

# How to Become a **DATA GOVERNANCE EXPERT**



# You're already a data expert.

You've been working with enterprise data for years. You've seen the good, the bad, and the downright ugly. And you've watched the business of data change.





**You've realized that the end-game is no longer  
about a better data warehouse.**

It's about the value that data can deliver to the business.  
And for that data to mean something, it needs to be consumable  
by everybody in the organization, not just the data whizzes.

Today, more and more businesses want to put better data into the hands of the people who need it to do their jobs.

That means building processes that define who owns what data, how it can be used, and helping the people who use that data every day, find it, understand it, and trust it.





# THAT'S DATA GOVERNANCE.

And it's a skill set that's taking off.

# Like life, liberty, and the pursuit of happiness,

we believe that well-governed data is a  
fundamental right for every data citizen.

Of course, you might have more  
practical reasons for wanting to be a  
data governance expert.





Maybe you've just been asked to lead the charge on data governance at your company. **(Yay!)**



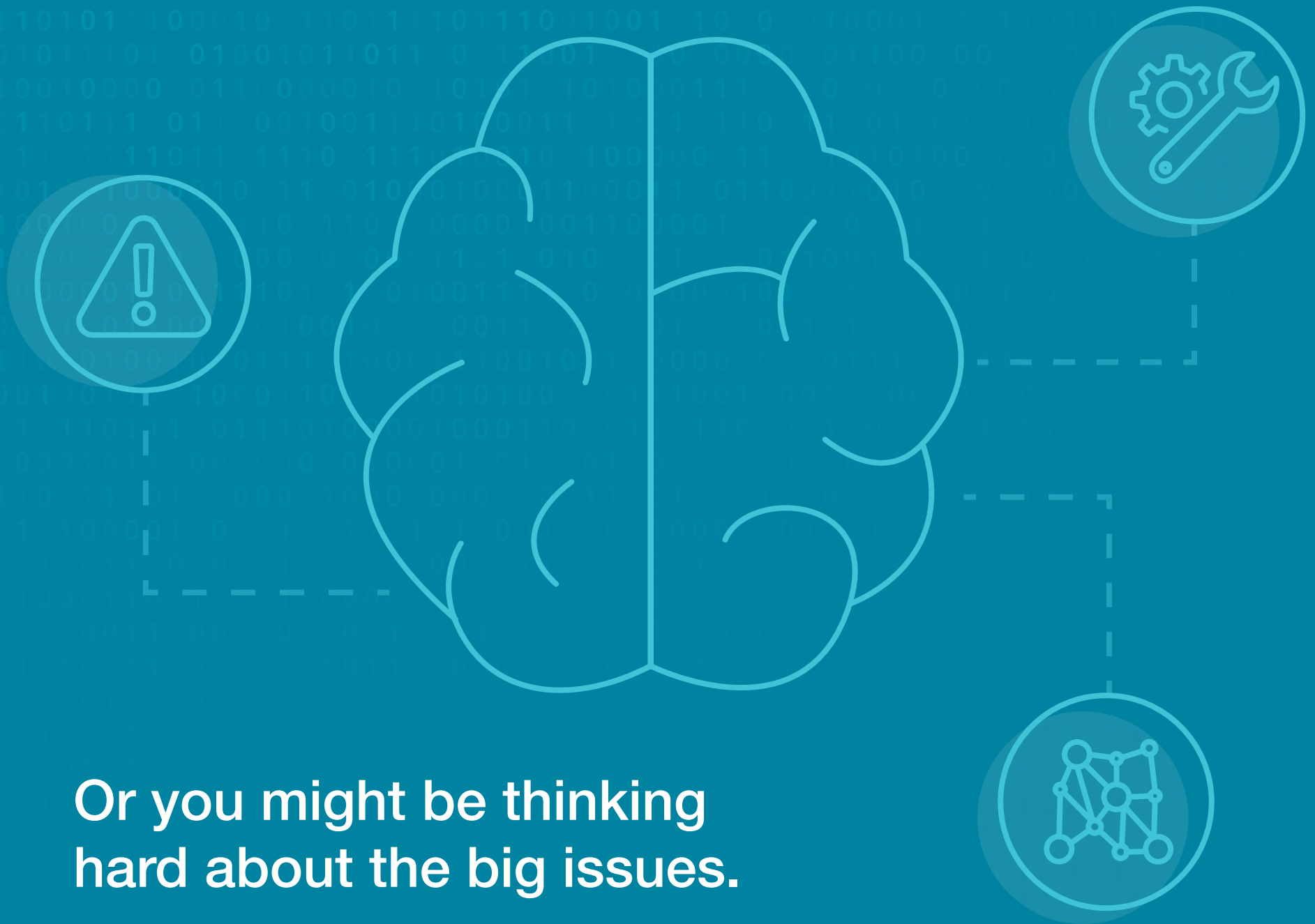
Maybe you're looking for a new job or you're thinking about your next promotion. **(Go for it!)**



Maybe your boss just asked you to figure out a way to tame the data chaos at your organization. **(Yikes!)**



Or maybe you work in one of many industries where regulatory scrutiny demands better control of data. BCBS 239, CCAR, Solvency II, GDPR, HIPAA, MACRA, CMS Star Ratings. **(Do any of these ring a bell?)**



**Or you might be thinking  
hard about the big issues.**





**70%** of business analysts spend their time looking for data.



Big data has big potential. But finding the right information to extract meaning from all those data sets hasn't been easy.



Your business just initiated a new Master Data Management project, but it lacks cross-organizational collaboration and stewardship.



# But why be an expert?

While business trends rise and fall, we've seen consistent markers that indicate data governance is no longer a "nice to have" but rather a business imperative.

- Data governance can help analysts find the data that matters—fast
- Data governance can help make big data meaningful
- Data governance provides a framework for collaboration
- Data governance makes data lineage, ownership, and stewardship clear
- Data governance makes data users feel confident about where the data is coming from and what it's saying





The background of the slide is a solid orange color. Overlaid on this background is a faint, repeating pattern of binary code (0s and 1s) in a lighter shade of orange. In the upper right quadrant, there is a large, stylized speech bubble outline. Inside this bubble, there is a smaller, solid orange circle. Within this smaller circle is a white upward-pointing arrow. The overall aesthetic is clean and modern, with a focus on data and communication.

## **Trend.** The rise of the Chief Data Officer

The amount of data available to us every day is only going to grow. To get ahead of the data tsunami, organizations are adding new roles to their org charts. Authority over data is shifting (rightly) to the Chief Data Officer, who is tasked with transforming data into strategic business assets. Her first order of business? Mastering the data.



## Trend. Regulatory oversight

Highly regulated industries like financial services and healthcare are being asked to respond more quickly and transparently to requests for information or matters requiring attention. New regulations like GDPR, effective next spring, will have global significance for nearly every industry. Organizations with well-governed data are better able to mitigate risk and avoid steep penalties for non-compliance.



## Trend. Business intelligence that delivers

We predict 2017 will be the year companies stop talking about being “data driven” and finally start doing something about it.

For BI projects to be effective, business users will need to be able to find the data they need to drive value. Data governance will be the key to putting data to work across the organization.



# Data governance is all about finding, understanding, and trusting data.

And being a data governance expert means being passionate about people, processes, *and* technology. Because data governance is about more than data. It's about getting that data into the hands of every data citizen — the people on the front lines who are putting it to work.



# What Every Data Governance Expert Knows





**A data governance expert  
understands people own the data.**





## Putting it into practice

**First, recognize that data is about more than records, fields, and tables.** Good data needs good owners. And good owners take responsibility for their data's quality, access, and management.





**Second, learn how to spot the good data citizens who will be good stewards of their data.** They'll likely be subject matter experts with business expertise and a passion for details. They're the “go to” people in your organization — the ones who always know where the data lives and what it means. And that exposure has made them great data diplomats.

**Recruit them to serve as members of your data governance team.** Ask them what matters to their business unit. Learn how changes will affect those business units and incorporate that knowledge into any processes you build.










**A data governance expert understands  
that the business owns the process.**





Data experts don't just involve stakeholders across the business. They put the business in the driver's seat. Because the goal of data governance isn't just pristine data — it's helping people use data confidently to pursue business goals.



# Putting it into practice

**First, recognize that there's a disconnect between IT and the business.** Business users value data for what it can do. IT views all data as equal. Business users get frustrated by data couched in technical terms they don't understand. IT gets frustrated when no one uses the massive data stores they've sweated to implement.







Second, articulate the value of data governance to business users—data governance will make data easier to find, understand, and trust. Ask business users to prioritize the information they need and to identify the people who can have access to it (and under what circumstances). That allows IT to focus on those critical data elements first, making them easier for business users to find.

**Break down those silos!**



The background is a solid blue color. Overlaid on this are several stylized boot prints in a lighter blue shade. The prints are arranged in a path that starts from the top left and moves towards the bottom right. Some prints are solid, while others are dashed, suggesting a sequence of steps. In the upper left corner, there is a faint, repeating pattern of binary code (0s and 1s) in a light blue color.

**Third, take small steps. Tackle a data management issue or a data sharing agreement.** Focus your resources and energy. Once you've demonstrated value, the business will be hungry for more.

The background is a solid teal color with a faint, repeating pattern of binary code (0s and 1s). On the left side, there is a stylized graphic of a computer monitor or screen. A thick white line curves from the top left towards the screen. A rectangular box is drawn on the screen, and four lines radiate downwards from its bottom edge. On the right side, there is a stylized graphic of a hand with fingers spread, reaching towards the left. The hand is composed of simple white outlines. Above the hand, there are two small, solid teal circles and several curved white lines, suggesting motion or a process flow.

**Fourth, expand your efforts. Look at other data projects and working groups.** Get them to identify their pain points. What's stopping them from being successful? Demonstrate how a governance solution can help.

**Wash, rinse, and repeat this process until it becomes business as usual.**



A data governance expert understands that  
technology should be strategic.



It's not enough to simply store your data all in one place. That logic has been driving data warehouse projects for over a decade and it's an approach that's largely failed. We know that data lives in multiple systems across the organization and that's not likely to change. Nor should it. Rather, to be useful, data, along with data initiatives and projects, needs to be well-governed. And ultimately your complete data ecosystem should be transparent across every department and business unit.

# Putting it into practice

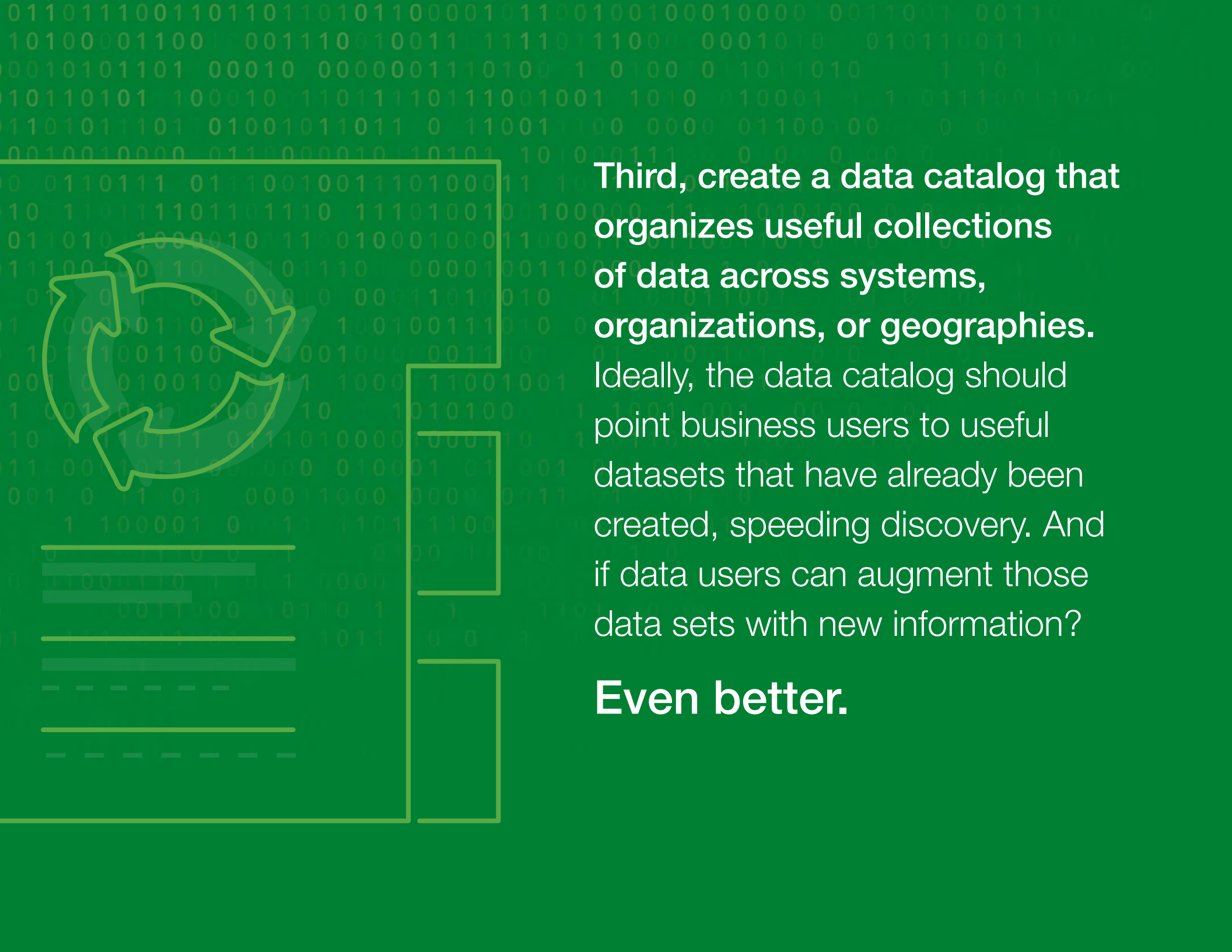
First, acknowledge that, as a data governance expert, you're no longer managing a departmental project, but an **enterprise-wide initiative**. Whether you're a decision maker or an influencer, once you take on data governance, your field of responsibility is broader. Own it.





**Second, implement a system of record that's about more than data elements.** For data governance to work, your data system of record needs to support processes—things like requesting access to data, approving data, or making changes to data. A system of record should also help business users identify and fix bad data and inform people when a change has been made.






**Third, create a data catalog that organizes useful collections of data across systems, organizations, or geographies.** Ideally, the data catalog should point business users to useful datasets that have already been created, speeding discovery. And if data users can augment those data sets with new information?

**Even better.**



**A data governance expert is always learning.**





The world of data governance will only keep growing as businesses worldwide recognize that the strategic use of data can set them apart. To be effective, the data governance expert should be able to master multiple disciplines: IT, business management, and more.

**How do you keep up?**

# Putting it into practice

**First, stay current in your industry. Learn broadly about business drivers, challenges, and opportunities.** Talk to experts across your organization about your company's potential and how to reach it. Become familiar with industry publications, in the world of IT and beyond.

Some good data governance blogs and resources to track include:

- **The Collibra blog**: where CDOs, data stewards, and all data citizens go to learn about true data governance
- **DAMA International: The Global Data Management Community**
- **DMBOK**: the DAMA Guide to the Data Management Body of Knowledge
- **Dataversity**: the “Real-World Data Governance” series with Bob Seiner
- **Enterprise Data Management Council**: particularly the DCAM Foundations

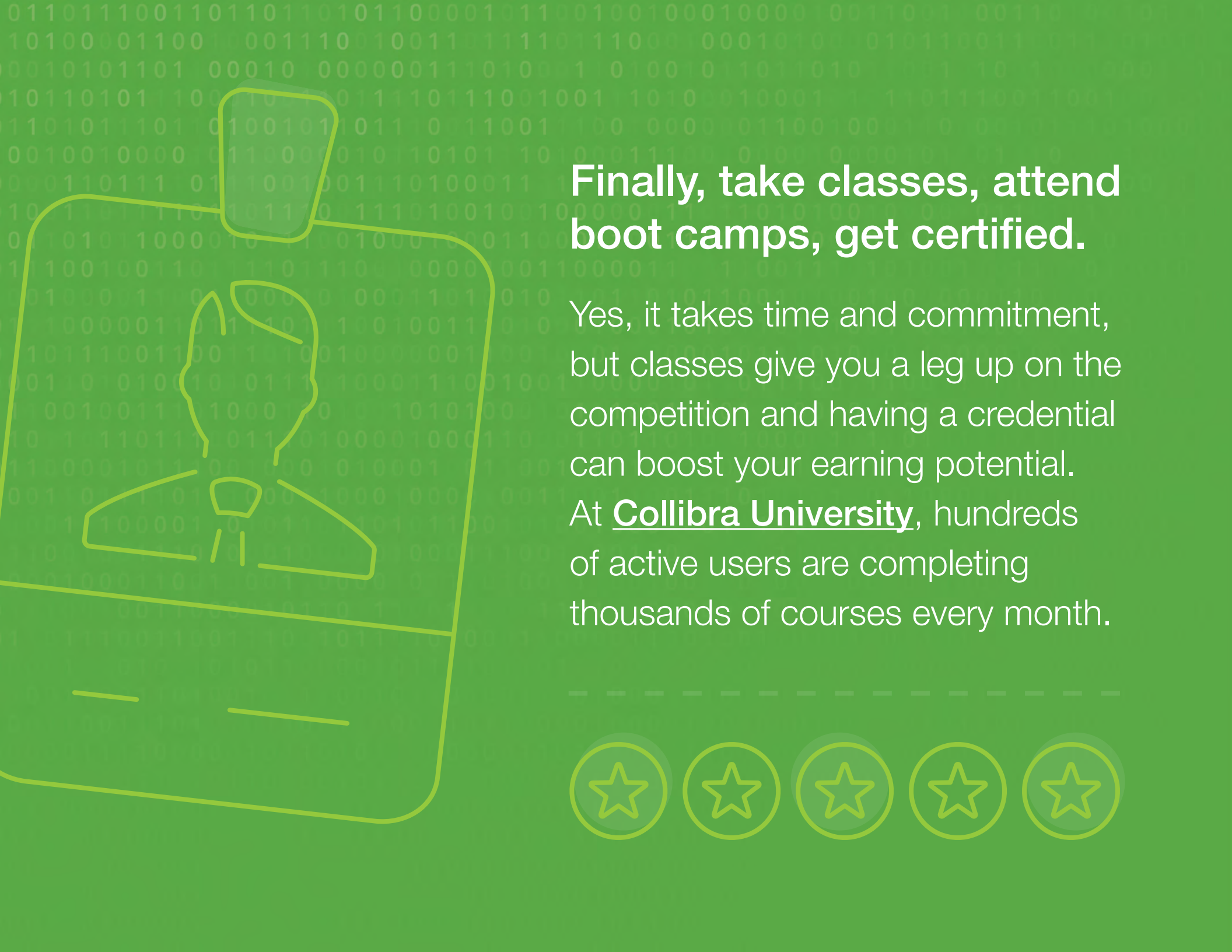


**Second, participate in online user communities and attend conferences.**

The annual Collibra **Data Citizens Conference** is quickly becoming a go-to event for those in the know. And events like DGIQ (Data Governance & Information Quality) offer an **annual conference** covering topics like getting started, data stewardship, agile data governance, and more.

**Collibra Community** is a vibrant online community and knowledge repository that provides valuable information and data governance resources. And the **Data Governance Institute** provides vendor-neutral best practices and guidance.





## Finally, take classes, attend boot camps, get certified.

Yes, it takes time and commitment, but classes give you a leg up on the competition and having a credential can boost your earning potential. At **Collibra University**, hundreds of active users are completing thousands of courses every month.



Becoming a data governance expert takes time, dedication, and smarts. But most of all, it requires a willingness to engage with every kind of data citizen: those committed to uncovering new insights and moving their organizations forward and those who just want to finish their projects on time. It's up to you to make the world of data a better place.

**Be the data  
governance expert  
that the world needs.**





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