's delve into what OKRs mean, how they are built and then share some useful tips with you.

What exactly are OKRs?

Here, an **"Objective"** is something which you want to achieve (and) that is **aspirational** for all employees. A **"Key Result"** is how you plan to measure quantitatively.

We recommend you **limit to 3** the number of Key Results per Objective. There are many benefits to putting in place enterprise-wide OKRs. Their 5 key benefits are:

More focus

Better alignment

More accountability

More transparency

More engagement

In the Zeenea Effective Data Governance framework, OKRs **are cascaded**, resulting in Key Results from the Executives involved in the Data Strategy to individuals involved from an operational perspective. Whilst Zeenea believes in a "bottom-up" approach, the OKR setting exercise is a **"top-down" approach**.

It is very important that, at each level, any one individual is able to understand the OKRs at the upper levels and how his or her OKRs contribute to the overall company Data Strategy.

We recommend you **set up a reasonable** deadline for each OKR. By proceeding this way, all deducted OKRs will be consistent with the deadlines from the highest levels. We also recommend you **constantly share, display, and explain** the OKR Map to all the stakeholders.

This way, you will ensure engagement, alignment and transparency.
We suggest you **negotiate the OKRs**, especially their deadlines, rather than imposing them.

An example of setting up OKRs in your company

You can start with CEO OKRs on the Data Strategy if he/she is involved. At the highest level, **one OKR will result** in one dedicated OKR map.

On the lower levels, you **can have several key results per team or employee.**

For example, let's take a CEO with 3 OKRs that impact the Data Strategy as shown below:

Then, working from the top level OKRs, you will be able to deduce the OKRs for CXOs and Top Executives like the Chief Data Officer, the Chief Information Officer, the Chief Product Officer, the VP of Sales, and so on.

For each Executive, there will be OKRs assigned to those reporting directly to them (such as heads of Analytics, heads of IT Architecture, heads of HR, etc), followed by OKRs for Teams (data governance data/IT architecture, analytics, business intelligence, data science, etc.) and finally, OKRs carried out by individuals, as shown.

Now take the OKR1 from the CEO, which relates to increasing online sales by 2% by 30/06/2021.
This OKR map shows the cascade of related OKRs carried out by C Levels and executives, teams and individuals resulting from the CEO OKR1.

As you can see in the OKR map above, we take into account the deadlines at all levels, resulting in a monthly overview of individual OKRs.

As an example, as described, The CEO OKR1 generates OKR1 for the CDO which consists of the following:

Objective: Have the data catalog ready for the Data Lake
Key Result: Have 100% of their data assets coming from the Data Lake governed
Deadline: March 30th, 2021

And for the level below, a data steward carries the following OKR1

Objective: Have the data catalog ready for the Data Lake
Key Result: Have 100% of their data assets coming from the Data Lake governed
Deadline: March 30th, 2021

Tips on how to best set up your OKRs in the long run

We recommend you **follow OKRs every quarter for the levels 1 and 2**, and then more frequently at the team and individual levels.
Any change in the deadlines may have an impact at a higher level. Rather than impacting the chain of OKRs, we suggest **adapting the impact of an OKR by reducing its scope as an MVP as much as possible in order to keep the pace**.
Some other tips include:

- Select one OKR at the CEO (or a lower) level and **practice** before generalizing the OKRs practice,
- Consider the OKR practice as an OKR in itself and monitor it,
- Appoint one person in charge of the implementation of the OKRs to make sure that the team follows the agreed upon OKRs practices. That person will coach the team on the OKR processes and will administer the OKR tools

Start setting your OKRs for your company's data strategy!

The Zeenea Customer Success Team and Professional Services will help you initialize the OKR Map best suited to your Data Strategy. You will benefit from our expertise in data-related topics, especially in data governance/cataloging.

Typically, a Data Governance project in which Zeenea is involved, may generate between 2 to 10 workshops (**the duration of each workshop varies between 2 hours to half a day**) in order to draft and initiate the Corporate Data Strategy for the first 3 to 6 months.

START EVALUATING YOUR OKR BY DOWNLOADING OUR FREE INTERACTIVE TOOLKIT

GET SPONSORSHIP

In this third part, we will share insights on how best to get sponsorship.
In order to trigger an Effective Data Governance Initiative, you will need to go through the following steps, with caution.

STEP 1 Identify potential sponsors

The first step consists **in identifying all the potential sponsors** and setting up one to one (or one to many if you involve many colleagues) meetings to ensure endorsements and move forward on the Data Governance you want to put in place. You have learned a lot from the OKR meetings and now have the substance to ensure their support.

STEP 2 Prepare your storytelling

The second step is to prepare **a story** for each sponsor. Again, based on the workshops you were involved in on the company Data Strategy, you should be able to draft a personalized story.

You have 3 forms of storytelling which can be combined if needed:

Use a testimony and real story to strengthen yours,

Use a metaphor to illustrate the data concepts when they feel too complex,

Use a "springboard" story from a specific characteristic to give the big picture.

STEP 3 Introduce yourself

The third step consists in getting ready to describe **who you are, what you do and why you do it** through the prism of every sponsor.

STEP 4 Asking for money

The fourth step consists in getting ready to **ask for the money.** Asking for money involves **proposing different scenarios** with different outcomes, a detailed **analysis on the costs**, a **quantitative view on the financial benefits** and then a **ROI analysis**.

STEP 5 Commit to deliverables

The fifth step is to **commit to deliverables.** There won't be endorsement if you don't commit to tangible deliverables, results as well as a time frame.

Some tips and tricks to maximize your chances for getting the sponsors aligned:

Ask for more than you need.
Don't sell yourself short and be prepared for a cut in your funding expectations and prepare accordingly.

Get a champion.
In the list of sponsors, try to build a good relationship with one in particular and ask for help and insights to maximize your chances of winning.

Be impeccable in all aspects.
When you're courting a sponsor, always keep to your word, always be on time or early for an appointment. Let him or her know you are a person of integrity. Don't forget to share the OKRs Map in which the sponsor is involved down to your own OKR.

Be brief and sharp.
Ask for what you want, but don't take up a lot of potential sponsors' time doing it.

Get commitments.
At the end of the sponsorship process, you should be able to get the following outcomes:

Get **understanding** and alignment

Get **help** in removing impediments (and build a fast track in the organization hurdles)

Get **funding** (means and resources)

Get a **schedule** to organize feedback ceremonies

Start getting sponsorship now!

In order for your organisation to be successful in your data strategy, getting sponsorship is key! Our ROI toolkit gives you the necessary ingredients for you and your teams to show your potential sponsors the return on their investment in your data projects.

DOWNLOAD OUR ROI TOOLKIT

BUILDING A SWOT ANALYSIS

In this section, we will teach you how to build a concrete and actionable SWOT analysis to assess the company Data Governance Strategy in the best possible way.

What is a SWOT analysis?

Before we give our tips and tricks on building the best SWOT analysis possible, let's go back and define what a SWOT analysis is.
A SWOT analysis is a technique used to determine and define your Strengths, Weaknesses, Opportunities, and Threats (SWOT). Here are some examples:

STRENGTHS

This element addresses the things your company or department does especially well. This can be a competitive advantage or a particular attribute on your product or service. An example of a "strength" for a data-driven initiative would be "Great data culture" or "Data shared across the entire company".

WEAKNESSES

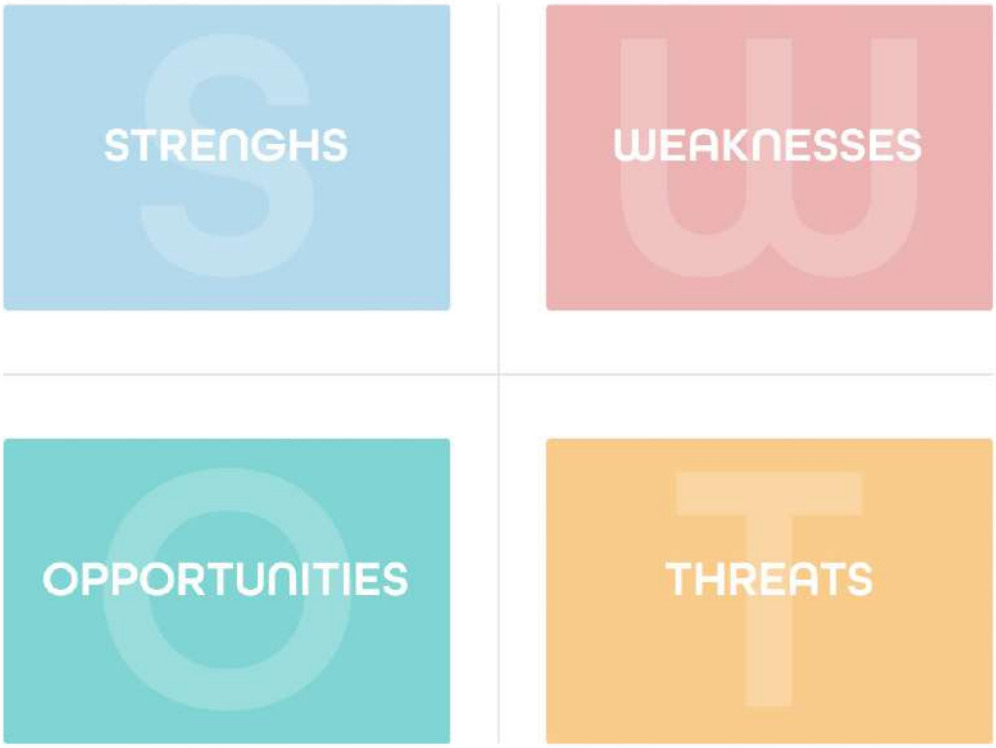
Once your strengths are listed, it is important to list your company's weaknesses. What is holding your business or project back? Taking our example, a weakness in your data or IT department could be "Financial limitations", "Legacy technology", or even "Lack of a CDO".

OPPORTUNITIES

Opportunities refer to favorable external factors that could give an organization a competitive advantage. Few competitors in your market, emerging needs for your product.. All of these are opportunities for a company. In this context, an opportunity could be "Migrating to the Cloud" or "Extra budget for data teams".

THREATS

The final element of a SWOT analysis is Threats – everything that poses a risk to either your company itself or its likelihood of success or growth. For a data team, a threat could be "Stricter regulatory environment for data" for example.



How to start building a smart SWOT analysis?

Building a good SWOT analysis means adopting a democratic approach that will ensure you don't miss important topics.

There are 3 principles you should follow:

Gather the right people
Invite different parts of your Data Governance Team stakeholders from Business to IT, CDO and CPO representatives. You'll find that different groups within your company will have entirely different perspectives that will be critical to making your SWOT analysis successful.

Throw your ideas against the wall
Doing a SWOT analysis consists, in part, in brainstorming meetings. We suggest giving out sticky-notes and encouraging the team to generate ideas on their own to start things off. This prevents group thinking and ensures that all voices are heard.

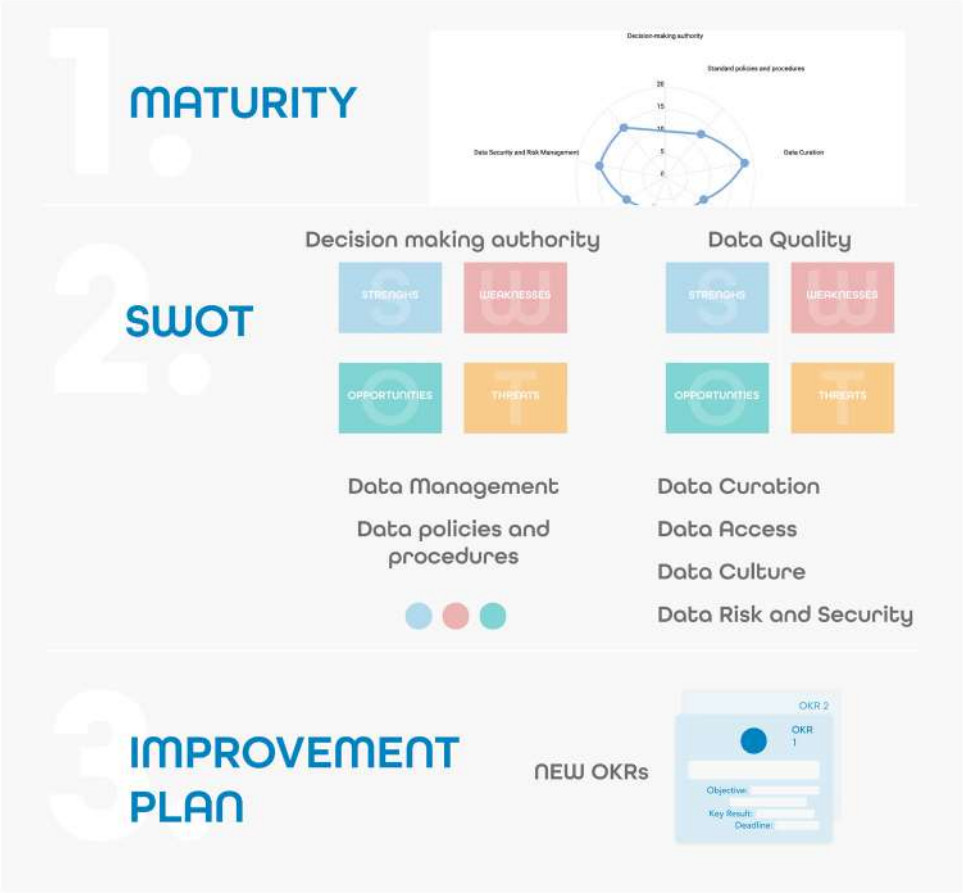
This first ceremony should be no more than 15 minutes of individual brainstorming. Put all the sticky-notes up on the wall and group similar ideas together.
You can allot additional time to enable anyone to add notes at this point if someone else's idea sparks a new thought.

Rank the ideas
It is now time to rank the ideas. We suggest giving a certain number of points to each participant. Each participant will rate the ideas by assigning points to the ones they consider most relevant. You will then be able to prioritize them with accuracy.

Toolkits for your SWOT analysis

During the first part of the chapter, we helped you analyze your Data Maturity.

We suggested you build a SWOT analysis for each aspect. It is interesting to focus on those for which your company score was low and spend more time on them and draft an improvement plan as described below:



The Improvement Plan should update your OKRs, with new actionable activities and potentially new stakeholders with Objectives, Key Results, and Deadlines.

For example, in order to improve the Data Culture, you may want to involve the head of HR to launch specific training sessions, and create new roles, responsibilities, or job descriptions.

You could also want to change the Data Access Requests to certain Data Sources in order to gain more flexibility and fluidity.

CHAPTER 2
ADAPTING

ORGANIZING YOUR DATA OFFICE

For part 2, we will give you the keys to building your data personas in order to set up a clear and well defined Data Office.

The evolution of Data Offices in organizations

At Zeenea, we believe in Agile Data Governance.
Previous implementations of data governance within organizations have rarely been successful. The Data Office often focuses too much on technical management or a strict control of data.

For data users who strive to experiment and innovate around data, Data Office behavior is often synonymous with restrictions, limitations, and cumbersome bureaucracy.
Some will have gloomy visions of data locked up in dark catacombs, only accessible after months of administrative hassle. Others will recall the wasted energy at meetings, updating spreadsheets and maintaining wikis, only to find that no one was ever benefiting from the fruits of their labor.

Companies today are conditioned by regulatory compliance to guarantee data privacy, data security, and to ensure risk management.

That said, taking a more offensive approach towards improving the use of data in an organization by making sure the data is useful, usable, and exploited is a crucial undertaking.

Using modern organizational paradigms with new ways of interacting is a good way to set up an efficient Data Office flat organization.
Below are the typical roles of a Data Office, although very often, some roles are carried out by the same person:

Chief Data Officer

Data Scientists

Data related Portfolio/ Program/Project managers

Data Analysts

Data Engineers / Architects

Data Stewards

Creating data personas

An efficient way of specifying the roles of Data Office stakeholders is to work on their personas.

By conducting one on one interviews, you will learn a lot about them: context, goals, and expectations. The OKRs map is a good guide for building those by asking accurate questions.

Here is an example of a persona template:

> My mission is to help our CEO increase internet sales by 2% and unify our data at all levels for better insights

Hard-worker | Organized | Focused | Open-minded

GOALS 🎯
- Have our Online Sales Data Lake ready by 30/06/2020
- Have a well governed and used Data Catalog by 31/12/2022

FRUSTRATIONS 😡
- Data is siloed in the company
- Data technology is obsolete

MOTIVATIONS ✊
- Speed
- Innovation
- Results

I started my career as a Data Engineer. I then held a Business Analyst position for 5 years. I joined our company in 2010 as Chief Marketing Officer before accepting my CDO position in 2018.

As a CDO, I want to implement Data Democracy and enable anyone to better discover, understand, and trust all enterprise data assets to improve our performance.

John, Chief Digital Officer

Some useful tips:

- Personas should be displayed in the office of all Data Office team members.
- Make it fun, choose an avatar or a photo for each team member, write a small personal and professional bio, list their intrinsic values, and work on the look and feel.
- Build one persona for each person, don't build personas for teams
- Be very precise in the personas definition interviews, rephrase if necessary.
- Treat people with respect and consider all ideas equally.
- Print them and put them on the office walls for all team members to see.

Building cross functional teams

In order to get rid of Data and organizational silos, we recommend you organize your Data Office in Feature Teams.
The idea is to build cross functional teams to address a specific feature expected by your company.

The Spotify model defines the following teams:

SQUADS

Squads are cross-functional, autonomous teams that focus on one feature area. Each Squad has a unique mission that guides the work they do.

In chapter 1, the CEO has 3 OKRs and the first OKR (Increase online sales by 2%) has generated 2 OKRs:

- Get the Data Lake ready for growth, handled by the CIO
- Get the data governed for growth, handled by the CDO.

There would then be 2 squads:

- Feature 1: get the Data Lake ready for growth
- Feature 2: get data governed for growth.

TRIBES

At the level below, multiple Squads coordinate within each other on the same feature area. They form a Tribe. Tribes help build alignment across Squads. Each Tribe has a Tribe Leader who is responsible for helping coordinate across Squads and encouraging collaboration.

In our example, for the Squad in charge of the feature "Get Data Governed for growth", our OKRs map tells us that there is a Tribe in charge of "Get the Data Catalog ready".

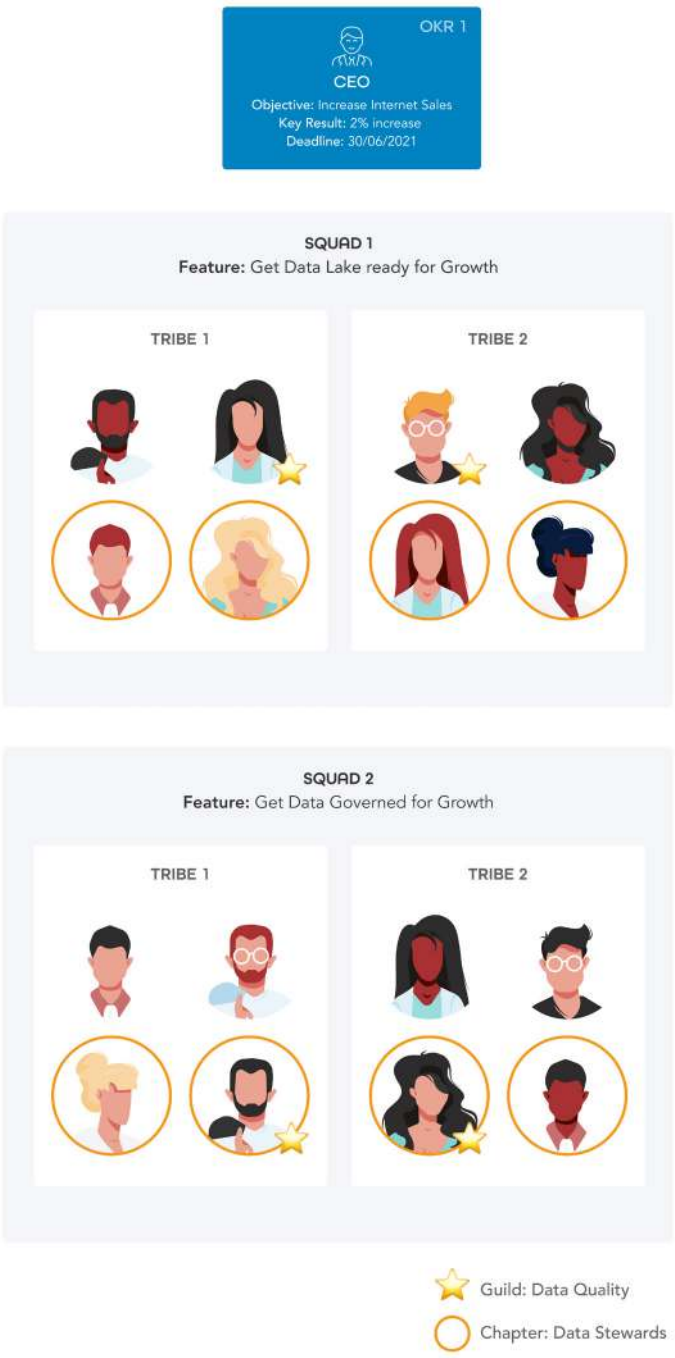
CHAPTERS

Even though Squads are autonomous, it's important that specialists (Data Stewards, Analysts) align on best practices. Chapters are the family that each specialist has, helping to keep standards in place across a discipline.

GUILDS

Team members who are passionate about a topic can form a Guild, which essentially is a community of interest (for example: data quality). Anyone can join a Guild and they are completely voluntary.

Whereas Chapters belong to a Tribe, Guilds can span different Tribes. There is no formal leader of a Guild. Rather, someone raises their hand to be the Guild Coordinator and help bring people together.



BUILDING YOUR DATA COMMUNITY

For this section, we will give you the keys to organizing an efficient and effective data community in your company.

Spotify Feature Teams: a good practice, or a failure?

In the last section, we explained how to build your Data Office with Personas and the Spotify Feature Teams paradigm.
The Spotify model has been criticized because there have been failures at companies that tried to implement it.

The three main reasons were:

- Autonomy is nice but it does not mean that teams can do what they want and there is a need to emphasize alignment
- Key results need to be defined at the leadership level and this is why building your OKRs are the right thing to do.
- Autonomy means accountability and the teams have to be measured and the fact that the increments they are working on need to be done and the definition of "Done" has to be specified.

We will focus in this episode on the Chapters and Guilds and how to organize and better leverage your Data Community.

How to organize your Chapters and Guilds

CHAPTERS

Collaboration in Chapters and Guilds needs specific knowledge and experience and it is wrong to assume that teams know Agile Practices.
When teams are growing, there is a need to have dedicated support and therefore, the Program Managers in charge of data related topics are accountable for the processes and organization of the Data Community.
At the highest level, organizing your data community means sharing knowledge at all levels: technological, functional, or even specific practices around data related topics.

The main drivers to focus on the Chapters organisation are:

- Teams miss information
- Teams miss knowledge
- Teams repeat mistakes
- Teams need ceremonies and agile common agreed practices

Chapters meet regularly and often.
We advise to meet once a month. When too big, a Chapter can be split into smaller groups. Even if it is a position that can change overtime, a Chapter needs a leader, and not a manager.

They are in charge of animating and making it efficient by

- Getting the right people involved
- Sharing outcomes with upper level management
- Coordinating and moderating meetings
- Helping to establish transparency
- Finding a way of sharing and keeping available all the knowledge shared
- Defining the Chapter: why, for whom and what it is meant for

A tip is to define an elevator pitch for the Chapter.
The Chapter leader is also responsible for building a backlog to avoid endless discussions with no outcome.

Typically the backlog consists in the following topics:

Data topics

- Chapter Data People Culture
- Chapter data related topics in continuous improvement
- Chapter Data Practices
- Chapter Data Processes
- Chapter Data Tools

Generic topics

- Chapter continuous improvement
- Chapter feedback collection
- Chapter Agility Practices
- Chapter generic tools
- Chapter information sharing
- Chapter education program

The Chapter Lead is in charge of communicating outside of his Chapter with other Chapter leaders and has to get time allocation to animate.

How to start a Chapter

- Identify the community and all members
- Name the Chapter
- Organize the first chapter meeting
- Define elevator statement
- Initialize your the Chapter Web Page (and keep it updated for future new members onboarding)
- Negotiate and build the first Backlog
- Plan the meetings

GUILDS

Guilds should be organized differently and in a self-organized way.
The reason for Guilds to exist is passion and the teams are only built on a voluntary base.
In order to avoid having too many useless meetings, we suggest you allow only Guilds to meet only in certain circumstances like:

- Trainings, workshops but in short formats like in BBLs (Brown Bag Lunch) for the topics they built the Guild for
- Q&A sessions with top executives to emphasize the Why of the Data Strategy
- Hack days to crack a topic
- Post mortem meetings after a major issue has occurred.

START BUILDING YOUR CHAPTERS BY DOWNLOADING OUR FREE CHAPTER LEAD HANDBOOK!

CREATING DATA AWARENESS

For this third section, we will help you use awareness support techniques that reduce the efforts needed to realize communicative tasks to make anyone aware of what the Data Governance Team is doing, get buy-in, and alignment at all levels.

At Zeenea, we recommend you use the SMART framework to plan and execute the Data Awareness program.

What are SMART goals?

SPECIFIC	What do you want to accomplish? Why is this goal important? Who is involved? What resources are involved?
MEASURABLE	Are you able to track your progress? How will you know when it's accomplished?
ACHIEVABLE	Is achieving this goal realistic with effort and commitment? Do you have the resources to achieve this goal? If not, how will you get them?

RELEVANT	Why is this goal important? Does it seem worthwhile? Is this the right time? Does this match efforts/needs?
TIMELY	When will you achieve this goal?

The "SMART" method for your data teams

If you think about the level of reach a team has, you can summarize them in 3 categories:

- The Control sphere is the one your Data Team can reach directly and interact with
- The Influence sphere is the level where you can find sponsors and can get help from
- The Concern sphere consists of the C levels who need to be informed on how things are progressing from a high level perspective.

In other words, you will have to touch all the stakeholders involved but with different means, timing and interactions.
Spend time creating nice formats, and pay attention to the form of all your artifacts.

Examples of SMART tasks

You fill find below examples of SMART tasks:
For the Control sphere, we recommend you to do the following:

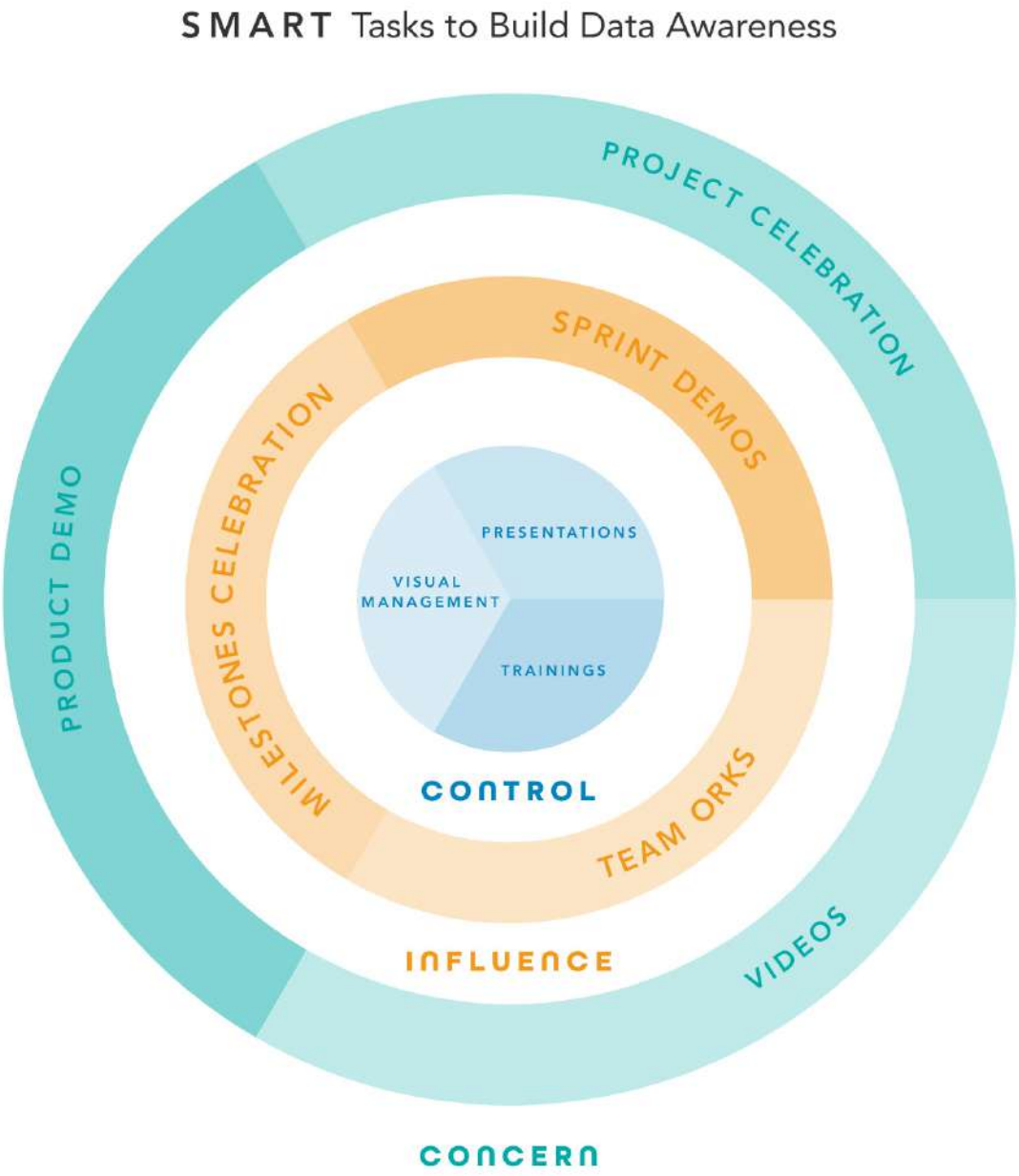
- Deliver trainings (for both Data Governance teams as well as End users)
- Deliver presentations dedicated to teams (Strategy, OKRs, Roadmap, etc)
- Keep your burn-down charts and all visual management tools displayed at any time

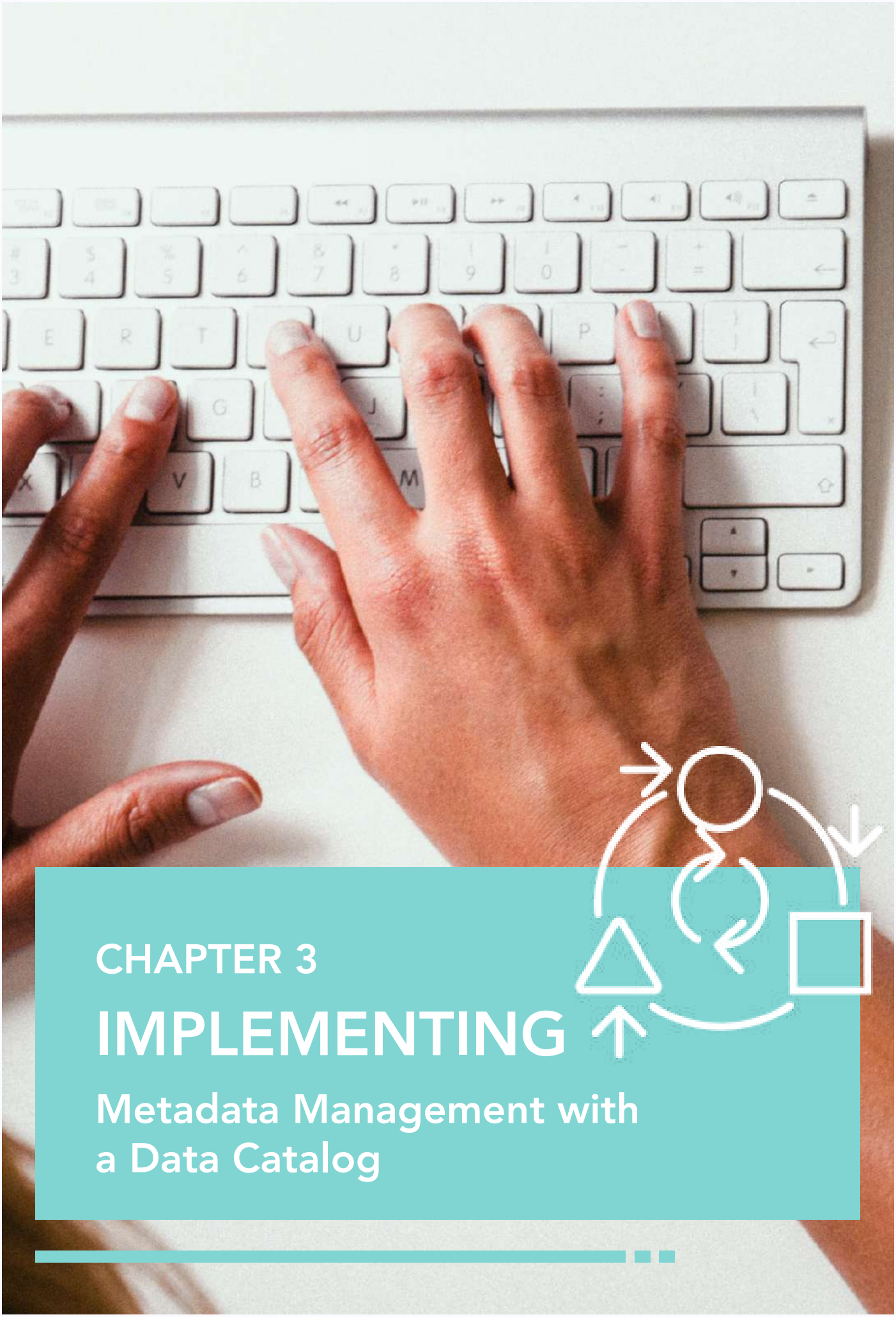
For the Influence sphere, we recommend you:

- Celebrate your first milestones
- Organize sprint demos
- Display OKRs teams constantly

And for the Concern sphere, we recommend you:

- Celebrate the end of a project
- Organise product demos
- Record videos and make them available





CHAPTER 3

IMPLEMENTING

Metadata Management with a Data Catalog

THE IMPORTANCE OF METADATA

Metadata management is an emerging discipline and is necessary for enterprises wishing to bolster innovation or regulatory compliance initiatives on their data assets.

Many companies are therefore trying to establish their convictions on the subject and brainstorm solutions to meet this new challenge. As a result, metadata is increasingly being managed, alongside data, in a partitioned and siloed way that does not allow the full, enterprise-wide potential of this discipline.

Before beginning your data governance implementation, you will have to cover different aspects, ask yourself the right questions, and figure out how to answer them.

This Metamodel Template is a way to identify the main aspects when it comes to data governance by asking the right questions and in each case, you decide on its relevance.

These questions can also be used as support for your data documentation model and can provide useful elements to data leaders.

THE WHO

Who created this data?	Who is responsible for this data?
Who does this data belong to?	Who uses this data?
Who controls or audits this data?	Who is accountable on the quality of this data?
Who gives access to this data?	

THE WHAT

What is the "business" definition for this data?	What are the associated business rules of this data?
What is the security/ confidentiality level of this data?	What are the acronyms or aliases associated with this data?
What are the security/ confidentiality rules associated with this data?	What is the reliability level (quality, velocity, etc.) of this data?
What are the authorized contexts of use (related to confidentiality for example)?	What are the (technical) contexts of use possible (or not) for this data?
Is this data considered a «Golden Source»?	

THE WHERE

Where is this data located?	Where does this data come from? (a partner, open data, internally, etc.)
Where is this data used/shared?	Where is this data saved?

THE WHY

Why are we storing this data? (rather than treating its flow)?	What is this data's current purpose/ usage?
What are the possible usages for this data? (in the future)	

THE WHEN

When was the data created?

When was this data last updated?

What is this data's life cycle? (update frequency)?

How long are we stocking this data for?

When does this data need to be deleted?

THE HOW

How is this data structured? (diagram)?

How do your systems consume this data?

How do you access this data?

DOWNLOAD OUR METAMODEL TEMPLATE TO START ANSWERING YOUR METADATA QUESTIONS

START YOUR DATA GOVERNANCE JOURNEY IN LESS THAN 6 WEEKS WITH ZEENEA

In this final part of the chapter, we will help you start a 3-6 weeks data journey with Zeenea and then deliver the first iteration of your Data Catalog.

We are using an iterative approach based on short cycles (6 to 12 weeks at most) to progressively deploy and extend metadata management initiative in the Data Catalog.

These short cycles make it possible to quickly obtain value. They also provide an opportunity to communicate regularly via the Data Community on each initiative and its associated benefits.

Each cycle is organized in predetermined steps, as follows:

IDENTIFY THE GOAL

How	Deliverable
Workshop: From the Data Strategy, OKRs Map, detail the objective precisely and the associated risks for the first iteration	A perimeter (data, people), a target.

DEPLOY / CONNECT

How	Deliverable
Set up a technical meeting and define the need to conform to the data perimeter.	Technical configuration of scanners and ability to harvest the information. Zeenea Scanners deployed and operational.

CONCEIVE AND CONFIGURE

How	Deliverable
Workshop to define or adapt the metamodel to comply with the expectation for the first cycles.	A metamodel tailored to meet expectations.

IMPORT THE ITEMS

How	Deliverable
Enrich your Metadata Management Platform: load and document in accordance with the target.	Define the core (minimum viable) information to properly serve the users.

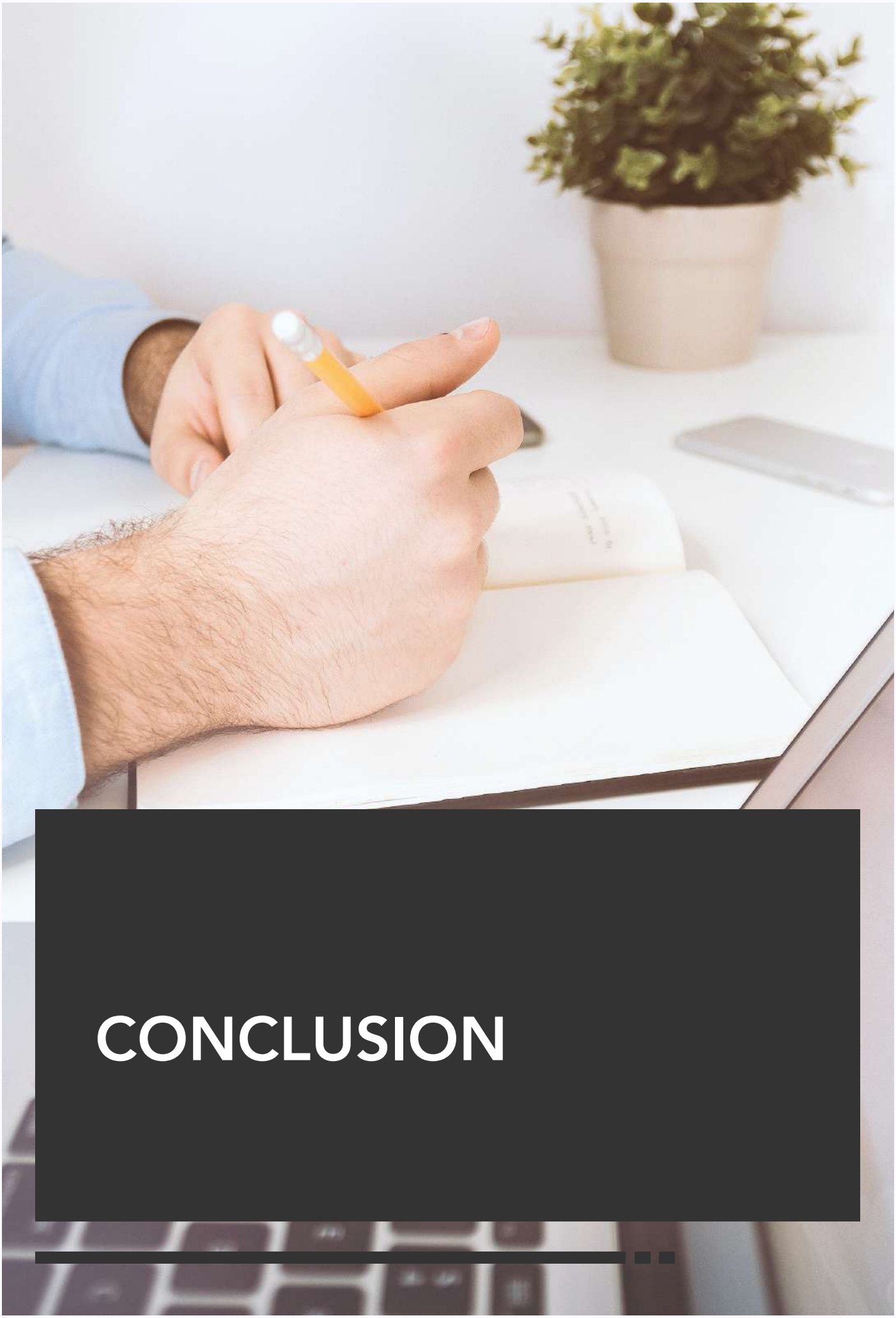
OPEN AND TEST

How	Deliverable
Let the users test the value produced. Challenge and validate it.	Validate if the effort produced the expected value.

MESURE THE GAINS

How	Deliverable
Retrospective workshop: check if the targets are met and if the users are satisfied.	Fine grained analysis of the cycle to identify what worked, what didn't and how to improve the next cycle.

TO KNOW MORE, DOWNLOAD OUR EFFECTIVE GUIDE TO START METADATA MANAGEMENT.



CONCLUSION

Throughout the pages of this white paper, we've given you the keys to start implementing an efficient and effective data governance framework for your enterprise.

At Zeenea, we strongly believe that the implementation of a Data Catalog will help your teams become more autonomous and efficient in their data journey.

Our solution is a 100% cloud-based solution available worldwide in just a few clicks. Its ease of deployment, integration and use allows data consumers to free themselves from the technical bottlenecks they experienced until now and to address their digital change challenges.

zeenea
Be Data Fluent

Need more information about our Data Catalog?

Contact us now for a free demo!

#BeDataFluent

Contact us