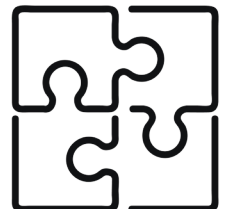
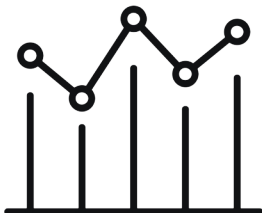


COURSEWARE

DATA GOVERNANCE BASED ON CDMP



**Data Governance
Based on CDMP**

Colophon

Title:	Data Governance
Subtitle:	Based on CDMP
Authors:	Michel Dekker
Publisher:	Van Haren Publishing, 's-Hertogenbosch
ISBN Hard Copy:	978 94 018 1453 9
Edition:	First edition, first print, April, 2026
Design:	Van Haren Publishing, 's-Hertogenbosch
Copyright:	© Van Haren Publishing 2026

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Publisher about the Courseware

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to leave out notes pages from the Courseware was to encourage students to take notes throughout the material. Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

-- Van Haren Publishing

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- IT Management
- Architecture (Enterprise and IT)
- Business Management and
- Project Management

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Topics are (per domain):

IT Management	IT Service Management	FitSM, ISM®, ISO/IEC20000, IT4IT®, ITIL®, VerISM®, SAF, TRIM, XLA®
	Data Management	Data literacy, Data visualization, DMBOK
	IT Asset Management	HAM, ITAM, SAM
	IT Security Management	BIO, ISO/IEC27001, NIS2
	Test Management	CTAP
	Application Management	ASL
	Other	eCF, IT-CMF, Scrum
Project Management	Project Management	Half Double, ICB, ISO/IEC21500, P3.express, PM2, PMBOK Guide, Praxis, PRINCE2
	Agile	Agile, Agile PM
	Other	PMO
Business Management	Operations Management	Lean, Lean Six Sigma, OBM, OMC, RASCI
	Contract Management	CATS CM, CATS RVM, IACCM World
	Business Information Management	BiSL, DID
	Artificial Intelligence	AI, Generative AI
	Outsourcing	OPBOK
Enterprise Architecture	Enterprise Architecture	BIAN, TOGAF
	Modeling	ArchiMate, BPMN
	Software Architecture	ISAQB
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Self-Reflection of understanding Diagram

‘What you do not measure, you cannot control.’ – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it's important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

Level of Understanding	Before Training (Pre-knowledge)	Training Part 1 (1st Half)	Training Part 2 (2nd Half)	After studying / reading the book	After exercises and the Practice exam
Level 4 <i>I can explain the content and apply it .</i>					1 /
Level 3 <i>I get it! I am right where I am supposed to be.</i>					Ready for the exam!
Level 2 <i>I almost have it but could use more practice.</i>					
Level 1 <i>I am learning but don't quite get it yet.</i>					

(Self-Reflection of Understanding Diagram)

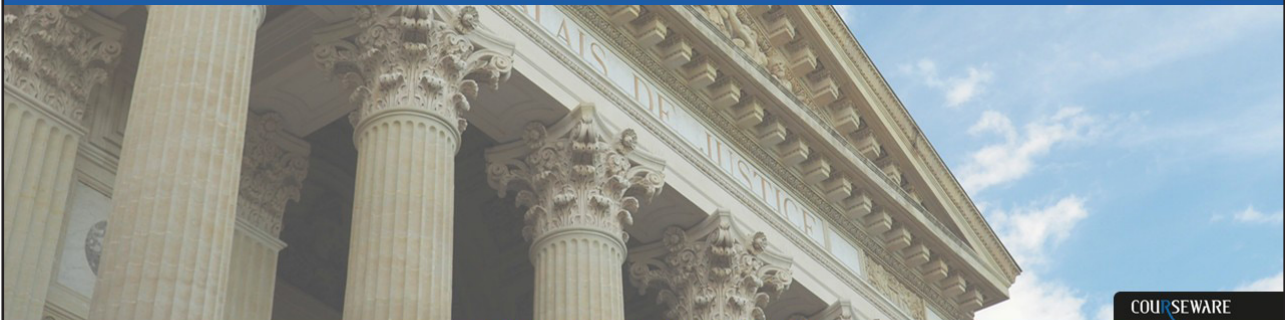
Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

<i>Problem areas:</i>	<i>Topic:</i>
Part 1	
Part 2	
You have gone through the book and studied.	
You have answered the questions and done the practice exam.	

Data Governance

DAMA DMBoK Specialist



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COURSEWARE

Effective Data Foundation

Not-for-profit collective,
which enables **professionals**
to **leverage data** to make
sustainable business
decisions

Effective Data Foundation

DATA

Analysis / Literacy / Management / Visualization



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3

DAMA Wheel



Data Governance and Stewardship

Definition: The exercise of authority, control, and shared decision-making (planning, monitoring, and enforcement) over the management of data assets.

Goals:

1. Enable an organization to manage its data as an asset.
2. Define, express, communicate, and implement principles, policies, procedures, metrics, tools, and responsibilities for data management.
3. Monitor and guide policy compliance, data usage, and management activities.

Business Drivers

Inputs:

- Business Strategies & Goals
- IT Strategies & Goals
- Data Management and Data Strategies
- Organization Policies & Standards
- Business Culture Assessment
- Data Maturity Assessment
- IT Practices
- Regulatory Requirements

- Suppliers:**
- Business Executives
 - Data Stewards
 - Data Owners
 - Subject Matter Experts
 - Maturity Assessors
 - Regulators
 - Enterprise Architects

Activities:

1. Define the Data Governance Strategy (P)
2. Define the Data Governance Organization (P)
3. Implement Data Governance (O)
4. Embed Data Governance (C,O)

- Participants:**
- Steering Committee
 - CIO
 - CDO / Chief Data Steward
 - Executive Data Stewards
 - Coordinating Data Stewards
 - Business Data Stewards
 - Data Governance Bodies
 - Compliance Team
 - DM Executives
 - Change Managers
 - Enterprise Data Architects
 - Project Management Office
 - Governance Bodies
 - Audit Data Professionals

- Consumers:**
- Data Governance Bodies
 - Project Managers
 - Compliance Team
 - DM Communities of Interest
 - DM Teams
 - Business Management
 - Architecture Groups
 - Partner Organizations

- Techniques:**
- Concise Messaging
 - Contact List
 - Logo

- Tools:**
- Websites
 - Business Glossary Tools
 - Workflow Tools
 - Document Management Tools
 - Data Governance Scorecards

- Metrics:**
- Compliance to regulatory and internal data policies
 - Value
 - Effectiveness
 - Sustainability

(P) Planning, (C) Control, (D) Development, (O) Operations



Source: Damas.org

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Certification

ASSOCIATE



Required experience
none

Exam requirements
60% pass
Data Management
Fundamentals exam

PRACTITIONER



Required experience
2+ years

Exam requirements
70% pass
Data Management
Fundamentals exam
+ 2 Specialist exams

MASTER



Required experience
10+ years

Exam requirements
80% pass
Data Management
Fundamentals exam
+ 2 Specialist exams



Source: DAMA

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Training Agenda

Introduction ●

● Tools & Techniques

Essential concepts ●

● Implementation

Activities ●

● Exam preparation



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6

Introduction

*You can't **manage** what you don't **define**, and you can't **trust** what you don't **master**.*

Anonymous (Data Governance proverb)

What is Data?



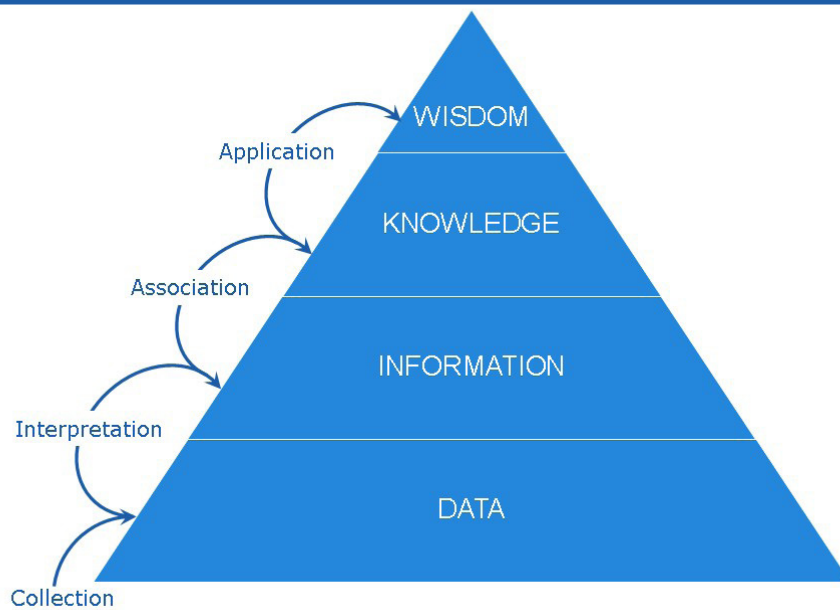
Data & Reality



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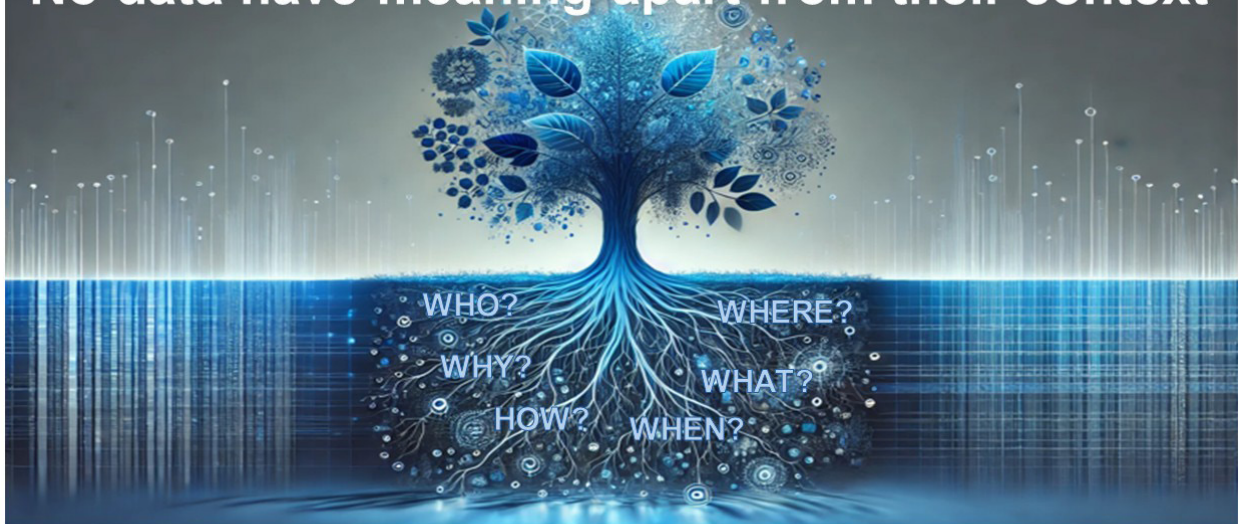
Why do we use Data?



Source: Jones, Ben. Data Literacy Fundamentals: Understanding the Power & Value of Data

First principle for understanding data

No data have meaning apart from their context



Source: Wheeler, Donald J. Understanding variation—the key to managing chaos

Definition

Data Governance is the exercise of **authority, control,** and **shared decision-making** over the management of data assets

Planning • Implementation • Monitoring • Enforcement



Authority

Formal power to make data decisions



Control

Policies, standards, and procedures



Shared Decision-Making

Collaborative across business and IT

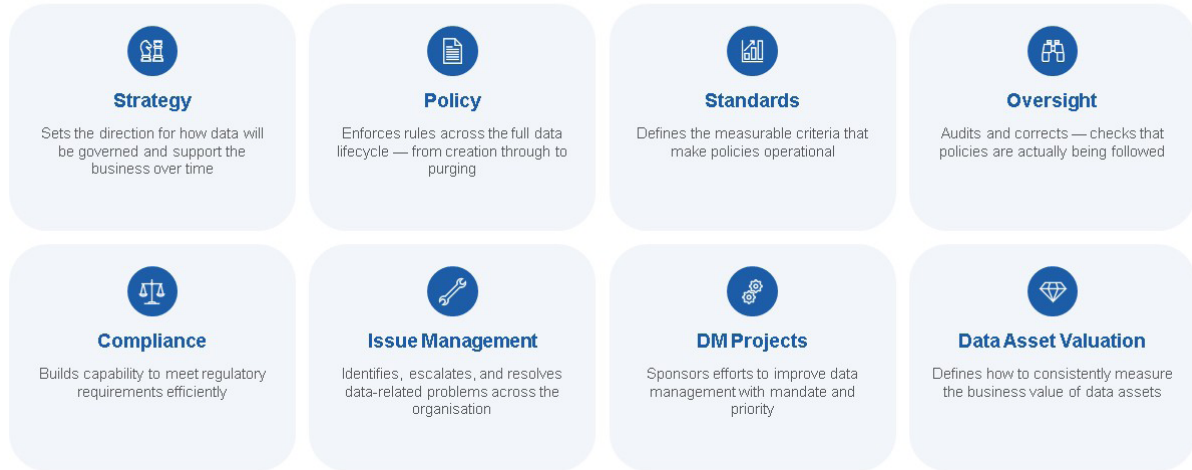


Source: DAMA DMBOK2

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Data Governance focus areas



Relations with other knowledge areas



Relation with Data Architecture



Data Governance

Provides the policies, standards, and decision rights that guide architectural choices.

Governance ensures architecture aligns with business strategy and data principles.



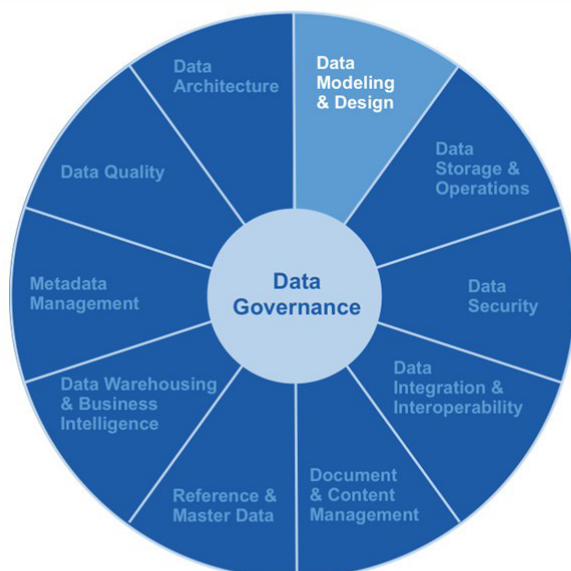
Data Architecture

Provides the structural blueprint for how data is organized, stored, and integrated.

Architecture implements the design that governance directs.



Relation with Data Modeling & Design



Data Governance

Approves and governs data definitions, naming standards, and model review processes.

Governance ensures models reflect business meaning across the enterprise.



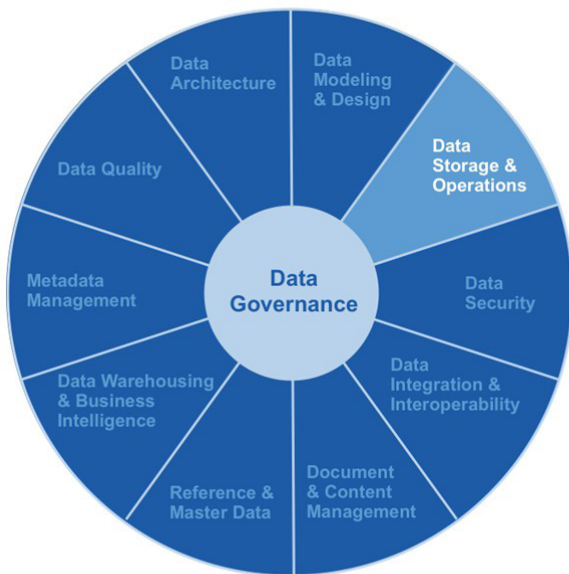
Data Modeling & Design

Defines entity structures, relationships, and attributes that represent business reality.

Modeling provides the design language governance uses for shared definitions.



Relation with Data Storage & Operations



Data Governance

Defines retention policies, access controls, and data lifecycle rules.

Governance determines WHAT data is kept, for how long, and under what conditions.



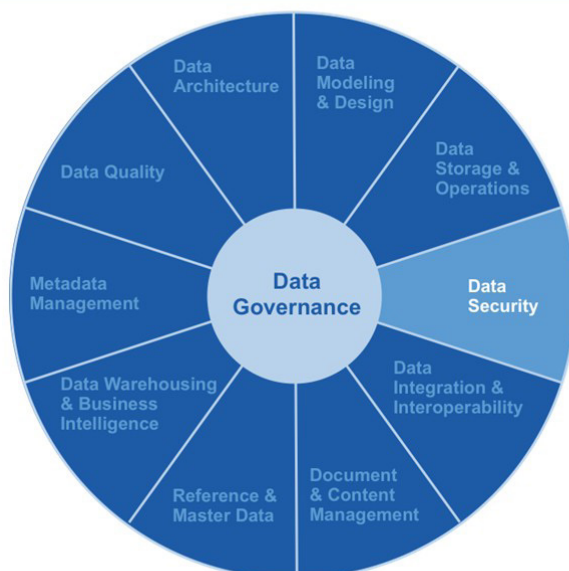
Data Storage & Operations

Provides the infrastructure for storing, backing up, and managing data assets.

DS&O determines WHERE and HOW data is physically managed and maintained.



Relation with Data Security



Data Governance

Defines data classification policies, access rules, and compliance requirements.

Governance determines WHO can access WHAT data and under WHAT conditions.



Data Security

Implements technical controls: encryption, access management, auditing, and monitoring.

Security enforces the protection that governance mandates across all systems.



Relation with Data Integration & Interoperability



Data Governance

Defines standards for data exchange, transformation rules, and integration governance.

Governance ensures consistent definitions flow across all integration points.



Data Integration & Interoperability

Moves and transforms data between systems using ETL, APIs, and messaging.

Integration implements the technical connectivity that governance coordinates.



Relation with Document & Content Management



Data Governance

Defines policies for document retention, classification, and lifecycle management.

Governance ensures unstructured content is managed with the same rigor as structured data.



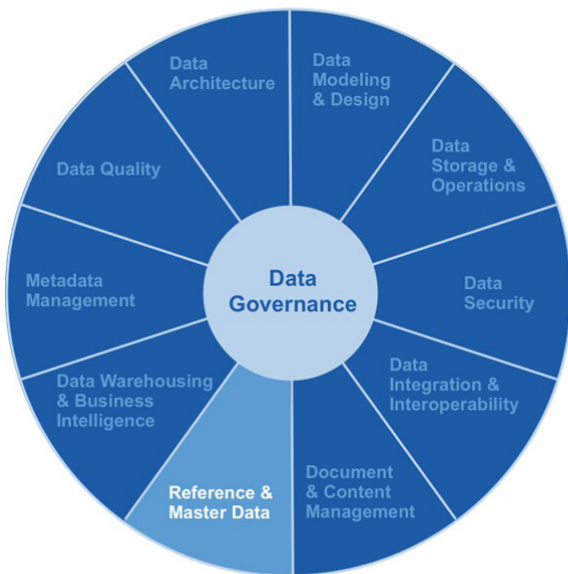
Document & Content Management

Manages unstructured content: documents, records, emails, and digital assets.

D&CM links content to governed data entities and retention policies.



Relation with Reference & Master Data



Data Governance

Establishes stewardship, policies, and approval processes for core data.

Governance provides the WHY and WHO for master data management.



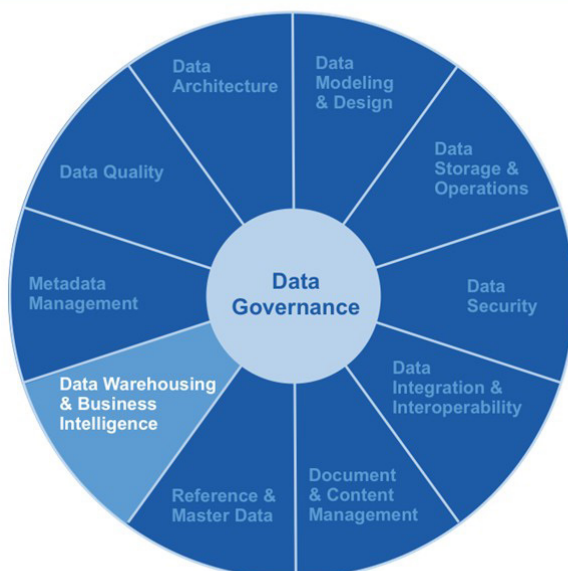
Reference & Master Data

Defines and maintains the authoritative core entities: customers, products, locations.

RMDM provides the WHAT and HOW that governance directs and oversees.



Relation with Data Warehousing & Business Intelligence



Data Governance

Defines data definitions, business rules, and reporting standards.

Governance ensures reports and analytics are based on trusted, consistent data.



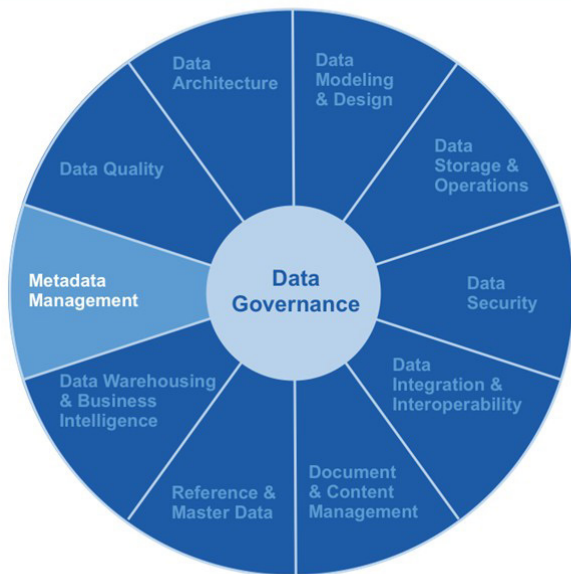
Data Warehousing & BI

Provides analytical platforms, data warehouses, and BI tools for insight.

DW&BI depends on governed data for accurate reporting and decision support.



Relation with Metadata Management



Data Governance

Defines metadata standards, ownership, and requirements for business glossaries.

Governance mandates that metadata is captured, maintained, and accessible enterprise-wide.



Metadata Management

Captures definitions, lineage, ownership, and technical details about data assets.

Metadata provides the transparency governance needs to be effective.



Relation with Data Quality



Data Governance

Defines quality expectations, ownership, business rules, and escalation processes.

Governance determines WHAT 'good enough' quality means for the business.



Data Quality

Measures, monitors, and improves data quality through profiling and remediation.

DQ provides the evidence that governance uses to assess data health.



Business Drivers



Reducing Risk



General risk management



Data Security



Privacy



Improving Processes



Regulatory compliance



Data quality improvements



Metadata management



Efficiency in development projects



Vendor management



Goals & Principles



Enable an organization to manage data as an asset

3 QUALITIES



Sustainable



Embedded



Measured

6 GUIDING PRINCIPLES



Leadership & Strategy



Business-driven



Shared responsibility



Multi-layered



Framework-based



Principle-based



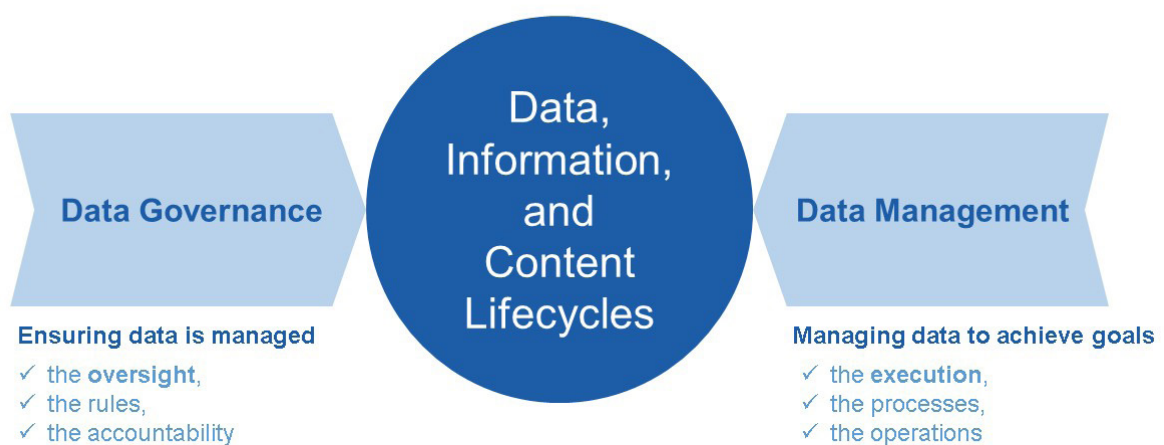
Essential Concepts



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Governance vs. Management



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Data-centric Organization

Data-centric Organization

**Data as a
corporate asset**

**Incentivized best
practices**

**Aligned
strategy**

**Continuous
improvement**



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Data Governance Organization

Do the right things

Chief Data Officer

LEGISLATIVE

defining

- Policies
- Standards
- Enterprise Data Architecture

JUDICIAL

Issue management and escalation

**Data Governance
Steering Committee**

- ✓ Setting strategic direction
- ✓ Approving funding

- ✓ Ultimate escalation point

**Data Governance
Council**

- ✓ Manage DG initiatives:
 - Develop policies
 - Develop metrics

- ✓ Handle issues
- ✓ Handle escalations

**Data Governance
Office**

- ✓ Maintain enterprise data definitions and data management standards
- ✓ Operational level

- ✓ Resolving data definition conflicts

Do things right

Chief Information Officer

EXECUTIVE

Protecting and serving, administrative responsibilities



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Data Governance Bodies



DG Steering Committee

Highest authority. Cross-functional senior executives providing funding, strategic direction, and final escalation.



Data Governance Council (DGC)

Primary decision-making body. Manages initiatives, policy development, issues and escalations.



DG Office (DGO)

Enterprise data definitions and standards. Coordinates stewards, custodians and data owners day-to-day.



Data Stewardship Teams

Domain experts in specific subject areas (customer, product, finance). Business and technical stewards.



Local DG Committees

Divisional councils operating under the enterprise DGC. Apply enterprise policies to specific business unit contexts.



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Data Governance Operating Model Types

Centralized

Data Governance

Business Unit A Business Unit B Business Unit C

KEY CHARACTERISTICS

A central team (DMO/DGO) manages all governance and standards

- ✓ Consistency, unified standards
- ✗ Bottlenecks, less domain awareness
- ⚠ Disconnected from business realities

TRADE-OFF

Limited local flexibility; may slow response to business unit needs

Replicated

also called: Decentralized

Business Unit A Business Unit B Business Unit C
Data Governance Data Governance Data Governance

KEY CHARACTERISTICS

Each business unit manages its own data independently

- ✓ Domain expertise, local agility
- ✗ Silos, inconsistency across units
- ⚠ Duplicate definitions, conflicting standards

TRADE-OFF

Alignment requires sustained discipline; risk of standards drift

Federated

Data Governance

Business Unit A Business Unit B Business Unit C
Data Governance Data Governance Data Governance

KEY CHARACTERISTICS

Central standards + local execution — best of both worlds

- ✓ Enterprise alignment with local flexibility
- ✗ Requires strong coordination

TRADE-OFF

Requires strong coordination and clear BU/central boundaries

★ DMBOK Recommended



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Data Management Operating Models — The Full Spectrum

← Most Distributed					Most Centralised →	
Decentralised	Network	Hybrid	Federated	Centralised		
OWNERSHIP Distributed across lines of business and IT	OWNERSHIP Distributed but with a RACI formalising accountability	OWNERSHIP Centre of Excellence + decentralised BU groups	OWNERSHIP DMO coordinates; BUs retain meaningful autonomy	OWNERSHIP Everything owned by the DMO		
DECISION-MAKING Committee-based; no single owner	DECISION-MAKING More structured; roles defined and documented	DECISION-MAKING Executive steering + tactical working groups	DECISION-MAKING Balanced; central standards + local execution	DECISION-MAKING Single leader; clear accountability		
WHERE YOU SEE IT Where most organisations start	WHERE YOU SEE IT First step toward maturity	WHERE YOU SEE IT Large organisations mid-journey	WHERE YOU SEE IT Common in global enterprises	WHERE YOU SEE IT Most formal; requires significant cultural change		



What Makes a Data Management Organisation Succeed

BUILDING THE CONDITIONS

- Executive sponsorship**
The right sponsor ensures stakeholders receive guidance and the change is sustained.
- Clear vision**
All stakeholders must understand what data management is, why it matters, and how their work is affected.
- Proactive change management**
Planning for, managing, and sustaining the people dimension of change (see Chapter 17).
- Leadership alignment**
Unified support is essential; misaligned leaders send mixed messages that derail change.
- Communication**
Start early, continue often; stakeholders need clarity on what is changing and what they must do differently.

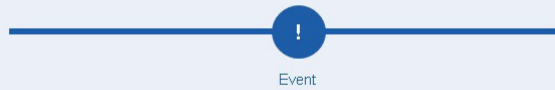
SUSTAINING THE CHANGE

- Stakeholder engagement**
Cross-functional participation; identify and involve people currently managing data first.
- Orientation and training**
People cannot improve how they manage data if they do not know what they are supposed to do differently.
- Adoption measurement**
Track and demonstrate that the change is actually happening and delivering value.
- Adherence to guiding principles**
Governance must be principle-based; principles must be stable even as tactics evolve.
- Evolution, not revolution**
Simplicity and usability are essential for acceptance; pilot first, then scale.



Don't manage change, manage the transition

CHANGE



The external event: a new governance policy, a new stewardship role, a new data tool.

It happens at a point in time.

TRANSITION



The internal psychological journey people make in response to a change.

It takes months or years.

Key insight: Most governance programmes manage the change (they announce it, document it, train on it) and ignore the transition (the fear, loss of familiar routines, resistance, uncertainty about what the new world means for me). Managing the transition is what separates programmes that sustain from programmes that decay.



Why Governance programmes Fail

Error 1 Too much complacency

"We haven't been fined yet. Our current processes are fine."

Error 5 Obstacles allowed to block vision

Silo politics go unaddressed; one resistant VP derails the programme

Error 2 No guiding coalition

The lone CDO champion, or a task force with no senior authority

Error 6 No short-term wins

Governance is always 'six months away' from showing value

Error 3 Underestimating vision

A compliance objective instead of a direction for the organisation

Error 7 Declaring victory too soon

"We bought a DQ tool — that's fixed." "We published the policy — we're governed."

Error 4 Under-communicating by 10–1000x

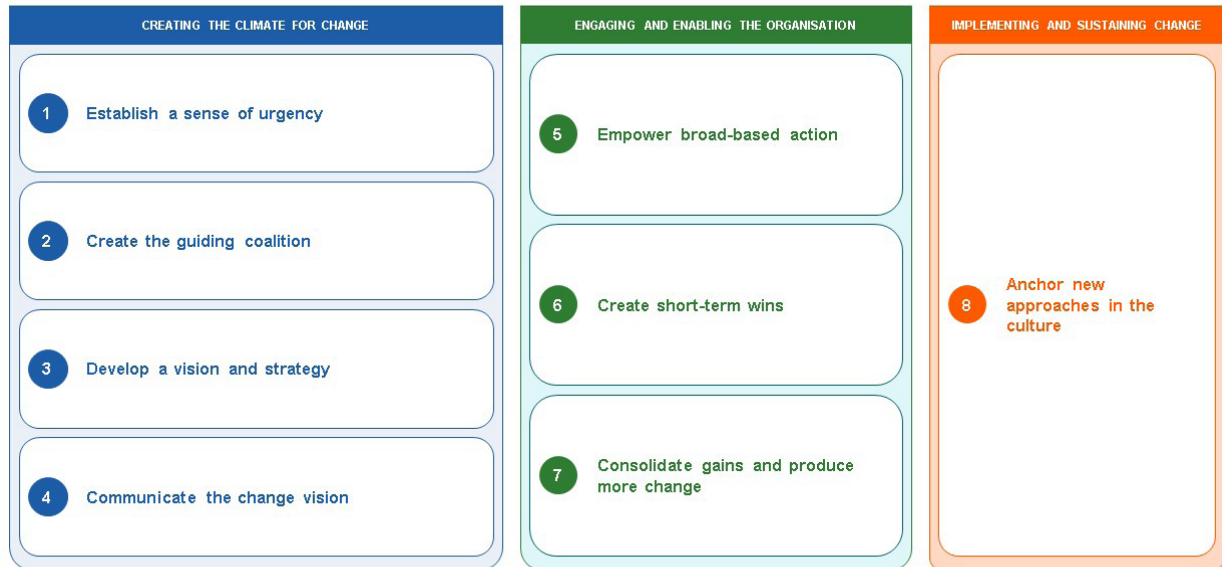
One kick-off email and a SharePoint page

Error 8 Not anchoring in culture

Staff comply while the project spotlight is on; revert when it moves



Kotter's 8-stage Change Process



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Data Stewardship

CREATING & MANAGING CORE METADATA

Business Glossary ownership

Stewards define and manage business terminology, valid data values, and Business Glossary entries — the authoritative source for how key terms are defined across the organisation.

Without agreed definitions, governance has nothing to stand on.

DOCUMENTING RULES & STANDARDS

Business-rooted definitions

Business rules, data standards, and Data Quality rules are rooted in business processes — not invented by IT. Stewards surface those rules, build consensus, and ensure consistent application.

Stewards own the rules; IT implements them.

MANAGING DATA QUALITY ISSUES

First line of response

Stewards identify and facilitate resolution of data-related issues, working across organisational boundaries when needed. This is the judicial function of governance made operational.

Stewards are the first line of response when data problems arise.

EXECUTING OPERATIONAL DG ACTIVITIES

Governance in action

Day-to-day and project-by-project, stewards ensure DG policies are followed and influence decisions so data is managed in line with the organisation's overall goals.

Governance as a living function — not a document on a shelf.



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Types of Data Stewards

DOMAIN & EXECUTION

BS

Business Data Stewards

Business professionals — typically recognised subject matter experts — accountable for a defined subset of data. The most common steward type in practice. They work directly with stakeholders to define and control data within their domain.

DO

Data Owners

Business people accountable for decisions about data within their domain. While similar to Business Data Stewards, this role emphasises decision-making authority and accountability for the data itself.

TS

Technical Data Stewards

IT professionals within DMBOK Knowledge Areas: Data Integration, DBA, Business Intelligence, Data Quality, or Metadata Administration — the execution-side counterpart to Business Data Stewards.

STRATEGIC & CROSS-FUNCTIONAL

CS

Chief Data Stewards

Chair Data Governance bodies or act as CDO in a virtual or distributed governance organisation. May serve as Executive Sponsors of governance initiatives.

ES

Executive Data Stewards

Senior managers who serve on the Data Governance Council. They bring business authority to governance decisions and represent their domains at the strategic level.

EDS

Enterprise Data Stewards

Have oversight of a data domain across business functions. Their scope is horizontal — looking across the organisation rather than within a single unit.

CDS

Coordinating Data Stewards

Lead and represent teams of business and technical stewards in cross-team discussions and in interactions with Executive Data Stewards.



Data Policies

A data policy is a brief, high-level statement of organisational intent about how data is controlled. Policies describe the what, not the how.



Enterprise-Wide Scope

Policies apply across the entire organisation — not per department or system. They express intent at the enterprise level.



Standards & Behaviours

Policies set expectations for behaviour and support the creation of standards. They guide what people should do with data.



The What, Not How

Policies state intent and boundaries, not implementation details. Procedures and standards provide the how.

DMBOK Principle: Data policies should be few, brief, and written at a level that can endure changes in technology, process, and organisation.



Data Policies

Data Quality example

PRINCIPLE

Data is a strategic asset that must be managed to ensure its quality

POLICY

All critical data elements must have defined quality rules and assigned data owners

STANDARD

Customer records must be validated against the national address register within 48 hours of creation

PROCEDURE

The CRM system runs a nightly batch job that matches new records against the address register API and flags exceptions for manual review

Data Privacy example

PRINCIPLE

Personal data must be protected and handled in compliance with applicable regulations

POLICY

Personal data must not be retained beyond the period required for its stated purpose

STANDARD

Customer personal data must be deleted or anonymised within 30 days of account closure

PROCEDURE

The Data Steward triggers the anonymisation script in the data warehouse and confirms deletion in the operational CRM within 5 business days of the closure flag



Data Asset Valuation

1

Replacement Cost

What would it cost to recreate or reacquire this data from scratch?

2

Market Value

What would a willing buyer pay for this data on the open market?

3

Identified Opportunities

What revenue or savings can be directly attributed to having this data?

4

Selling Data

What income does the organisation earn by selling or licensing this data?

5

Risk Cost

What are the costs of fines, penalties, or losses if this data is wrong or missing?

Not Fungible

Data is not interchangeable like currency. Its value depends on context, quality, and use.

Value = Benefit - Costs

The net value of data equals the benefits it enables minus the costs of acquiring and maintaining it.

Unused = No Value

Data that exists but is never used has zero realised value. Value is only created through use.



Generally Accepted Information Principles



Accountability

Individuals must be identified who are ultimately accountable for data of all types



Asset

Data has characteristics of other assets and must be managed, secured, and accounted for



Audit

The accuracy of data is subject to periodic audit by an independent body



Due Diligence

If a risk is known, it must be reported. If possible, it must be confirmed



Going Concern

Data is critical to ongoing operations — not a temporary means or by-product



Valuation

Value data at the level that makes the most sense or is easiest to measure



Liability

Financial liability exists for data based on regulatory or ethical misuse



Quality

Data accuracy and lifecycle can affect the financial status of the organisation



Risk

Risk associated with data must be formally recognised as a liability or managed cost



Value

Data has value based on use, marketability, and contribution to goodwill



Activities

17 Activities

4 Chapters of the same story

You've just been appointed CDO

SCENARIO

Meridian Financial has appointed you Chief Data Officer. The CEO's mandate is simple:

"We need proper data governance — make it happen."

You have executive sponsorship, a small budget, and a team of two. The organisation has no formal DG function today. You have 90 days to show progress.

DISCUSSION What do you do first? What can't you skip — and in what order?



17 activities, 4 chapters of the same story

- **CLUSTER A — Planning & Strategy**

"Before you build anything, you plan."

- **CLUSTER B — Building the Structure**

"Then you build the structure."

- **CLUSTER C — Operations**

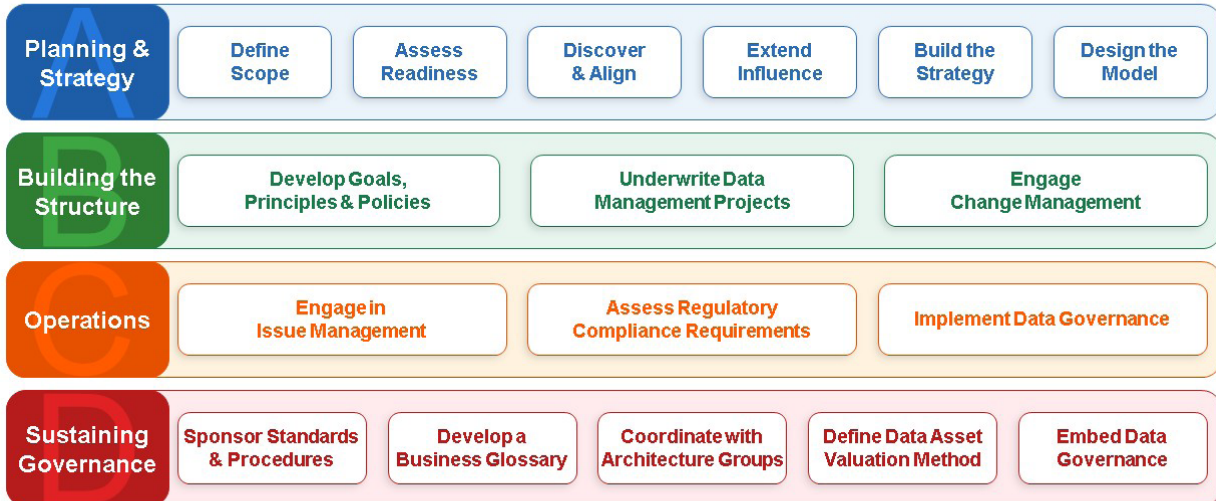
"Then you run it."

- **CLUSTER D — Sustaining Governance**

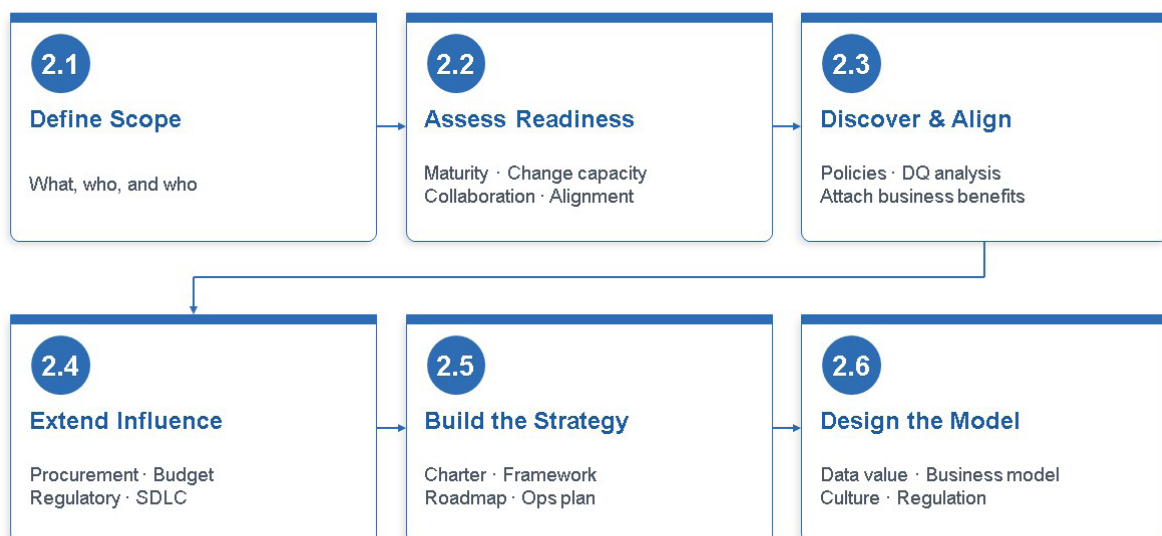
"Then you make it last."



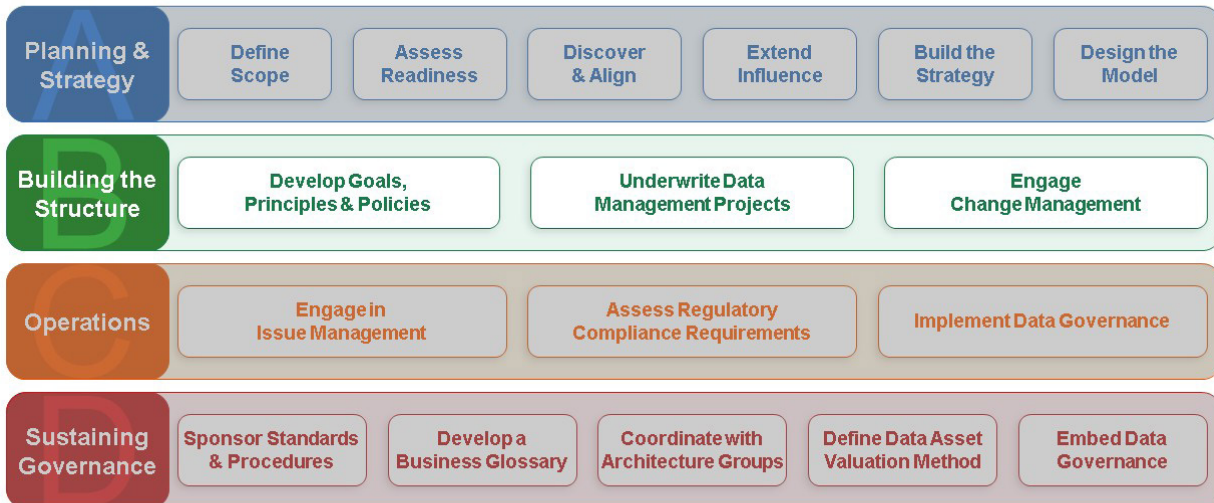
Data Governance Activity Map



The Planning Roadmap



Data Governance Activity Map: Cluster B



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Why do DG programs fail?

“

“We had a beautiful policy document. Nobody read it, nobody followed it, and eighteen months later the programme was quietly cancelled.”

— Head of Data, retail company

“

“The DGC met quarterly. By the time an issue reached them, the project team had already made the decision and moved on.”

— Data Governance Manager, financial services

“

“Senior leadership approved the DG charter on a Friday afternoon. We never heard from them again.”

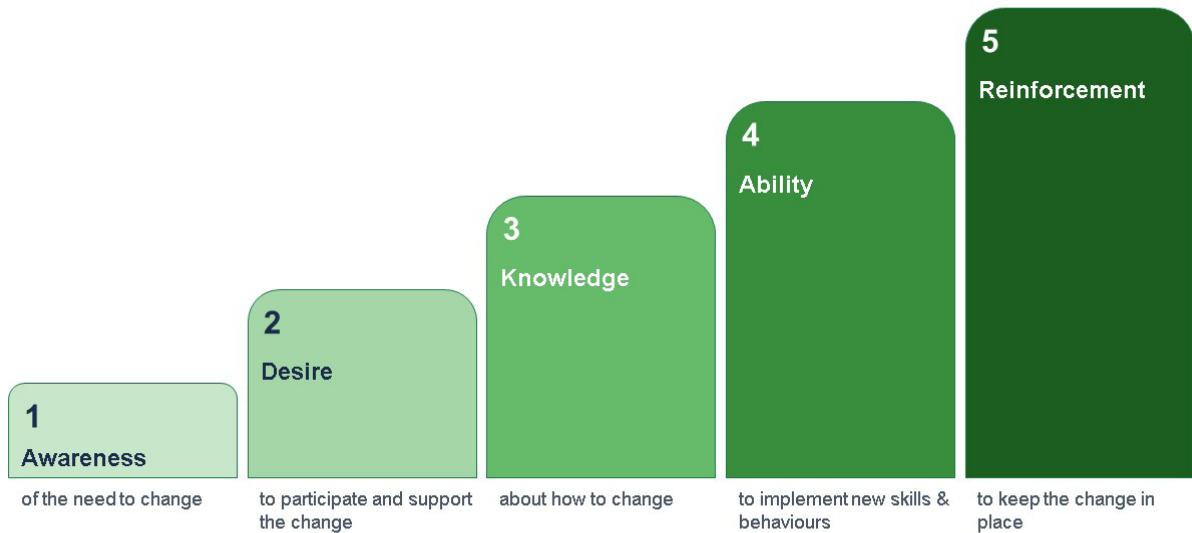
— Enterprise Data Steward, healthcare



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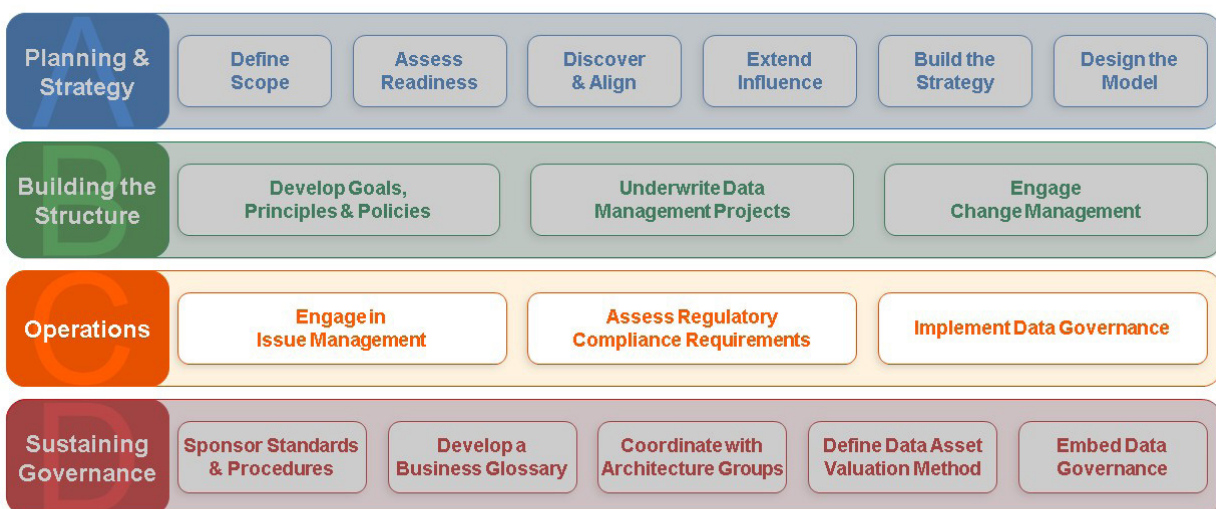
The 5 Steps to Change Adoption



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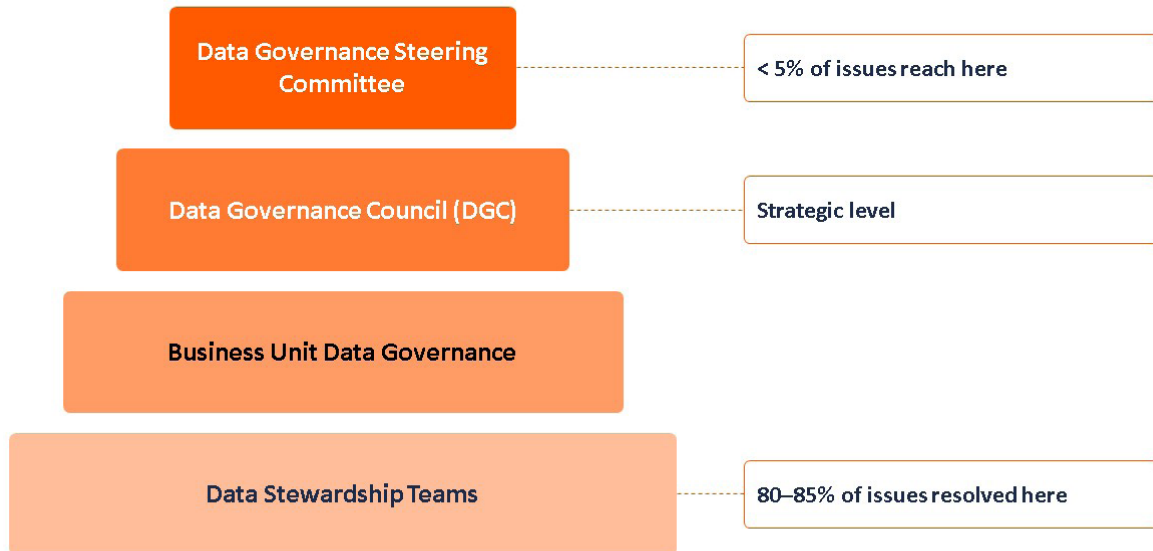
Data Governance Activity Map: Cluster C



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The Escalation Pyramid



Operations Reference Card

8 Issue Categories · Activity 2.10

1. Authority
2. Change Management Escalations
3. Compliance
4. Conflicts
5. Conformance
6. Contracts
7. Data Security & Identity
8. Data Quality

Key Regulations · Activity 2.11

GASB / FASB	Accounting
BCBS 239 / Basel II	Banking
CPG 235	Banking / Insurance (APRA)
PCI-DSS	Payments
Solvency II	Insurance (EU)
Privacy Laws	All Sectors

