

DAIG

DATA & AI GOVERNANCE

PARTNERS

Data Governance Sprint™

Establish Data Governance in Weeks instead of Months

2 DAY TRAINING – DAY 1

April 22, 2026

Who is **MATHIAS** Vercauteren



- PhD in Data Governance
- MSc in Business Economics
- BSc in Sociology

(AMS, 2025 - 2029)
(2012, Ghent University)
(2009, Ghent University)



Consulting & Advisory Services

- DAMA–DMBOK® 3.0 (Project Manager)
- ADGP® - Dataversity (Education)
- UZA (Hospital)
- MLOZ (Healthcare Insurance)
- Monument Group (Insurance)
- De Lijn (Logistics)
- MPET (Logistics)
- Securex (Professional Services)
- Federal Insurance (Insurance)
- Flemish Government (Governmental Institution)
- Belfius (Financial Services)
- Barry Callebaut (Manufacturing)
- Carrefour (Retail)
- Hilti (Manufacturing)

Research

- President of Data & AI Governance Research Institute (2026, founding phase)
- PhD in Data Governance (AMS, 2025 - 2029)
- Book “Data Governance Sprints” (Technics Publication, est. Q2 2026)

Educational Services

Training and Coaching Engagements – both in-house and classroom:

- Data Governance
- AI Governance
- DAMA-DMBOK® / CDMP®
- ADGP®
- Data Strategy
- Data Quality
- Master Data Management

Speaking Engagements:

- DGIQ/EDW (San Diego, 2026)
- Data Modeling Zone (San Francisco, 2026)
- DGIQ/EDW (Anaheim, 2025)
- Data and AI Conference (London, 2025)
- Data Modeling Zone (Phoenix, 2025)
- DGIQ East (Washington DC, 2024)
- Data and AI Conference (London, 2024)
- DGIQ West (San Diego, 2024)
- Enterprise Data World (Orlando, 2025)
- DG & MDM Conference (London, 2023)
- DGIQ East (Washington DC, 2023)



Training **AGENDA**

We'll cover the following eight areas of training

Introduction

- 1 Data is an asset
- 2 Data Governance fails!
- 3 Workshops are better
- 4 Anatomy of a workshop
- 5 DG Sprint™ methodology

Week 1 – 6+

- 1 Monday
- 2 Tuesday
- 3 Wednesday
- 4 Thursday
- 5 Friday

Key Success Factors

- 1 6 Laws of Facilitation
- 2 Setting Yourself Up for Success!
- 3 Giving Instructions
- 4 Danger of Troublemakers
- 5 Remote Workshops

Introduction

1

**Data is an
asset**

2

**Data
Governance
Fails!**

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**Workshops are
better**

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**Anatomy of a
workshop**

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**DG Sprint™
methodology**

Data is a strategic **ASSET**

BlueCross HealthCare



- **Vision Statement:** “To be a beacon of excellence in healthcare, providing qualitative, innovative, and patient-centered services that promote wellness and improve the quality of life for the communities we serve.”
- **Company Objectives:**
 - Deliver Exceptional Patient Care
 - Foster a Culture of Continuous Improvement
 - Expand Community Health Initiatives



Strategic Assets

Medical Equipment & Supplies



Patient Care & Work Locations



Employees & Contractors



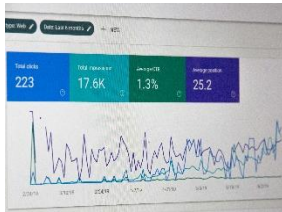
Capital & Expenses & Revenue



Software & Hardware



Data & Analytics Solutions



Data is a strategic **ASSET**

Core Business Function



Supply Chain



Facilities Management



Human Resources



Finance



Information Technology



Data Governance



Strategic Assets



Medical Equipment & Supplies



Patient Care & Work Locations



Employees & Contractors



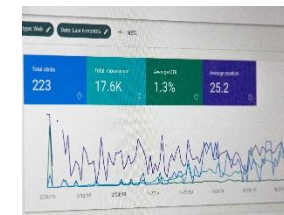
Capital & Expenses & Revenue



Software & Hardware

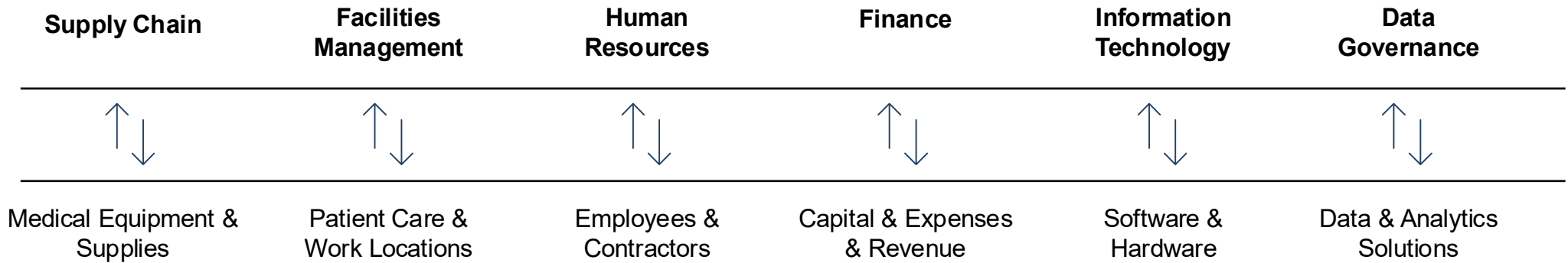


Data & Analytics Solutions



Data Governance is **MANAGING** data as an **ASSET**

CORE BUSINESS FUNCTIONS



STRATEGIC ASSETS

Data Governance is **MANAGING** data as an **ASSET**

Core Business Function



Supply Chain



Facilities Management



Human Resources



Finance



Information Technology



Data Governance



Strategic Assets



Medical Equipment & Supplies

Patient Care & Work Locations

Employees & Contractors

Capital & Expenses & Revenue

Software & Hardware

Data & Analytics Solutions

Enterprise Capabilities

Purchasing
Inventory Mgmt.
Logistics & Distribution
Supplier Mgmt.

Asset Management
Plumbing
Electricity
Construction
Waste Mgmt.
Safety & Compliance

Talent Acquisition
Performance Mgmt.
Benefits
Payroll
Time & Attendance

Budgeting
Forecasting
Cost Accounting
Capital Mgmt.
Audit & Compliance

Hardware Mgmt.
Cybersecurity
Data Communications
Networking
Application Support
Software Mgmt.

Data Quality Mgmt.
Master & Reference Data
Metadata
Analytics & BI
Data Stewardship

Mindset Shift: Is AI Governance also **MANAGING** AI as an asset?

Core Business Function



Supply Chain



Facilities Management



Human Resources



Finance



Information Technology



Data Governance



AI Governance



Strategic Assets



Medical Equipment & Supplies

Patient Care & Work Locations

Employees & Contractors

Capital & Expenses & Revenue

Software & Hardware

Data & Analytics Solutions

AI Solutions

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Audit & Compliance

Hardware Mgmt.
Cybersecurity
Data Communications
Networking
Application Support
Software Mgmt.

Data Quality Mgmt.
Master & Reference Data
Metadata
Analytics & BI
Data Stewardship

Risk assessment
Control verification
Risk monitoring
Responsible AI

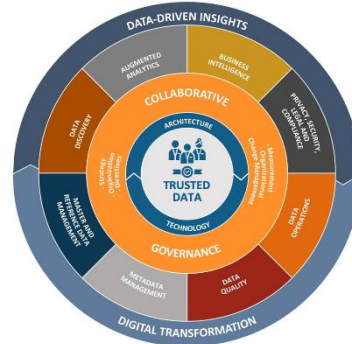
Choosing the right **FRAMEWORK** for you

Choosing the right data governance framework can be overwhelming. Each framework offers a unique approach, and selecting the right one depends on your organization's goals, resources, and culture. Here's an overview of popular frameworks to help you find what works best for you.



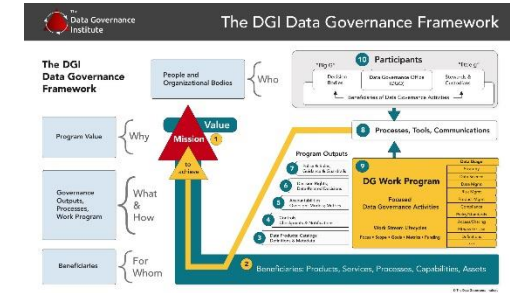
Data Governance Professionals Organization

Source: <https://dgpo.org/>



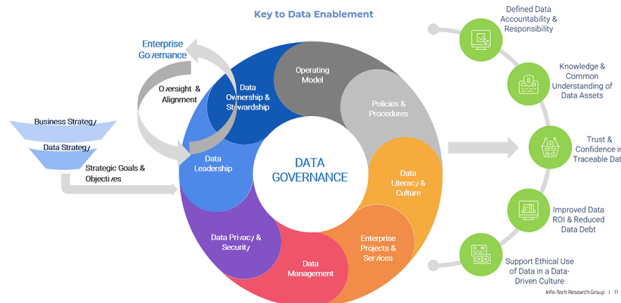
First San Francisco Partners

Source: <https://www.firstsanfranciscopartners.com/data-governance/>



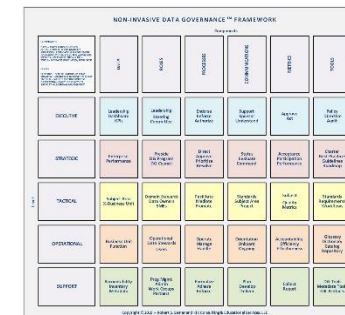
Data Governance Institute

Source: <https://datagovernance.com/the-dgi-data-governance-framework/>



Info-Tech

Source: <https://www.infotech.com/research/ss/establish-data-governance>



Non-Invasive Data Governance™

Source: © Robert S. Seiner - <https://tdan.com/the-non-invasive-data-governance-framework-the-framework-structure/24945>

What is **DATA GOVERNANCE**?

The exercise of authority, control, and shared decision-making (planning, monitoring, and enforcement) over the management of data assets. ~ *DAMA-DMBOK*®

Rules: The standards and guidelines for data use.

- Purpose: Define how data should be managed to maintain quality, ensure compliance, and protect sensitive information.
- Examples:
 - Data privacy policies
 - Data quality standards
 - Access control protocols

Roles: The people responsible for managing, governing, and overseeing data.

- Purpose: Establish accountability, define responsibilities, and ensure collaboration across the organization.
- Examples:
 - Data Stewards
 - Data Owners
 - Data Custodians

Control: The mechanisms that ensure compliance and enforcement.

- Purpose: Monitor adherence to rules, enforce policies, and mitigate risks through oversight and governance structures.
- Examples:
 - Data audits and compliance reviews
 - Data governance councils or committees
 - Data quality monitoring

Rules, Roles, and Control work together to turn data into a valuable, trusted asset.

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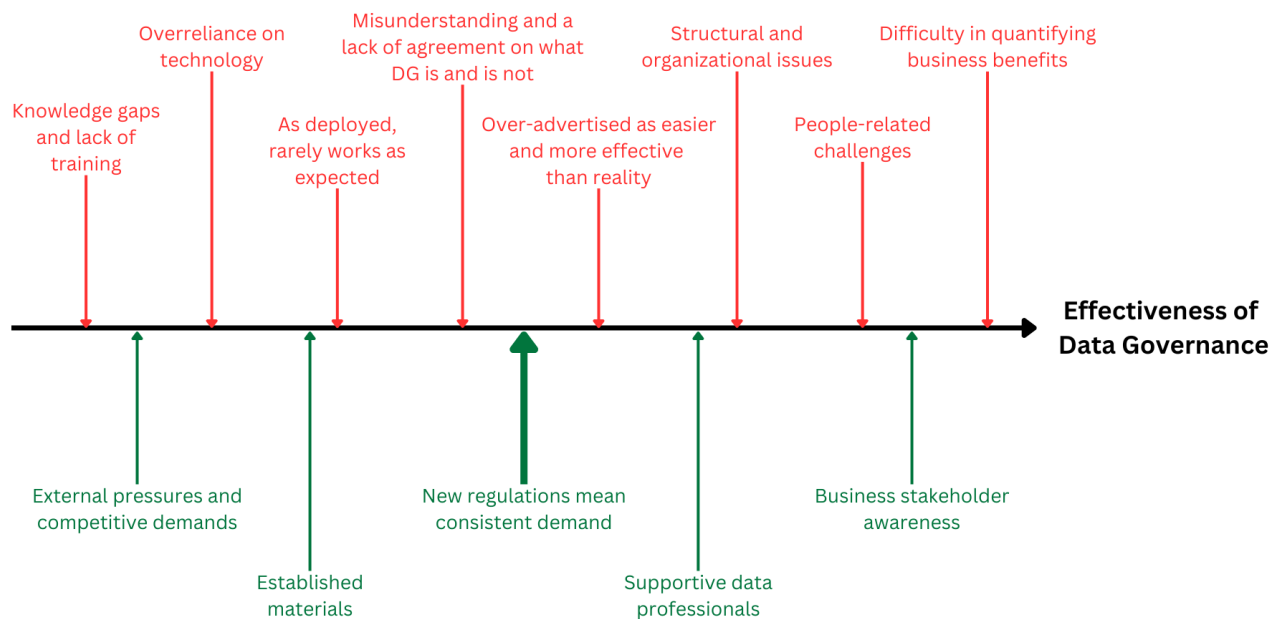
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**DG Sprint™
methodology**

Opinion & Analysis

Data Governance Is Failing – Here's Why



Representative photo by Claudio Schwarz on Unsplash

Author: 

Thomas C. Redman, Anne Marie Smith, John Ladley, Mathias Vercauteren, Malcolm Hawker, Aaron Wilkerson

Published on: Jan 22, 2025, 4:00 pm

Source: Redman, T. C. (2025, January 22). Data governance is failing—Here's why. *CDO Magazine*. <https://www.cdomagazine.tech/opinion-analysis/data-governance-is-failing-heres-why>

MOST Data Governance programs fail!

- Most businesses today are **unfit for data**.
- Data Governance programs are **bolted on, not built in**.
- Policies, standards, glossaries, roles all exist **on paper**.
- The data office is a **supplicant**.
- People experience it as **extra work** added on top of their “day job”, **competing** with “real work”.
- **People side** versus Technology side!
- Growing complexity of **modern data organizations**.
- Where's **the value**? And what about **the communication**?
- Data governance, as practiced, is still an **unproven theory**.
- **Disconnect** between **speed** of business and speed of a data governance program.
- **Traditional** Data Governance strategies fail...time and time again!

The **SPEED PROBLEM** in data governance

*The gap between rapid business movement and slow data governance implementation, plus the failure of traditional strategies, highlights the need for a more **flexible and pragmatic approach.***



Image Credit: Image generated by DALL-E, OpenAI.

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How effective are your **MEETINGS**?



Endless debate cycles



Biased meetings & wrong priorities



Frustrated teams & loss of momentum



Communication barriers

Why workshops are **BETTER** than meetings?

- Grab pen and paper
- I flash some words on the screen
- Take 20 seconds to write down every word you remember
- I'll show the words again, how many did you remember?

Cat

Fish

Tree

Flower

Tape

Key

Door

Head

King

Square

Hammer

Ball

Box

Shoe

Apple

House

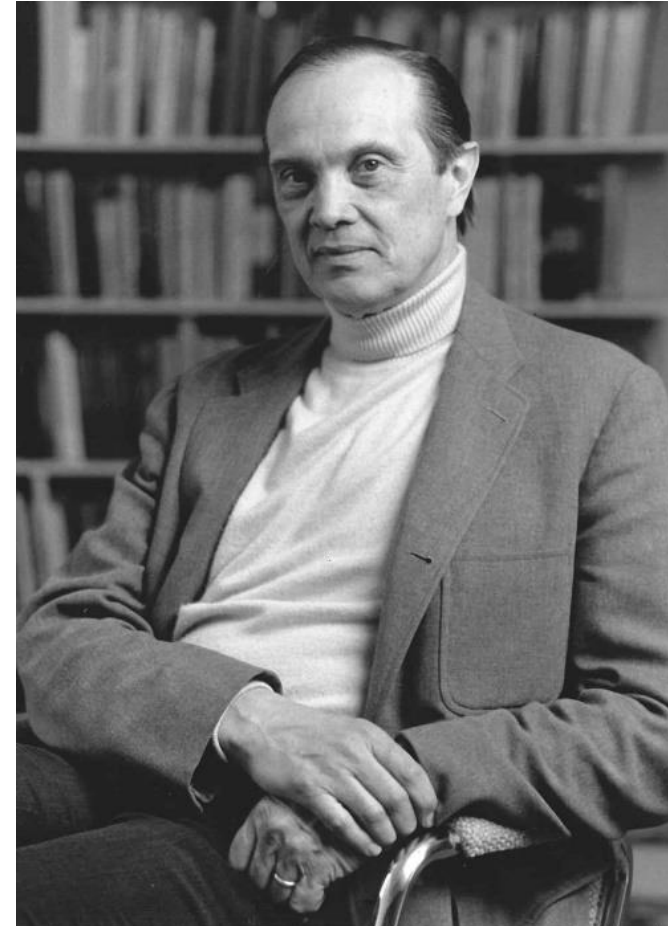
Milk

Dog

The magical number 7 (plus or minus 2)

Some limits on our capacity for processing information.

So how does this play out in a meeting?



George Miller

A **TYPICAL** meeting



The **BRAIN** stuff

In meetings, you have a ton of information being produced, but people don't actually remember. Our brains struggle to process this data avalanche, especially when cognitive biases like **recency bias** and **primacy bias** come into play.

Our brains are just not made to process the amount of data that happens in a meeting.



A workshop is a **POWERHOUSE!**

*Workshops allow you to **visualize** meetings and make **decisions** based on the data that is visualized around you.*

The importance of a workshop **FACILITATOR**

As a workshop facilitator (aka *The Workshopper*), you help groups of people or teams **make decisions** and **solve problems**.

From crafting a vision for data governance to overcoming implementation challenges, workshops can play a crucial role in the development and deployment of effective data governance within a company.



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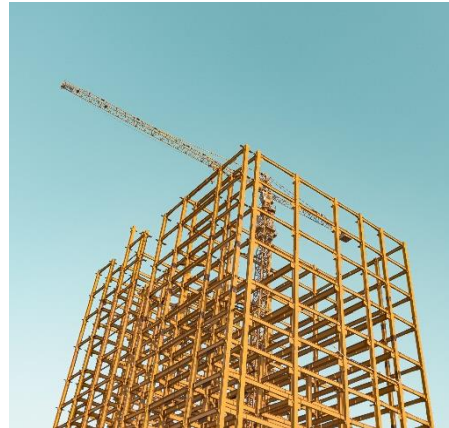
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**DG Sprint™
methodology**

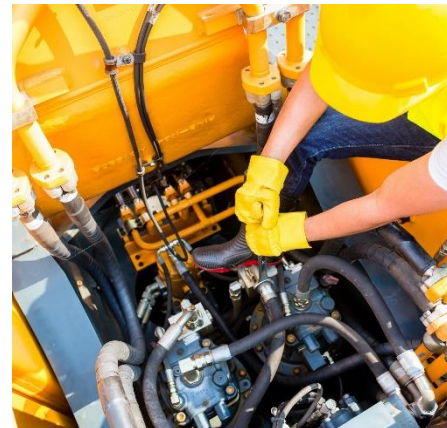
The **ANATOMY** of a proper workshop



Principles



Framework



Mechanics



Exercises

The **ANATOMY** of a proper workshop



Principles



Framework



Mechanics



Exercises

PRINCIPLES

Every great workshop is built on a solid set of guiding principles. Think of these principles as the **fundamental rules** that shape the success of any workshop you run.

These rules are not something you need to actively think about. They are so basic and straightforward that they naturally guide the flow of the workshop.

Leaving out any of these crucial elements usually leads to a less effective workshop. So, make sure you keep them in mind!



4 Principles

1. Discussions are Sequenced
2. Discussions are Visualized
3. We Work Alone, Together
4. There's Always a Decision

4 Principles

1. Discussions are Sequenced

2. Discussions are Visualized

3. We Work Alone, Together

4. There's Always a Decision

The Workshopper decides who should speak, when they should speak and for how long.

The Workshopper also makes sure the speaker stays on-topic and is giving information relevant to the point in the workshop.

This, for example, helps us avoid someone giving ideas and solutions while we're still trying to define the challenge.

4 Principles

1. Discussions are Sequenced

2. Discussions are Visualized

3. We Work Alone, Together

4. There's Always a Decision

The Workshopper ensures that all relevant data and topics are easily readable and scannable at all points during the workshop.

It's extremely difficult for a group to keep more than a few pieces of data in their heads at once.

The Workshopper removes this burden by visualizing the conversations in a standardized way.

4 Principles

1. Discussions are Sequenced
2. Discussions are Visualized
3. We Work Alone, Together
4. There's Always a Decision

Participants in our workshops are working towards the same goal, always collaborating together in real-time, but they rarely communicate or share ideas freely.

Ideas and conversation points are created individually and then anonymized to reduce idea contamination, group think, and group biases.

This allows even the most introverted group members to present ideas and topics they might usually not get a chance to articulate.

4 Principles

1. Discussions are Sequenced
2. Discussions are Visualized
3. We Work Alone, Together
4. There's Always a Decision

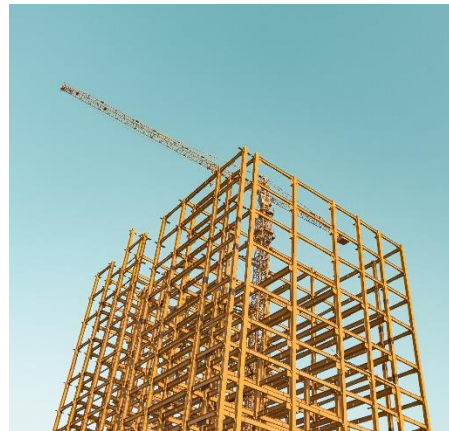
We don't end any workshop without a decision. Workshops must end with clear next steps and clear responsibilities assigned.

It's because of this that we don't start any workshop without ensuring that one of the participants takes the role of **the “decider”**.

The **ANATOMY** of a proper workshop



Principles



Framework



Mechanics



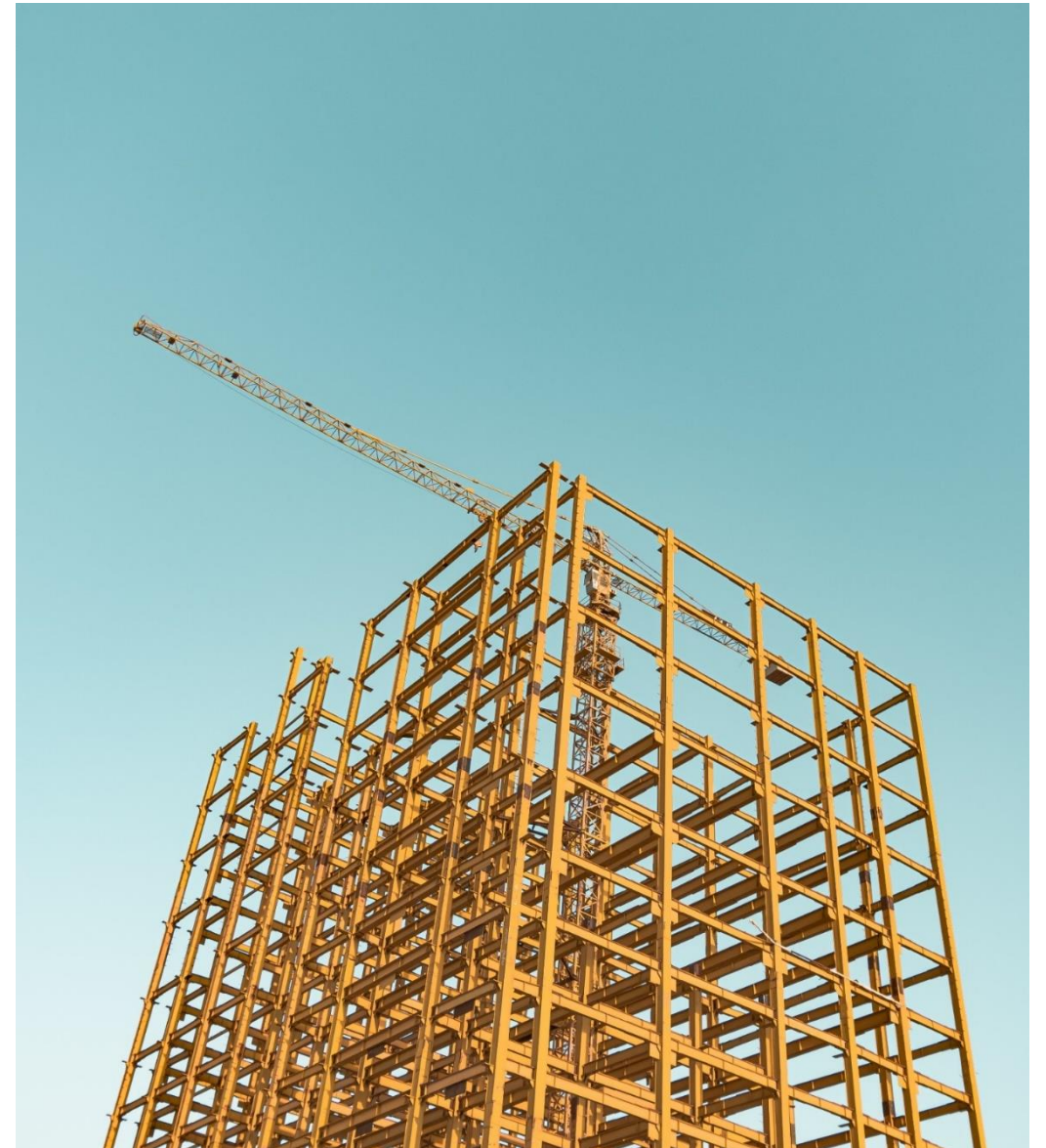
Exercises

FRAMEWORK

The backbone of any workshop is its structural framework, which provides the necessary **logic and organization**.

One highly recommended framework is the **"4C's"**. It offers a sturdy structure for any workshop.

This framework enables a seamless integration of specific exercises into the workshop's agenda, ensuring a coherent flow.



4 C's framework

1. Collect
2. Choose
3. Create
4. Commit

4 C's framework

1. Collect

2. Choose

3. Create

4. Commit

Every workshop needs to start with a phase of information collection. This can be where a team comes together to collect challenges, ideas, data, inspiration, or anything that could come up in an open conversation.

The data collected then needs to be visualized for all participants to see.

4 C's framework

1. Collect

2. Choose

3. Create

4. Commit

Once enough content and data has been collected, it's time to Choose what to focus on and what to ignore. It's important that the entire team really knows exactly what they're working on so they don't create solutions for the wrong or irrelevant challenges.

The Choose phase of the workshop gives clear direction and acts as a foundation for everything else.

4 C's framework

1. Collect

2. Choose

3. Create

4. Commit

Once the team has collected and shared the relevant information and everybody's on the same page with the “scope of work”, it's time for team members to Create solutions.

Solutions don't need to be final, or even well thought-out – at this point it's more about creating multiple potential solutions.

4 C's framework

1. Collect
2. Choose
3. Create
4. Commit

A workshop is useless without actionable takeaways, unless the goal was purely about inspiring the team.

In the commit phase, the Workshopper helps participants to commit to a small number of solutions that will be executed on and discard/de-prioritize others, while also helping the team define the next steps.

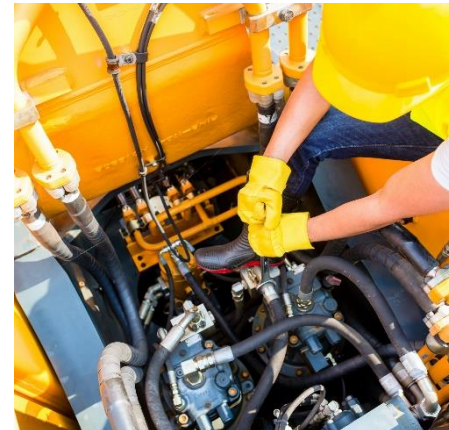
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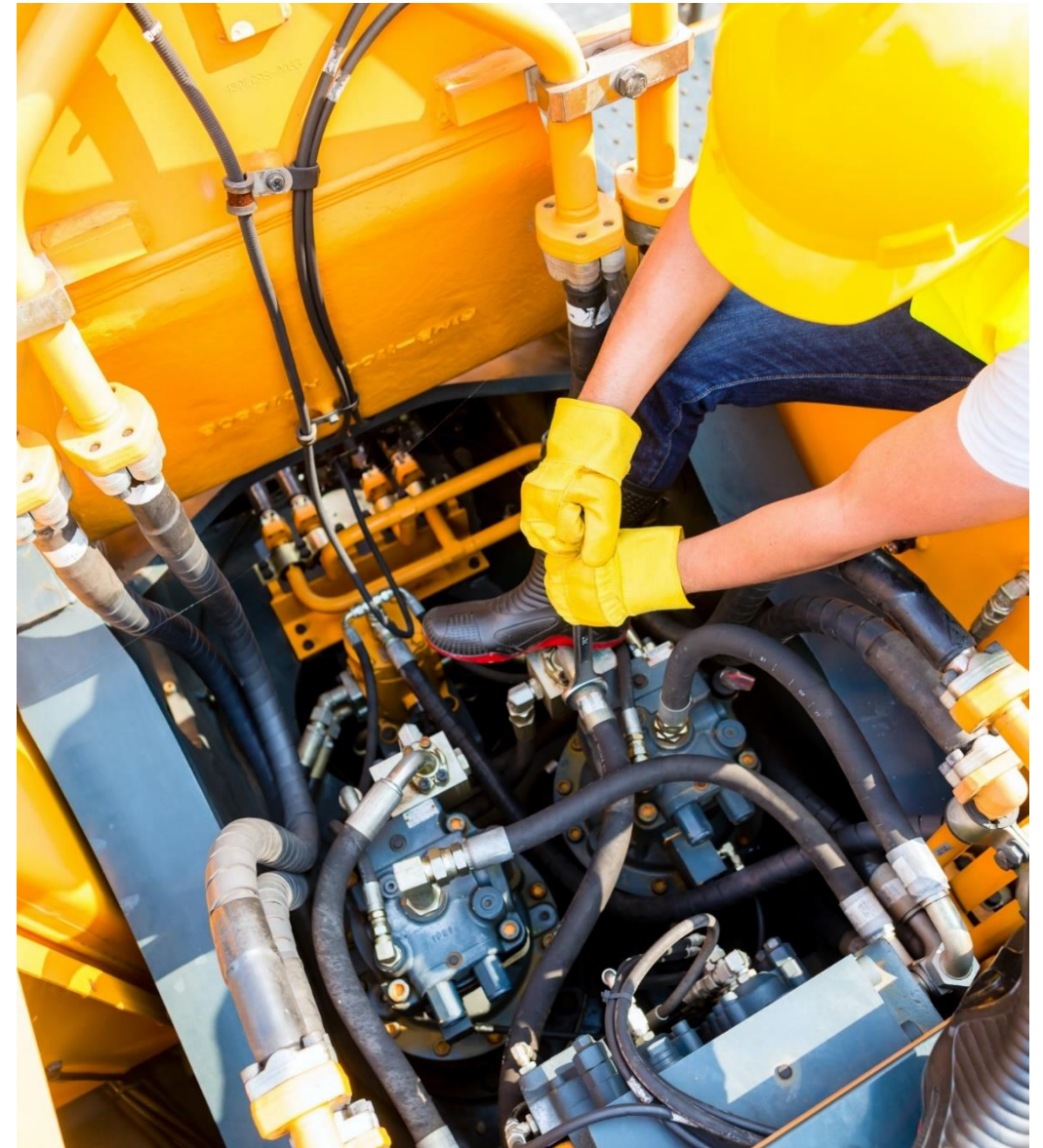


Exercises

MECHANICS

The guiding principles are like the unconscious, instinctive parts of workshop planning and execution, while the operational mechanics zoom in on the **actual execution** of the workshop itself.

You can see these mechanics at play in almost every workshop activity, shaping what happens behind the scenes.



3 mechanics

1. Standardized, Anonymized Note Taking
2. Multi-Layered Voting
3. Timeboxing

3 mechanics

1. Standardized, Anonymized Note Taking

2. Multi-Layered Voting

3. Timeboxing



Rather than everyone in the workshop taking their own notes with their own systems on their own mediums (a.k.a notebooks, laptops etc), everyone in the workshop uses the same note-taking **medium** (Sticky-Notes or digital alternatives) and the same note-taking **structure** (one 'idea' or point per Sticky-Note).

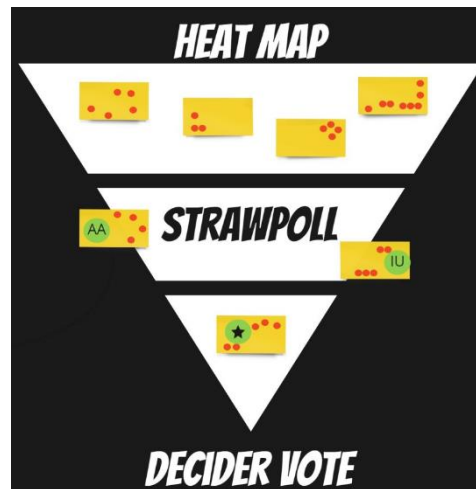
This allows the conversations to be visualized in a standardized way that everyone can understand and refer back to.

3 mechanics

1. Standardized, Anonymized Note Taking

2. Multi-Layered Voting

3. Timeboxing



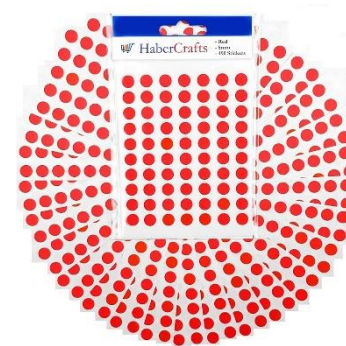
When decisions need to be made, we use a voting system that can be customized based on the level of commitment needed.

There are 3 layers in total:

A. Anonymous Heatmap Voting

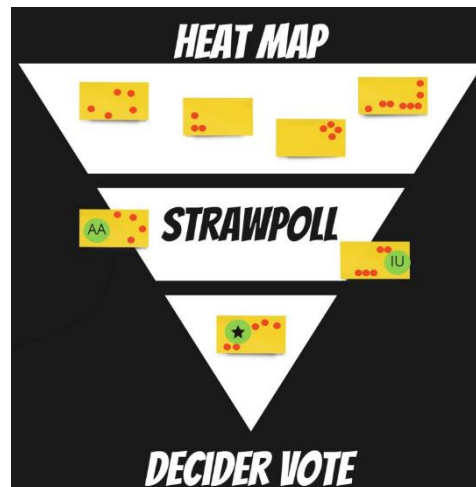
B. Semi-Anonymous Strawpoll Voting

C. Decider Vote



3 mechanics

- 1. Standardized, Anonymized Note Taking
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A. Anonymous Heatmap Voting

Participants get a large amount of voting dots and register their interest on ideas, challenges or topics.

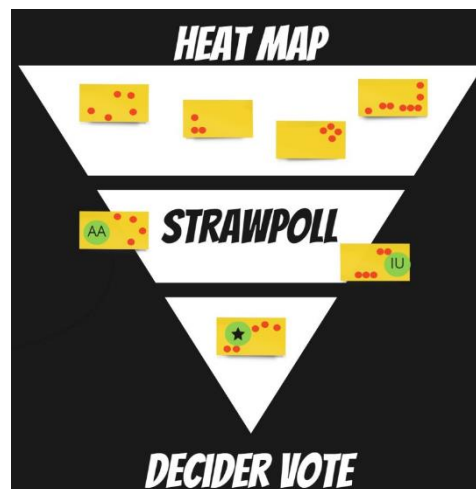
This is usually a non-committal voting type which is only used to guide the conversation and show where the interest in the group lies.

3 mechanics

1. Standardized, Anonymized Note Taking

2. Multi-Layered Voting

3. Timeboxing



B. Semi-Anonymous Strawpoll Voting

Participants generally get one voting dot and with this dot they need to decide on one solution or challenge that they want the group to focus on.

This voting exercise begins anonymously as the participant gets time to think about their selection. They then write their name on the vote and everyone in the group votes at the same time.

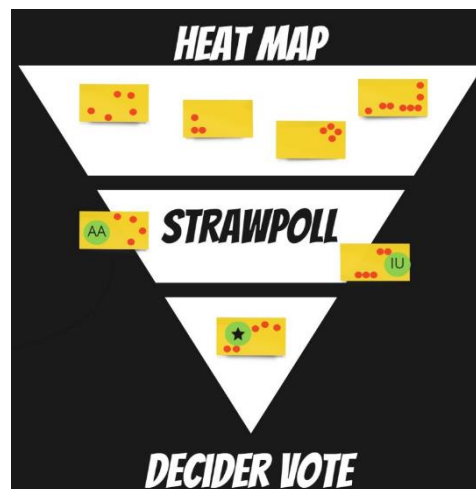
This allows the group to see who voted for what, but not to influence the votes.

3 mechanics

1. Standardized, Anonymized Note Taking

2. Multi-Layered Voting

3. Timeboxing



C. Decider Vote

This is the final commitment of the workshop where the assigned decider of the group must make a final decision (or multiple final decisions depending on the workshop).

This decider vote might happen multiple times during a workshop, especially if there are issues that need a tie-breaker to resolve.

3 mechanics

- 1. Standardized, Anonymized Note Taking
- 2. Multi-Layered Voting
- 3. Timeboxing



Every exercise in a workshop should be timeboxed to ensure that the workshop actually gets completed and to avoid certain exercises dragging on too long.

The time boxing should always feel a little too short, while still being fair. You may also add or remove time as you see fit depending on the situation.

An example of this might be during Lightning Demos, if you feel the workshop needs more inspiration, you could extend this section.

The **ANATOMY** of a proper workshop



Principles



Framework



Mechanics

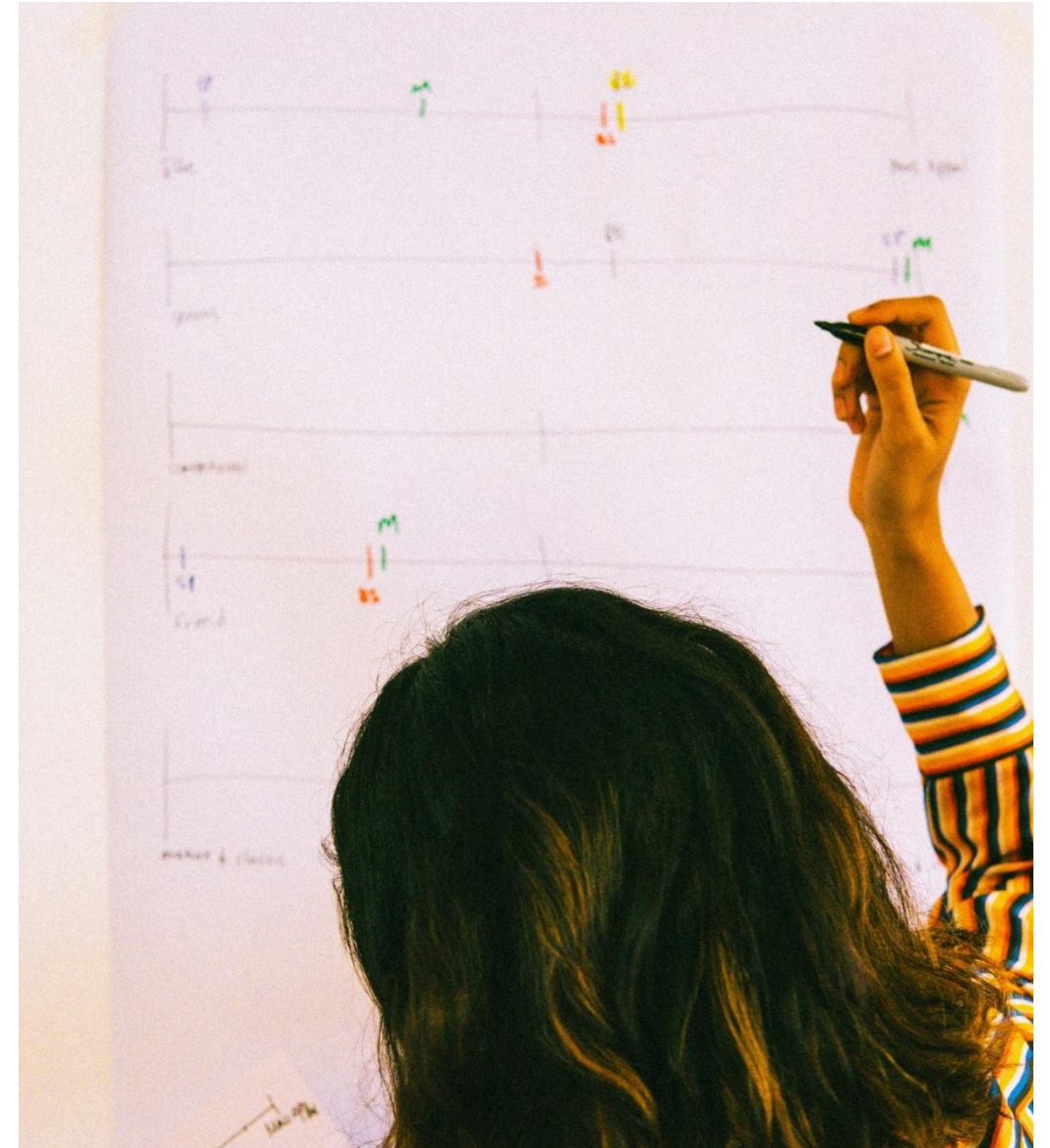


Exercises

EXERCISES

When it comes to workshops, there are so many exercises to choose from, it can be overwhelming! I prefer using a core set of **10 exercises** that are absolute game-changers when you really get the hang of them.

The secret is to become a pro at these essential exercises, so you can make the most impact in your workshops.



10 CORE exercises

1. Challenges Interview

2. 10 for 10 Brainstorm

3. Sailboat

4. Lightning Demos

5. Applied Users Story Mapping

6. Process Map

7. Purpose & Guiding Principles

8. Concept Creation

9. Action Board

10. Storyboard

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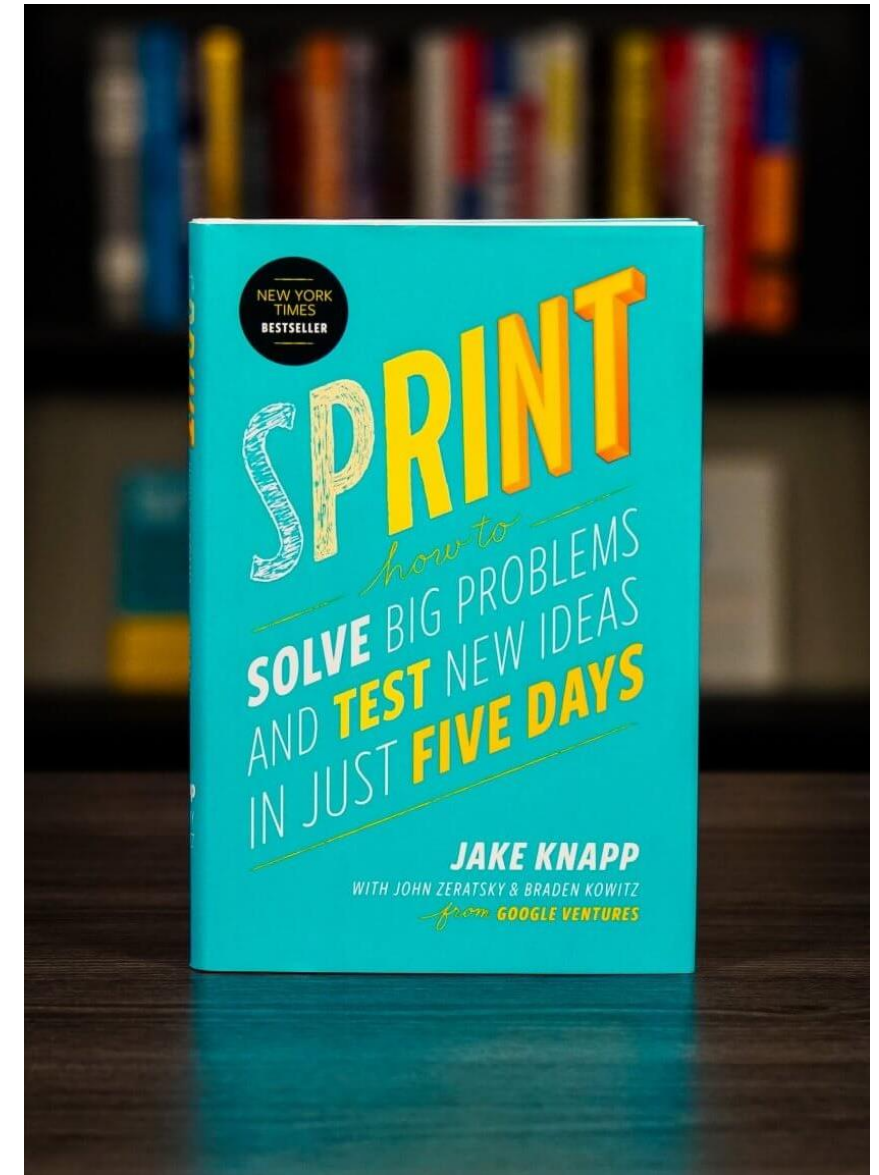
History of the **DESIGN SPRINT**

Jake Knapp worked at Microsoft and later at Google.

He experienced firsthand how building products would often take months, or even a year, before they could be launched.

Something clicked for Jake in 2009 when he was in Stockholm for **1 week** in January. During that short amount of time, he **designed, prototyped, and tested an idea** - which turned out to be Google Hangout.

That's when he realized that there had to be a better way to build products!

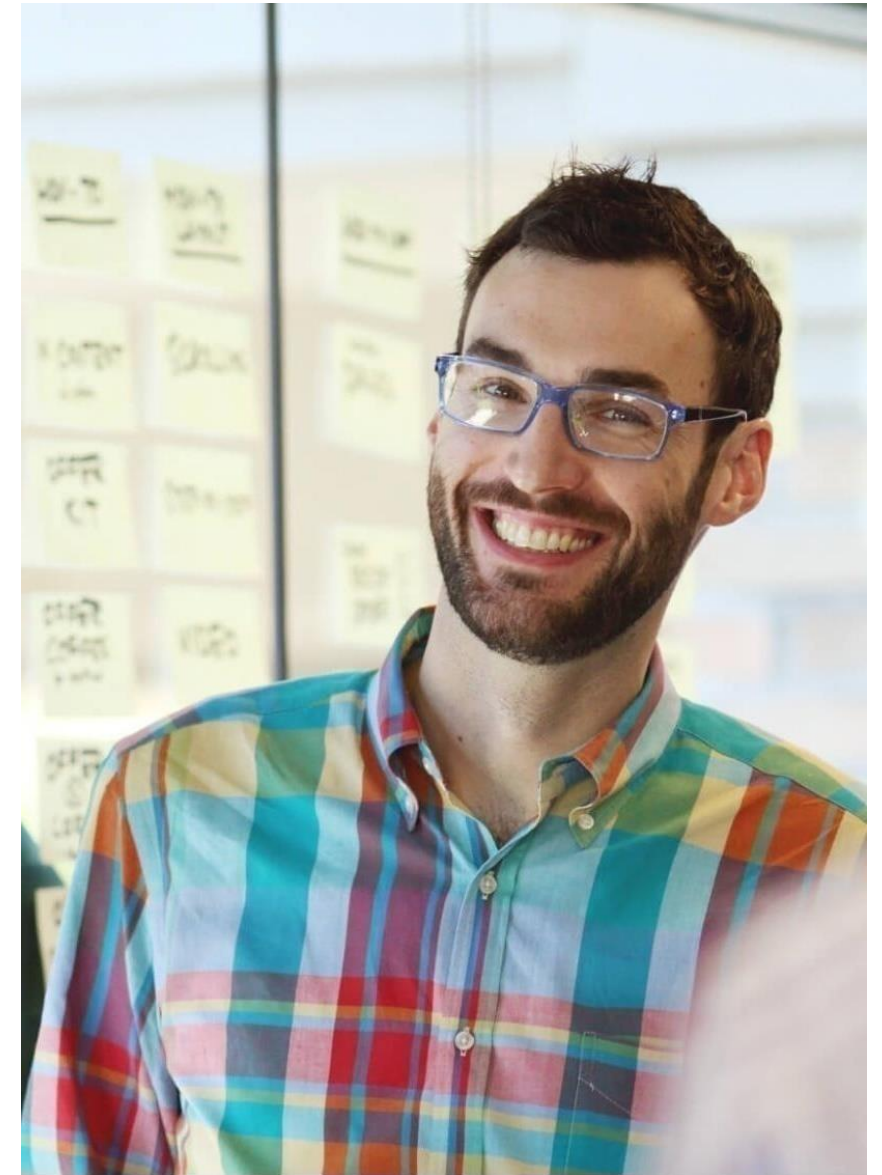


History of the **DESIGN SPRINT**

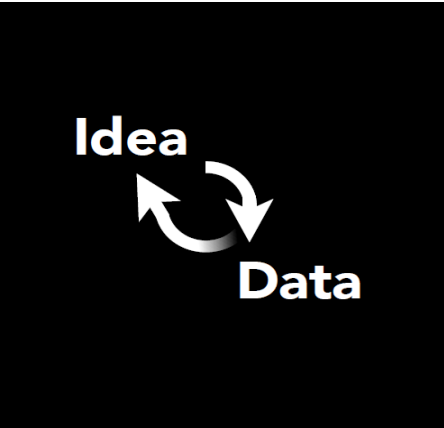
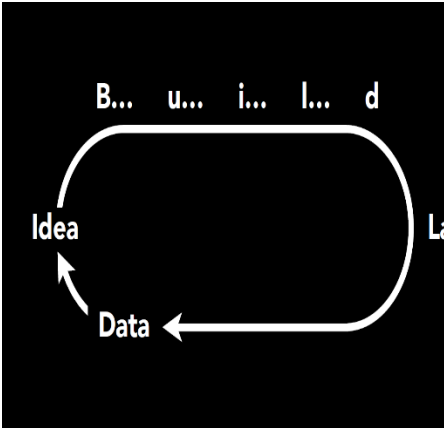
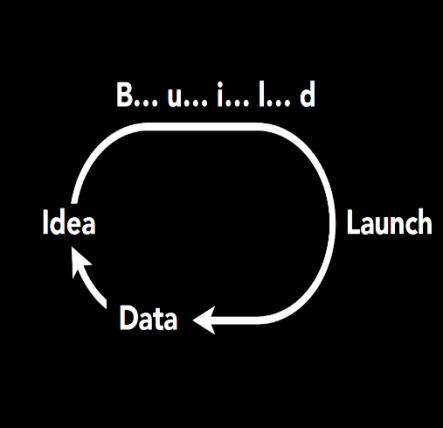
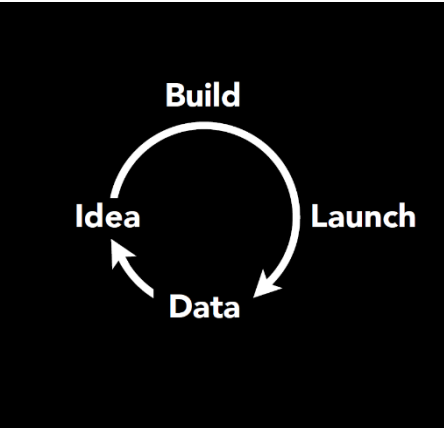
So Jake was thinking about that amazing magic that happened during that one week of collaboration and design.

And he was trying to figure out, what does **a perfect week** actually look like?

- ✓ Confidence
- ✓ Commitment
- ✓ Momentum
- ✓ Hard & Fun



Get data about an idea **FAST!**



The Design Sprint

The **STANDARD** design sprint

MON

Map

TUE

Sketch

WED

Decide

Storyboard

THU

Prototype

FRI

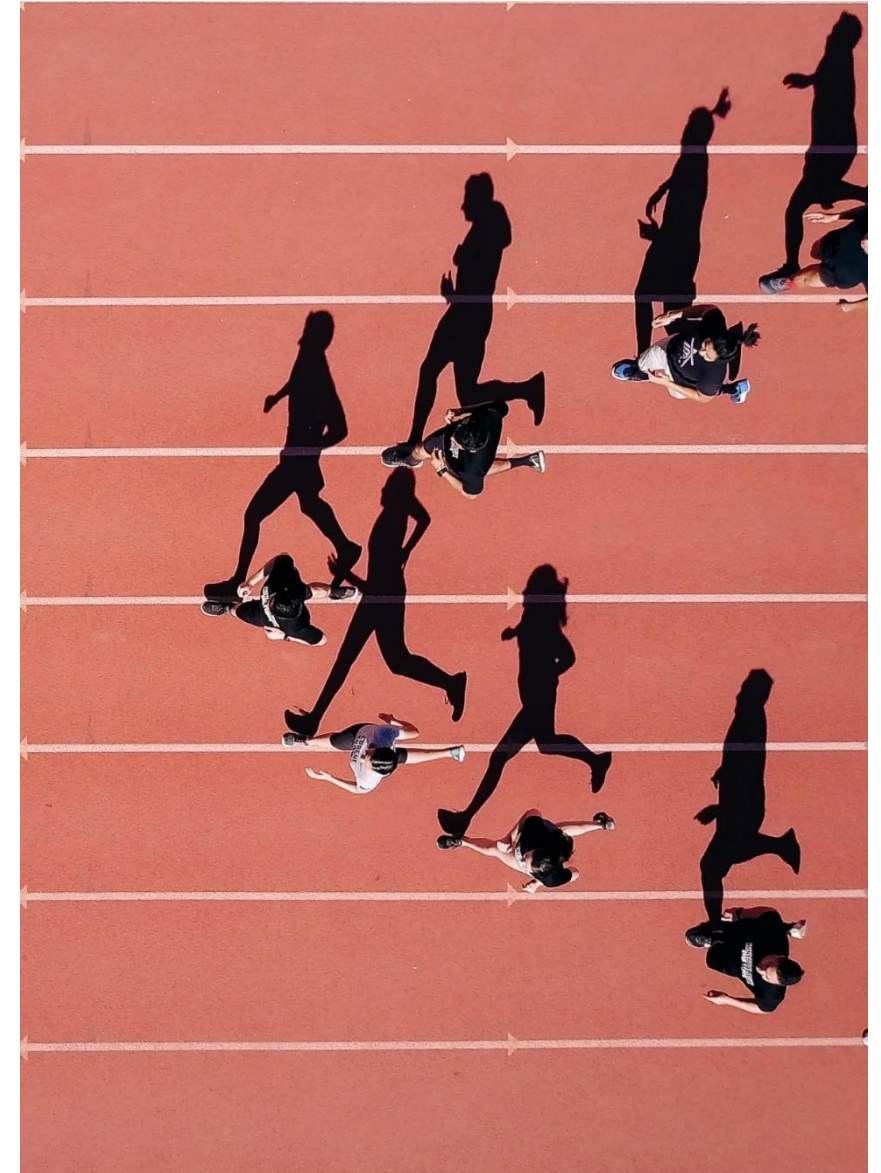
Test

What is a design **SPRINT**?

The Design Sprint is a **step-by-step five-day system** that helps you solve big problems and test big ideas. It's being used a lot for building better products faster.

A sprint is about **moving fast, getting momentum** and stopping at everything to be right kills it.

I started using the design sprint because it's such a simple and obvious way to **kickstart a data governance program**. You can plug it into any type of problem, run the process, and always make sure you're validating ideas and solving those problems in a really short amount of time!



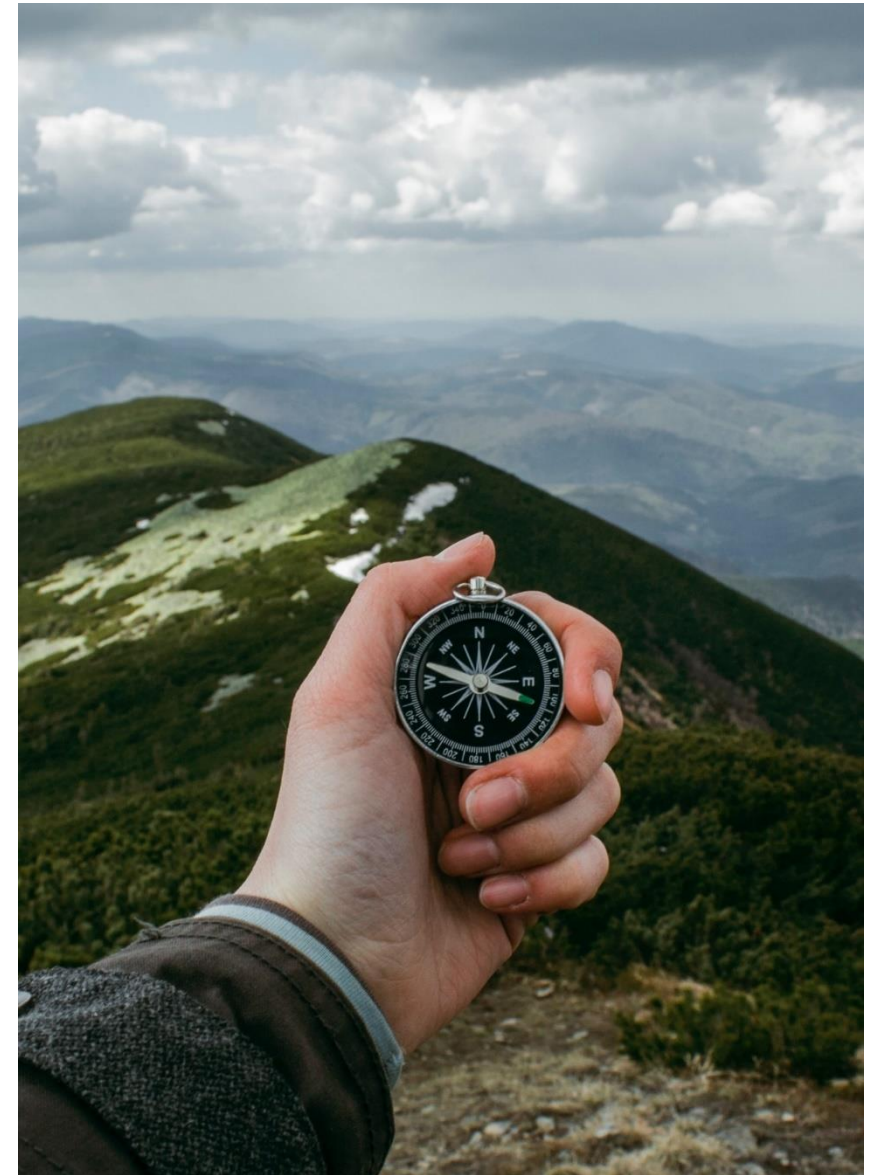
What is a **STRATEGY** sprint?

The Strategy Sprint is a **structured process** - think of it as an enhanced, more dynamic variant of the Design Sprint.

It's all about guiding leadership teams to design an actionable, impactful strategy.

During the Strategy Sprint workshop, we dive deep into the client's business **purpose** and critical **challenges**. Together, we generate coordinated **actions** to overcome these hurdles and propel the company forward.

No more fluff or pie-in-the-sky thinking - we focus on clarity and tangible action.

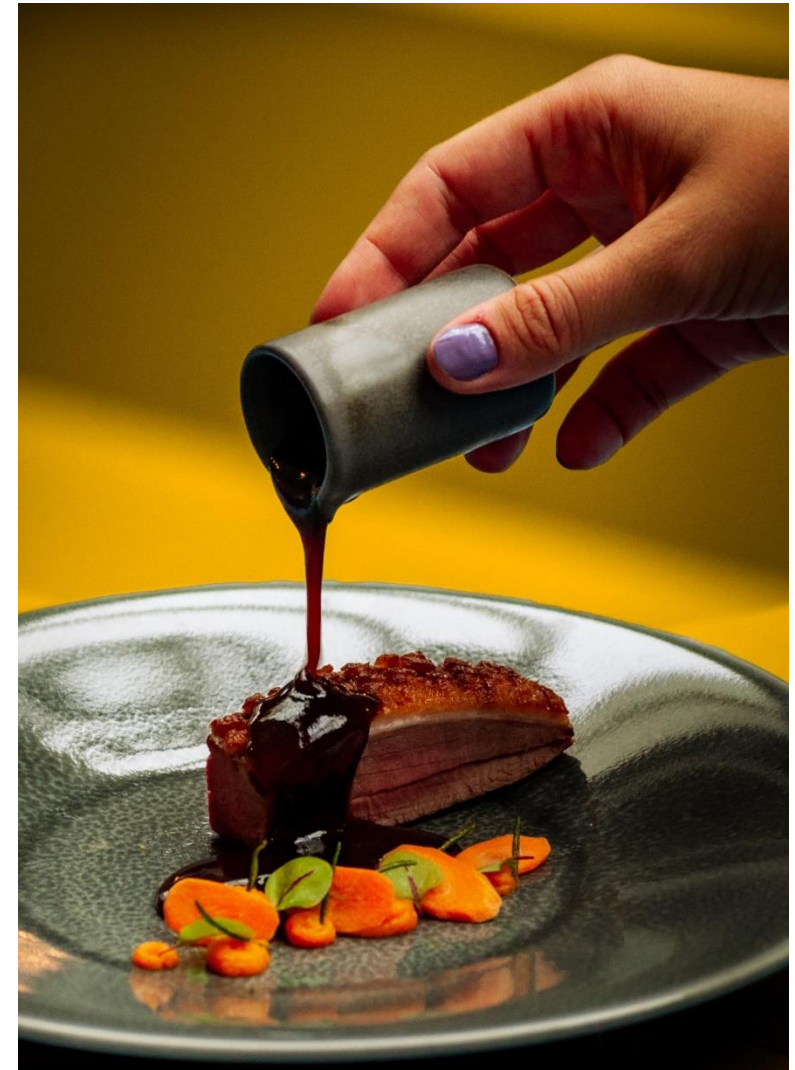


How did this turn into a **DATA GOVERNANCE** Sprint™?

When it comes to setting up Data Governance, you've got to make some **important decisions** and tackle those **big problems**. It can feel like it takes forever sometimes – weeks, months, or even years! Endless meetings, decisions being challenged repeatedly, and constantly shifting focus to the next urgent matter.

Having a structured process – *like the Design and Strategy Sprint* - to make decisions, test ideas and solve problems (or data use cases) quickly is a true **game-changer** in the field of Data Governance.

It's like finding the secret sauce that makes everything smoother and more efficient. Because in the end you want to make it stick!



Now what is a **DATA GOVERNANCE SPRINT™**?

Imagine a five-week journey where you **design**, **build**, and **test** core components of your data governance program. This is what our Data Governance Sprint™ is all about.

It's a structured, **hands-on experience** for data leadership teams, that uses a proven, repeatable approach that transforms your data governance concepts into reality **in weeks, not months**.

From designing a winning, action-oriented data governance strategy that moves your company to managing data as an asset, to creating a business glossary and piloting an operating model with engaged data stewards—this **iterative approach** helps you make tangible progress in no time, while keeping momentum and morale high.

Data Governance **SPRINT**TM to the rescue

1 Establishing Data Governance **CAPABILITIES**



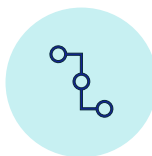
2 Through Incremental Implementation of **USE CASES**



Data Quality



Metadata



Critical Data Elements



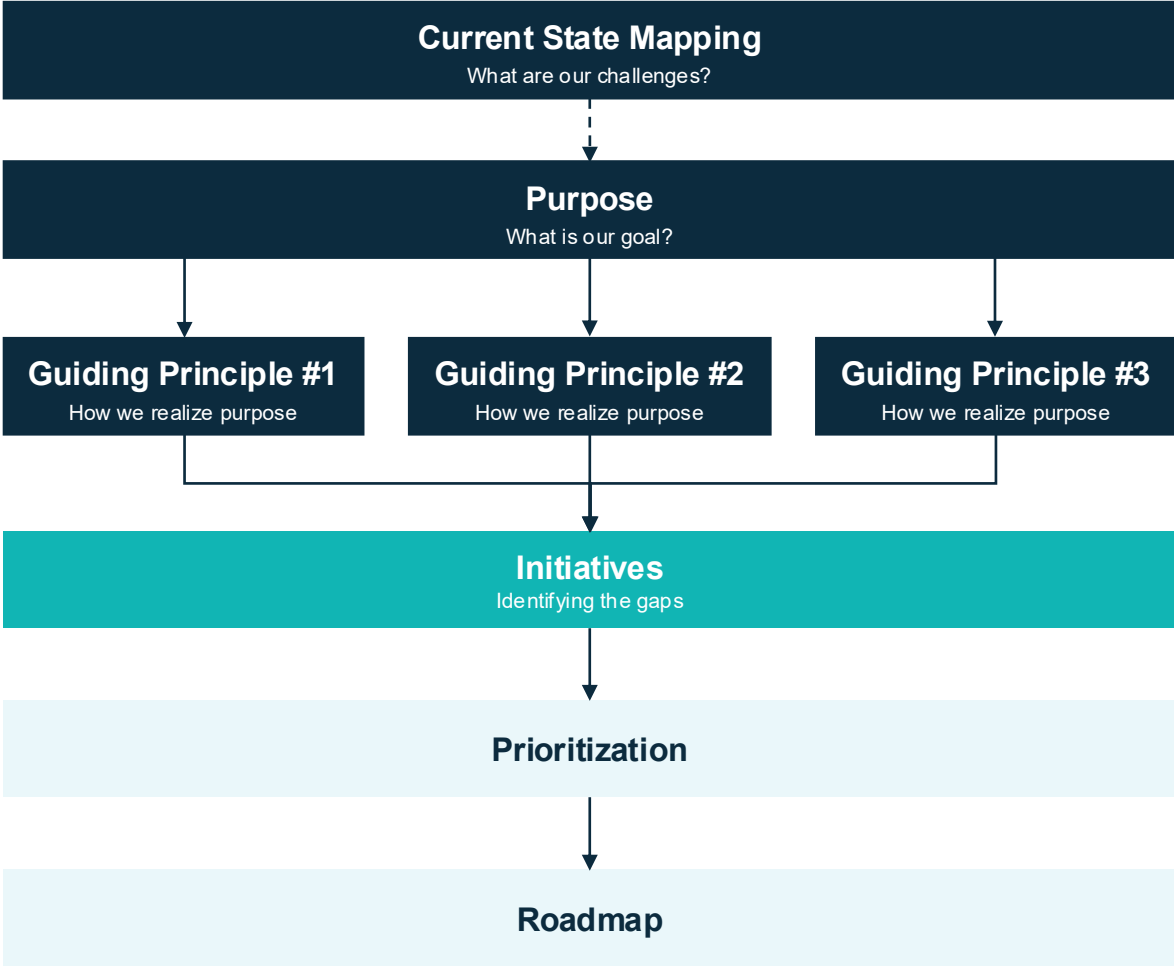
Data Literacy

3 In **WEEKS** Instead of Months



Data Governance SprintTM

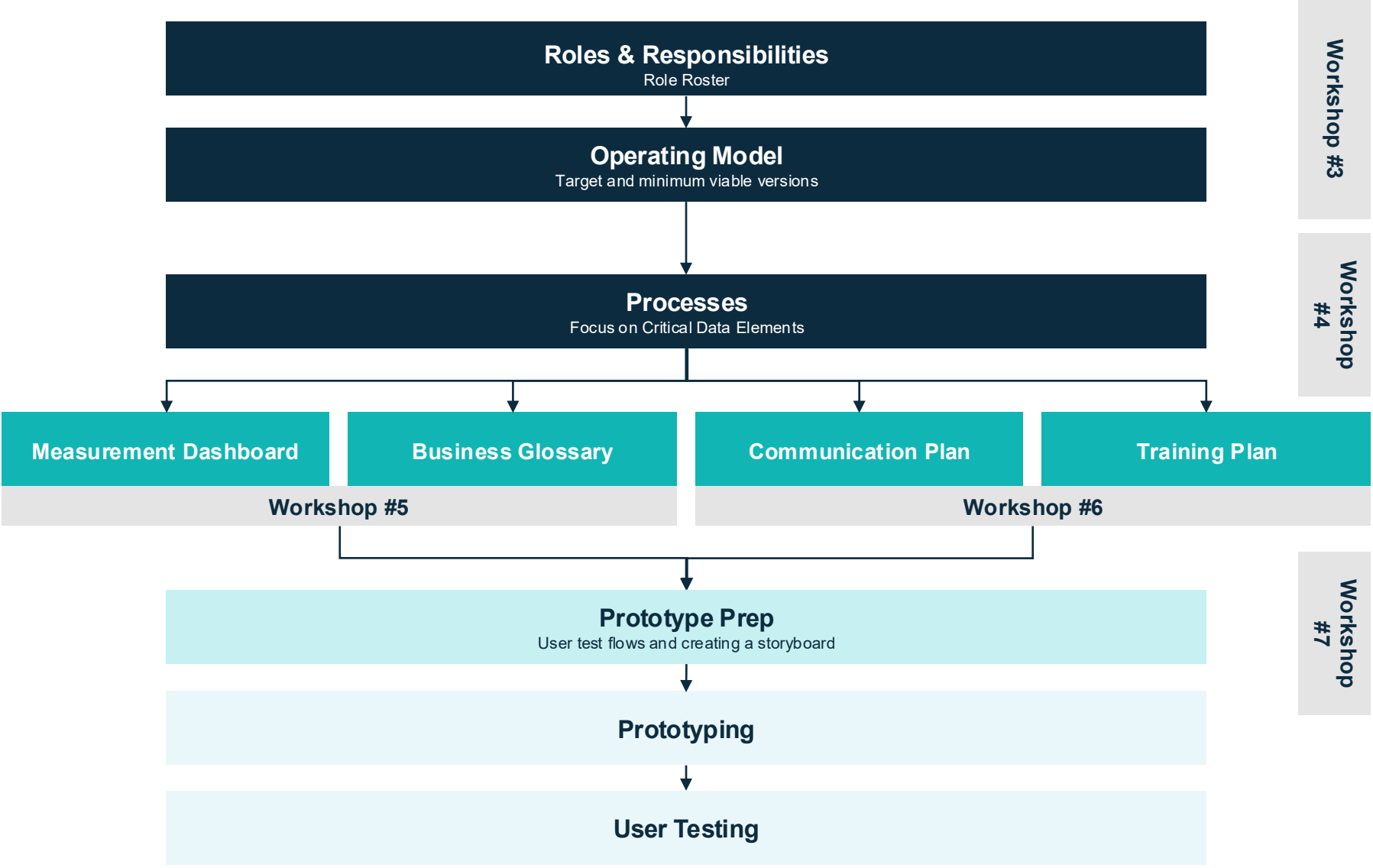
Data Governance SPRINT™



Workshop #1
Understanding 'As Is' and defining 'To Be'

Workshop #2
Bridge to Governance

Data Governance SPRINT™



What **PROBLEMS** should you solve in a sprint?

It's super important to bring the **right types of problems (or data use cases)** into a sprint, or you risk wasting people time and also poisoning people against the idea that Design Sprints can be effective.

Problems should be:

- Big enough
- Costly enough
- Be validated quickly
- Not if one or two people can already address

I usually go for data quality related problem. Data quality pain points is something that every company is struggling with and is often a quick win.



Choose the right **PEOPLE** for the sprint team

You should involve a mix of stakeholders and experts who can provide different insights and perspectives on the challenge. For the Data Governance sprints, this could be:

- ✓ The CDO (or someone similar C-level person)
- ✓ The data governance officer
- ✓ Some business owners from various departments
- ✓ Somebody from IT

Having a mix of people is ideal!

I recommend involving no more than **seven people** to keep things lean and manageable.



Choosing a **DECIDER**

You'll need a designated Decider. This is the person who actually has the **authority** to make decisions on the topic and take **responsibility** for them. It's usually the CEO, CDO, or senior manager.

Your Decider will also help you assemble the rest of the Sprint team.

What if the decider can't be present?

- Involve the decider in expert interview, the map and long term questions and goals.
- Need to hand over decision-making power to somebody in the room and should be final.



Key **SUCCESS** Factors! ...but also **PITFALLS**

- **Start with the problem and assess the current state**
 - ❑ Data Governance must be problem-focused—address specific business problems that need solving. But don't boil the ocean!
 - ❑ Evaluate your existing data landscape to understand the current state before initiating efforts.
- **Focus on critical data and deliver measurable benefits**
 - ❑ Start with governing Critical Data Elements (CDEs) to create the greatest impact.
 - ❑ Ensure the focus is on improving data quality, accessibility, security, privacy, and retention.
- **Deliver early wins and demonstrate value**
 - ❑ Deliver measurable benefits early on to build momentum and maintain stakeholder support.
 - ❑ Data Governance must demonstrate real and ongoing value to the organization, so link it to the business strategy.
- **Secure commitment and communicate effectively**
 - ❑ Gain ongoing support both from the top (leadership) and the bottom (operational level).
 - ❑ Keep stakeholders informed and engaged—communicate the value of Data Governance consistently.
- **Prioritize process over tools**
 - ❑ Focus on establishing strong processes for Data Governance rather than relying on technology alone.
- **Define control measurements and evolve into business as usual**
 - ❑ Set clear metrics to track progress and success.
 - ❑ Treat Data Governance as a continuous process that evolves into business as usual, not a one-off initiative.

Week 1

1

Monday

2

Tuesday

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Wednesday

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Thursday

5

Friday

WEEK 1 of 5

Laying the Groundwork | The Fundamentals



Involves stakeholders
(block time for these)

WEEK 1 of 5

Laying the Groundwork | The Fundamentals

Welcome to Week 1: Laying the Groundwork for Your Data Governance Sprint™

This week is all about building a strong foundation for our Data Governance Sprint™.

We'll focus on onboarding the right team, ensuring everyone is on the same page, and aligning our goals. By the end of this week, we'll have a clear understanding of our data governance challenges, a well-defined purpose, and a set of guiding principles that will steer us through the rest of the DG Sprint™.

This is where we establish **the momentum** that will carry us forward, so let's dive in and start strong.

Week 1

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WEEK 1 of 5

Laying the Groundwork | Set-up and Onboarding

Begin by **kicking off internally** with your core team, ensuring that senior leadership is engaged and assigns the crucial role of **'The Decider*'**, who will have the final say on key decisions.

Identify and assemble the right stakeholders for the Sprint. Prepare and distribute an online survey to capture initial insights into the organization's data governance maturity.

Some activities, such as sending out the survey and identifying stakeholders, can be initiated before the official start of the Sprint. This groundwork is essential for ensuring the DG Sprint™ runs smoothly and efficiently.

** Probably The Decider will be the Chief Data Officer (CDO) or somebody of the senior executive team with a similar role.*

Engage Senior Leadership

- Schedule a brief kick-off meeting with senior leadership to discuss the Sprint's objectives and their role in the process.
- Confirm the assignment of the **'Decider'** role, who will make final decisions during the DG Sprint™.

Assemble the Right Team

- Identify and invite key stakeholders and team members to participate in the DG Sprint™ workshops.
- Ensure **diversity** in the team by including members from various departments who interact with data.

Distribute the Online Survey

- Develop and distribute an online survey to assess the organization's data governance **maturity**.
- Set a deadline for survey completion to allow for timely analysis and integration into the workshop planning.

WEEK 1 of 5

Laying the Groundwork | Awareness Session

Our Awareness Session is designed to establish a **common understanding** of the importance of data within your organization.

We'll explore the concept of "data as an asset," ensuring that every participant recognizes its value and understands how it contributes to our business objectives.

This session will help get everyone on the same page and align our perspectives before we delve into the more detailed aspects of the Sprint.

The session should be limited to **1 hour**, so please send out the invite well in advance to ensure full participation.

Introduction to Data as an Asset

- Develop a brief presentation explaining the concept of "data as an asset" and its **importance** to the organization.
- Share examples of how data governance has positively impacted other organizations.

Align on Key Concepts

- Ensure all participants understand the **core areas** of practice of data governance.
- Explain in simple terms some essential concepts like data quality, data stewardship, metadata and master data.

Facilitate Group Discussion

- Encourage participants to share **their thoughts** on the current data culture and any misconceptions they might have.
- Address common myths and challenges related to data governance to align everyone's understanding.

Week 1

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Monday

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Thursday

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Friday

WEEK 1 of 5

Laying the Groundwork | The Onboarding Interviews

During the Onboarding Interviews, we'll conduct one-on-one sessions with the Decider and other key participants.

These interviews are critical for gathering **initial insights** into the challenges and priorities of your data governance program.

We'll use the information gathered to **prepopulate** some workshop documents like the Challenges Map, Challenges Interview, and the Business Needs & Culture Canvas.

This ensures that the exercises during the first workshops run smoother and more efficiently.

Schedule Interviews

- Arrange one-on-one interviews with the Decider and all key stakeholders participating in the Sprint. Send out invites well in advance.
- Allocate at least **60 minutes per interview** to dive deep into challenges and priorities.

Prepare Interview Questions

- Develop a set of **open-ended questions** focused on identifying the main data challenges, current governance needs, change capacity, and organizational goals.
- Include questions related to the Challenges Map, Challenges Interview, and Business Needs & Culture Canvas.

Document Insights

- Consider **recording** the interview so you can focus fully on the conversation and review it afterward for accurate documentation.
- Take detailed notes during (or after) each interview, focusing on key themes and specific pain points.
- Identify recurring **challenges or priorities** that will need to be addressed during the workshops.

Week 1

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Friday

WEEK 1 of 5

Laying the Groundwork | Internal Research

Internal research is the backbone of our Data Governance Sprint™, ensuring that every discussion and decision is rooted in a deep understanding of your organization's current state.

This phase involves a **comprehensive review** of the insights gathered from onboarding interviews, the results of the online survey, and any existing documentation related to data governance and management.

This thorough research lays the groundwork for informed, strategic decision-making throughout the DG Sprint™.

Analyze Interview Data

- Review and synthesize the information gathered during the onboarding interviews.
- Identify key themes, main challenges, current situation and business objectives that will inform the workshop discussions.

Review Existing Documentation

- Review any existing documentation related to data governance and data management, including data flow diagrams, data lineage, data architecture, data policies, procedures, and guidelines.
- Examine any past audits, assessments, or evaluations of data management practices to identify areas of improvement or success.

Online Survey Analysis

- Analyze the results of the online survey to assess the organization's data governance maturity.
- Identify patterns and insights that will shape the workshop content and discussions.

WEEK 1 of 5

Laying the Groundwork | Workshop Set-up

The success of our Data Governance Sprint™ hinges on a well-prepared and thoughtfully organized workshop environment.

The Workshop Set-up phase is all about **finalizing logistics** and **preparing materials** to ensure our sessions are productive and focused.

A meticulous preparation will create the ideal setting for collaboration, enabling us to dive straight into the DG Sprint™ with clarity and confidence.

Prepopulate Workshop Documents

- Use the insights gained from our interviews and research to prepopulate the Challenges Map, Business Needs & Culture Canvas, and prepare How Might We (HMW) questions for the Challenges Interview.
- Highlight areas that require further discussion or clarification during the workshops.

Finalize Workshop Logistics & Materials

- Reserve a dedicated (War) room for the workshops, ensuring it's equipped with necessary materials (sticky notes, voting dots, markers, a whiteboard, etc.).
- Set up the room to facilitate collaboration, making sure there are ample refreshments and water available for participants throughout the day. Don't forget lunch!

Test Technology

- Test any technology that will be used during the workshop, such as projectors, video conferencing tools, or collaborative software.
- Ensure backup options are available in case of technical issues.

WEEK 1 of 5

Laying the Groundwork | Workshop Set-up

- ❑ Get a (War) room that can be blocked for about 3 weeks
- ❑ Whiteboard space
- ❑ Natural life
- ❑ Snack & drinks

- ❑ Post-its and voting dots (different sizes and colors)
- ❑ Sharpies
- ❑ Masking Tape
- ❑ Scissors
- ❑ Glue sticks
- ❑ White A4 and A5 paper

- ❑ Time Timer
- ❑ Magic Paper
- ❑ Camera (for pictures afterwards)
- ❑ Bluetooth Speaker
- ❑ A Spotify playlist



Week 1

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Monday

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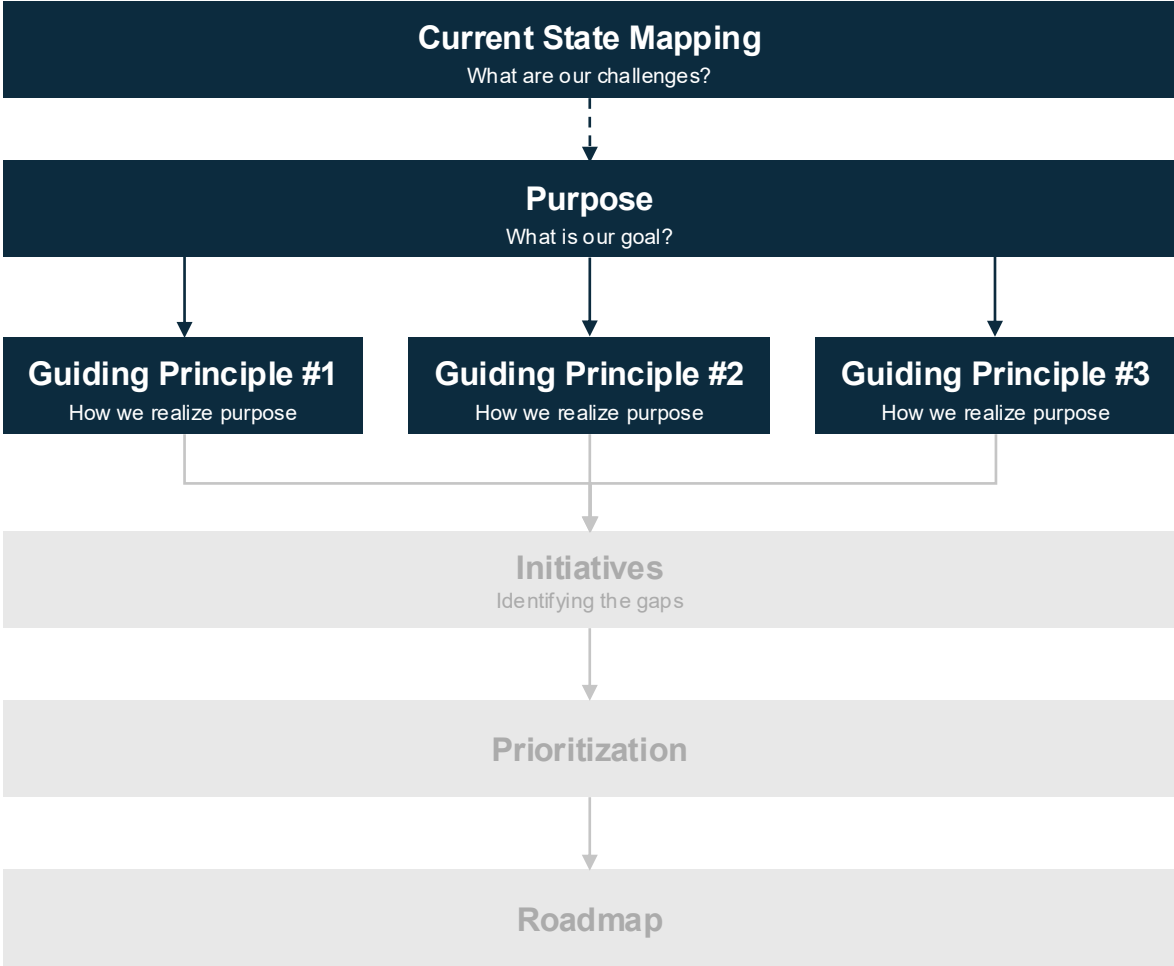
4

Thursday

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Friday

Data Governance SPRINT™



Workshop #1
Understanding 'As Is' and defining 'To Be'

Workshop #2
Bridge to Governance

WEEK 1 of 5

The Fundamentals | Workshops 1 and 2 of 7

The Fundamentals Workshops: Establishing the Foundation for Data Governance

The Fundamentals workshops are the cornerstone of our Data Governance Sprint™, where we take a comprehensive look at how your organization currently manages its data assets and chart a clear path toward your desired future state.

By the end of The Fundamentals workshops, you'll have a thorough understanding of the “**As Is**” state, the “**To Be**” vision, and **the gaps** that need to be bridged. This clarity will provide a strong, actionable foundation for the remainder of the DG Sprint™ and beyond, ensuring that your data governance efforts are aligned with your strategic objectives and ready to drive meaningful progress.

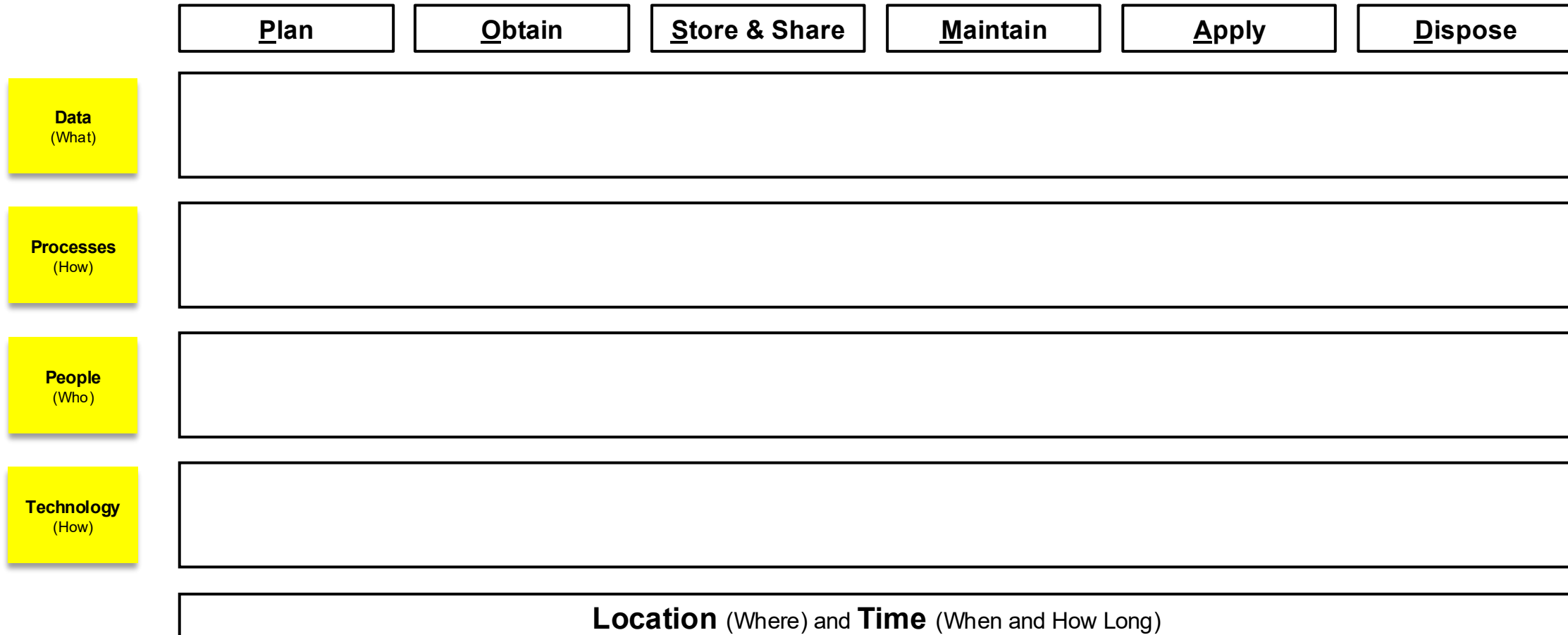
Workshop 1: Thursday Full-Day

- Focus on understanding the current state of data management within your organization.
- Identify existing challenges and examine current practices.
- Define the “To Be” state, our vision for data governance, aligned with business objectives and strategic goals.
- Work through four key exercises: The Challenges Map, Challenges Interview, Purpose, and Guiding Principles.

Workshop 2: Friday Full-Day

- Highlight the gaps between the current state and the future vision established on Thursday.
- Prioritize the actions needed to bridge these gaps.
- Focus on improving the quality and understanding of critical data elements.
- Work through five engaging exercises designed to create a clear roadmap with prioritized use cases.

The challenges **MAP**



Source: *Framework for Information Quality (FIQ)* © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

Challenges INTERVIEW

<u>R</u> equirements and Constraints	
<u>R</u> esponsibility	
<u>I</u> mprovement and Prevention	
<u>S</u> tructure and Meaning	
<u>C</u> ommunication	
<u>C</u> hange	
<u>E</u> thics	

Source: Broad Impact Components © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

Business **NEEDS** & culture

Customers	Products	Goals	Issues	Strategies
	Services		Opportunities	
Culture		Environment		

Source: Business Needs © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

WEEK 1 of 5

The Fundamentals | Workshop 1 of 7

Exercise 1. The Challenges Map

Exercise 2. Challenges Interview

Exercise 3. Purpose

Exercise 4. Guiding Principles

We start by capturing the data challenges and pain points on a Challenges Map.

The purpose is to get a **high-level overview** of how the key components (data, processes, people, & technology) interact with the information life cycle within the organization.

It helps to **identify root causes** and **determine improvements** needed to correct existing problems and prevent them from reappearing.

WEEK 1 of 5

Workshop 1 of 7 | The Challenges Map

1. Timing

Between 1 to 2 hours

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 1 of 5

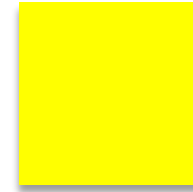
Workshop 1 of 7 | The Challenges Map

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



WEEK 1 of 5

Workshop 1 of 7 | The Challenges Map

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- First, we'll start to **collect** and **visualize** all our data challenges on the Challenges Map. The goal is to understand how the key components (data, processes, people, & technology) interact with the information life cycle within an organization.
- The key is to get a high-level view of how the company manages its data assets.
- The Challenges Map is part of the **Framework for Information Quality** (FIQ) designed by Danette McGilvray*. The FIQ can be used as a quick reference and helpful tool for **diagnosis**, **planning** and **communication** about the components necessary for high-quality information.

* **Framework for Information Quality (FIQ)** © 2005, 2020 Danette McGilvray, Executing Data Quality Project. Granite Falls Consulting, Inc. www.gfalls.com

WEEK 1 of 5

Workshop 1 of 7 | The Challenges Map

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- To streamline the process, consider **pre-filling** the Challenges Map with insights gathered from the Onboarding Interviews. This will significantly enhance the efficiency of the exercise, providing participants with concrete examples to kickstart their thinking and making the session flow much more smoothly.
- The exercise will run in **4 rounds**, focusing on different key components one at a time and its impact on the data life cycle.
- With regards to what information to focus on, think about specific **critical data subject domains** and how the data is managed throughout its life cycle.

WEEK 1 of 5

Workshop 1 of 7 | The Challenges Map

Step 1: Reflect on Data (What)

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 - 15 minutes
- Ask everyone to silently write as many data challenges and pain points they experience across their information life cycle on individual sticky notes as they can think.
- Emphasis that they only need to focus on the “**Data (What)**” **component** first and that they be **as granular as possible**.
- One challenge per sticky note.

Inconsistent definitions across departments

Frequent missing fields in customer data

Data format phone number incompatible across systems

Outdated records not regularly purged

Reported figures differ from operational data

WEEK 1 of 5

Workshop 1 of 7 | The Challenges Map

Step 1: Reflect on Data (What)

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Account for Location and Time:** While thinking about the data challenges, also consider where and when these challenges occur within your organization. Reflect on when specific information needs to be available and for how long it needs to be retained or accessed. For example, think about:
 - **Where** (location) certain tasks related to data occur (e.g., physical location or system location).
 - **When** (time) specific data needs to be available, how long it should remain accessible, and what dependencies exist around timing (e.g., real-time needs, historical access).

Geographical data missing for specific regions

Data entry errors during peak hours

Backups not aligned with global operations

Real-time data updates lag during off-hours

Data access restricted to certain locations

WEEK 1 of 5

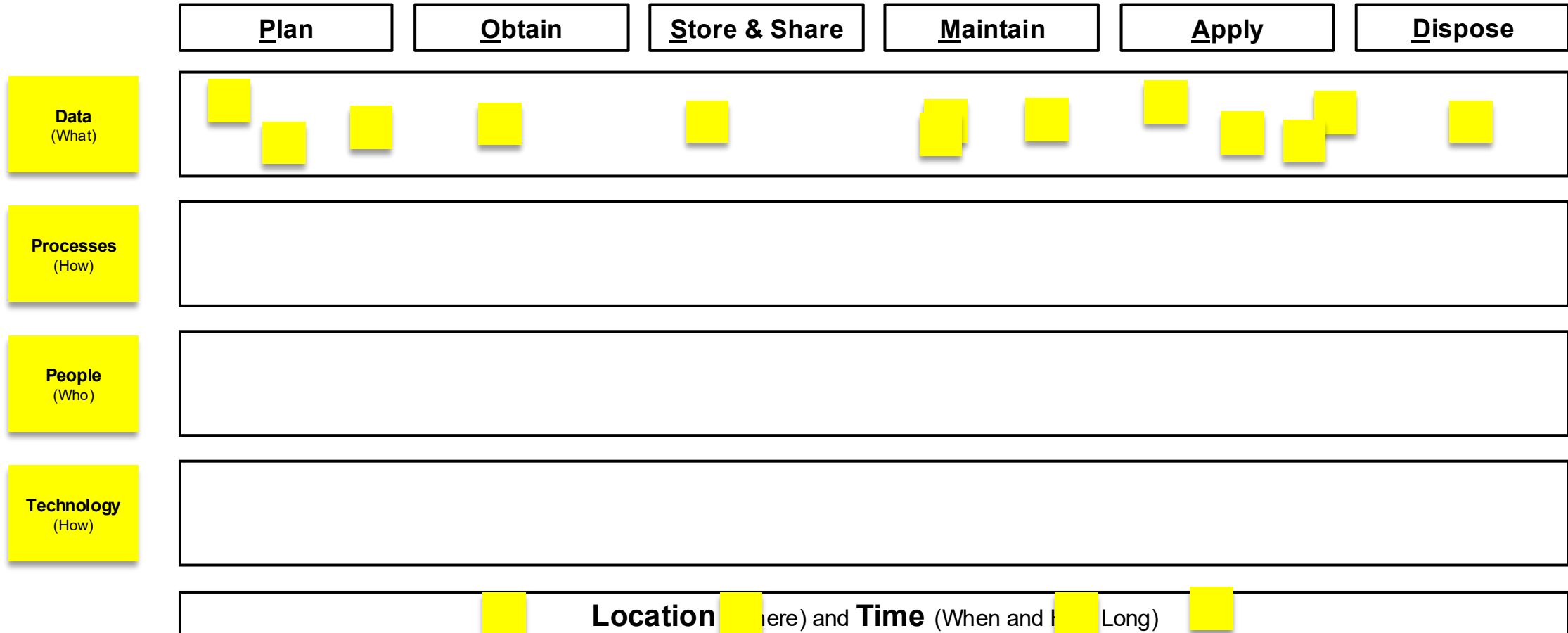
Workshop 1 of 7 | The Challenges Map

Step 2: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 - 10 minutes
- One by one, each participant will approach the Challenges Map and present their challenges to the group.
- Simply **read out** the challenges as written on their sticky notes—this is not the time for discussion or debate.
- After presenting, they place their sticky notes on the Challenges Map in the designated intersection for "Data (What)" within the information life cycle.
- If there are **duplicates**, they could remove or stack them.

The challenges MAP



Source: Framework for Information Quality (FIQ) © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

WEEK 1 of 5

Workshop 1 of 7 | The Challenges Map

Step 3: Reflect on Processes (How)

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 - 15 minutes
- Just like step 1, ask everyone to silently write as many data process challenges and pain points they experience across their information life cycle on individual sticky notes.
- Emphasis that they now only need to focus on the “**Processes (How)**” component and that they be as granular as possible.
- Again, one challenge per sticky note.

Lack of alignment between data and goals

Frequent errors in manual data entry

Data sharing restricted by siloed systems

Users struggle to find relevant data

Retention policies not well-defined

WEEK 1 of 5

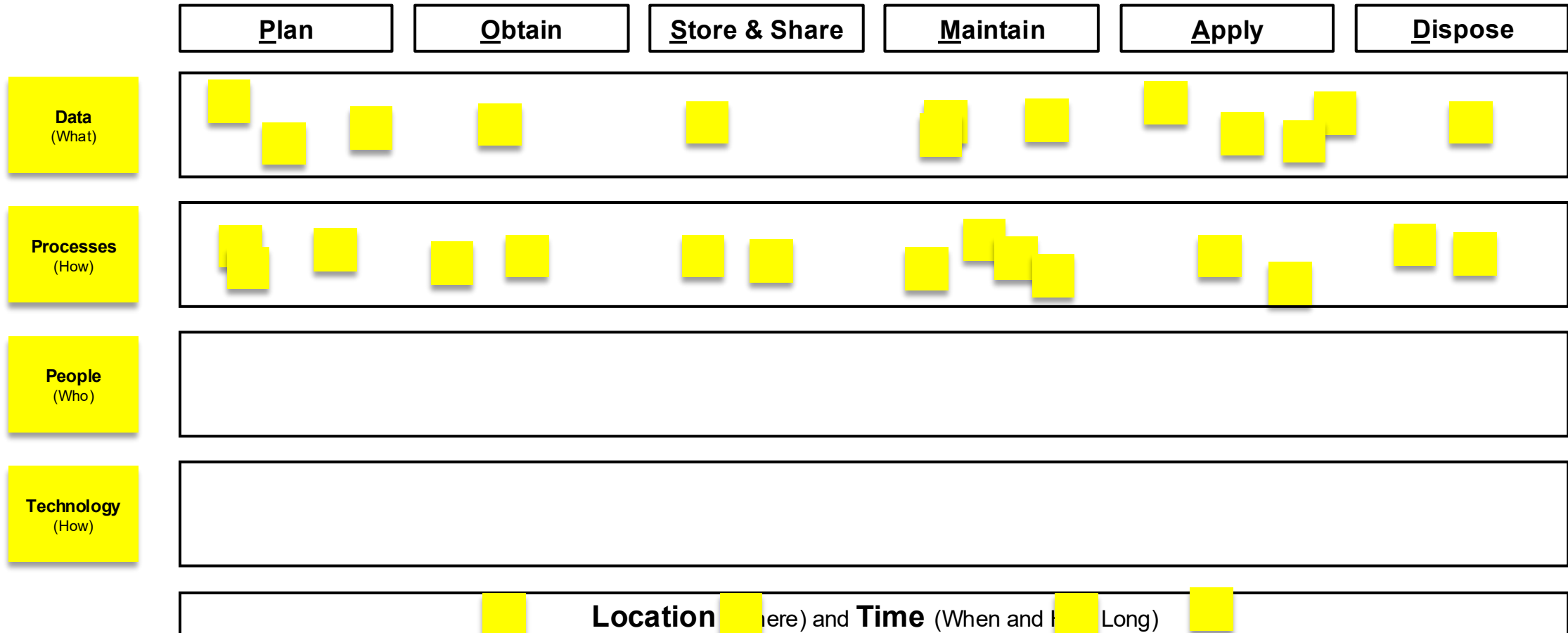
Workshop 1 of 7 | The Challenges Map

Step 4: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 - 10 minutes
- Similarly like step 2, each participant will approach the Challenges Map, one by one, and present their challenges to the group.
- Simply **read out** the challenges as written on their sticky notes—this is not the time for discussion or debate.
- After presenting, they place their sticky notes on the Challenges Map in the designated intersection for “Processes (How)” within the information life cycle.

The challenges MAP



Source: Framework for Information Quality (FIQ) © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

WEEK 1 of 5

Workshop 1 of 7 | The Challenges Map

Step 5: Reflect on People and Organization (Who)

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 - 15 minutes
- Rinse and repeat. Now ask everyone to silently write as many people and organization challenges and pain points they experience across the information life cycle on individual sticky notes.
- Emphasis that they now only need to focus on the **“People and Organization (Who)” component** and that they be as granular as possible.
- Again, one challenge per sticky note.

Roles not clearly defined, causing confusion

Overloaded staff causes data input delays

Inconsistent oversight weakens data security

Lack of guidance results in poor data usage

Misinformation due to poor communication

WEEK 1 of 5

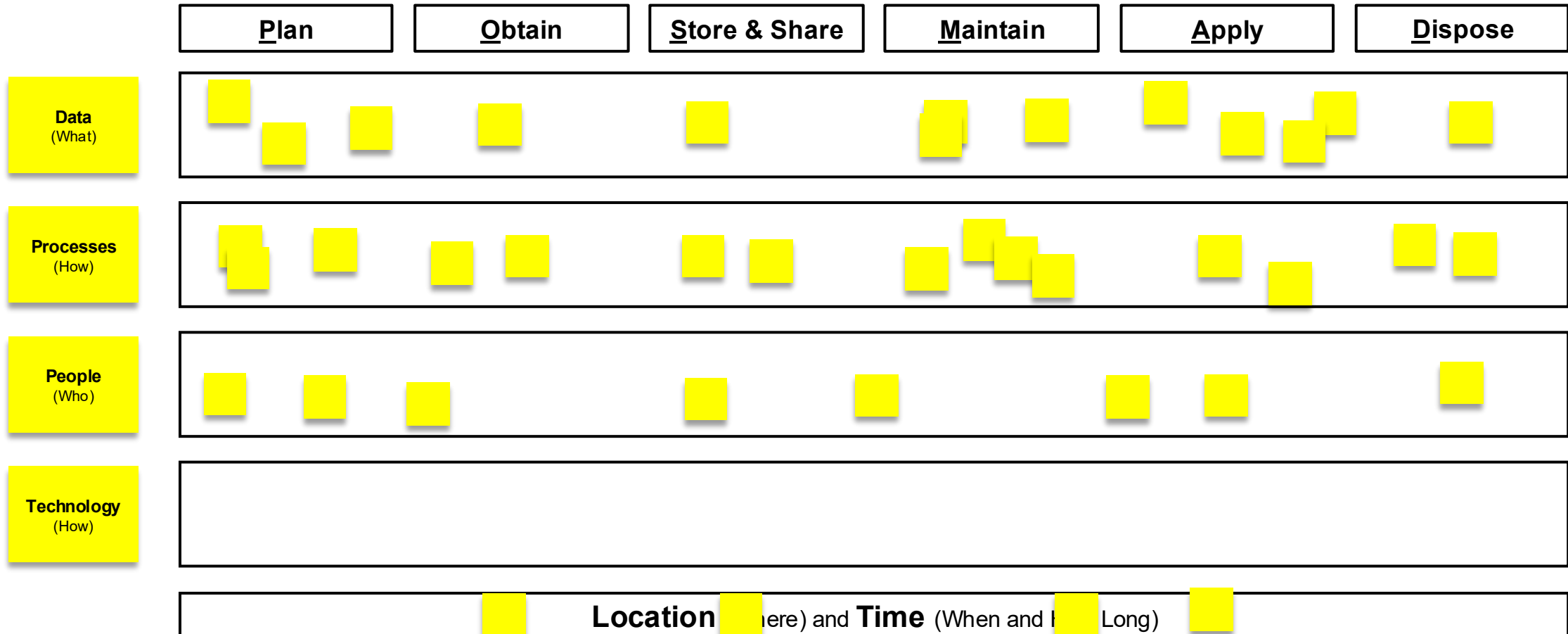
Workshop 1 of 7 | The Challenges Map

Step 6: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 - 10 minutes
- Again, each participant will approach the Challenges Map, one by one, and present their challenges to the group.
- Simply **read out** the challenges as written on their sticky notes—this is not the time for discussion or debate.
- After presenting, they place their sticky notes on the Challenges Map in the designated intersection for “People and Organization (Who)” within the information life cycle.

The challenges MAP



Source: Framework for Information Quality (FIQ) © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

WEEK 1 of 5

Workshop 1 of 7 | The Challenges Map

Step 7: Reflect on Technology (How)

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 - 15 minutes
- Finally, ask everyone to silently write as many technology challenges and pain points they experience across the information life cycle on individual sticky notes.
- Emphasis that they now only need to focus on the “**Technology (How)**” **component** and that they be as granular as possible.
- Again, one challenge per sticky note.

Architecture
doesn't
support real-
time data
quality checks

System
doesn't
validate data
inputs
properly

AS/400
incompatible
with newer
data formats

Slow
database
queries
delay report
generation

Mainframe
data not
securely
erased

WEEK 1 of 5

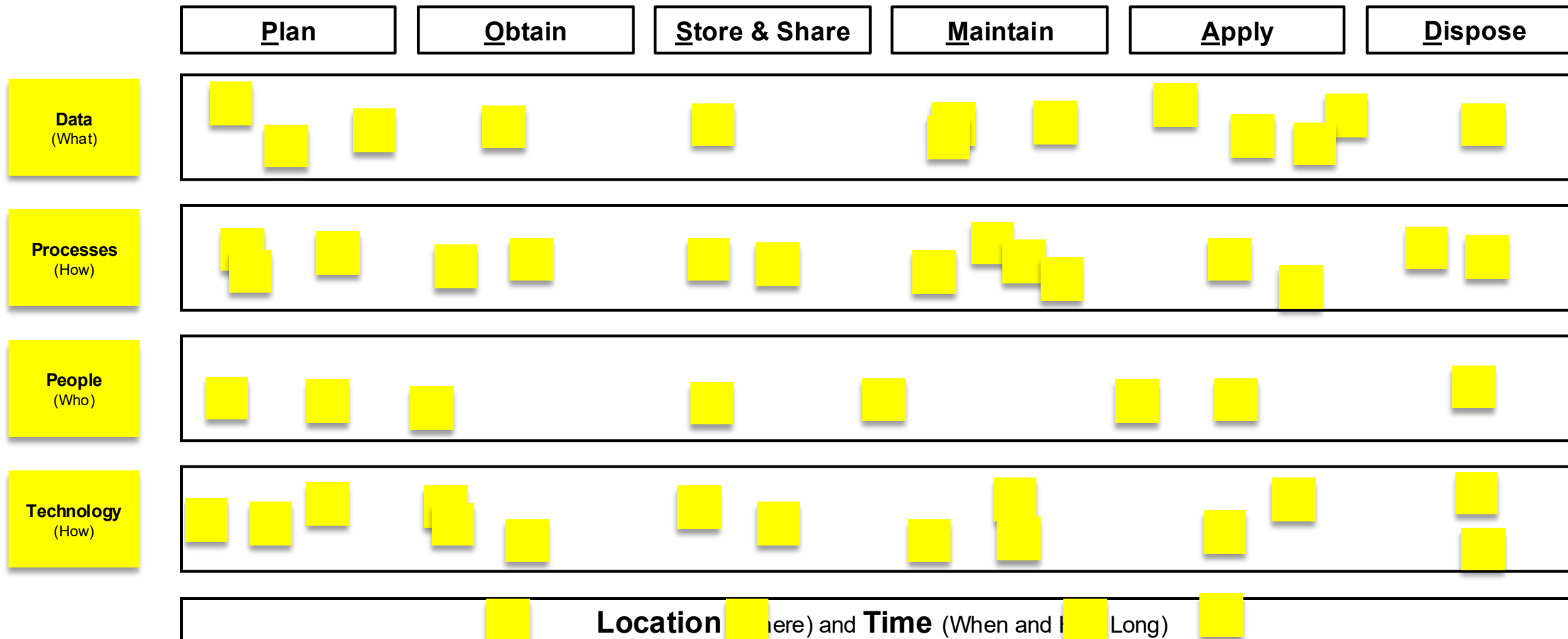
Workshop 1 of 7 | The Challenges Map

Step 8: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 - 10 minutes
- Again, each participant will approach the Challenges Map, one by one, and present their challenges to the group.
- Simply **read out** the challenges as written on their sticky notes—this is not the time for discussion or debate.
- After presenting, they place their sticky notes on the Challenges Map in the designated intersection for “Technology (How)” within the information life cycle.

The challenges MAP



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The challenges MAP



WEEK 1 of 5

Workshop 1 of 7 | The Challenges Map

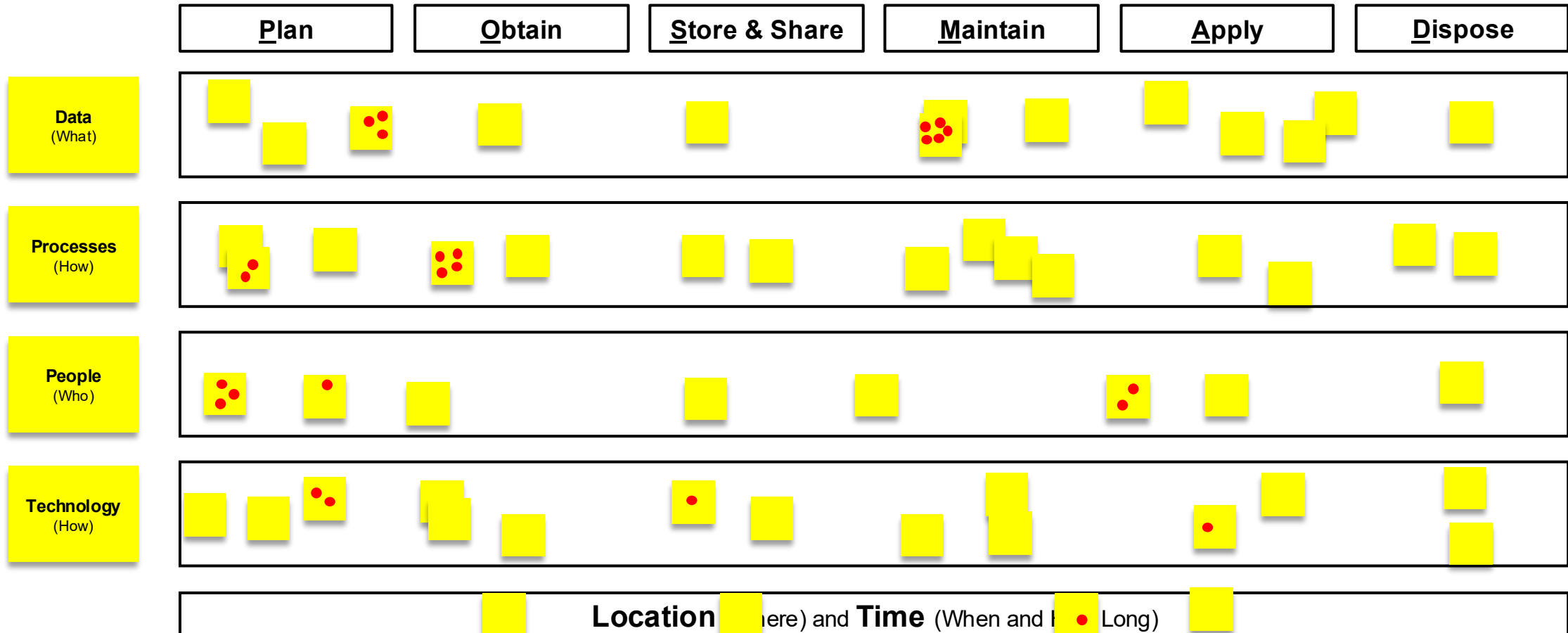
Step 9: Heatmap Voting

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 minutes
- Once all challenges have been mapped, ask the participants to take a few minutes to **silently review** the entire Challenges Map and identify these areas they find most important, challenging, or critical.
- Each participant will receive a limited number of red **voting dots**, so they should really think about what they want to vote on.
- Next, ask the participants to place their dots on the areas of the map that they find most critical or in need of attention.
- There are **no voting rules**, so they can place more than one dot on areas they want to focus on.
- Avoid discussions! The goal is to get a **heatmap overview**.



The challenges MAP



Source: Framework for Information Quality (FIQ) © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

The challenges MAP



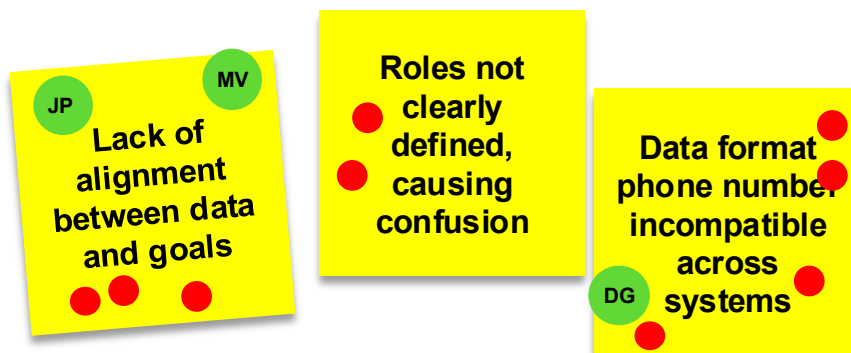
WEEK 1 of 5

Workshop 1 of 7 | The Challenges Map

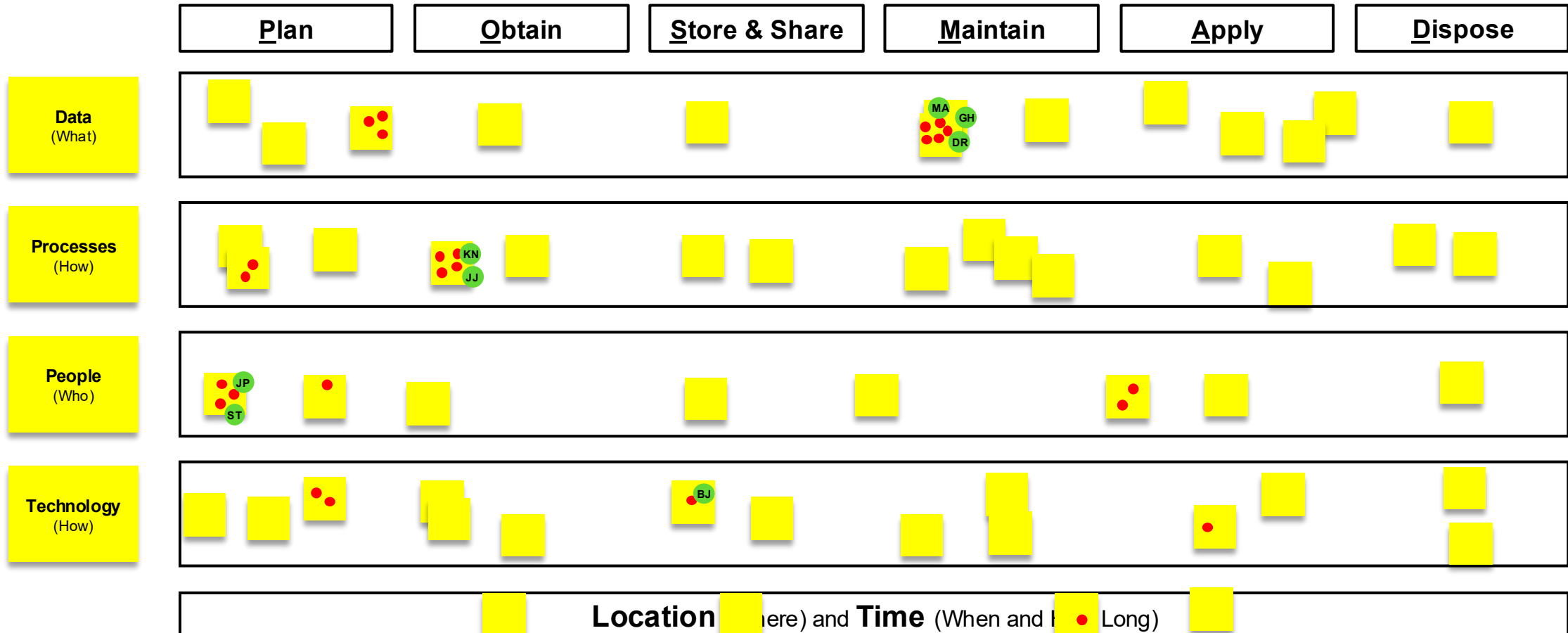
Step 10: Strawpoll Voting

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Give each participant a **large voting dot** and have them write their **initials** on it.
- Set a timer for 5 minutes and have participants silently decide which challenge they think is **most critical** (without voting).
- Once they've decided which one they'll choose, they should write their **reasoning** on a sticky note.
- Once the time is up, everyone should **vote at the same time** to avoid influencing each other's votes.



The challenges MAP



Source: Framework for Information Quality (FIQ) © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

WEEK 1 of 5

Workshop 1 of 7 | The Challenges Map

Step 11: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 1 minute per person
- The Facilitator goes over the Straw Poll votes and calls each participant **one by one** to explain to the group:
 1. Which challenge they've chosen
 2. Why did they choose it
- The Facilitator needs to take care that the participants don't ramble and **don't take more than one minute** to explain their reasoning.



WEEK 1 of 5

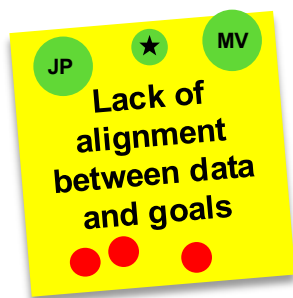
Workshop 1 of 7 | The Challenges Map

Step 12: Decider Vote



1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 3 minutes
- The Decider is given one (or two, or three) **special voting dot(s)** and must decide which challenges are the most critical ones to address.
- Have the Decider **explain** their choice to the team.



The challenges MAP



Source: Framework for Information Quality (FIQ) © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

WEEK 1 of 5

The Fundamentals | Workshop 1 of 7

Exercise 1. The Challenges Map

Exercise 2. Challenges Interview

Exercise 3. Purpose

Exercise 4. Guiding Principles

We will try to get a deeper understanding of the challenges and the **broad-impact components** that affect the quality of information.

This is a **structured discussion** where we listen to our participants and collect all the challenges that come up during the interview.

We capture our thoughts as questions in the **'How Might We'** format. The HMW format helps us define our biggest challenge without prescribing a solution.

Next, we narrow down the Challenges Interview (written in the form of “How Might We” questions) and identify **focus areas** in the Challenge Map.

WEEK 1 of 5

Workshop 1 of 7 | Challenges Interview

1. Timing

Between 30 to 60 minutes

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 1 of 5

Workshop 1 of 7 | Challenges Interview

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



WEEK 1 of 5

Workshop 1 of 7 | Challenges Interview

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- Next, we'll start to **collect** and **visualize** all the additional factors (called **broad-impact components**) that affect the quality of the data in our organization overall.
- The broad-impact components are part of the **Framework for Information Quality** (FIQ) designed by Danette McGilvray*.
- There are 7 broad-impact components, abbreviated to **RRISCCE**.
- These broad-impact components should be considered throughout the POSMAD Information Life Cycle as they affect the four key components.

* **Framework for Information Quality (FIQ)** © 2005, 2020 Danette McGilvray, Executing Data Quality Project. Granite Falls Consulting, Inc. www.gfalls.com

WEEK 1 of 5

Workshop 1 of 7 | Challenges Interview

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- These are the 7 broad-impact components*:

1. Requirements and Constraints

2. Responsibility

3. Improvement and Prevention

4. Structure, Context, and Meaning

5. Communication and Training

6. Change

7. Ethics

- Goal is to **narrow down** the Challenge Map to the most vital challenges we want to focus on in our Data Governance program.

* *Framework for Information Quality (FIQ)* © 2005, 2020 Danette McGilvray, Executing Data Quality Project. Granite Falls Consulting, Inc. www.gfalls.com

WEEK 1 of 5

Workshop 1 of 7 | Challenges Interview

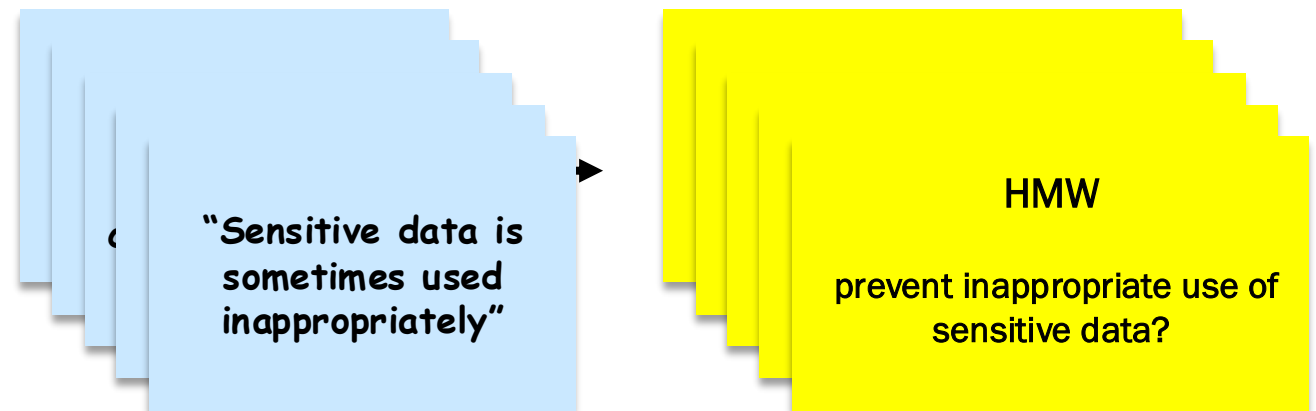
1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- During our Challenges Interview, the participants are **the experts**, and the facilitator is going to interview them one by one.
- Only **one person speaks** at a time during the interview process. Everyone else takes notes using HMW's.
- We utilize the **"How Might We's"** (HMW's) standardized note-taking system, transforming problems and challenges in an actionable way without prescribing a solution.



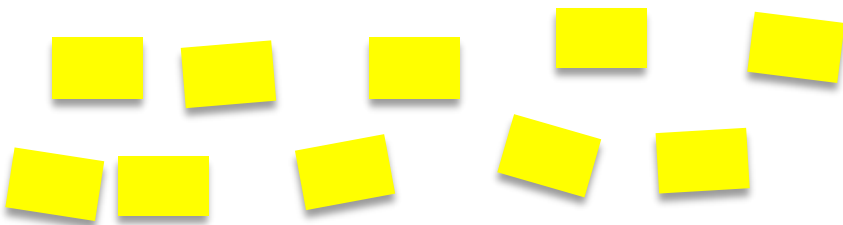
WEEK 1 of 5

Workshop 1 of 7 | Challenges Interview

Step 1: The Interview

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes per person
- Only interview **one person** at a time.
- Formulate questions that refer to the 7 broad-impact components.
- As soon as you've created an HMW, pause the interview and show it as an **example**.
- It's okay to skip people who don't want to speak.
- Use **simple, open-ended phrases** like:
 - *"talk about the responsibility challenges you're having"*
 - *"go into more detail on that"*
 - *"tell me more"*



Challenges INTERVIEW



Let the broad-impact components guide your open-ended questioning

<u>R</u>equirements and Constraints	Business, User, Functional, Technology, Legal, Regulatory, Compliance, Contractual, Industry, Internal Policies, Access, Security, Privacy, Data Protection
<u>R</u>esponsibility	Accountability, Authority, Ownership, Governance, Stewardship, Motivation, Reward
<u>I</u>mprovement and Prevention	Continuous Improvement, Root Causes, Prevention, Correction, Enhancement, Audit, Controls, Monitoring, Metrics, Targets
<u>S</u>tructure and Meaning	Definitions, Relationships, Metadata, Standards, Reference Data, Data Models, Business Rules, Architecture, Semantics, Taxonomies, Ontologies, Hierarchies
<u>C</u>ommunication	Awareness, Engagement, Outreach, Listening, Feedback, Trust, Confidence, Education, Training, Documentation
<u>C</u>hange	Management of Change and Associated Impact, Organizational Change Management, Change Control
<u>E</u>thics	Individual and Societal Good, Justice, Rights and Freedoms, Truthfulness, Standards of Conduct, Avoiding Harm, Supporting Well-Being

Source: **Broad Impact Components** © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

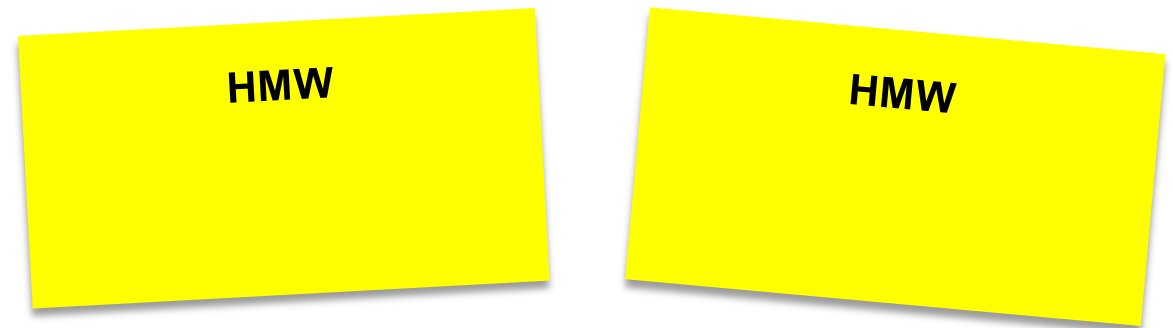
WEEK 1 of 5

Workshop 1 of 7 | Challenges Interview

Step 1: The Interview

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- Give each participant a block of rectangular sticky notes.
- Write “HMW” on the top of each new sticky note.
- Everyone listens as the expert talks, and **re-writes** problems as “How Might We’s”
- Focus on quantity!



WEEK 1 of 5








Workshop 1 of 7 | Challenges Interview

Step 2: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 - 10 minutes
- Each participant will take turns presenting their HMW's to the group. Simply **read the challenges** as written on your sticky notes—this is not the time for discussion or debate.
- After presenting, place your HMW's on the RRISCCE matrix displayed on the wall.
- Then, as a group, identify any duplicates and either remove or stack them together.

Challenges INTERVIEW

<u>R</u> equirements and Constraints	
<u>R</u> esponsibility	
<u>I</u> mprovement and Prevention	
<u>S</u> tructure and Meaning	
<u>C</u> ommunication	
<u>C</u> hange	
<u>E</u> thics	

Source: **Broad Impact Components** © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

Challenges INTERVIEW

The image shows a wall with seven categories of challenges, each with a blue header card and several handwritten sticky notes in Dutch. The categories and their associated notes are:

- Verelsten & Beperkingen** (Restrictions & Limitations):
 - Thuis bij programma's
 - Erre naar mensen met de kennis en met de kennis
 - [SARRE] VERBODEN VOOR REKONSTRUEEREN
 - BEPERKINGEN IN HET VERBODEN TOEGANG TOT DE DATA
- Verantwoordelijkheid** (Responsibility):
 - Wat verantwoordelijkheid nemen met andere partijen? In welke context? In welke context? In welke context?
 - GEDEELTELIJK VERANTWOORDELIJK
 - GETUIGENIS: Geef je getuigenis, niet getuigenis
 - DURVEN NIET TE MAKEN OF AFTE DRIVEN
 - Gevoel van...
 - Gevoel van...
- Verbetering & Preventie** (Improvement & Prevention):
 - Verbetering - preventie met jeugdige jeugd heeft heel veel
- Structuur & Betekenis** (Structure & Meaning):
 - ... dat is niet...
 - GEDEELTELIJK VERANTWOORDELIJK
 - RANVAANEN IN ONDERHOUDEN OVER DE DATA LINEAGE
 - MANUÏEL WERKEN MET DATA
 - [SARRE] VERBODEN TOEGANG TOT DE DATA
- Communicatie** (Communication):
 - Gebruik van informatie...
 - data community
 - INPOSSESSIES WELKE DATA IS BESCHikbaar HET GEDEELTELIJK
 - ... dat is niet...
- Verandering** (Change):
 - Opdracht...
 - ... dat is niet...
 - ... dat is niet...
 - ... dat is niet...
- Ethiek** (Ethics):
 - ...

WEEK 1 of 5

Workshop 1 of 7 | Challenges Interview
























Step 3: Heatmap Voting

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 minutes
- Ask the participants to look through the HMWs (silently) and vote on those HMWs they find most important, challenging, or critical.
- Each participant has a limited number of red **voting dots**, so they should really think about what they want to vote on.
- There are **no voting rules**, so they can place more than one dot on areas they want to focus on.
- If you want to take notes, use a sticky note.
- Avoid discussions! The goal is to get a heatmap overview.



Challenges INTERVIEW

<u>R</u> equirements and Constraints	 
<u>R</u> esponsibility	    
<u>I</u> mprovement and Prevention	  
<u>S</u> tructure and Meaning	  
<u>C</u> ommunication	   
<u>C</u> hange	    
<u>E</u> thics	

Source: **Broad Impact Components** © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

WEEK 1 of 5

Workshop 1 of 7 | Challenges Interview








Step 4: Decider Vote



1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Give the Decider **three voting dots** and allow them to vote on the areas the Decider find most important, challenging, or critical.

Challenges INTERVIEW

<u>R</u> equirements and Constraints	
<u>R</u> esponsibility	
<u>I</u> mprovement and Prevention	
<u>S</u> tructure and Meaning	
<u>C</u> ommunication	
<u>C</u> hange	
<u>E</u> thics	

Source: **Broad Impact Components** © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

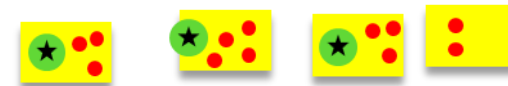
WEEK 1 of 5

Workshop 1 of 7 | Challenges Interview

Step 5: Revisualize

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 1 minute
- Remove all but the **top-voted HMW questions** from the RRISCCE matrix, remembering that the Decider vote is automatically at the top.
- These are our **key challenges**.



WEEK 1 of 5

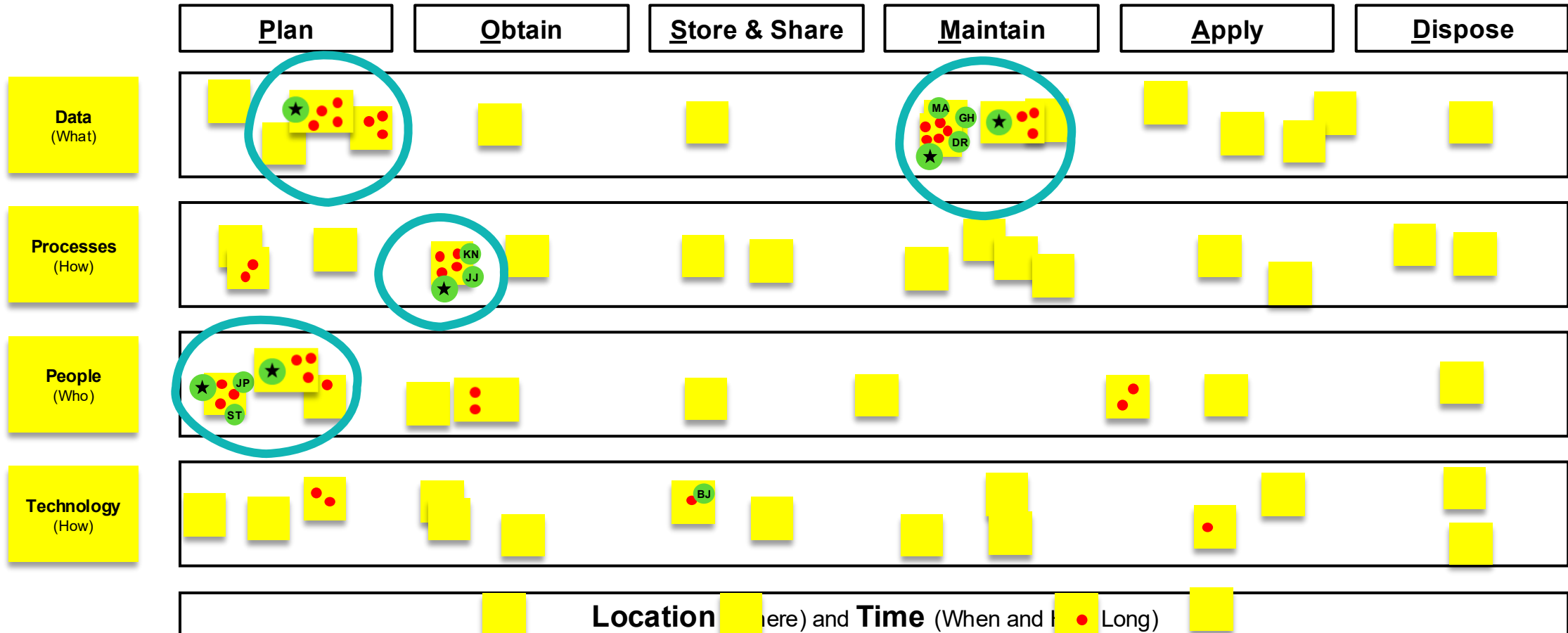
Workshop 1 of 7 | Challenges Interview

Step 6: Decide on focus areas

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Let's go back to the **Challenge Map** and put our key challenges on the corresponding areas, indicating how they affect the Information Life Cycle.
- Then we identify the most critical **focus areas** in the map.
- These focus areas will highlight the use cases and projects that we'll include in our Data Governance roadmap.

The challenges MAP



Source: Framework for Information Quality (FIQ) © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

The challenges MAP



The challenges MAP

Component	Lifecycle-Element	Domain	Problem Statement	Views	Parifed	Impact
Mensen & Organisatie	Plan	Voorslag	Budget overloopt budgetgrens	7		
Technologie	Operatie & Data	Voorslag	Te veel gegevens ingeslagen	7		
Data	Operatie & Data	Hulp	Verre linken naar data business	6	EAEVAU/PJ	
Data	Plan	Plan	Hulp met prioritering van data	5		
Mensen & Organisatie	Plan	Plan	Overzicht van activiteiten	5		
Mensen & Organisatie	Plan	Plan	Verstevig de koppeling van data	5		
Data	Voorslag	Voorslag	Overzicht van data - velden	5	EX/PH	
Data	Voorslag	Voorslag	Overzicht van activiteiten	5	EX/PH	
Processen	Plan	Plan	Manier van activiteiten op de velden	4	PHM	
Technologie	Operatie & Data	Plan	Overzicht van activiteiten	4		
Processen	Plan	Plan	Handelingen met de velden	4	PC	
Mensen & Organisatie	Plan	Plan	Overzicht van activiteiten	4	PH	
Mensen & Organisatie	Voorslag	Voorslag	Eigenaar data ontbreken	3		
Processen	Plan	Plan	Overzicht van activiteiten	3		
Data	Plan	Plan	Overzicht van activiteiten	3		
Data	Operatie & Data	Plan	Data beschikbaar	3		
Mensen & Organisatie	Plan	Plan	Overzicht van activiteiten	3		
Technologie	Operatie & Data	Plan	Overzicht van activiteiten	3		
Data	Operatie & Data	Plan	Overzicht van activiteiten	3		
Mensen & Organisatie	Operatie & Data	Plan	Overzicht van activiteiten	3		
Mensen & Organisatie	Operatie & Data	Plan	Overzicht van activiteiten	3	SH/DB	
Technologie	Operatie & Data	Plan	Overzicht van activiteiten	3		
Data	Plan	Plan	Overzicht van activiteiten	3		

Issue Log

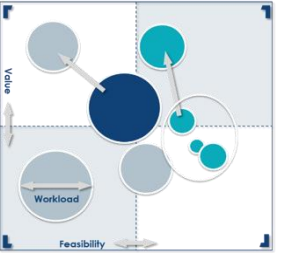
- ▶ 585 Issues
- ▶ 7 use cases 

Initiatives Long List

- ▶ Strategic Initiatives
- ▶ Full focus

Initiatives Short List

- ▶ Tactical Initiatives
- ▶ Use Case Focus 



DAIG

DATA & AI GOVERNANCE

PARTNERS

Data Governance Sprint™

Establish Data Governance in Weeks instead of Months

DATAVERSITY – SEMINAR 2

April 14, 2026

Data Governance **SPRINT**™ to the rescue

1 Establishing Data Governance **CAPABILITIES**



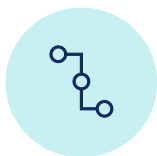
2 Through Incremental Implementation of **USE CASES**



Data Quality



Metadata



Critical Data Elements



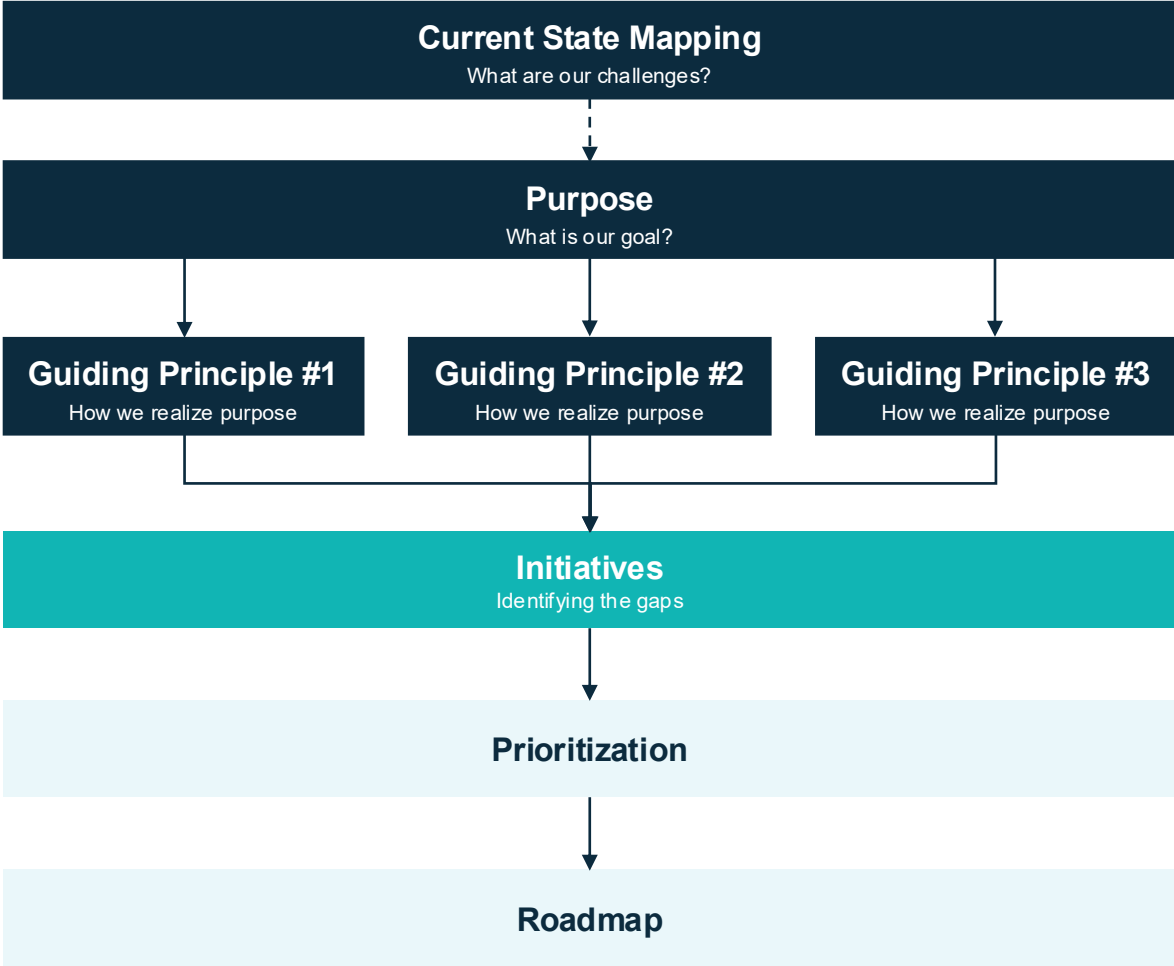
Data Literacy

3 In **WEEKS** Instead of Months



Data Governance Sprint™

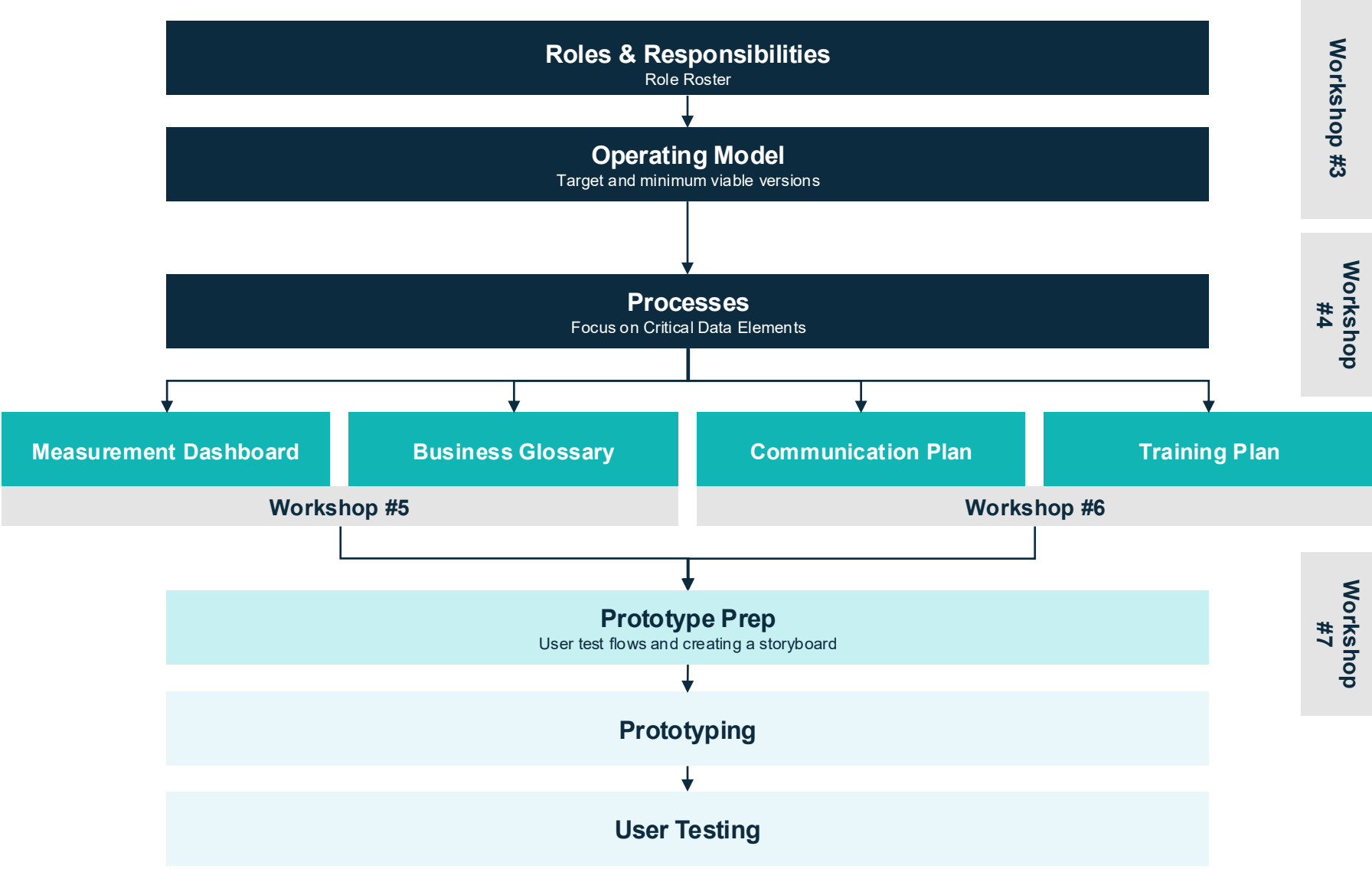
Data Governance SPRINT™



Workshop #1
Understanding 'As Is' and defining 'To Be'

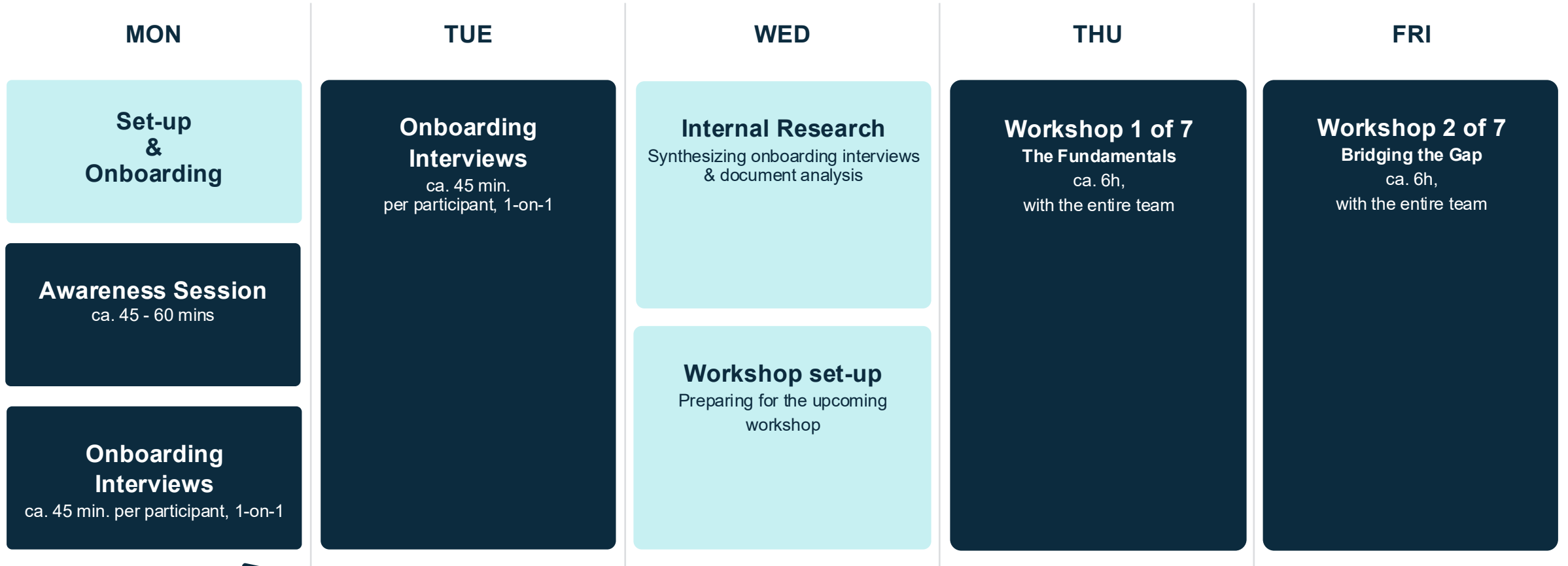
Workshop #2
Bridge to Governance

Data Governance SPRINT™



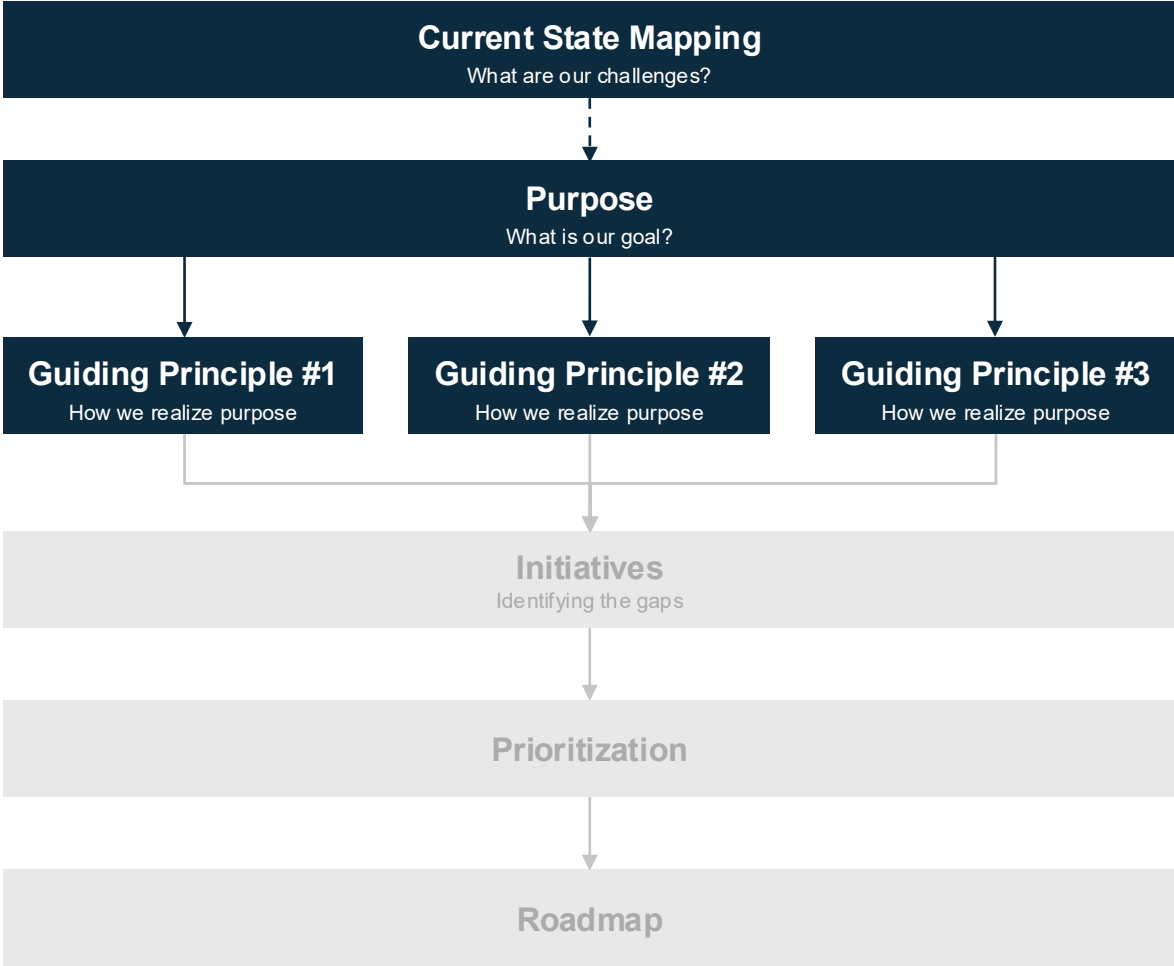
WEEK 1 of 5

Laying the Groundwork | The Fundamentals



Involves stakeholders
(block time for these)

Data Governance SPRINT™



Workshop #1
Understanding 'As Is' and defining 'To Be'

Workshop #2
Bridge to Governance

The challenges MAP



WEEK 1 of 5

The Fundamentals | Workshop 1 of 7

Exercise 1. The Challenges Map

Exercise 2. Challenges Interview

Exercise 3. Purpose

Exercise 4. Guiding Principles

In this exercise, we will focus on identifying the **fundamental reason why** we are implementing data governance within our organization. This isn't just about the technical aspects or the tasks we need to perform; it's about aligning our data governance efforts with the overarching business objectives and goals.

Understanding this purpose will ensure that every data governance initiative we undertake directly contributes to the success and strategic direction of the company.

A well-defined purpose will become **our Vision**, guiding our decisions, helping us prioritize, and making sure that everyone—across all levels—understands the critical role that data governance plays in our collective success.

WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

1. Timing

Between 45 to 60 minutes

2. What you'll need

3. Introducing the exercise

4. Business Needs & Culture canvas

5. Flow

WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

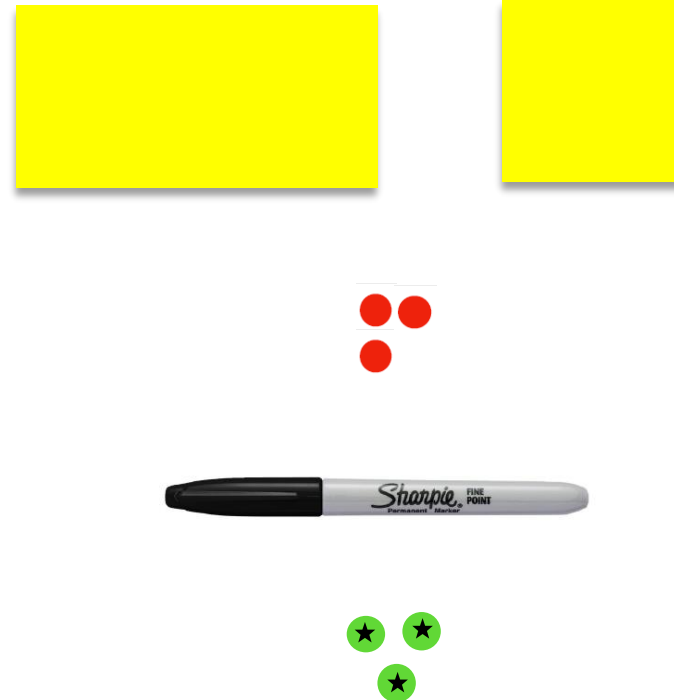
1. Timing

2. What you'll need

3. Introducing the exercise

4. Business Needs & Culture canvas

5. Flow



WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

1. Timing

2. What you'll need

3. Introducing the exercise

4. Business Needs & Culture canvas

5. Flow

- Forget everything you might have read about "purpose" in the past. We're not here to create a fluffy, non-committal vision statement that sounds good but doesn't drive action. In this Data Governance Sprint™, we'll focus on defining a **clear, practical purpose** for our data governance efforts—one that will remain relevant and actionable when you look back in two years.
- This purpose will be the foundation of your entire Data Governance Strategy. It will guide our actions throughout the sprint and serve as the **driving force** behind every decision we make in this workshop (and outside), ensuring our efforts directly contribute to achieving the **company's strategic goals**.
- Our purpose also serves as **our vision** for our Data Governance program.

WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

1. Timing

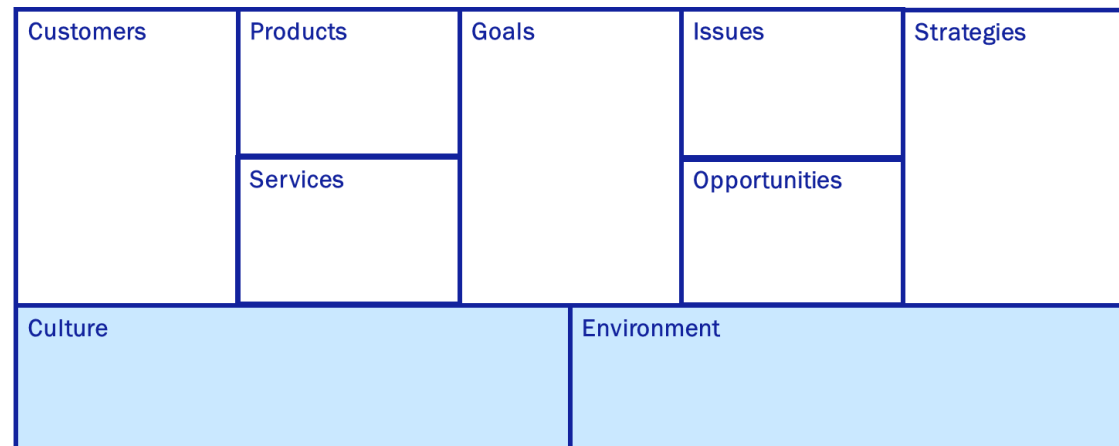
2. What you'll need

3. Introducing the exercise

4. Business Needs & Culture canvas

5. Flow

- Before we can define the purpose of our data governance efforts, it's crucial that we first gain a solid understanding of the company's **business needs, goals, and culture**.
- This understanding will allow us to align our data governance purpose effectively with the company's overall strategies. By doing so, we ensure that our data governance initiatives directly support and drive the organization's success.

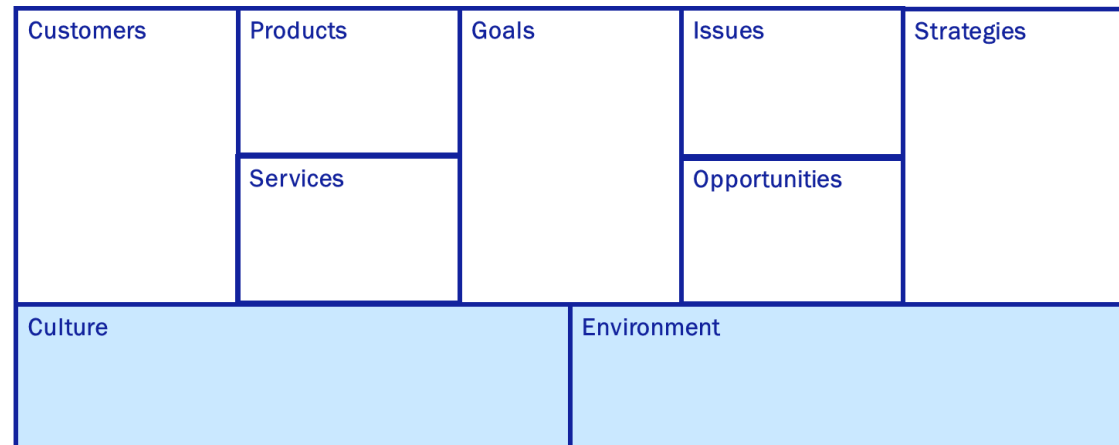


WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

1. Timing
2. What you'll need
3. Introducing the exercise
4. Business Needs & Culture canvas
5. Flow

- The **Business Needs & Culture canvas** is a critical tool that helps us align our data governance purpose with the broader objectives and cultural context of the organization. By understanding these elements, we can ensure that our data governance initiatives are not only aligned with the company's goals but also resonate with its culture and values.



WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

Step 1: Prepopulating and Review

1. Timing

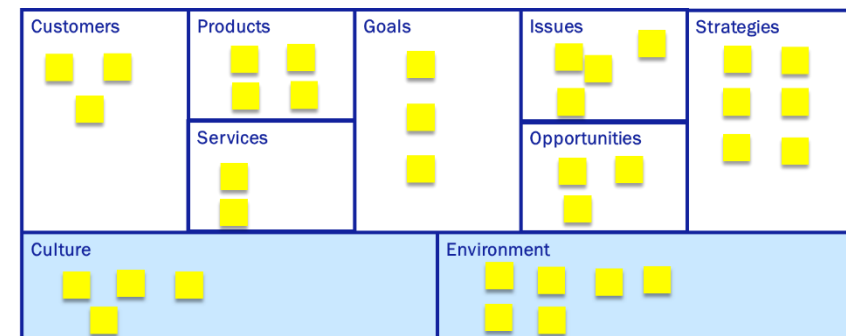
2. What you'll need

3. Introducing the exercise

4. Business Needs & Culture canvas

5. Flow

- **Timing:** 5 minutes
- If you have already conducted onboarding interviews, you may have **prepopulated** this canvas with key insights gathered during those discussions.
- In such cases, we will begin this exercise by **reviewing** the prepopulated information together. This review helps ensure that the information accurately **reflects the current state** of the organization.



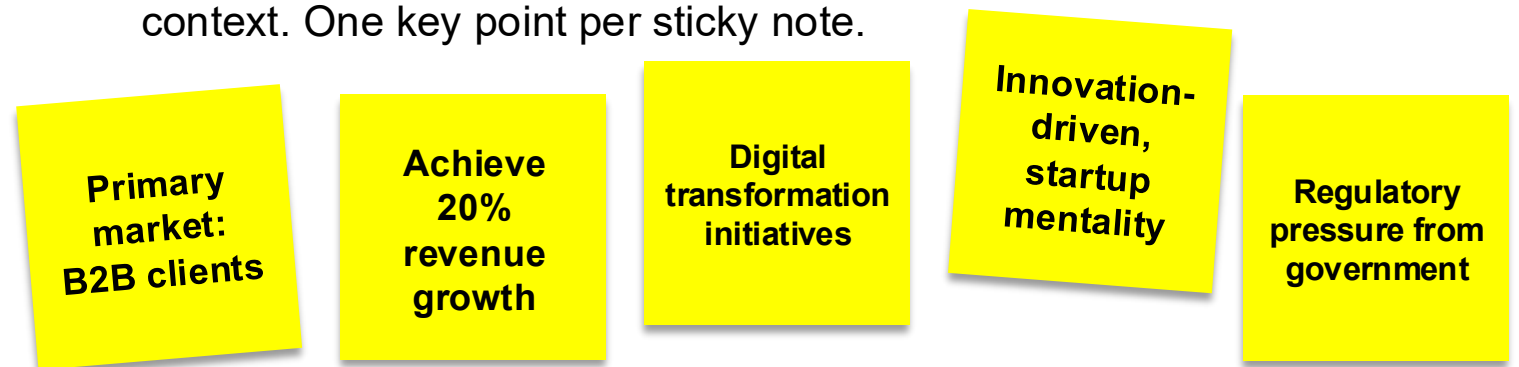
WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

Step 2: Collecting Inputs

1. Timing
2. What you'll need
3. Introducing the exercise
4. Business Needs & Culture canvas
5. Flow

- **Timing:** 10 minutes
- If the canvas has not been prepopulated, we will start by gathering input from all participants.
- Each participant will receive a set of square sticky notes.
- For **each component** of the canvas, participants should write down **1 to 3 key points**. This should be based on their knowledge of the organization's business needs and cultural context. One key point per sticky note.



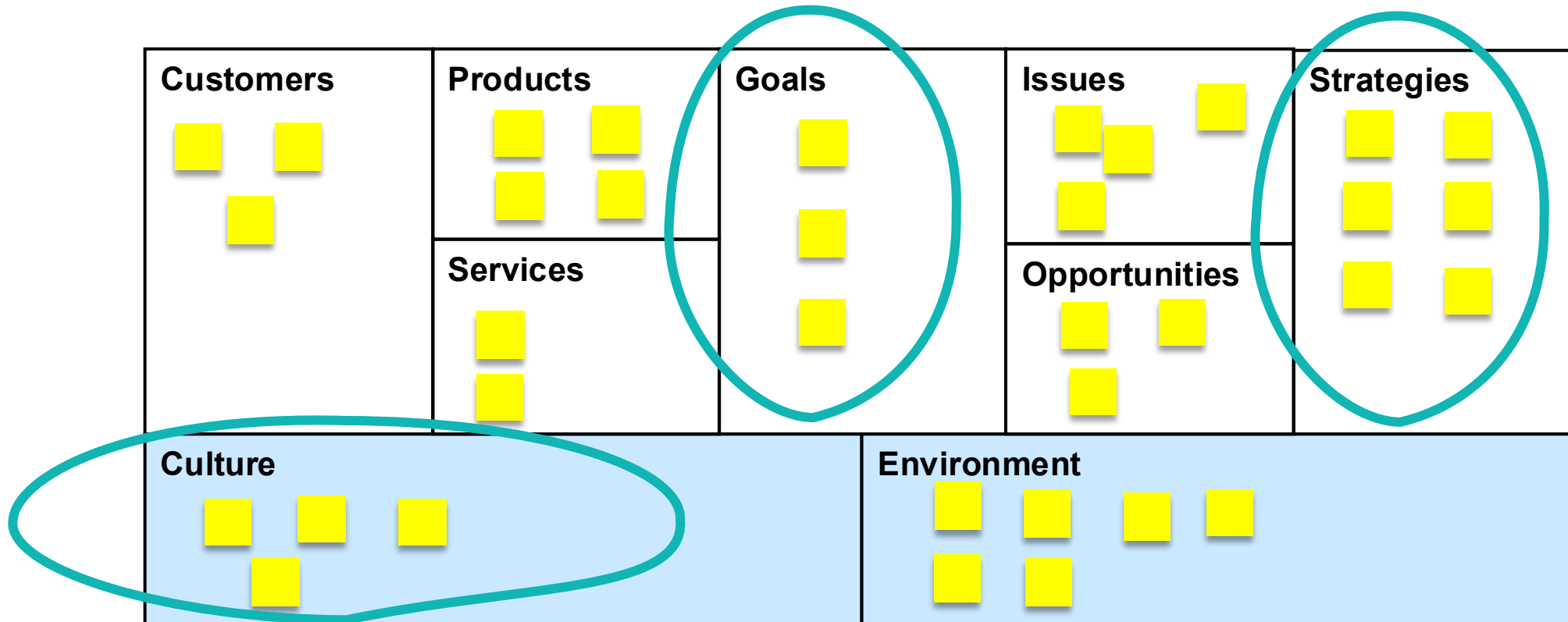
WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

Step 3: Present

1. Timing
 2. What you'll need
 3. Introducing the exercise
 4. Business Needs & Culture canvas
 5. Flow
- **Timing:** 2 minutes per person
 - Each participant will now present their sticky notes, one by one, to the group.
 - After presenting, participants will place their sticky notes in the corresponding sections of the canvas.
 - During this phase, we will avoid discussion. The goal is to collect and visualize the information.

Business **NEEDS** & culture



Source: *Business Needs* © 2005, 2020 Danette McGilvray, Granite Falls Consulting, Inc. www.gfalls.com

WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

Step 4: Facilitated Interaction

1. Timing
 2. What you'll need
 3. Introducing the exercise
 4. Business Needs & Culture canvas
 5. Flow
- **Timing:** 5 minutes
 - We will spend a few minutes facilitating interaction specifically around the **Goals**, **Strategies**, and **Culture** components of the canvas.
 - This ensures that the group is aligned on these critical aspects.
 - By the end of this exercise, we will have a **shared understanding** of the organization's business needs and cultural context, providing a strong foundation for the Purpose Mapping exercise.

WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

Step 1: Write Purposes

1. Timing
 2. What you'll need
 3. Introducing the exercise
 4. Business Needs & Culture canvas
 5. Flow
- **Timing:** 10 - 15 minutes
 - Give every participant a block of rectangular sticky notes.
 - Each participant writes on three sticky notes and completes each sentence:



WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

Step 1: Write Purposes

1. Timing
2. What you'll need
3. Introducing the exercise
4. Business Needs & Culture canvas
5. Flow

- Make sure to prepare **an example!**

DG exist to...

foster trust in our data.

DG exist to...

enhance customer experience.

DG do this for...

internal and external stakeholders who depend on our data.

DG do this for...

our valued customers whose interactions with us are influenced by our data.

DG do this by...

maintaining data integrity through rigorous quality checks and balances.

DG do this by...

leveraging data insights to personalize and improve their experience.

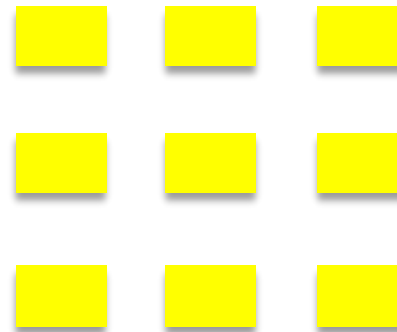
WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

Step 1: Write Purposes

1. Timing
2. What you'll need
3. Introducing the exercise
4. Business Needs & Culture canvas
5. Flow

- Each participant should create **2 to 3 Purposes**.
- Guide the participants by asking: *"2 years from now, in an ideal world, what purpose will Data Governance fulfill in the company and to our customers?"*
- Ensure that your purpose should give similar clarity to anyone at any hierarchical level, from CEO to janitor, **why they are doing what they are doing**.



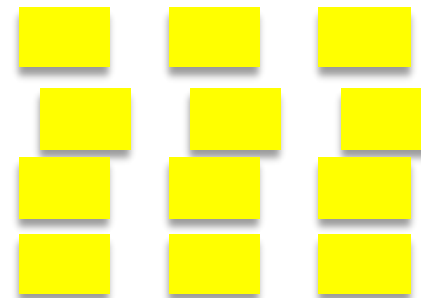
WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

Step 2: Visualize

1. Timing
2. What you'll need
3. Introducing the exercise
4. Business Needs & Culture canvas
5. Flow

- **Timing:** 5 minutes
- Ask participants to choose only **1 purpose sentence** from their set of purposes (so choose 1 set of three sticky notes).
- Then ask them to stick their chosen purpose sentence on the wall.
- Make sure to stick each purpose sentence nicely below each other, this makes the voting easier.

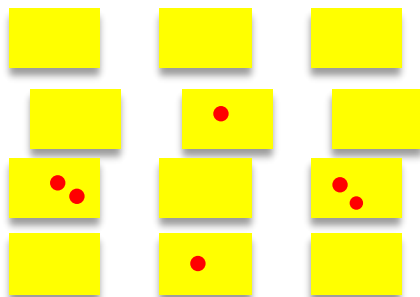


WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

Step 3: Vote

1. Timing
2. What you'll need
3. Introducing the exercise
4. Business Needs & Culture canvas
5. Flow



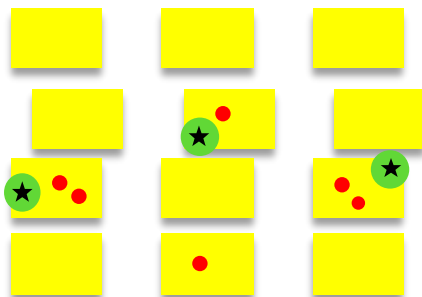
- **Timing:** 10 minutes
- Give every participant – except the decider - **3 voting dots**.
- Ask them to silently **vote on the elements** of the purpose sentences that they believe best capture the role of data governance in supporting the business objectives. (no discussion!)
- There are **no voting rules**—they can vote on their own purpose sentence if they choose.
- To cast a vote, participants should place **one dot on each** purpose sentence element they support.



WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

1. Timing
2. What you'll need
3. Introducing the exercise
4. Business Needs & Culture canvas
5. Flow



Step 4: Decider Vote



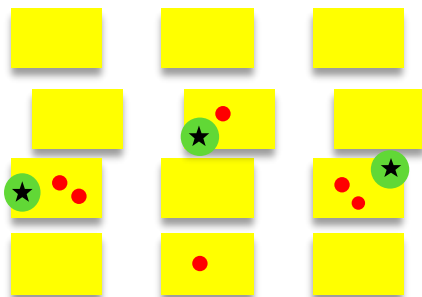
- **Timing:** 5 minutes
- Give the decider **3 special voting dots**.
- The decider goes last and is encouraged to talk about their choices.
- To cast a vote, the decider should place **one dot on each** purpose sentence element they support.
- Tell the decider that there are **no voting rules**. They can also vote on any parts of purpose sentences to create the ultimate purpose sentence.

WEEK 1 of 5

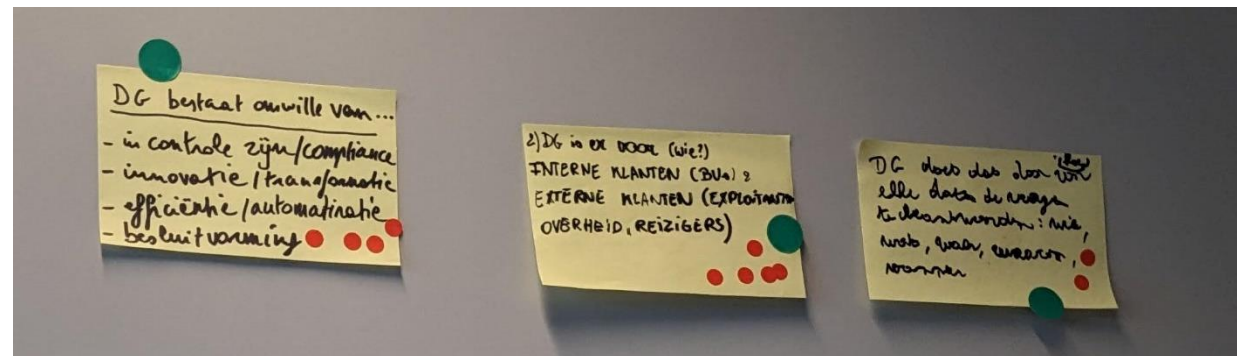
Workshop 1 of 7 | Purpose Mapping

Step 5: Revisualize

1. Timing
2. What you'll need
3. Introducing the exercise
4. Business Needs & Culture canvas
5. Flow



- **Timing:** 1 minute
- Take the purpose sentence chosen by the decider off the board and place it next to the board.



WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

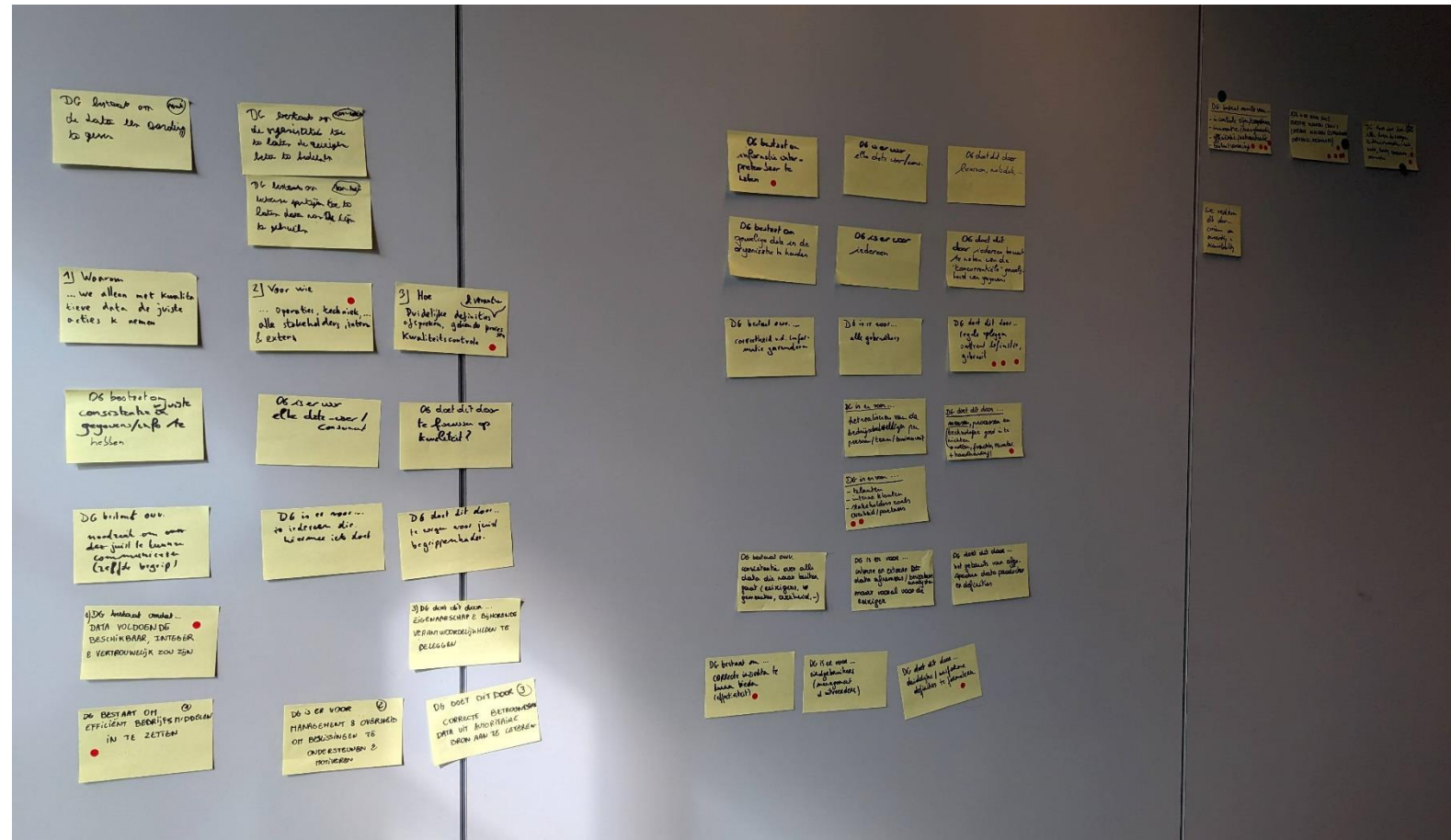
1. Timing
2. What you'll need
3. Introducing the exercise
4. Business Needs & Culture canvas
5. Flow



WEEK 1 of 5

Workshop 1 of 7 | Purpose Mapping

1. Timing
2. What you'll need
3. Introducing the exercise
4. Business Needs & Culture canvas
5. Flow



WEEK 1 of 5

The Fundamentals | Workshop 1 of 7

Exercise 1. The Challenges Map

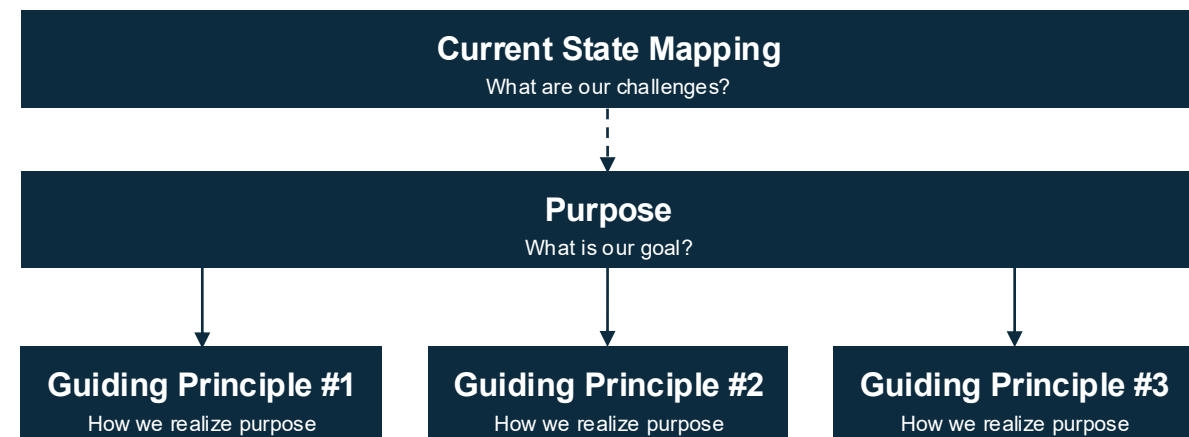
Exercise 2. Challenges Interview

Exercise 3. Purpose

Exercise 4. Guiding Principles

As we build upon the foundation we've established in our previous exercises—assessing the current state of our data landscape, highlighting key use cases and pain points, and defining our vision and purpose—it's now time to finalize our approach by defining **our Guiding Principles**.

These principles are the **fundamental beliefs** that will steer your organization's approach to data. Think of them as your **North Star**, providing clear direction and setting the stage for how data should be managed and treated within your company.



WEEK 1 of 5

Workshop 1 of 7 | Guiding Principles

1. Timing

Between 45 to 60 minutes

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 1 of 5

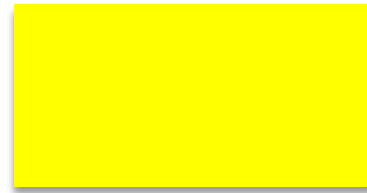
Workshop 1 of 7 | Guiding Principles

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



WEEK 1 of 5

Workshop 1 of 7 | Guiding Principles

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- A guiding principle, for instance, might be “*Data is managed and secure,*” which underscores the value your organization places on data. These principles are crucial because they articulate **what needs to happen** to realize our data governance purpose and achieve our vision.
- By the end of this exercise, we will have a set of Guiding Principles that will not only **support our purpose** but also ensure that everyone in the organization understands and aligns with our data governance strategy.

WEEK 1 of 5

Workshop 1 of 7 | Guiding Principles

Step 1: Write Guiding Principles

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

We realize
this by...

We realize
this by...

We realize
this by...

- **Timing:** 10 - 15 minutes
- Provide each participant with a block of rectangular sticky notes.
- Ask participants to reflect on the question: *"How do we realize our data governance purpose for our company in practical terms?"*
- Emphasize the importance of keeping it simple and high-level!
- Each participant should write up to **three sticky notes**, each completing the sentence: **"We realize this by..."**
- Each participant will create up to three Guiding Principles that outline practical steps or beliefs needed to fulfill the data governance purpose.

WEEK 1 of 5

Workshop 1 of 7 | Guiding Principles

Step 1: Write Guiding Principles

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- Make sure to prepare **an example!**

We realize this by...

treating data as an enterprise asset.

We realize this by...

securing and managing data effectively.

We realize this by...

ensuring data meets its purpose.

We realize this by...

ensuring accountability at every data touchpoint.

We realize this by...

maintaining a single data source.

We realize this by...

ensuring data is accessible.

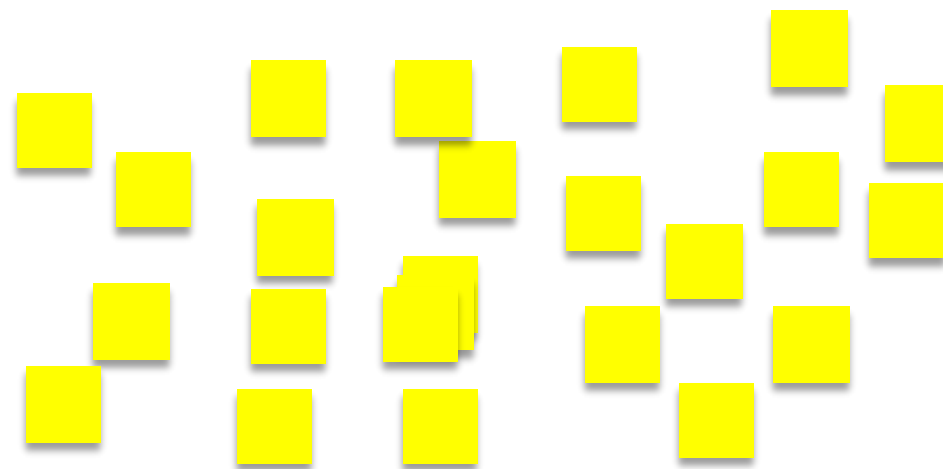
WEEK 1 of 5

Workshop 1 of 7 | Guiding Principles

Step 2: Visualize Principles

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 1 minute
- Ask participants to stick all their Guiding Principles on the wall.
- Don't categorize the ideas at this stage; simply **remove any duplicates** or stack them without discussion.




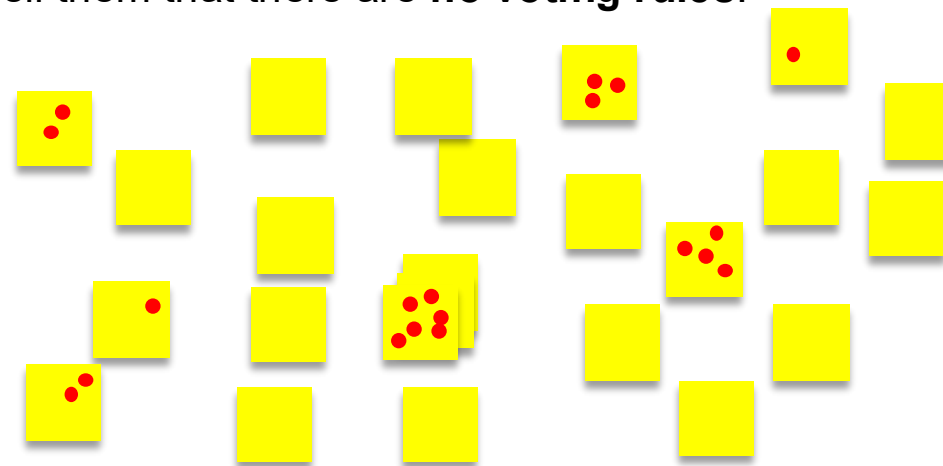
WEEK 1 of 5

Workshop 1 of 7 | Guiding Principles

Step 3: Vote

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Give every participant **2 voting dots**. 
- Let them **silently vote** on the sticky notes that they believe to be most likely to help them achieve the data governance purpose— avoid discussions.
- Tell them that there are **no voting rules**.




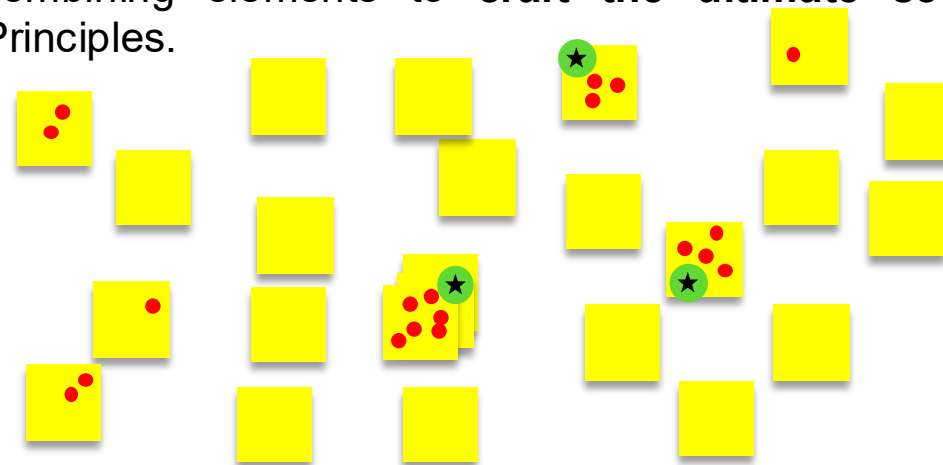
WEEK 1 of 5

Workshop 1 of 7 | Guiding Principles

Step 4: Decider Vote

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Give the decider **3 special voting dots**. 
- The decider goes last and is encouraged to talk about their decision.
- The decider can vote on any part of the principles, even combining elements to **craft the ultimate set** of Guiding Principles.



WEEK 1 of 5

Workshop 1 of 7 | Guiding Principles

Step 5: Revisualize

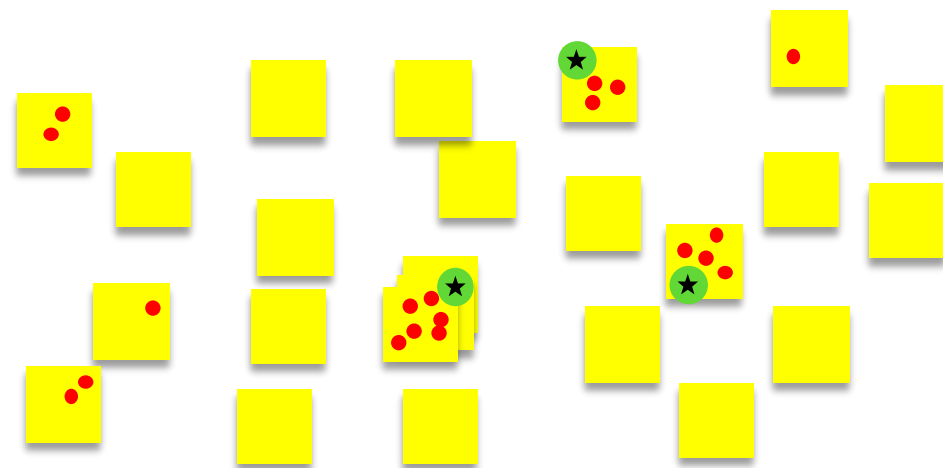
1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- **Timing:** 1 minute
- Remove all but the **Guiding Principles** voted by the Decider from the board.



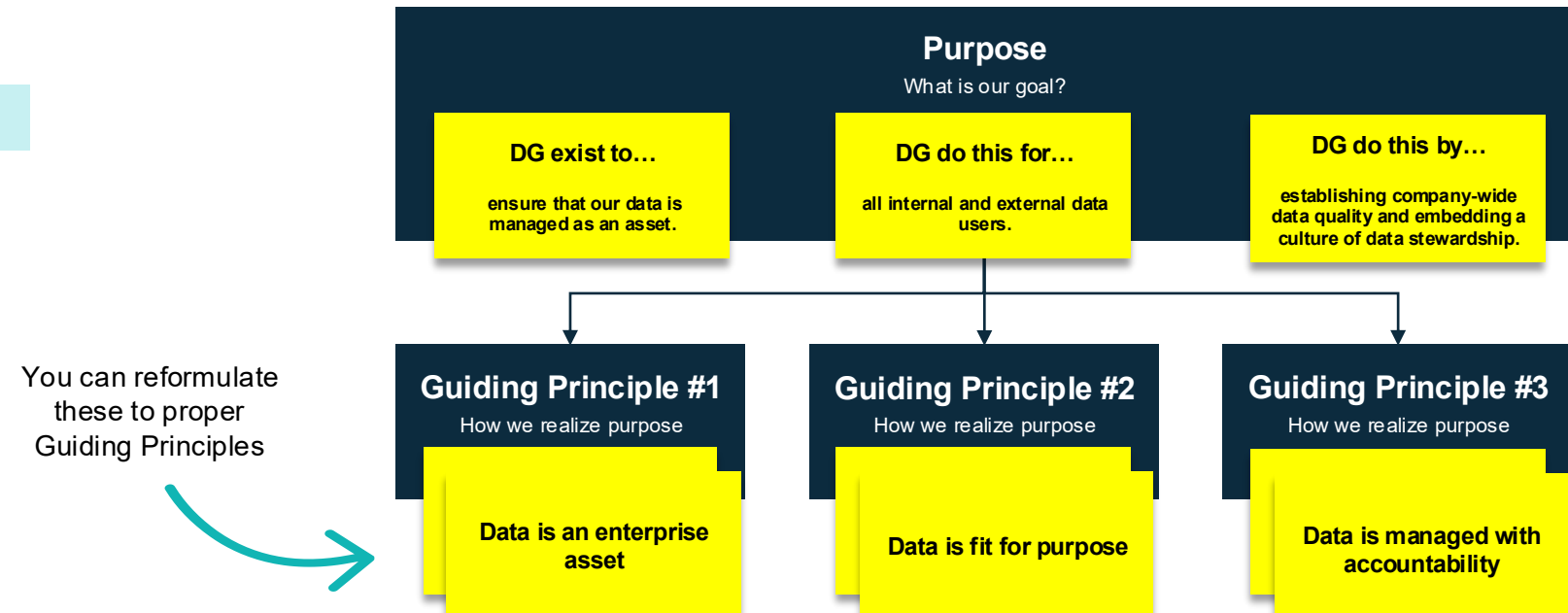
WEEK 1 of 5

Workshop 1 of 7 | Guiding Principles

Step 6: Bringing it all Together

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

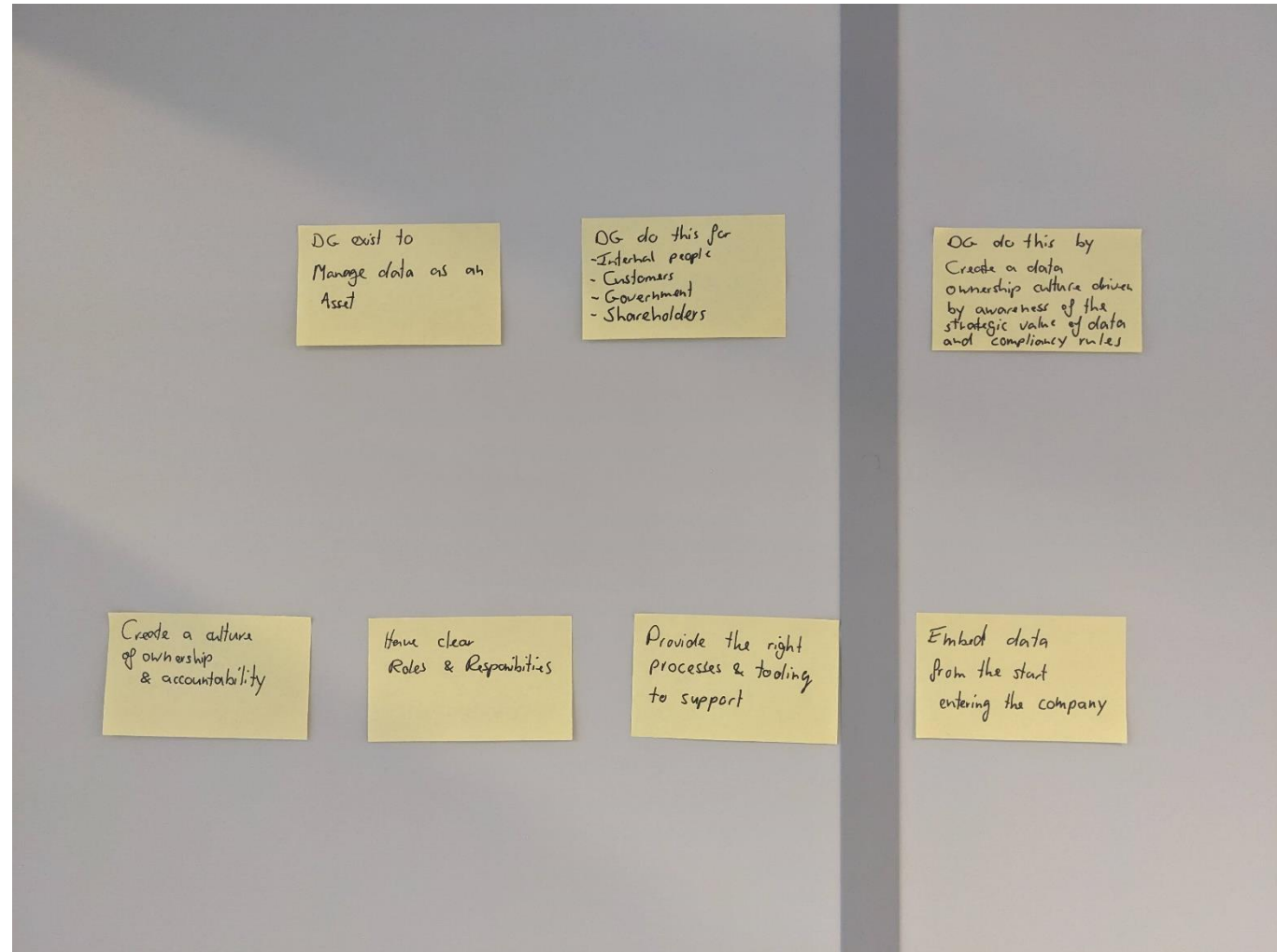
- **Timing:** 1 minute
- Put both the revisualized Purpose Sentence and the Guiding Principles together to get a good overview.



WEEK 1 of 5

Workshop 1 of 7 | Guiding Principles

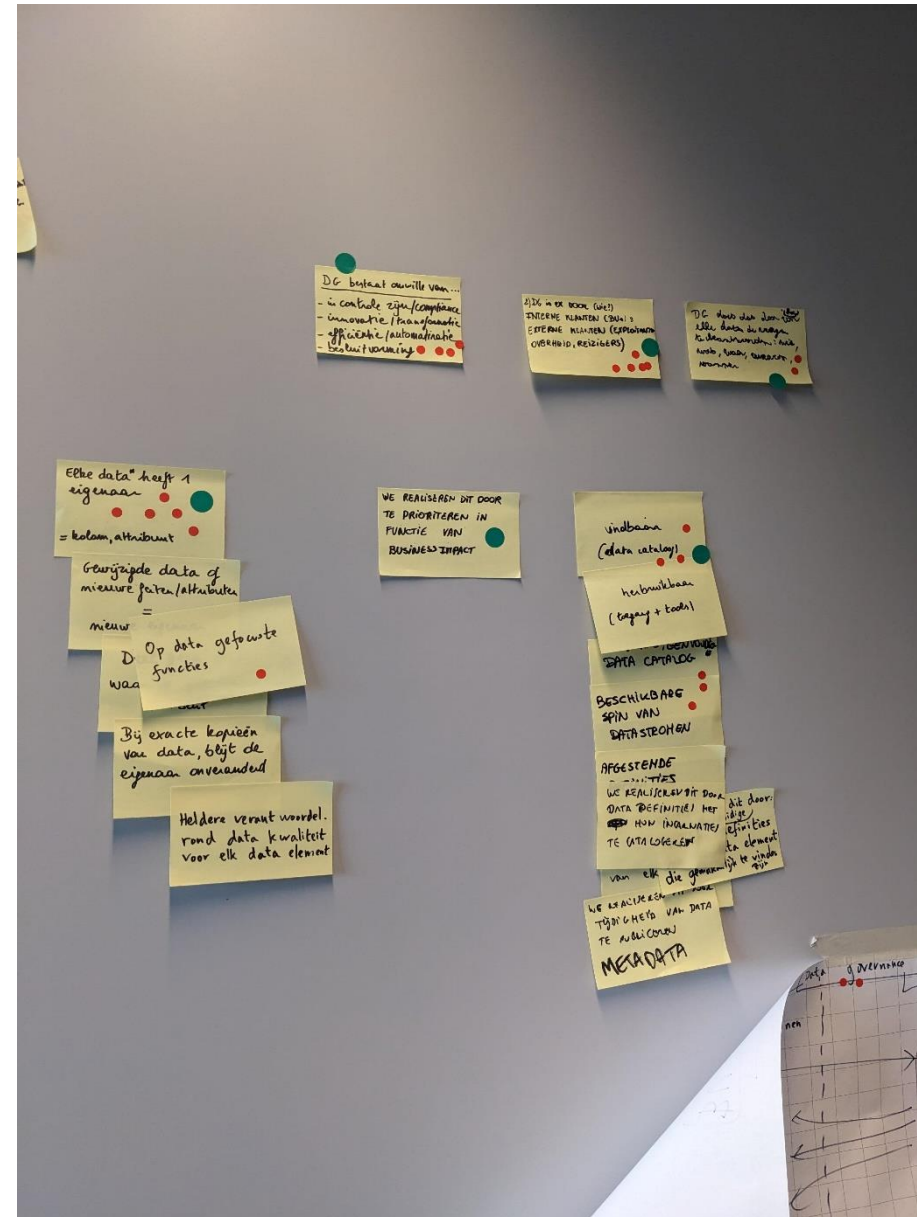
1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



WEEK 1 of 5

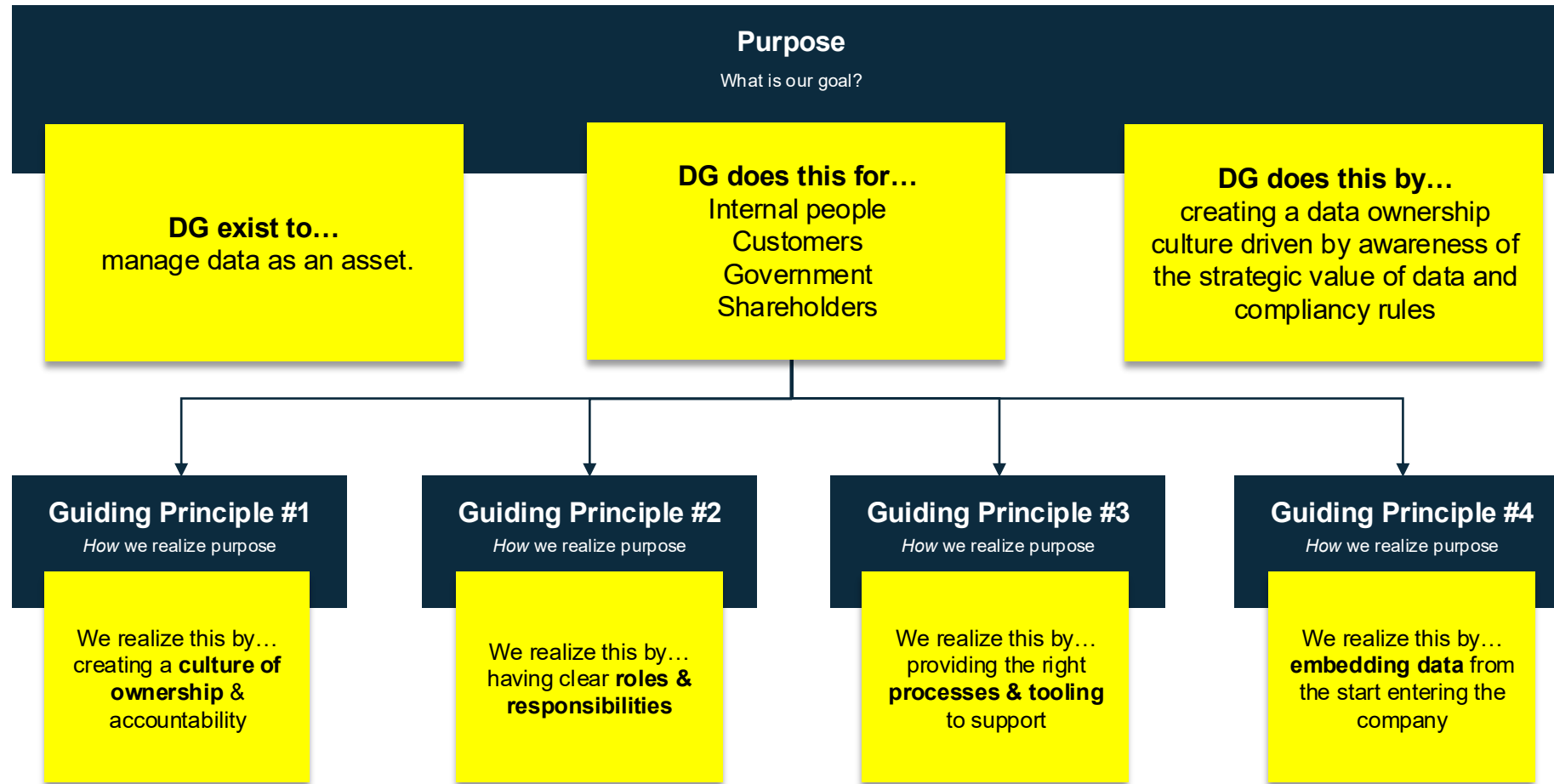
Workshop 1 of 7 | Guiding Principles

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



WEEK 1 of 5

The Fundamentals | Workshop 1 of 7



Week 1

1

Monday

2

Tuesday

3

Wednesday

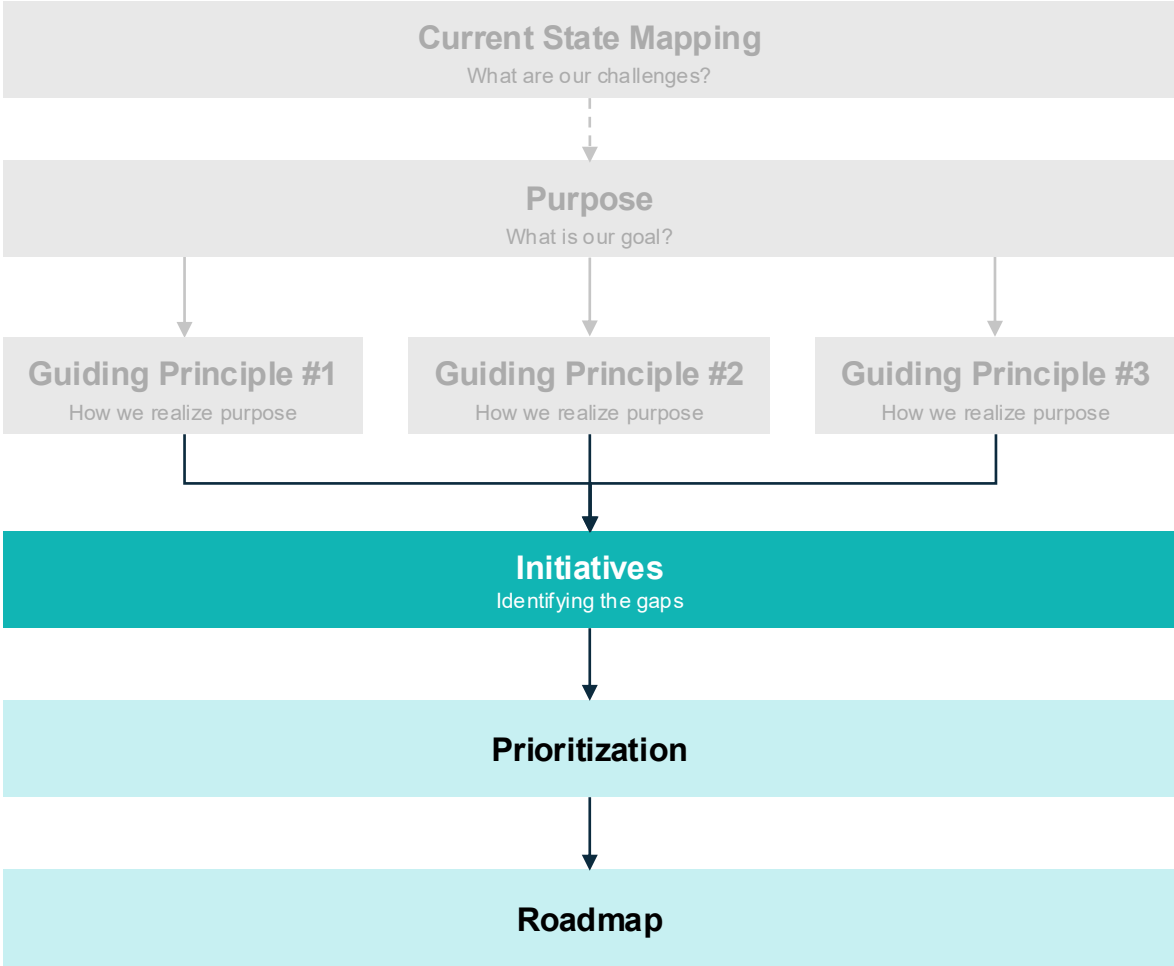
4

Thursday

5

Friday

Data Governance SPRINT™



Workshop #1
Understanding 'As Is' and defining 'To Be'

Workshop #2
Bridge to Governance

WEEK 1 of 5

The Fundamentals | Workshop 2 of 7

Exercise 1. 10 for 10 Brainstorm

Exercise 2. Action Board

Exercise 3. Action Steps

Exercise 4. Roadmap

Exercise 5. CDE Shortlist

Let's kick off our creative engines with the 10 for 10 Brainstorm! This exercise is all about generating a wide range of ideas to **bridge the gap** between our current state and the future vision for data governance.

In this session, we'll draw inspiration from our Purpose, Guiding Principles, and the focus areas identified in our Challenges Map. The aim is to come up with **as many ideas as possible**—whether they seem practical or far-fetched, all ideas are welcome!

Why is this important? Because the more ideas we generate, the more likely we are to uncover innovative solutions that will propel us forward.

WEEK 1 of 5

Workshop 2 of 7 | 10 for 10 Brainstorm

1. Timing

Between 15 to 20 minutes

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 1 of 5

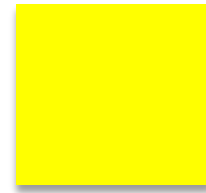
Workshop 2 of 7 | 10 for 10 Brainstorm

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



WEEK 1 of 5

Workshop 2 of 7 | 10 for 10 Brainstorm

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- The exercise is a rapid brainstorming session aiming to **generate 10 ideas** in 5 minutes on how we can achieve our desired future state for data governance and address the key challenges identified earlier.
- Participants get a **short amount of time** to write down lots of ideas.
- Don't worry about the quality of the ideas, just the **quantity!** We'll refine and prioritize these ideas in later exercises, so don't hold back—let your imagination run wild!
- In the second part of the workshop, participants will curate and select the stronger ideas.
- Only one idea per sticky note!

WEEK 1 of 5

Workshop 2 of 7 | 10 for 10 Brainstorm

Step 1: Generate Ideas

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Each participant should write down 10 ideas—one per sticky note—related to improving data governance, overcoming challenges, and aligning with our Purpose and Guiding Principles.
- Focus on generating a **wide variety of ideas**, from the simple and practical to the bold and innovative.
- Keep the ideas brief and to the point; we'll dive deeper into them later.

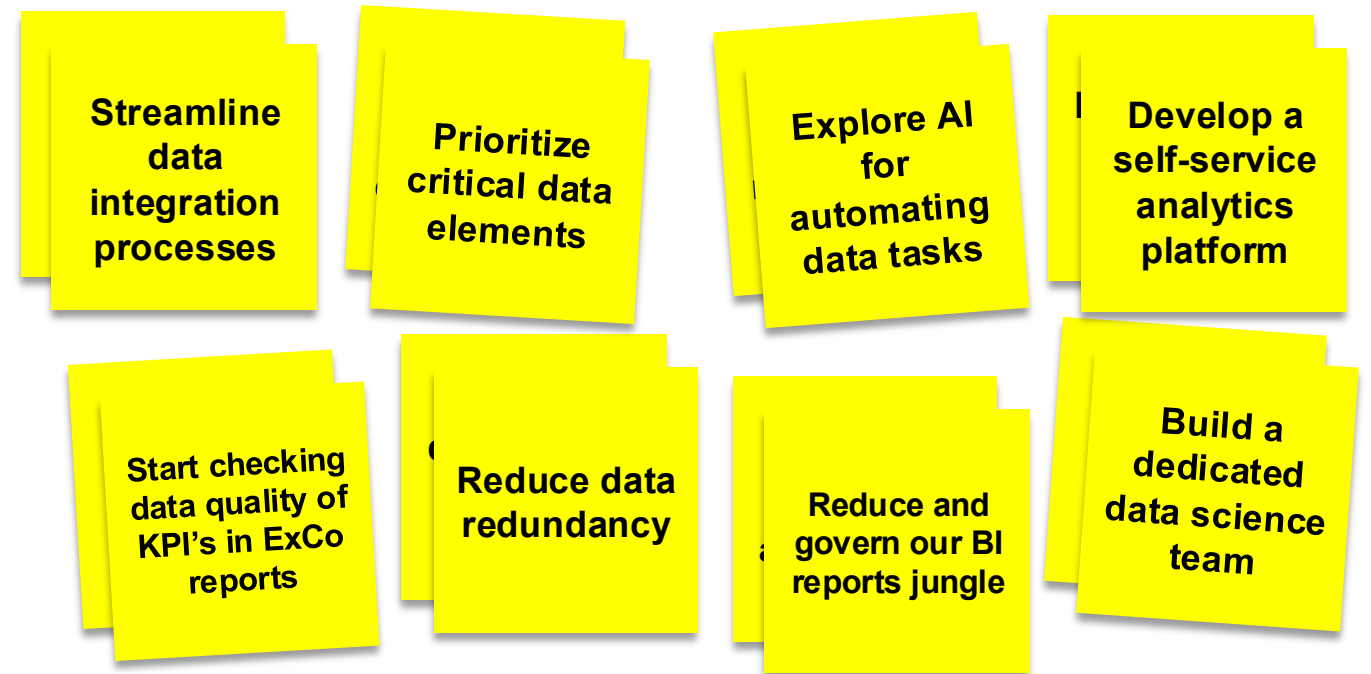
WEEK 1 of 5

Workshop 2 of 7 | 10 for 10 Brainstorm

Step 1: Generate Ideas

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- Make sure to prepare **some examples!**



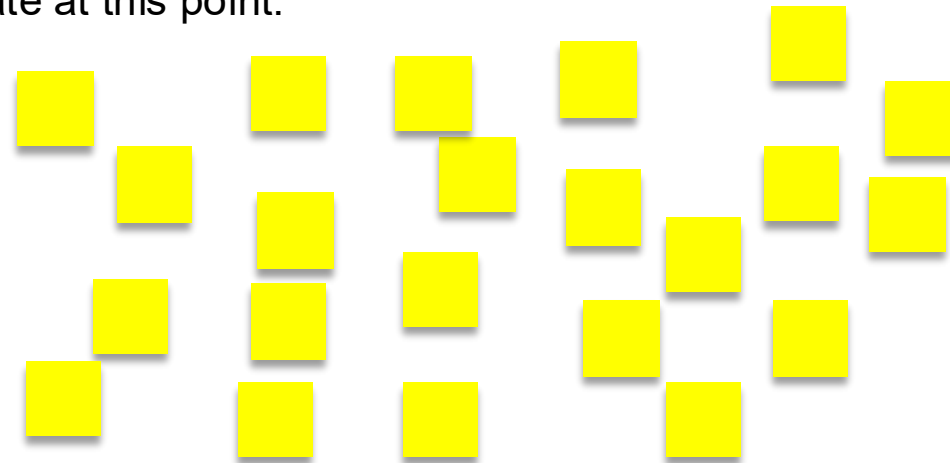
WEEK 1 of 5

Workshop 2 of 7 | 10 for 10 Brainstorm

Step 2: Visualize Ideas

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 1 minute
- Ask participants to stick their ideas on the designated wall.
- Don't categorize the ideas at this stage—just get them all up there.
- Quickly remove any obvious **duplicates**, but avoid discussion or debate at this point.




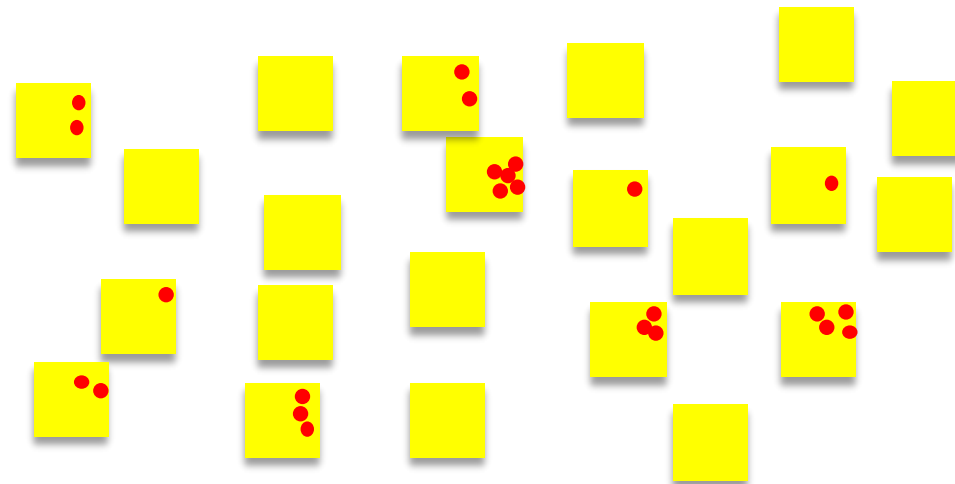
WEEK 1 of 5

Workshop 2 of 7 | 10 for 10 Brainstorm

Step 3: Heatmap Vote

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes 
- Give every participant **10 voting dots**.
- Let them **silently vote** on the ideas they like the most – avoid discussions.
- Tell them that there are **no voting rules**.



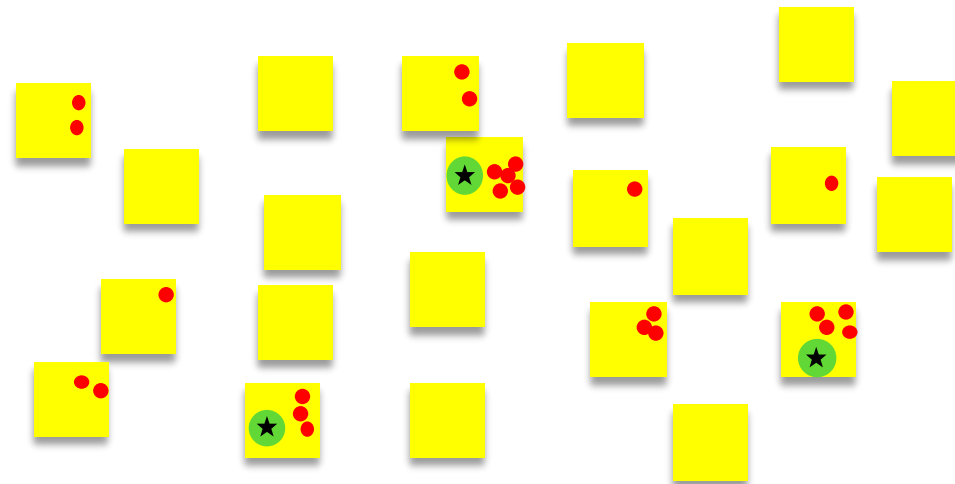
WEEK 1 of 5

Workshop 2 of 7 | 10 for 10 Brainstorm

Step 4: Decider Vote

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Give the decider **3 special voting dots**.
- The decider goes last and is encouraged to talk about their decision.
- There are no voting rules here as well.



WEEK 1 of 5

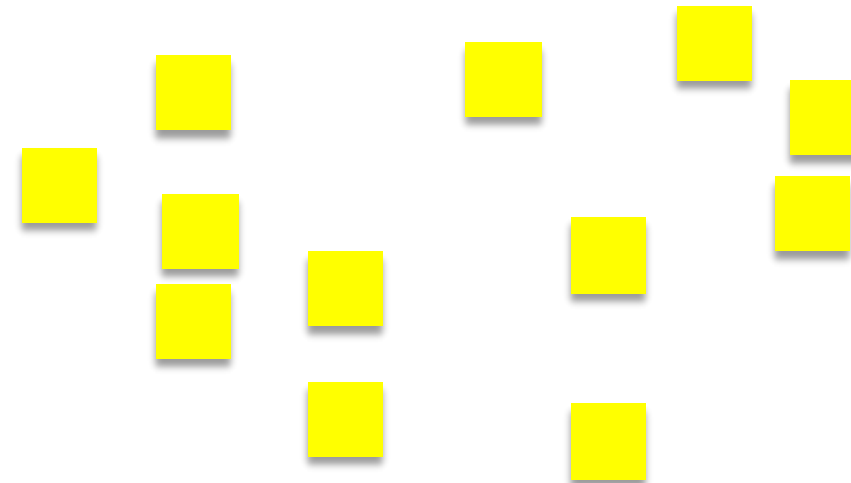
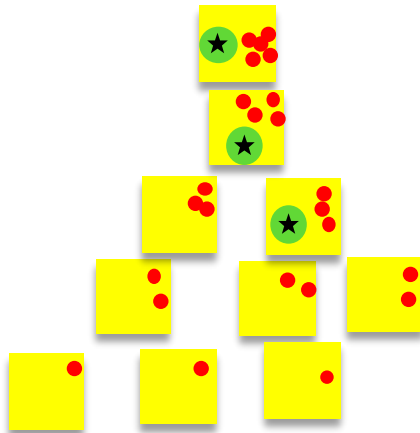
Workshop 2 of 7 | 10 for 10 Brainstorm

Step 5: Revisualize

1. Timing
2. What you'll need
3. Introducing the exercise

4. Flow

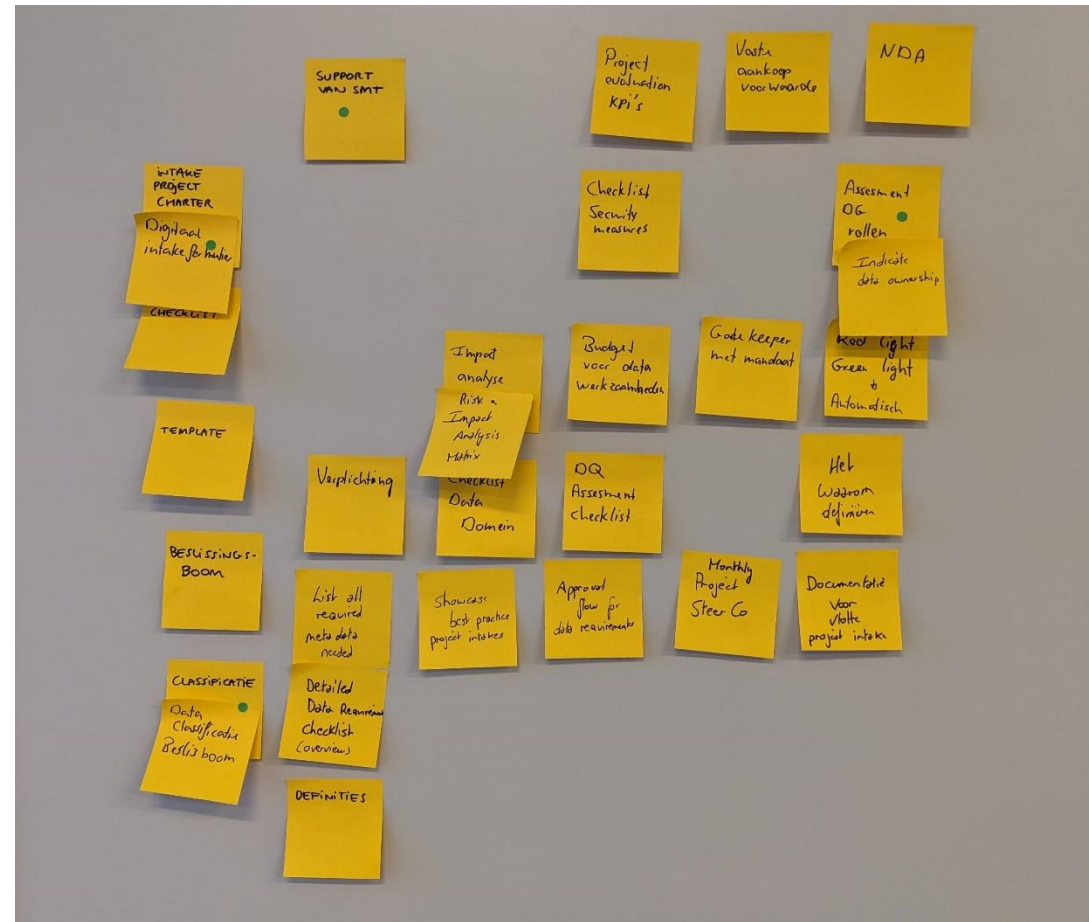
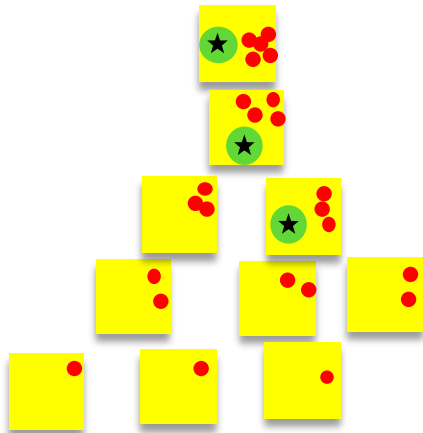
- **Timing:** 1 minute
- Take the **top 10 ideas** with votes on them off the wall.
- Place the ideas in order of most votes next to the wall.



WEEK 1 of 5

Workshop 2 of 7 | 10 for 10 Brainstorm

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



WEEK 1 of 5

The Fundamentals | Workshop 2 of 7

Exercise 1. 10 for 10 Brainstorm

Exercise 2. Action Board

Exercise 3. Action Steps

Exercise 4. Roadmap

Exercise 5. CDE Shortlist

Welcome to our Action Board exercise, where we'll take all the great ideas generated during the 10 for 10 Brainstorm and **prioritize** them based on their **impact and feasibility**.

The Action Board is a powerful tool that helps us focus on what really matters—those initiatives that will drive the most significant change with the least amount of effort. By the end of this exercise, we'll have a clear understanding of which ideas we should tackle first and which ones may require more time and resources.

Why is this important? Because prioritization is key to ensuring that our efforts are directed toward the **most valuable and achievable goals**. This process will help us create a realistic and actionable roadmap that aligns with our data governance objectives.

WEEK 1 of 5

Workshop 2 of 7 | Action Board

1. Timing

Between 20 to 30 minutes

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 1 of 5

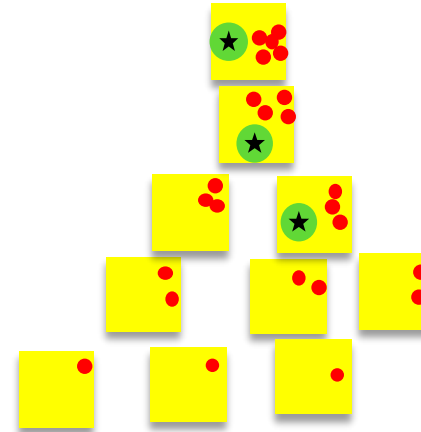
Workshop 2 of 7 | Action Board

1. Timing

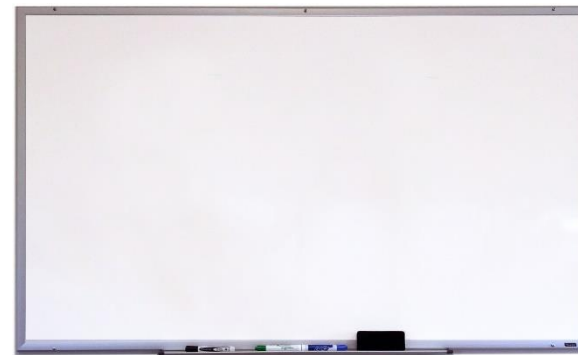
2. What you'll need

3. Introducing the exercise

4. Flow



Our 10 great ideas
from the 10 for 10
Brainstorm exercise



WEEK 1 of 5

Workshop 2 of 7 | Action Board

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

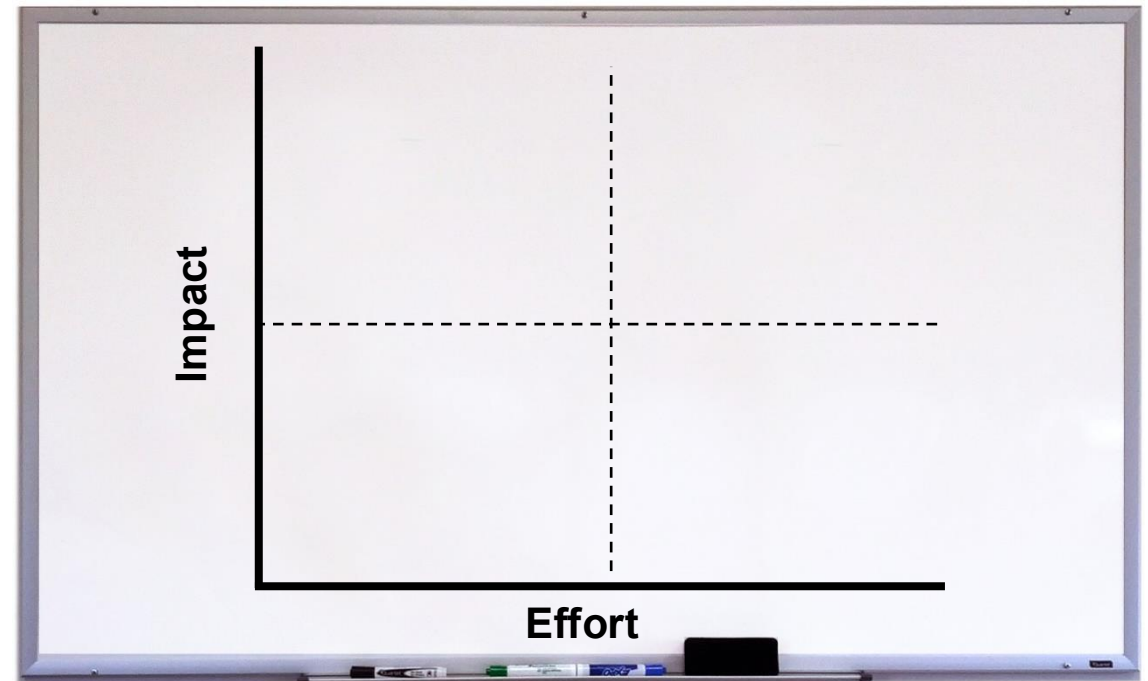
- The objective of the Action Board is to prioritize the ideas generated during the 10 for 10 Brainstorm by assessing their potential impact and the effort required to **implement** them.
- **“Impact”** refers to the potential benefit or value that an idea will bring to your company, aligning with your purpose and business objectives. High-impact ideas are those that will significantly contribute to achieving these goals and driving the organization forward.
- **“Effort”** represents the amount of work, resources, and time required to implement an idea. Low-effort ideas are easier and quicker to execute, while high-effort ideas may take more time, resources, and planning.

WEEK 1 of 5

Workshop 2 of 7 | Action Board

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- Start the exercise by drawing an **"Impact" Y-axis** and **"Effort" X-axis** and the **quadrants** on a whiteboard or flipchart.



WEEK 1 of 5

Workshop 2 of 7 | Action Board

Step 1: Assess Impact

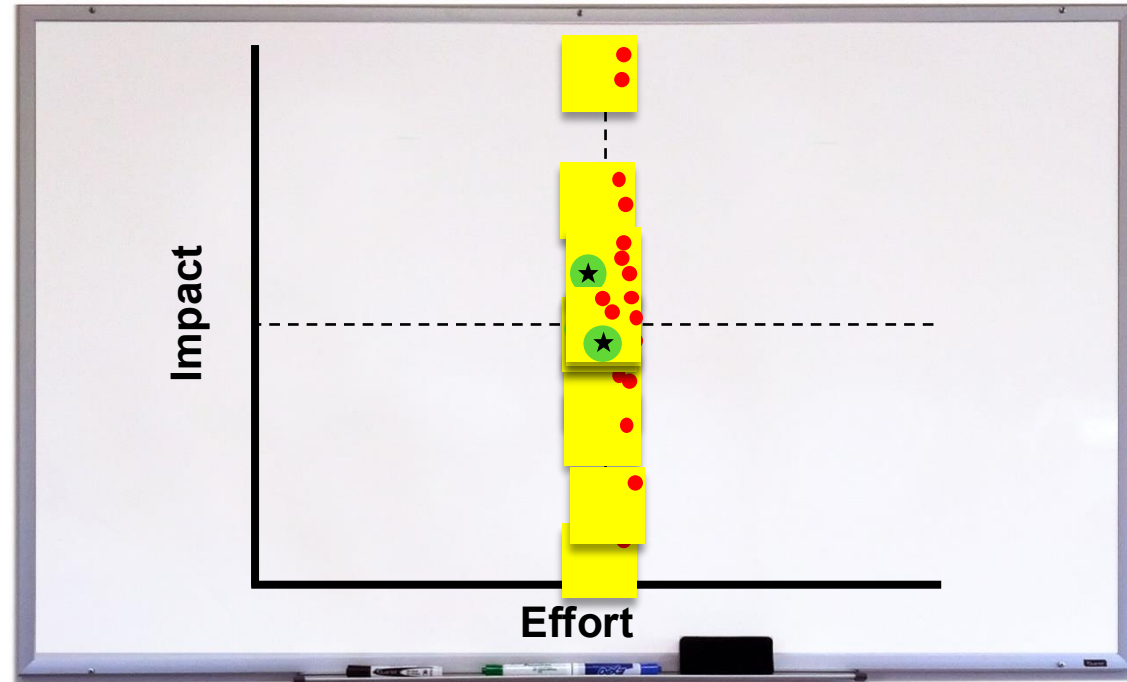
1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 8 minutes
- The Facilitator takes each selected sticky note from the 10 for 10 Brainstorm **one by one** and places it in the center of the Action Board.
- Participants will indicate whether each idea should be placed higher or lower on the Impact scale, simply by saying “**higher**” or “**lower**”—no further discussion at this stage.
- The goal is to position each idea along the Y-axis based on its perceived impact. It's okay if some sticky notes overlap at this point.

WEEK 1 of 5

Workshop 2 of 7 | Action Board

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



WEEK 1 of 5

Workshop 2 of 7 | Action Board

Step 2: Assess Effort

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 8 minutes
- Now, we'll repeat the process, but this time we'll focus on the Effort axis.
- Participants will again provide input, this time by saying “**left**” or “**right**” - indicating whether an idea requires more or less effort to implement. Low effort can be hours or days, while high effort can be months or years.
- The facilitator will move each sticky note **one by one** along the X-axis accordingly.
- Assure participants that the goal is not to be 100% accurate but to get a **general sense of effort** required.

WEEK 1 of 5

Workshop 2 of 7 | Action Board

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



WEEK 1 of 5

Workshop 2 of 7 | Action Board

Step 3: Review Quadrants

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 4 minutes
- Each quadrant has a **meaning** on the Action Board. Present these to the participants so they have a clear understanding of how the board has helped them prioritize their work.
 - **Top Left** (High Impact, Low Effort): Focus on these ideas first—they are the “quick wins.”
 - **Top Right** (High Impact, High Effort): Plan these ideas as longer-term projects.
 - **Bottom Left** (Low Impact, Low Effort): Add these to a task backlog—address them as resources allow.
 - **Bottom Right** (Low Impact, High Effort): Consider ignoring these ideas for now, as they may not be worth the investment.

WEEK 1 of 5

Workshop 2 of 7 | Action Board

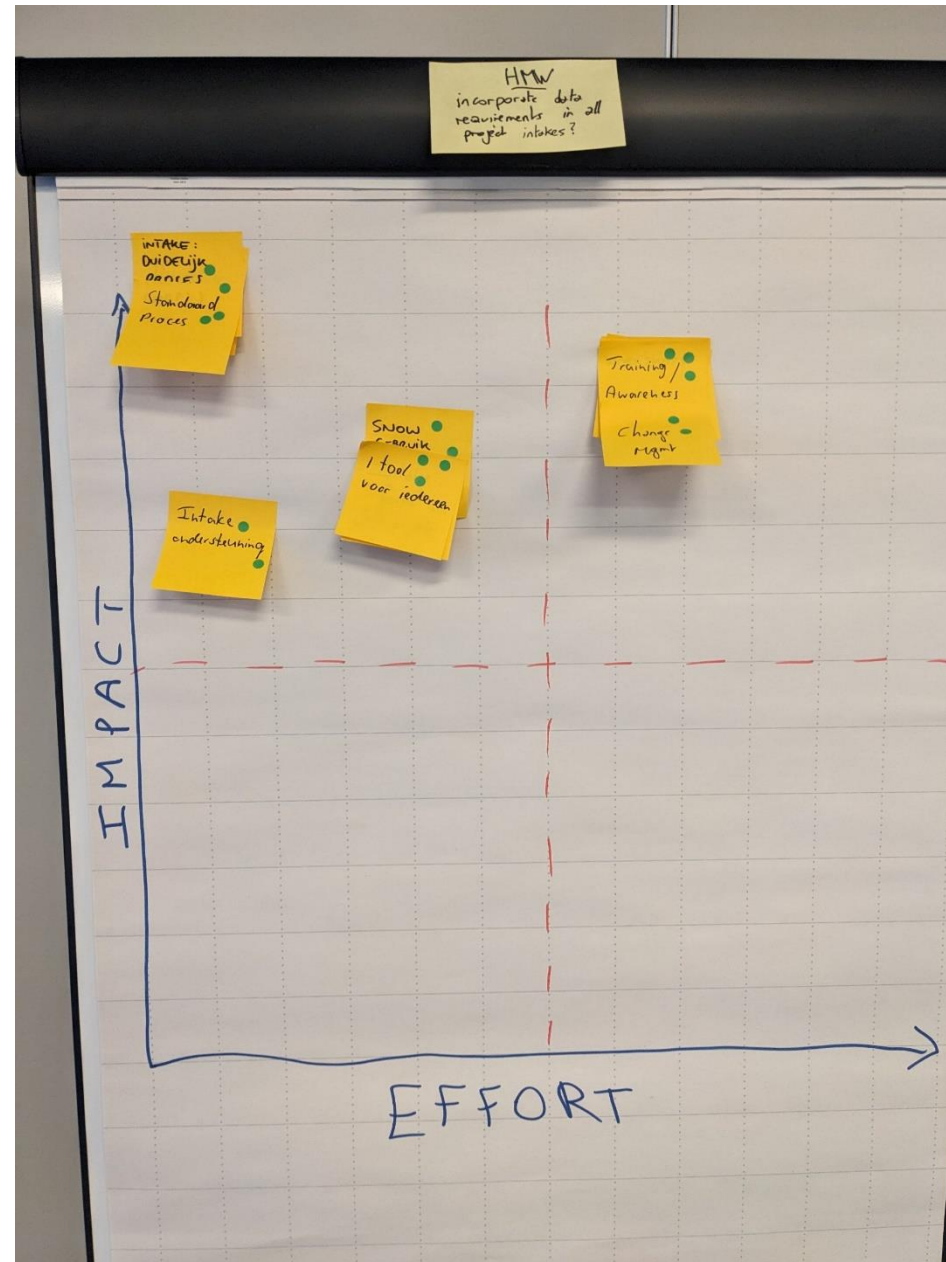
1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



WEEK 1 of 5

Workshop 2 of 7 | Action Board

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



WEEK 1 of 5

The Fundamentals | Workshop 2 of 7

Exercise 1. 10 for 10 Brainstorm

Exercise 2. Action Board

Exercise 3. Action Steps

Exercise 4. Roadmap

Exercise 5. CDE Shortlist

Next up, the Action Steps exercise, where we'll transform our prioritized "quick win" ideas from the Action Board into **actionable steps**.

This exercise is crucial because it **turns concepts into concrete actions**, ensuring that we can effectively implement our ideas and start seeing tangible results.

The focus here is on **high-level, strategic steps** that will guide us in bringing these quick wins to life, moving us closer to achieving our data governance goals.

Why is this important? Because having a clear, actionable plan is what separates good ideas from real, impactful change. By the end of this session, we'll have a series of task flows that outline the steps necessary to implement each of our selected initiatives.

WEEK 1 of 5

Workshop 2 of 7 | Action Steps

1. Timing

Between 45 to 60 minutes

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 1 of 5

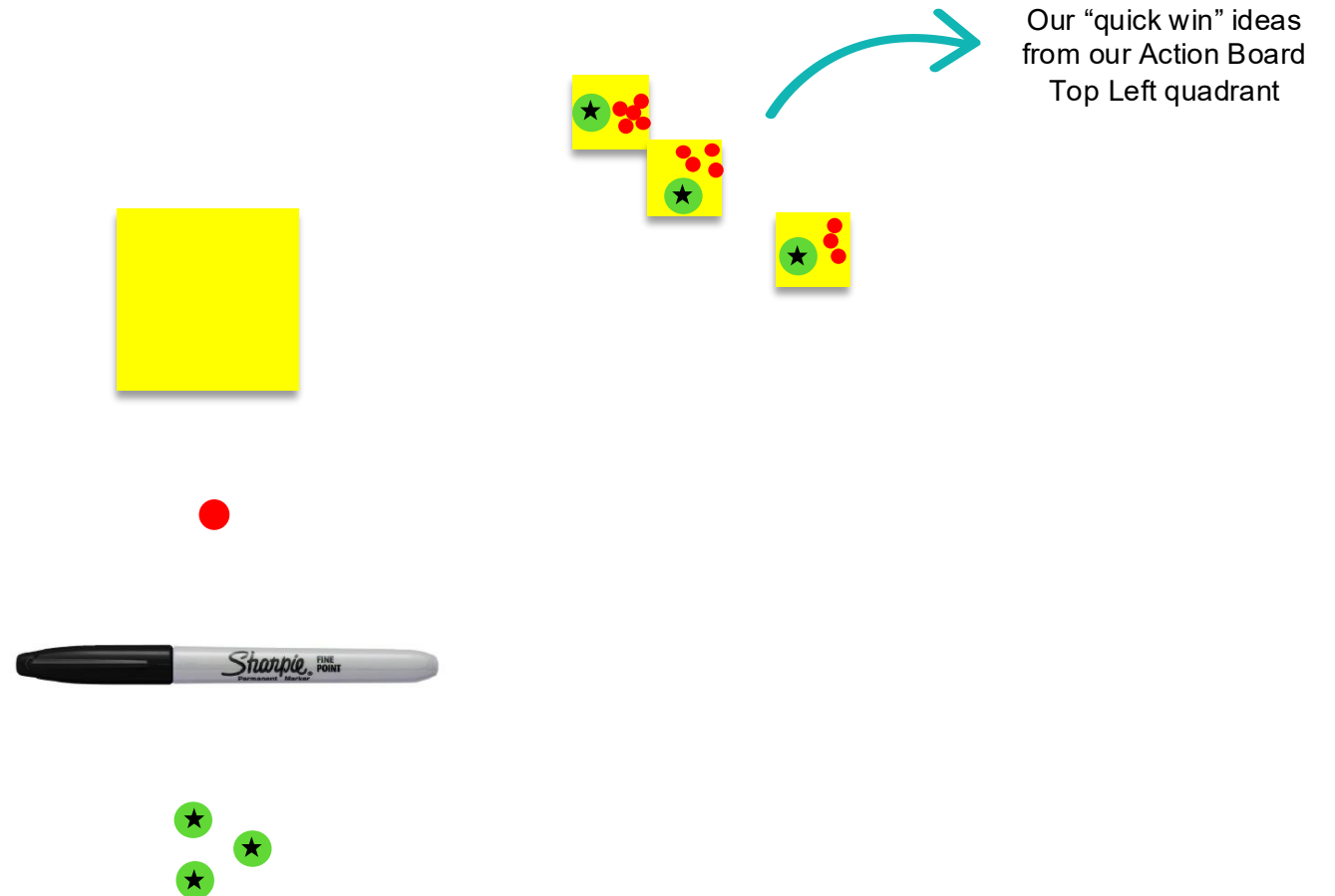
Workshop 2 of 7 | Action Steps

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



Our "quick win" ideas
from our Action Board
Top Left quadrant

WEEK 1 of 5

Workshop 2 of 7 | Action Steps

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- The objective of this exercise is to transform the **top “quick win” ideas** from the Action Board into actionable steps as a preparation for a full action plan.
- We'll focus on **one “quick win” at a time**, creating a **task flow** that outlines the key steps needed for implementation.
- This exercise turns concepts into concrete actions, ensuring that our ideas lead to real, impactful change in our data governance efforts.

WEEK 1 of 5

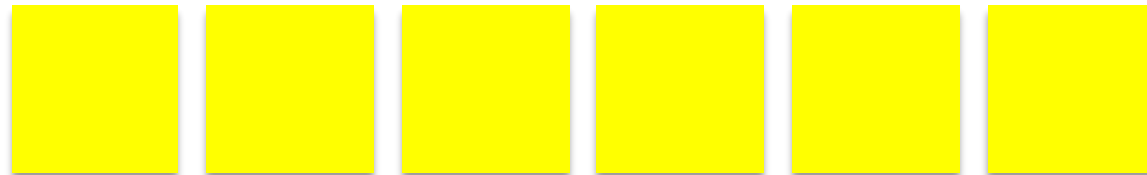
Workshop 2 of 7 | Action Steps

Step 1: Generate Task Flows

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 minutes per “quick win” idea
- Focus on one “quick win” idea at a time.
- Each participant should think of **every step** that needs to be taken to make the idea happen.
- Write each step on a sticky note and place it horizontally, creating a task flow. Keep in mind: one step per sticky note!
- Ensure that the steps are **sequential and logical**, covering everything from initiation to completion.

Bobby



WEEK 1 of 5

Workshop 2 of 7 | Action Steps



Decide on this 1st

Fill this 2nd

Bobby

- Identify and prioritize Critical Data Elements
- Define data quality dimensions for each CDE
- Establish measurable quality thresholds and targets
- Assess current data quality against defined thresholds
- Assign data quality ownership per CDE
- Implement data quality rules and validation checks
- Set up automated monitoring and reporting dashboards
- Define remediation procedures for quality issues
- Review and refine quality targets on a recurring basis

Pam

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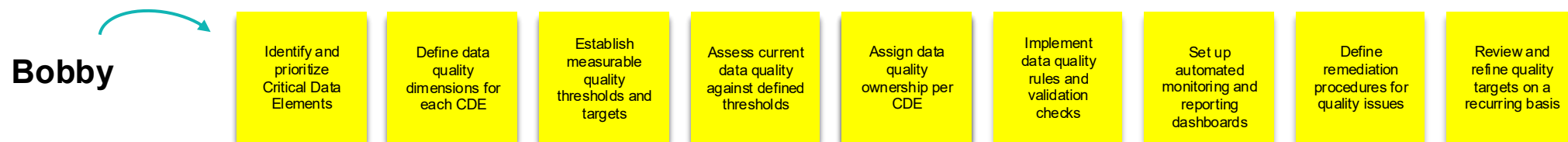
WEEK 1 of 5

Workshop 2 of 7 | Action Steps

Step 2: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 1 minute per person
- Each participant presents their task flow to the group, giving a **general overview** without getting into too much detail.
- Stick all the task flows on the wall so everyone can see them together.
- There should be **no discussion** or debate at this stage—just present the ideas.




WEEK 1 of 5

Workshop 2 of 7 | Action Steps

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

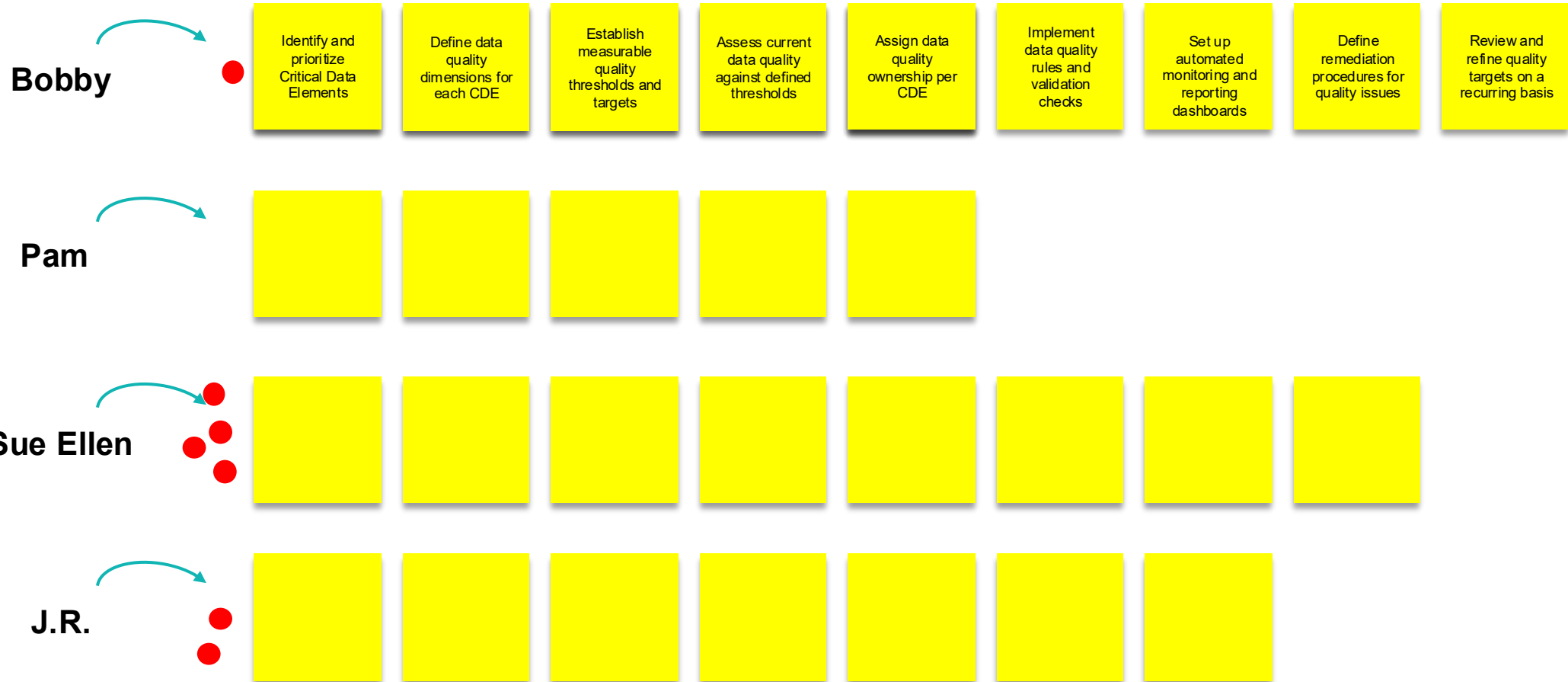
Step 3: Voting

- **Timing:** 5 minutes 
- Give each participant **one voting dot**.
- Participants should place their dot on the **ONE task flow** they believe is the most effective and actionable for the specific “quick win” idea and will move us closer to achieving our data governance goals and purpose.
- Encourage participants to consider both the **completeness and practicality** of the task flow.

WEEK 1 of 5

Workshop 2 of 7 | Action Steps

★ Establish data quality on Critical Data Elements



WEEK 1 of 5

Workshop 2 of 7 | Action Steps

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

Step 4: Decider Vote

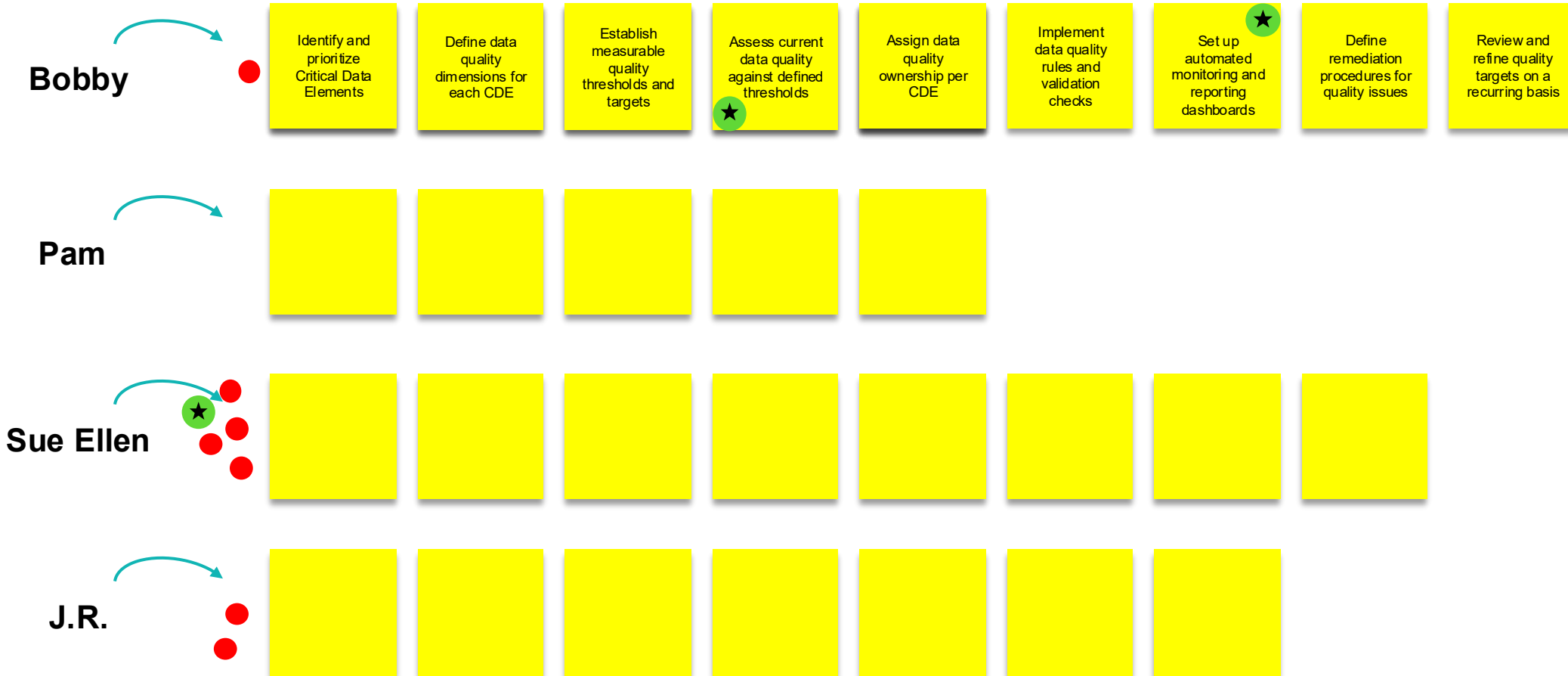


- **Timing:** 3 minutes
- Then, the Decider decides which Task Flow is most complete by placing **one special voting dot** next to that one task flow.
- The Decider may choose to incorporate elements from other task flows into the selected one to ensure it is as robust as possible, by **adding additional voting dots** to those specific elements.

WEEK 1 of 5

Workshop 2 of 7 | Action Steps

★ Establish data quality on Critical Data Elements



WEEK 1 of 5

Workshop 2 of 7 | Action Steps

Step 5: Reorganize

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

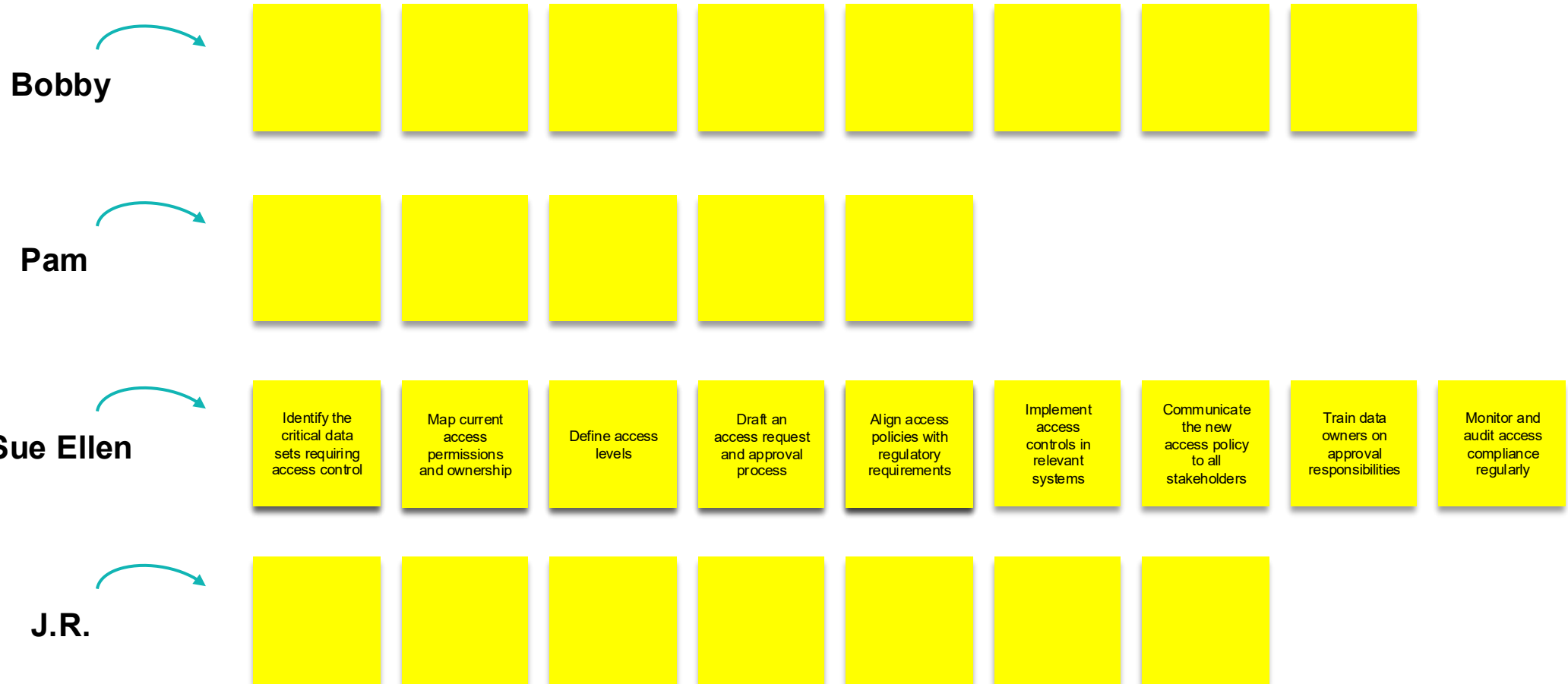
- **Timing:** 2 minutes
- Reorganize the chosen task flow on the wall, adding any extra steps selected by the Decider.
- This finalized task flow will guide the implementation of the “quick win” initiative.
- **Repeat this process** for each selected "quick win" idea to ensure all prioritized initiatives have a clear and actionable task flow.



WEEK 1 of 5

Workshop 2 of 7 | Action Steps

★ ★
Define access to specific data sets



WEEK 1 of 5

Workshop 2 of 7 | Action Steps

★
Create and maintain a business glossary
 ●●●●●

Bobby → [] [] [] [] [] [] [] []

Pam → [] [] [] [] []

Sue Ellen → [] [] [] [] [] [] []

J.R. →

- Identify priority business domains to cover first
- Collect existing definitions from stakeholders and source systems
- Draft standardized definitions for each key term
- Assign a business owner per term for ongoing accountability
- Validate definitions with cross-functional stakeholders
- Publish the glossary in an accessible, central location
- Integrate glossary terms into reporting and data tools
- Define a change process for updating or adding terms
- Review and refresh the glossary on a regular cadence

WEEK 1 of 5

The Fundamentals | Workshop 2 of 7

Exercise 1. 10 for 10 Brainstorm

Exercise 2. Action Board

Exercise 3. Action Steps

Exercise 4. Roadmap

Exercise 5. CDE Shortlist

Let's hit the road, Jack! In this Roadmap exercise we'll take the prioritized initiatives and their corresponding task flows and strategically place them on a timeline.

This exercise is critical because it transforms our ideas and plans into a **clear, actionable roadmap** that outlines when and how each initiative will be implemented.

By the end of this session, we'll have a comprehensive plan that not only reflects our data governance goals but also aligns with the organization's overall strategy and priorities.

Why is this important? Because having a well-structured roadmap ensures that our efforts are organized, realistic, and geared toward **achieving tangible results** within a defined timeframe. This roadmap will serve as our guide, helping us maintain momentum and focus as we move forward with our Data Governance Sprint.

WEEK 1 of 5

Workshop 2 of 7 | Roadmap

1. Timing

Between 30 to 60 minutes

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 1 of 5

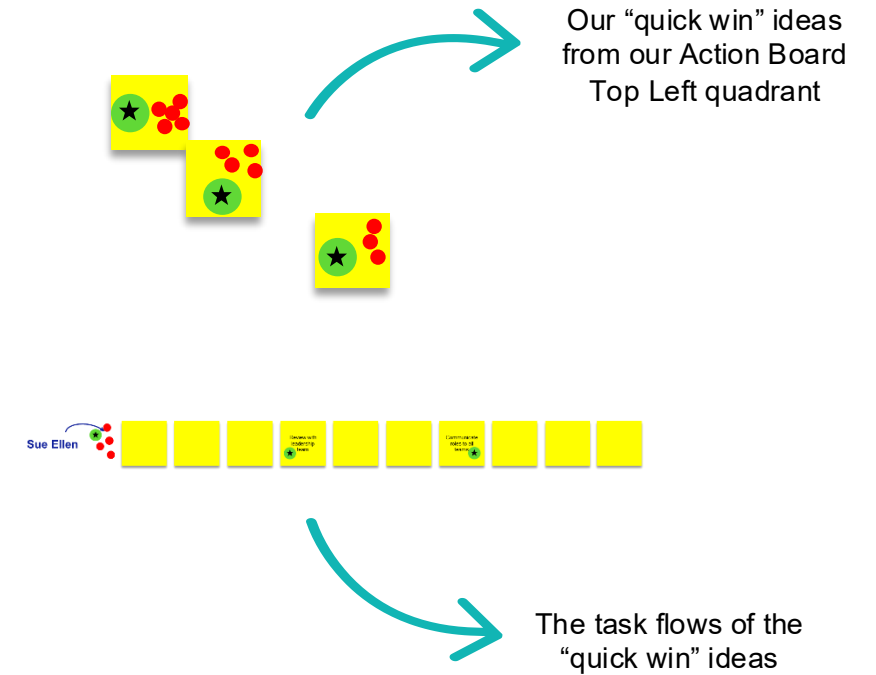
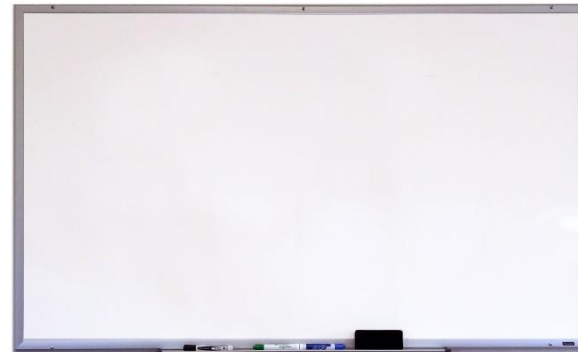
Workshop 2 of 7 | Roadmap

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



WEEK 1 of 5

Workshop 2 of 7 | Roadmap

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- The objective of this exercise is create a **detailed roadmap** that schedules the implementation of each "quick win" initiative with its respective task flow.
- We'll determine the **best timing** for each initiative, considering dependencies and priorities.
- We'll also identify **key milestones** to track progress and ensure that the initiatives stay on track.
- A clear roadmap turns plans into action, ensuring that our data governance initiatives are implemented in a structured, strategic manner.

WEEK 1 of 5

Workshop 2 of 7 | Roadmap

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- First draw out a roadmap on a whiteboard or flipchart, depending on the timeline.
- Keep the roadmap **super simple!**

December	Jan	Feb	9 – 12 months	12+ months

WEEK 1 of 5

Workshop 2 of 7 | Roadmap

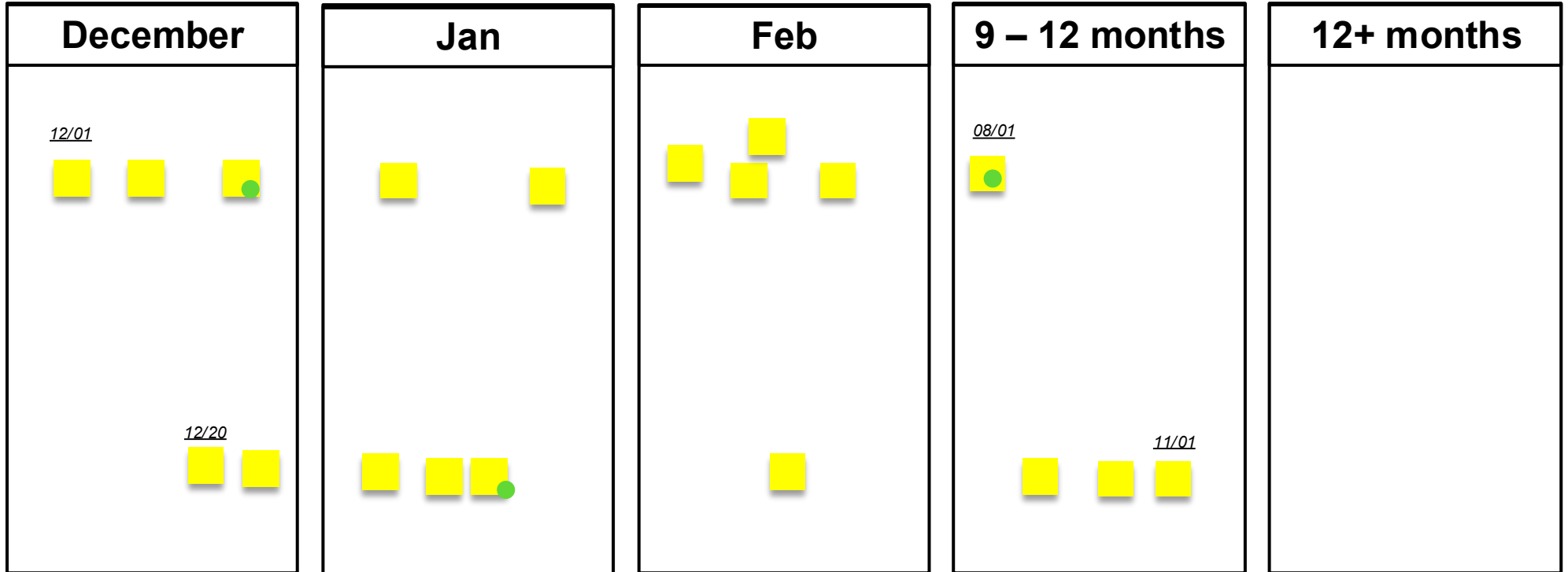
Step 1: Place Initiatives on the Roadmap

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes per “quick win” idea
- Begin by placing the **highest priority initiative** next to the roadmap.
- Sequentially add the **associated task flow** activities to the roadmap, taking into account resource availability and timing.
- Repeat this process for each remaining “quick win” initiative.
- Clearly mark the **start and end dates** for each initiative on the whiteboard.
- Discuss any **dependencies** between initiatives (e.g., one task needs to be completed before another can start). Sequence the initiatives accordingly, ensuring that the roadmap flows logically and efficiently.

WEEK 1 of 5

Workshop 2 of 7 | Roadmap



WEEK 1 of 5

Workshop 2 of 7 | Roadmap

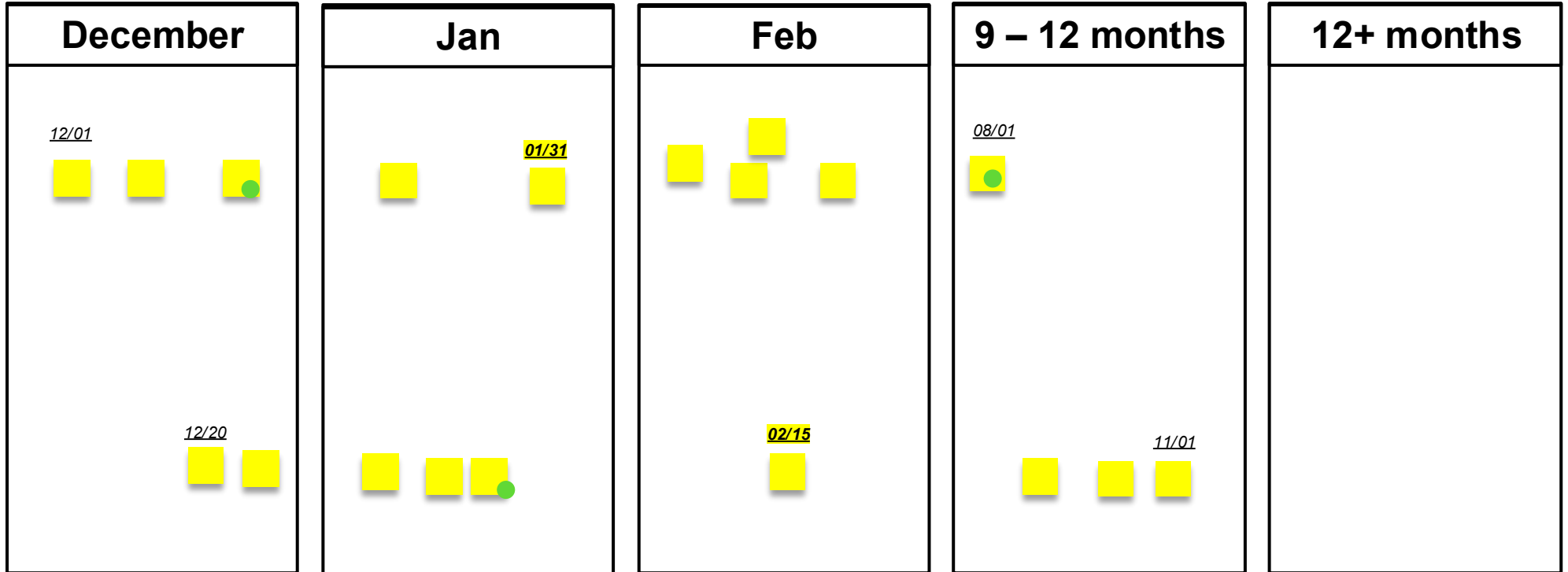
Step 2: Set Key Milestones

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 minutes
- For each initiative, determine key milestones that indicate **significant progress or completion** of major tasks.
- Place these milestones on the roadmap, ensuring they are spaced appropriately and aligned with the overall timeline.
- Adjust the placement as necessary to prevent overlaps or resource conflicts.

WEEK 1 of 5

Workshop 2 of 7 | Roadmap




WEEK 1 of 5

Workshop 2 of 7 | Roadmap

Step 3: Accountability Assigner (optional)

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

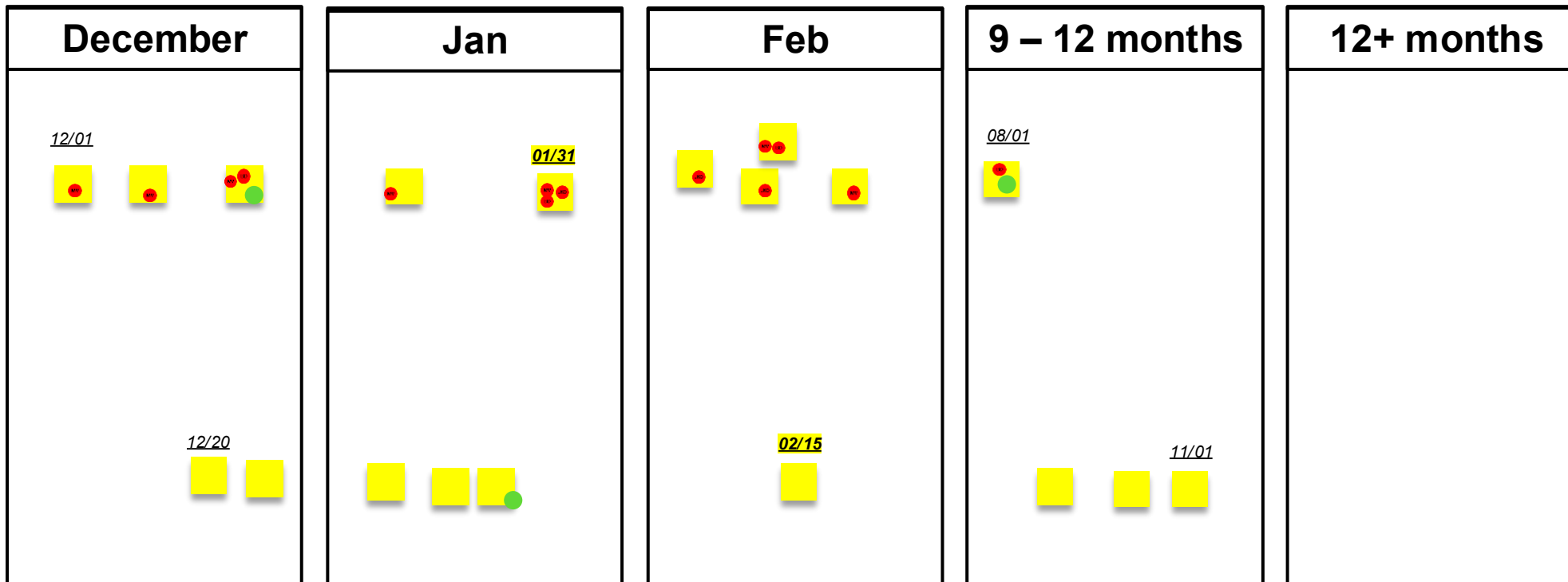
- **Timing:** 10 minutes 
- Ask people to **assign tasks to themselves** with a dot with their initials on.
- Some steps can have multiple people assigned.

WEEK 1 of 5

Workshop 2 of 7 | Roadmap

★ Establish data quality on Critical Data Elements

Create and maintain a business glossary ★



BE

SE

SE

BE

PM

PM

SE

J.R.

BE

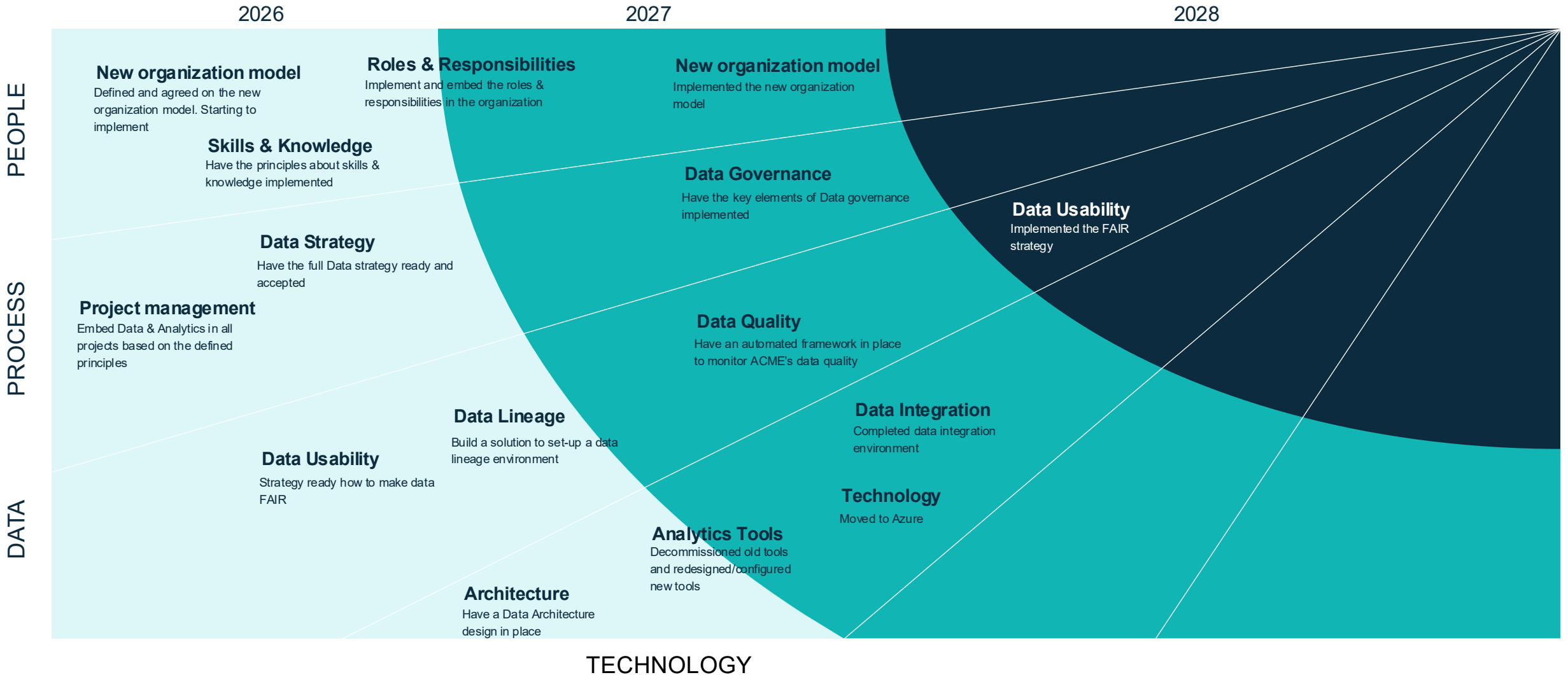
J.R.

BE

J.R.

WEEK 1 of 5

Workshop 2 of 7 | Roadmap



WEEK 1 of 5

The Fundamentals | Workshop 2 of 7

Exercise 1. 10 for 10 Brainstorm

Exercise 2. Action Board

Exercise 3. Action Steps

Exercise 4. Roadmap

Exercise 5. CDE Shortlist

Welcome to the final exercise of our workshop, the **Critical Data Element (CDE) Shortlist**. In this session, we'll focus on identifying and prioritizing the most important data elements within our organization.

By narrowing down our focus to the top 10 CDEs, we lay the foundation for effective data governance, enabling us to make fast progress and **demonstrate value quickly**.

These CDEs will later be central to our prototyping phase, where we'll conduct data quality assessments and define these elements in our business glossary. For now, our goal is to identify and select these key data elements that are crucial to our organization's success.

WEEK 1 of 5

Workshop 2 of 7 | CDE Shortlist

1. Timing

Between 15 to 20 minutes

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 1 of 5

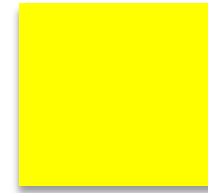
Workshop 2 of 7 | CDE Shortlist

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



WEEK 1 of 5

Workshop 2 of 7 | CDE Shortlist

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- Our aim is to generate a comprehensive list of potential CDEs through a **10 for 10 brainstorm**.
- The goal is to identify **10 critical data elements** within 5 minutes.
- Participants will have a brief period to quickly write down as many CDEs as possible—focus on **quantity**, not quality!
- In the second part of the workshop, we'll use heatmap voting and a decider vote to select the top 10 most critical data elements that will be the focus of our prototyping efforts.
- Remember, each sticky note should contain only one CDE!

WEEK 1 of 5

Workshop 2 of 7 | CDE Shortlist

Step 1: Identify CDEs

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Each participant should identify 10 potential CDEs, writing each on a separate sticky note.
- Focus on data elements that are vital to business processes, decision-making, or regulatory compliance.
- Keep the CDEs brief and to the point; we'll dive deeper into them later.

WEEK 1 of 5

Workshop 2 of 7 | CDE Shortlist

Step 1: Identify CDEs

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- Make sure to prepare **some examples!**

Customer
Email
Address

Shipping
Method

Payment
Terms

Contract
Expiry Date

Customer
Segment

Compliance
Status

Inventory
Level

Product
Dimensions

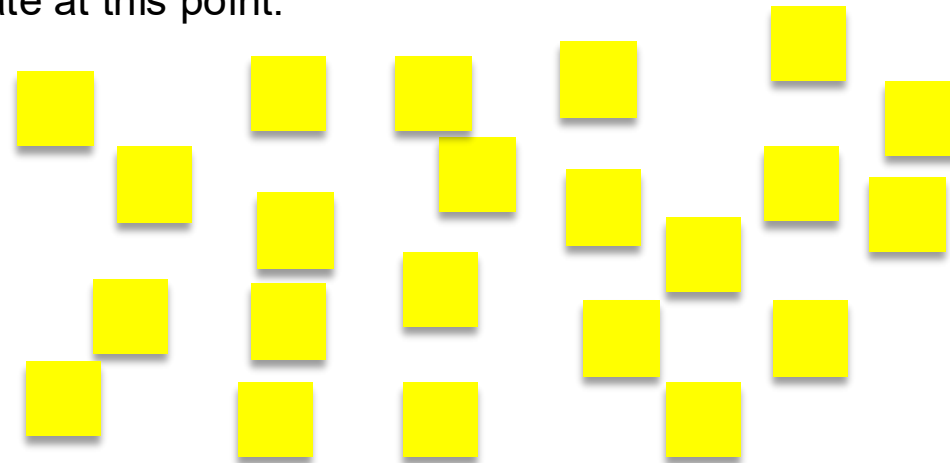
WEEK 1 of 5

Workshop 2 of 7 | CDE Shortlist

Step 2: Visualize CDEs

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 1 minute
- Ask participants to stick their CDEs on the designated wall.
- Don't categorize the CDEs at this stage—just get them all up there.
- Quickly remove any obvious **duplicates**, but avoid discussion or debate at this point.




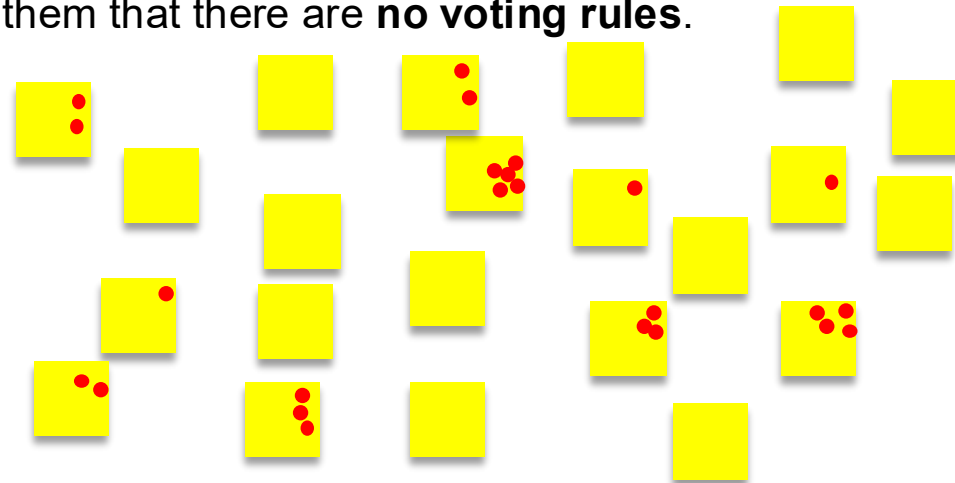
WEEK 1 of 5

Workshop 2 of 7 | CDE Shortlist

Step 3: Heatmap Vote

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes 
- Give every participant **10 voting dots**.
- Participants should place their dots on the CDEs they believe are the **most critical**. Encourage participants to distribute their dots based on the importance and impact of each CDE.
- Tell them that there are **no voting rules**.



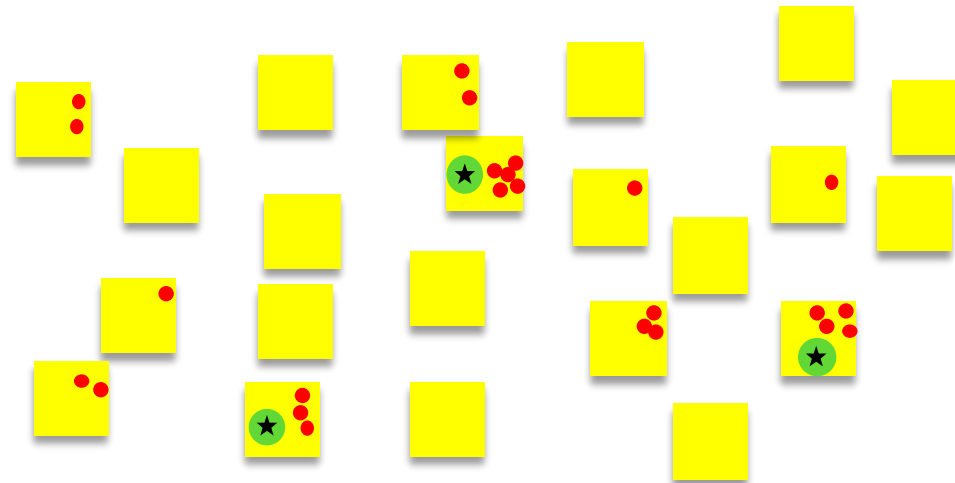
WEEK 1 of 5

Workshop 2 of 7 | CDE Shortlist

Step 4: Decider Vote

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Give the decider **3 special voting dots**.
- The decider goes last and is encouraged to talk about their decision.
- There are no voting rules here as well.



WEEK 1 of 5

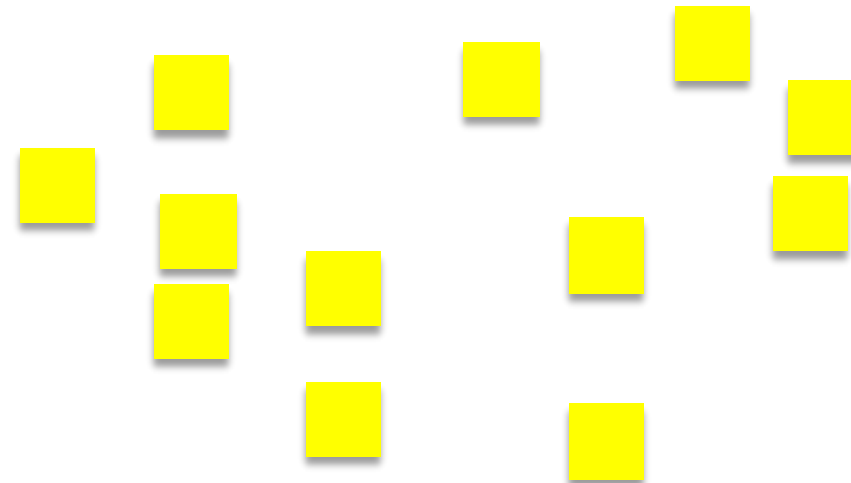
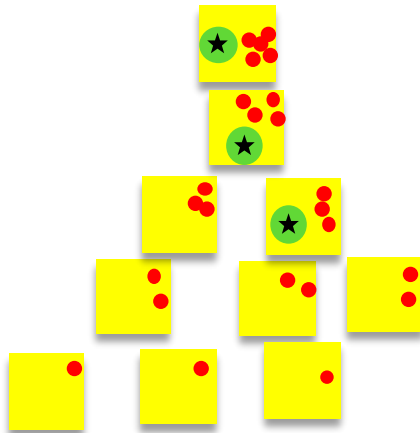
Workshop 2 of 7 | CDE Shortlist

Step 5: Revisualize

1. Timing
2. What you'll need
3. Introducing the exercise

4. Flow

- **Timing:** 1 minute
- Take the **top 10 CDEs** with votes on them off the wall.
- Place the CDEs in order of most votes next to the wall.



Week 2

1

Monday

2

Tuesday

3

Wednesday

4

Thursday

5

Friday

WEEK 2 of 5

The Data Players | The Rules of the Game

MON

Documentation

Summarizing the outcomes
and draft deliverables

Workshop set-up

Preparing for the next
workshop

TUE

Workshop 3 of 7

The Data Players
ca. 6h,
with the entire team

WED

Documentation

Summarizing the outcomes
and draft deliverables

Workshop set-up

Preparing for the next
workshop

THU

Workshop 4 of 7

The Rules of the Game
ca. 6h,
with the entire team

FRI

Documentation

Summarizing the outcomes
and draft deliverables

Workshop set-up

Preparing for the next
workshop

WEEK 2 of 5

The Data Players | The Rules of the Game

Welcome to Week 2: Building the Data Governance Framework

In Week 2, we transition from strategic visioning to the practical development of your **data governance framework**. This week is dedicated to defining the key roles, responsibilities, and operating models that will drive your data governance efforts, as well as establishing the foundational processes for managing your Critical Data Elements (CDEs).

Through two targeted workshops, we'll develop clear, actionable deliverables that will ensure your data governance structure is both **robust and sustainable**. By the end of this week, you'll have a well-defined framework that aligns with your organization's goals and prepares you for the next steps in your data governance journey.

Week 2

1

Monday

2

Tuesday

3

Wednesday

4

Thursday

5

Friday

WEEK 2 of 5

The Fundamentals | Documentation

The Documentation phase on Monday is all about taking the raw insights and outcomes from The Fundamentals workshops in Week 1 and transforming them into **polished, actionable documents**.

This is where we clean up the rough edges, organize our thoughts, and create professional artifacts that will guide our ongoing data governance efforts. The goal is to **consolidate** everything we've learned into clear, concise deliverables that can be easily communicated and implemented across the organization.

Clean Up the Challenge Map

- Organize and refine the challenge map, ensuring that it accurately reflects the key challenges and opportunities identified during the workshops.

Draft the Data Governance Charter

- Start drafting a Data Governance Charter that includes the purpose (vision) and guiding principles, providing a foundational document that guides all future governance activities.

Finalize the Action Board

- Polish the action board by clearly defining the prioritized initiatives and their associated task flows.

Create a Fancy Roadmap

- Develop a visually appealing and clear roadmap that outlines the timeline and milestones for implementing the prioritized initiatives.

Compile a Concise List of Use Cases and CDEs

- Summarize the top use cases and critical data elements (CDEs) identified during the workshops, creating a clear focus for the next phases.

WEEK 2 of 5

The Data Players | Workshop Set-up

Effective preparation is crucial for a productive workshop. This week, we'll focus on setting up the environment and materials for the upcoming workshops: The Data Players and The Rules of the Game.

By prepopulating templates and preparing the necessary tools, we'll ensure that each session runs smoothly and that we can maximize our time together.

Reserve Workshop Space

- Secure the dedicated (War) room and necessary materials for Workshops 3 and 4, ensuring the environment is conducive to collaboration.

Test Technology

- Ensure all technology, such as projectors and collaboration tools, is tested and ready to minimize disruptions.

Week 2

1

Monday

2

Tuesday

3

Wednesday

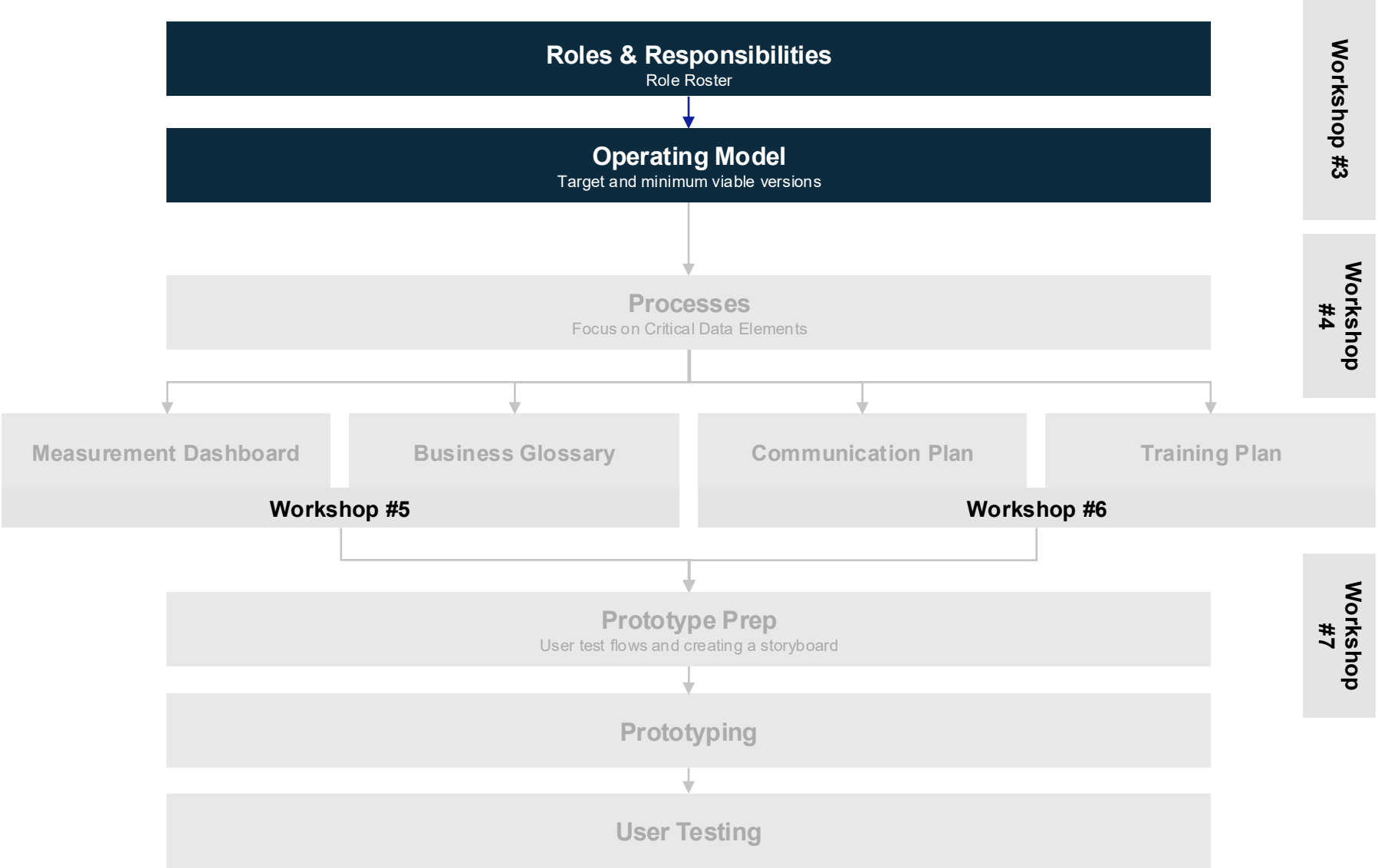
4

Thursday

5

Friday

Data Governance SPRINT™



WEEK 2 of 5

The Data Players | Workshop 3 of 7

The Data Players Workshop: Defining Responsibilities, Roles, and the Operating Model

Workshop 3 is where we begin to shape the structural backbone of your data governance program by defining the key responsibilities, roles, and operating model that will drive your efforts forward. In this session, we'll start by envisioning the **target version** of these roles and the operating framework—how we want it to look and function ideally within the next 2 to 4 years to fully support our data governance purpose.

However, recognizing the need for immediate, actionable steps, we'll also develop a **minimum sustainable version*** of the roles and operating model. This scaled-down version will focus specifically on what's needed to support our Critical Data Elements (CDEs) during the prototype and testing phase. By balancing ambition with practicality, we ensure that we can start implementing effective governance quickly, while still working towards the more comprehensive, long-term structure.

Workshop 3: Tuesday Full-Day

- Focus on defining the roles and responsibilities within your data governance framework.
- Identify and align on key roles such as data stewards, data owners, and data custodians.
- Develop both the target and minimum sustainable versions of your operating model, aligning them with your data governance vision.
- Work through four key exercises: Responsibility Mapping, Lightning Demos, Concept Creation, and Role Roster.

* The concept of a "minimum sustainable version" comes from John Ladley and First San Francisco Partners.

WEEK 2 of 5

The Data Players | Workshop 3 of 7

Exercise 1. Responsibility Mapping

Exercise 2. Lightning Demos

Exercise 3. Concept Creation

Exercise 4. Roles Roster

In this exercise, we'll embark on a journey to uncover and define the **key responsibilities** that are essential for achieving our data governance vision.

Rather than starting with predefined roles, we'll focus first on identifying **what needs to be done**—what are the crucial tasks, decisions, and accountabilities that will drive our success?

By mapping these responsibilities, we'll then naturally evolve into **defining the roles** that will carry them out. This approach ensures that our roles are rooted in the real needs of our organization, making our data governance framework both practical and impactful.

WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

1. Timing

Between 1 to 2 hours

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 2 of 5

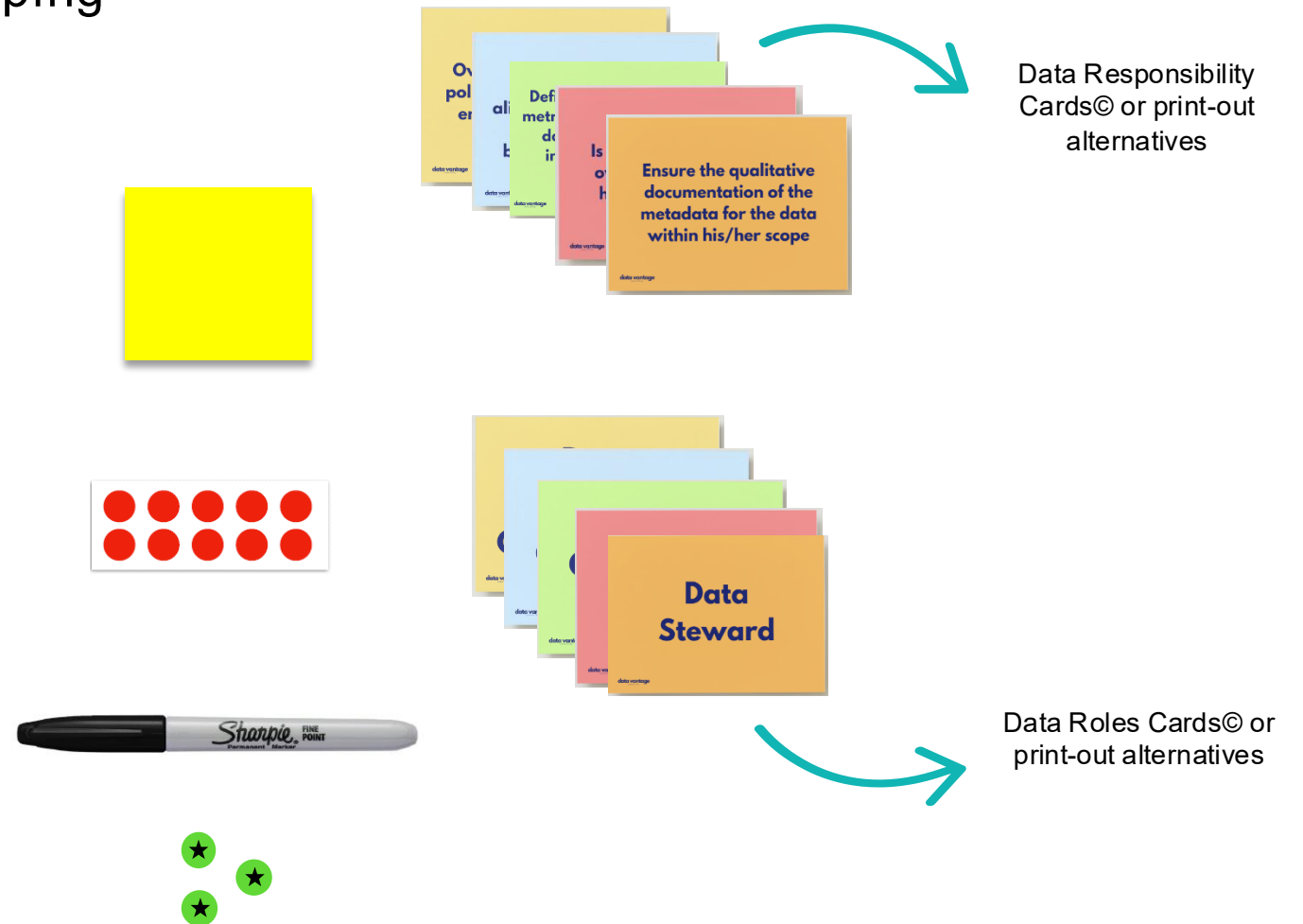
Workshop 3 of 7 | Responsibility Mapping

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



Data Responsibility
Cards© or print-out
alternatives

Data Roles Cards© or
print-out alternatives

WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- The objective of this exercise is to identify and map the **key responsibilities** required to achieve our data governance purpose and objectives.
- This exercise will help define the specific roles within the organization by **mapping responsibilities to roles**.
- The exercise will culminate in identifying the top-voted roles and responsibilities that are crucial for **supporting the target state**.

WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

Step 1: Responsibility Mapping

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 15 minutes
- Distribute a set of **Data Responsibility Cards**© to each participant (or a subset if sharing a single deck).
- If the deck isn't available, you can print out the necessary templates—see the [*resources section*](#) for details.
- Each participant will individually map out the responsibilities they believe are essential to achieving the **target version** of our data governance purpose, ensuring alignment with our roadmap.
- Encourage participants to concentrate on **key responsibilities**, aiming to limit their selection to a **maximum of 20 cards**.
- Prompt participants to think broadly about the actions required to support effective data governance.

WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

Step 1: Responsibility Mapping

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- For **each participant**, this could look like this for example:



WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

Step 2: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



- **Timing:** 2 minutes per person
- Each participant **briefly presents** the responsibilities they've selected.
- As participants present, they place their Data Responsibility Cards© in the center of the table where everyone can easily see them.
- Keep the presentations brief and **avoid debates** at this stage—this is about sharing, not discussing.
- As each responsibility is presented, the facilitator will stack or **remove duplicates**, ensuring a clean set of unique responsibilities.

WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

Step 3: Domain Grouping

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

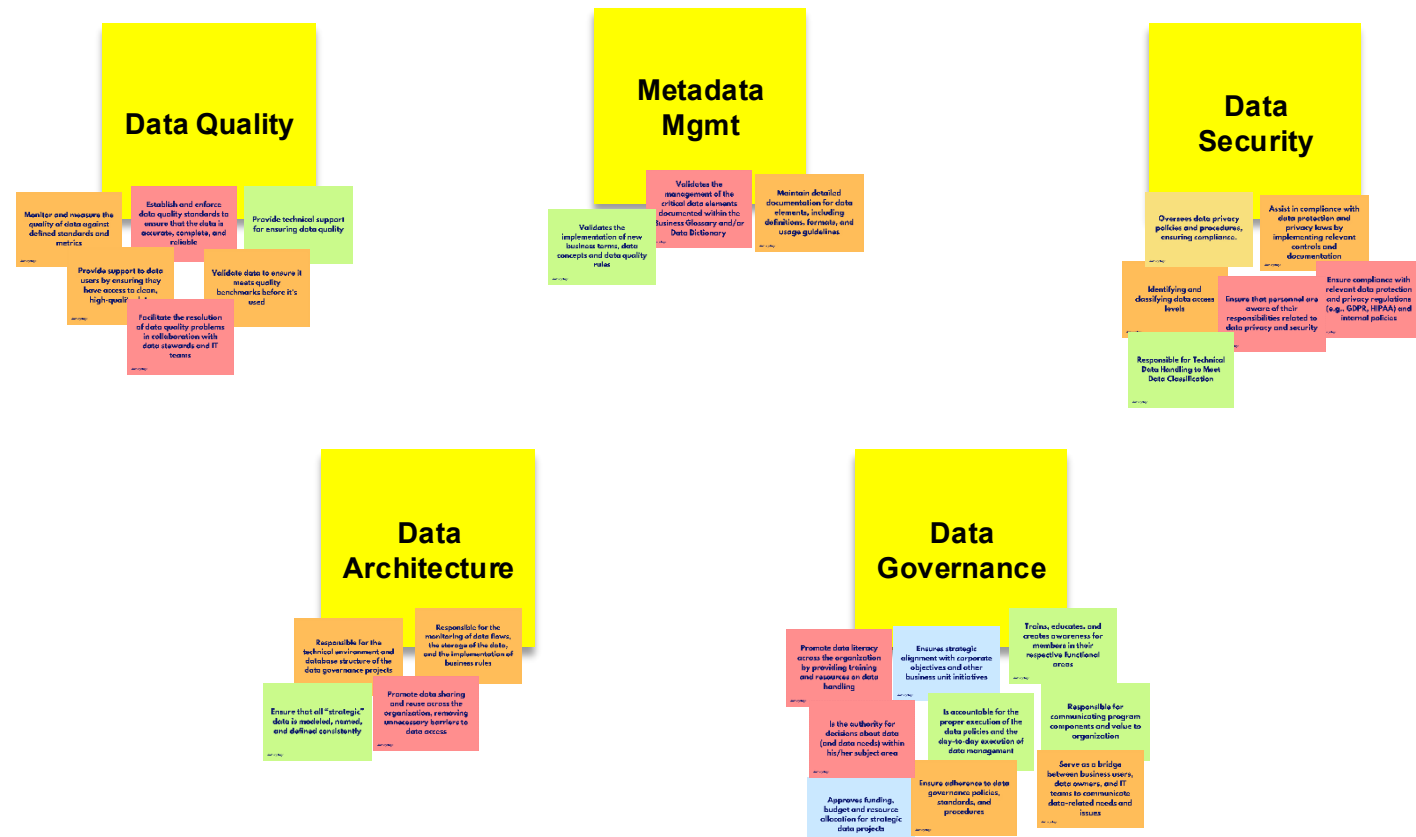
- **Timing:** 10 minutes
- The facilitator will guide a focused, **time-boxed discussion** to categorize the presented responsibilities into **broader data management domains** (e.g., Data Quality, Data Security, Data Integration). We do to ensure that we consider the comprehensive management of data assets across all relevant data knowledge areas.
- Participants will collaboratively organize the Data Responsibility Cards© in the center of the table based on the data domains they identify.
- **Label each group** with a sticky note indicating the respective domain, placing it above the corresponding stack of cards.
- Keep the discussion streamlined and efficient, ensuring that responsibilities are logically grouped without delving into excessive detail.

WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

Step 3: Domain Grouping



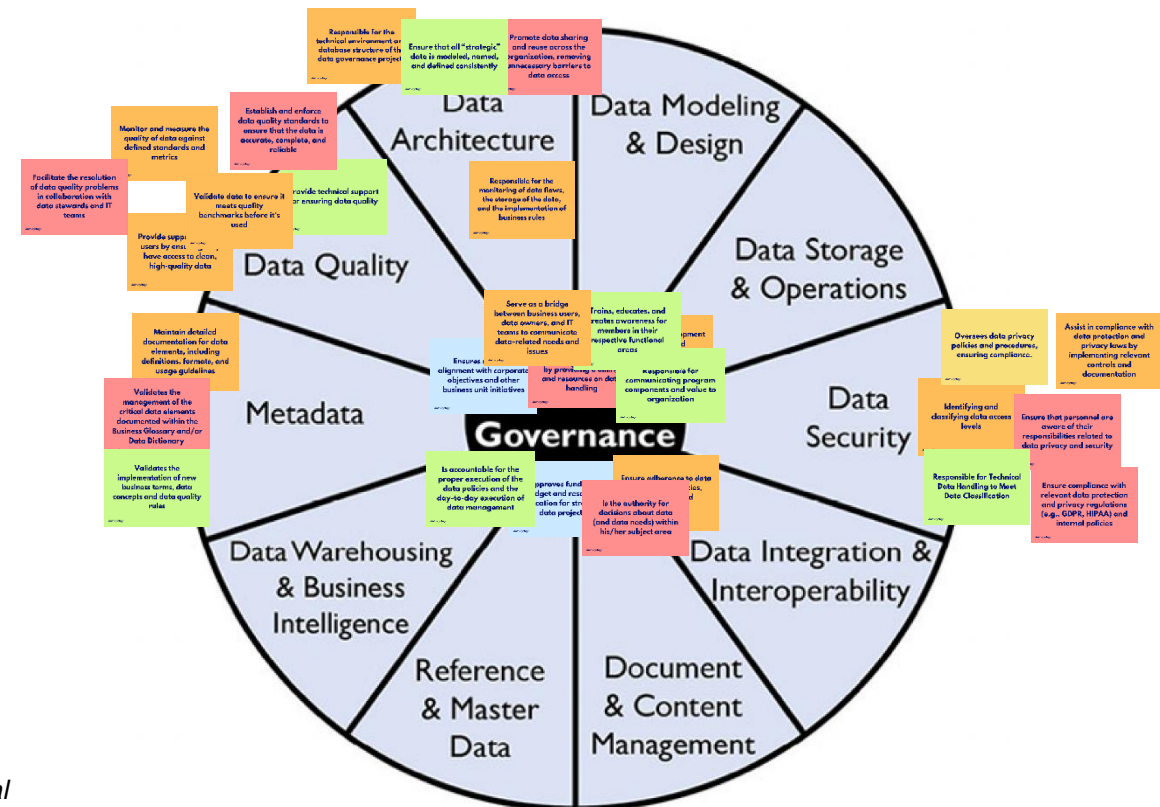
WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

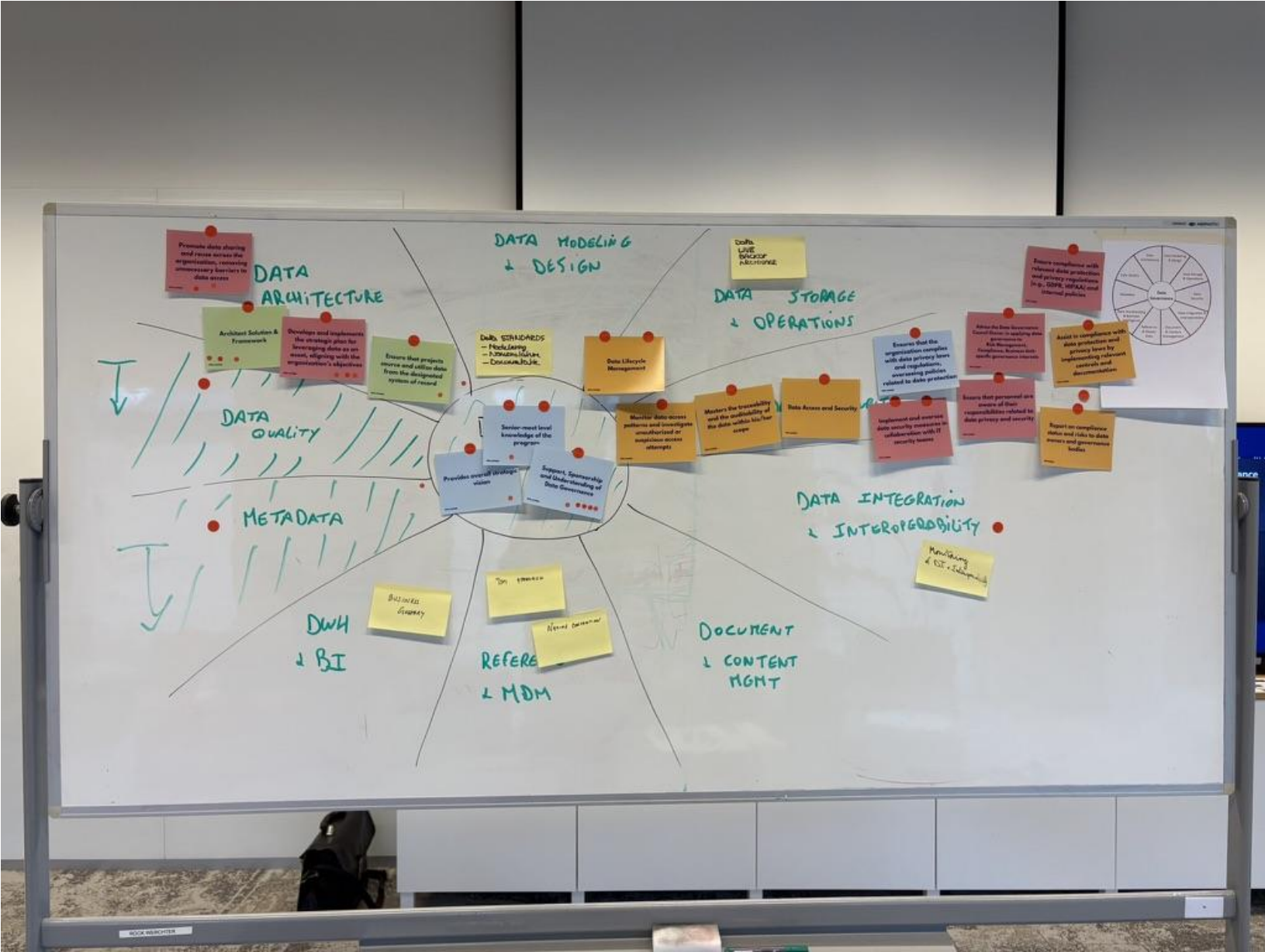
Step 3: Domain Grouping

- Alternatively, consider using a large printout of the **DAMA Wheel** (in A3 format) as a reference.

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



Source: DAMA-DMBOK2 Data Management Framework © 2017, DAMA International







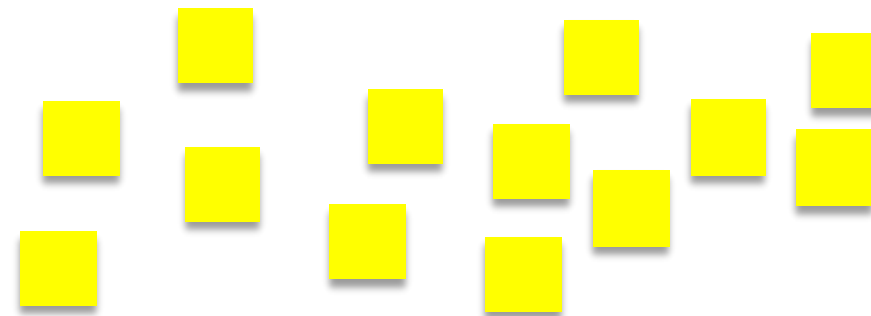
WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

Step 4: Responsibility Brainstorm

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Each participant should write down some **additional responsibilities** — one per sticky note— that may have been missed within the identified data management domains, or in domains not yet identified.
- Focus on generating a wide variety of responsibilities. Keep the responsibilities brief and to the point.



WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

Step 5: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 1 minutes
- Ask participants to add their additional responsibilities to the respective group of data management domains.
- Quickly remove any obvious duplicates, but avoid discussion or debate at this point.



WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

Step 6: Role Mapping

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 20 minutes
- Now that responsibilities are grouped by domain, it's time to map each responsibility to a specific role using the **Data Role Cards**®.
- The participants work together to **assign each responsibility** to an appropriate **data role**.
- As the facilitator, **guide the group** to ensure balanced participation, helping them categorize responsibilities under the right roles, and ensuring clarity in the process.

WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

Step 6: Role Mapping

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- The Data Role Cards© are divided by **levels*** (Support, Operational, Tactical, Strategic, Executive) to help streamline the discussion and ensure that roles are assigned appropriately.
 - **Executive:** Top-level leaders like CEOs and Presidents who make high-level decisions and set the overall direction for data governance.
 - **Strategic:** Senior leaders who are tasked with overseeing specific initiatives and ensuring that data governance strategies are successfully implemented.
 - **Tactical:** Subject matter experts and key decision-makers responsible for specific areas of data, making sure that data-related decisions align with the organization's goals.
 - **Operational:** All employees who interact with data in their daily work, ensuring that data is handled properly according to policies and standards.
 - **Support:** Teams that provide essential backing for the data governance program, including IT, Project Management, Compliance, and Legal, ensuring the smooth execution of data governance activities.

**Source: Seiner, R. S. (2014). Non-Invasive Data Governance: The Path of Least Resistance and Greatest Success. Technics Publications.*

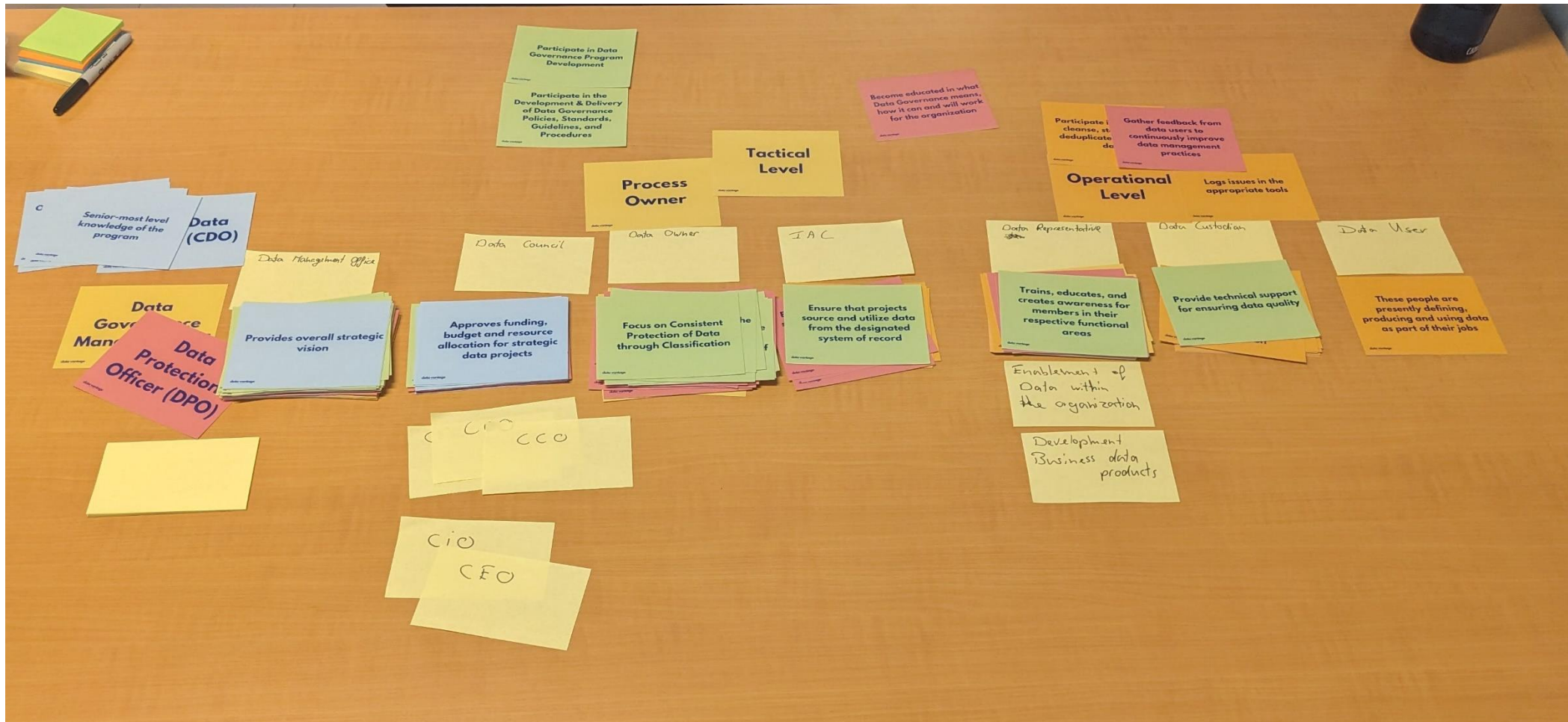
WEEK 2 of 5

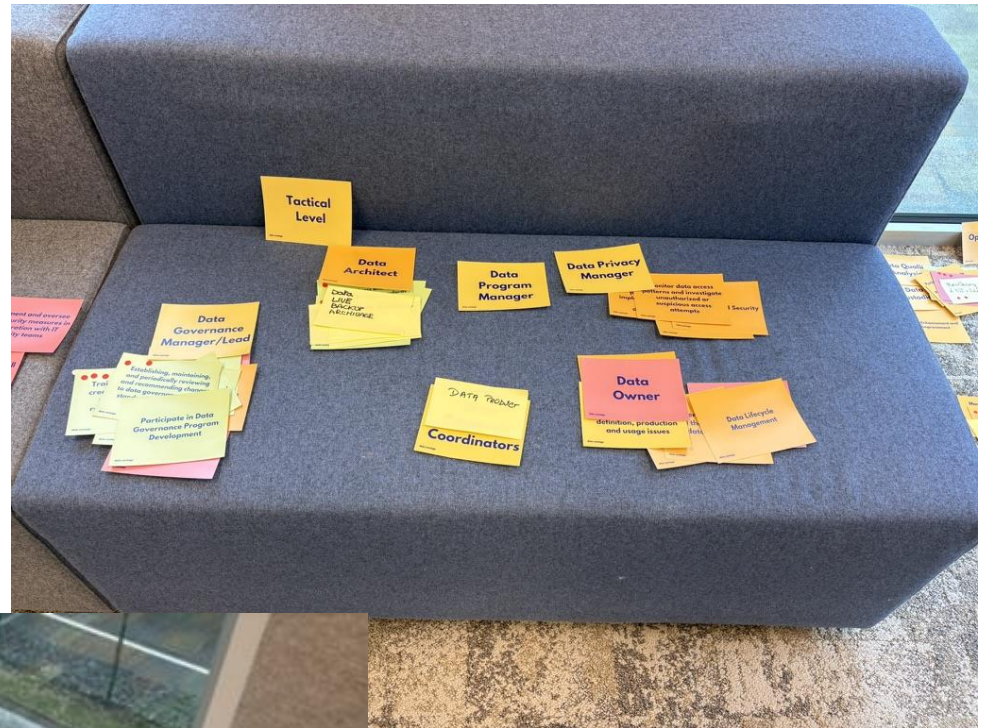
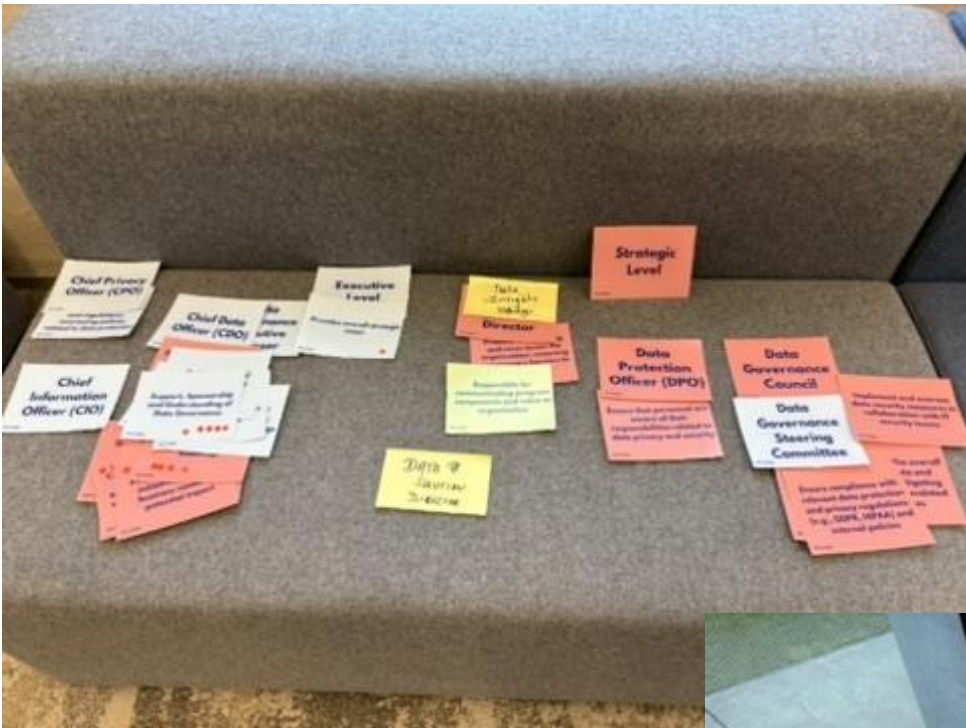
Workshop 3 of 7 | Responsibility Mapping



WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping





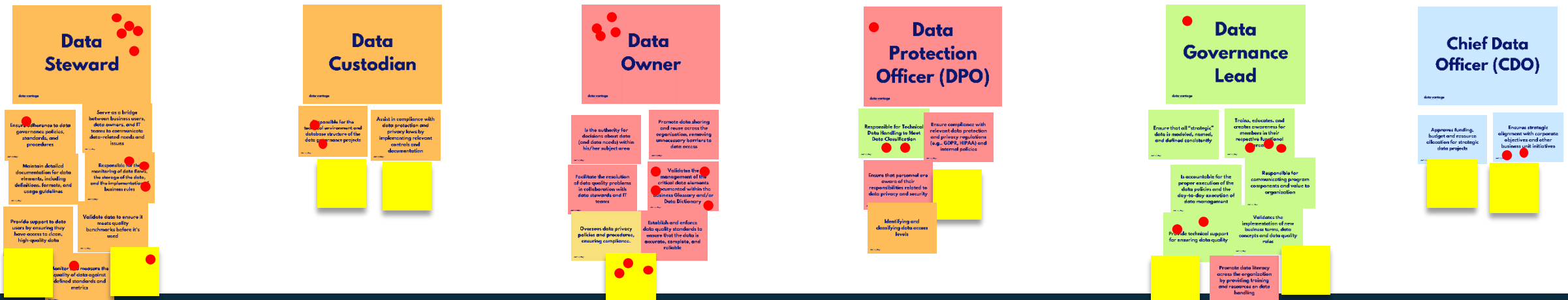
WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

Step 7: Heatmap Voting

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Give every participant **10 voting dots**.
- Let them **silently vote** on the roles and responsibilities they believe are essential for achieving the data governance purpose and target state—avoid discussions.
- Tell them that there are **no voting rules**.



WEEK 2 of 5

Workshop 3 of 7 | Responsibility Mapping

Step 8: Decider Vote

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- Timing: 5 minutes**
- Give the decider **10 special voting dots**.
- The decider will place special voting dots on the roles and responsibilities that they determine are most crucial to prioritize.
- The decider may choose to **move around responsibilities** from different roles, ensuring it aligns with the overall data governance purpose and strategic goals.



Data Steward

- Ensure adherence to governance policies, standards, and procedures
- Serve as a bridge between Business users, data owners, and IT teams to communicate data-related needs and issues
- Maintain detailed documentation for data elements, including definitions, formats, and usage guidelines
- Responsible for the monitoring of data flow, the integrity of the data, and the implementation of business rules
- Provide support to data users by ensuring they have access to clean, high-quality data
- Validate data to ensure it meets quality benchmarks before it's used
- Monitor and measure the quality of data against defined standards and metrics

Data Custodian

- Responsible for the overall environment and database structure of the data governance projects
- Audit in compliance with data protection and privacy laws by implementing relevant controls and documentation

Data Owner

- Is the subjectivity for decisions about data (and data needs) within his/her subject area
- Promote data sharing and reuse across the organization, removing unnecessary barriers to data access
- Facilitate the resolution of data quality problems in collaboration with data stewards and IT teams
- Validate the management of the critical data elements owned by and/or shared with the organization
- Establish and enforce data quality standards to ensure that the data is accurate, complete, and reliable
- Oversee data privacy policies and procedures, ensuring compliance

Data Protection Officer (DPO)

- Responsible for Technical Data Handling to Meet Data Classification
- Ensure compliance with relevant data protection and privacy regulations (e.g., GDPR, HIPAA) and external policies
- Ensure that personnel are aware of their responsibilities related to data privacy and security
- Identifying and classifying data access levels

Data Governance Lead

- Ensure that all "strategic" data is needed, stored, and defined consistently
- Train, educate, create awareness, and engage members in their respective functional areas
- Is accountable for the proper execution of the data policies and the day-to-day execution of data management
- Responsible for communicating program components and value to organization
- Validates the implementation of new business terms, data concepts and data quality rules
- Provide technical support for ensuring data quality
- Promote data literacy across the organization by providing training and resources on data handling

Chief Data Officer (CDO)

- Approves funding, budget and resource allocation for strategic data projects
- Ensure strategic alignment with corporate objectives and other business unit initiatives

WEEK 2 of 5

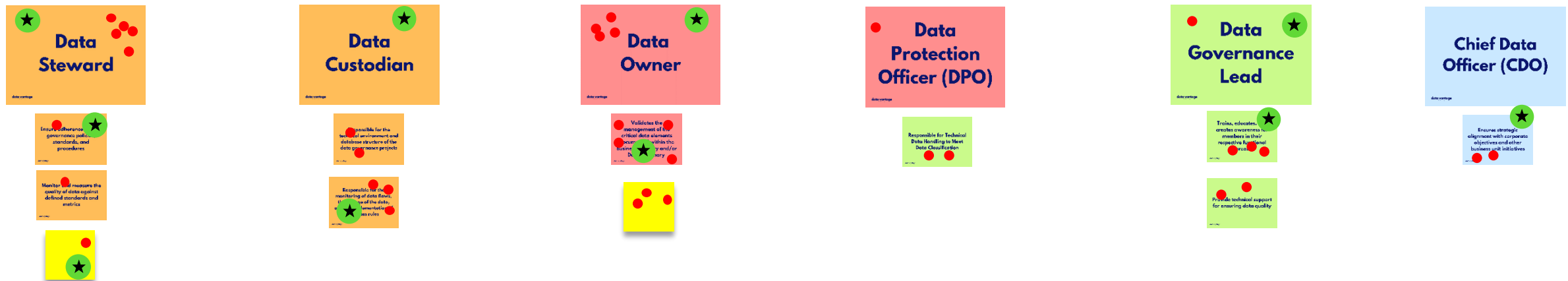
Workshop 3 of 7 | Responsibility Mapping

Step 9: Revisualize

1. Timing
2. What you'll need
3. Introducing the exercise

4. Flow

- **Timing:** 1 minute
- Separate the top-voted roles and responsibilities from the rest of the stack.
- This will give us a **clear, high-level view** of the key roles and responsibilities.



WEEK 2 of 5

The Data Players | Workshop 3 of 7

Exercise 1. Responsibility Mapping

Exercise 2. Lightning Demos

Exercise 3. Concept Creation

Exercise 4. Roles Roster

Now that we've identified and prioritized the key roles and responsibilities crucial to our data governance framework, it's time to explore how these elements will interact within an **effective operating model**.

This exercise is an inspiration-gathering exercise to stimulate creativity before concept creation and is aimed to **inspire creative and practical ideas** for structuring our data governance operating model.

This fast-paced, idea-generating session is designed to spark innovation by **showcasing different approaches** to data governance structures.

WEEK 2 of 5

Workshop 3 of 7 | Lightning Demos

1. Timing

Between 30 to 45 minutes

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 2 of 5

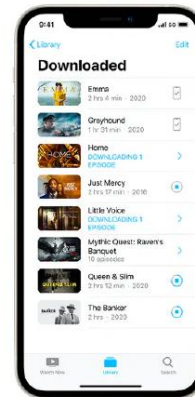
Workshop 3 of 7 | Lightning Demos

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



WEEK 2 of 5

Workshop 3 of 7 | Lightning Demos

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- Ensure all participants have device access and internet connectivity.
- The objective of this exercise is to search and explore a variety of **potential operating models** of other companies or resources.
- Emphasize **learning from others' solutions**, not just copying them, to avoid reinventing the wheel.
- These Lightning Demos will help us **identify key features and approaches** that can be adapted to create our very own robust data governance operating model.
- Remind participants to **stay focused** on the task and resist distractions like checking emails or Teams messages.

WEEK 2 of 5

Workshop 3 of 7 | Lightning Demos

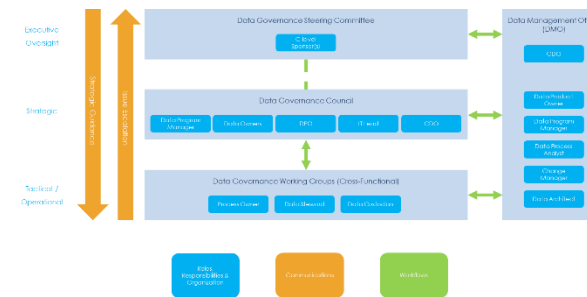
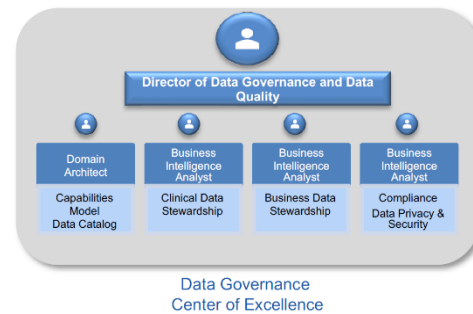
1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- Show some real **examples** before the exercise starts.



HOSPITAL

Big Idea:
A Data Governance Center of Excellence

LARGE BANK

Big Idea:
Federated operating model with support structure

COLLIBRA

Big Idea:
Centralized operating model with Data citizens

WEEK 2 of 5

Workshop 3 of 7 | Lightning Demos

Step 1: Search for Demos

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 15 - 30 minutes
- Instruct participants to search online for examples of how other companies have defined their operating models or for operating models that they find inspiring.
- The examples do not need to be from the same industry or sector (e.g., fashion).
- By the end of this exercise, each participant should have **2-3 examples** ready to present, along with an explanation of what makes each one inspiring.
- For each Lightning Demo, ask participants to summarize the key concept on a rectangular sticky note, giving it a catchy title as well.

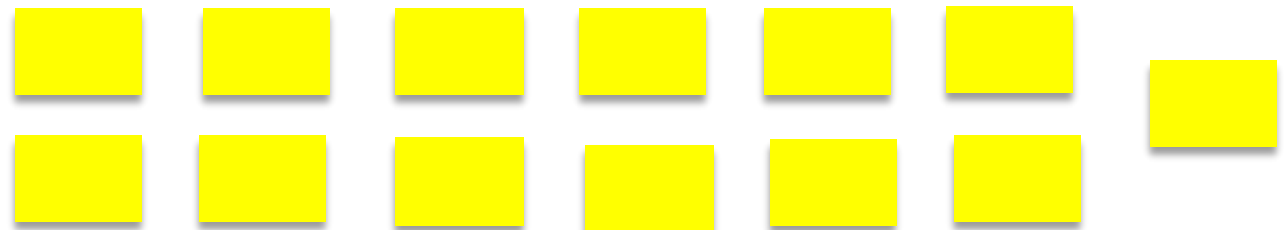
WEEK 2 of 5

Workshop 3 of 7 | Lightning Demos

Step 2: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

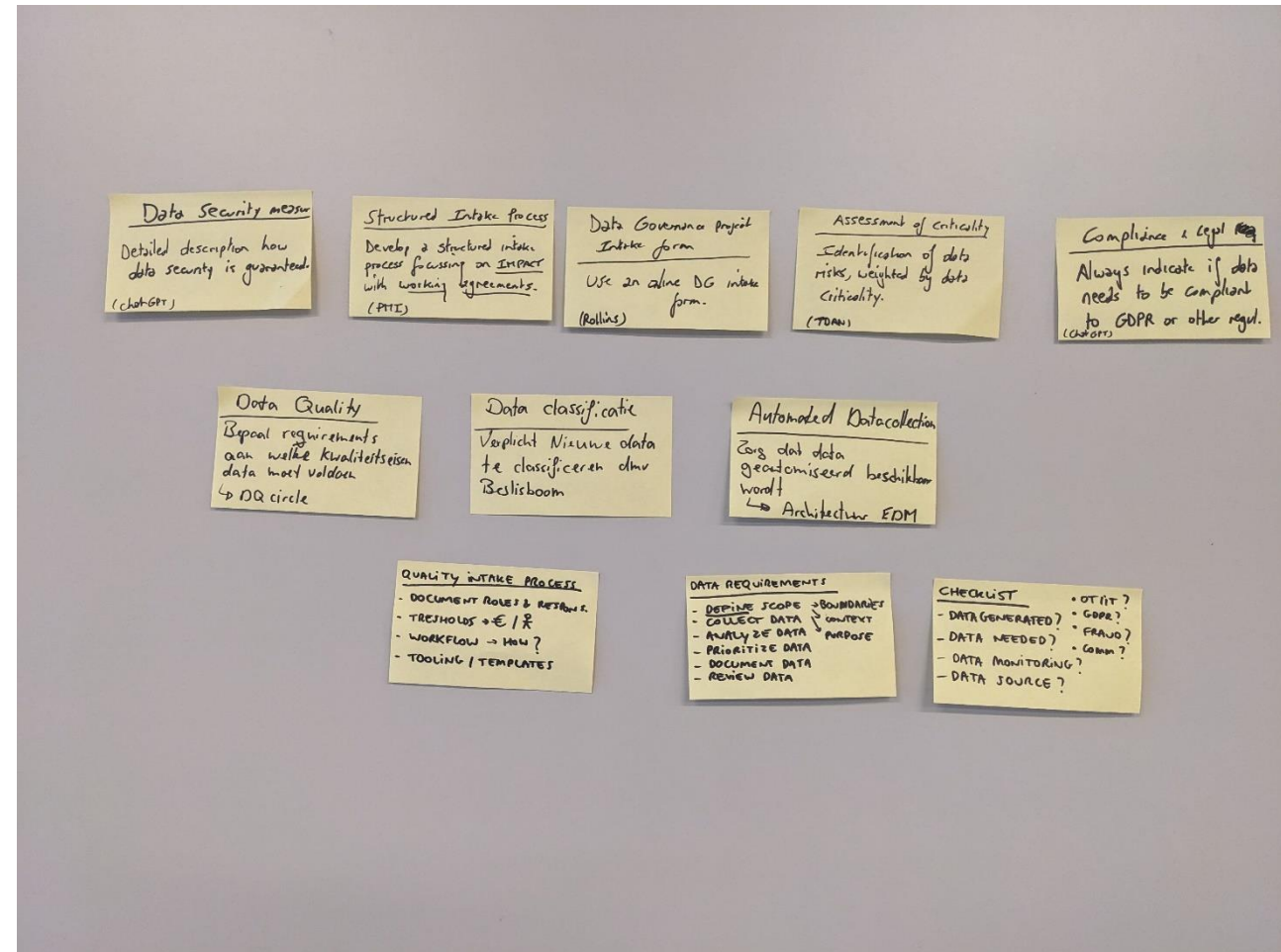
- **Timing:** 5 minutes per person
- Allow each participant to present their Lightning Demos. Emphasize that the focus should be on the **essential features** of the operating model and how it could potentially apply to our organization.
- Encourage participants to **take notes** on ideas they find particularly interesting or applicable.
- Once everyone has presented, stick the sticky notes on the wall so everyone has a view of what's been presented.



WEEK 2 of 5

Workshop 3 of 7 | Lightning Demos

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



WEEK 2 of 5

The Data Players | Workshop 3 of 7

Exercise 1. Responsibility Mapping

Exercise 2. Lightning Demos

Exercise 3. Concept Creation

Exercise 4. Roles Roster

Next up, we'll take the insights gained from our Lightning Demos and the roles and responsibilities we've defined to design a set of **operating model concepts** tailored to our organization.

This is where creativity meets strategy—each participant will have the opportunity to envision how our data governance framework could be structured to optimize **communication flows, workflows, and organizational bodies**.

The goal is to create a robust, effective operating model that aligns with our data governance purpose and strategic goals. By the end of this exercise, we'll collaboratively refine these ideas into a **cohesive target operating model** that will guide our future efforts.

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

1. Timing

Between 2 to 3 hours

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 2 of 5

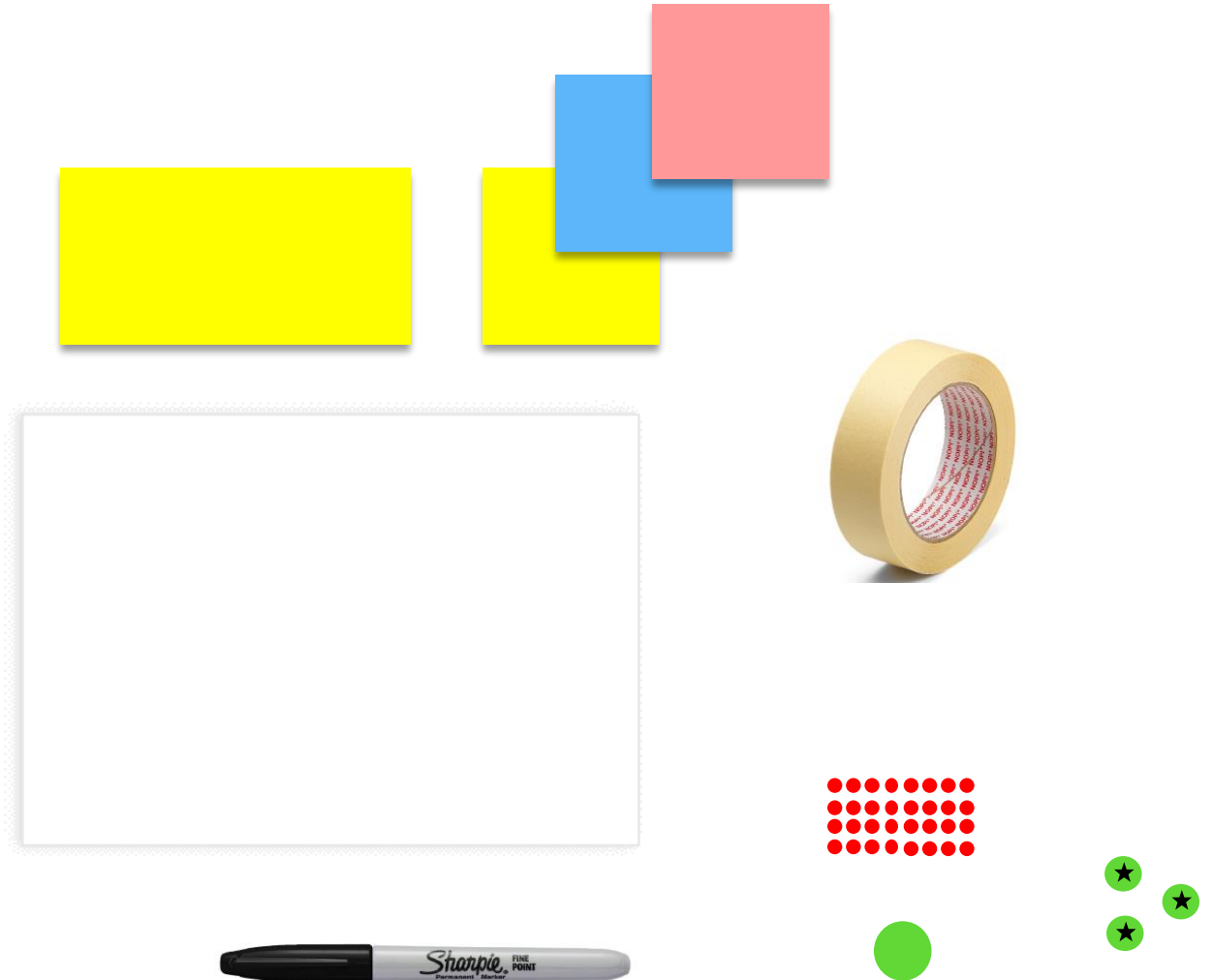
Workshop 3 of 7 | Concept Creation

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- The objective is to create a **self-explanatory concept** for an effective operating model that best supports our data governance framework, focusing on communication flows, workflows, and organizational structure.
- Participants will create individual concepts, present them to the group, and then use a **structured voting process** to select and refine the best elements into a final target operating model.

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

Step 1: Concept Creation

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- **Timing:** 20 - 30 minutes
- Each participant is provided with a large A3-sized paper and a set of sticky notes (different sizes and colors).
- Individually, participants will sketch out **their vision of the operating model**, placing the defined roles in appropriate locations, defining organizational bodies, and focusing on **communication flows** and **workflows**.
- Encourage participants to be creative while ensuring their concepts are practical and aligned with the insights gained from the Lightning Demos.
- Also ask participants to give their concept a name, this will come in handy later.

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

Step 1: Concept Creation

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

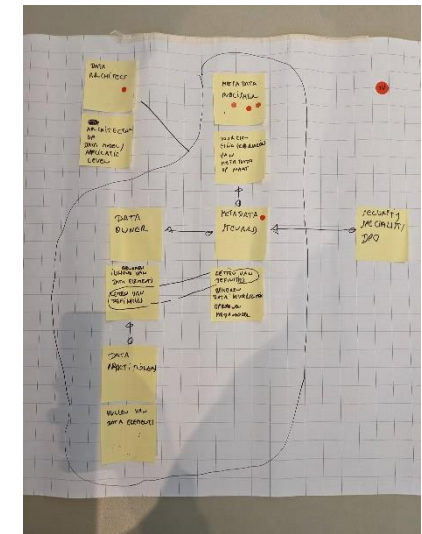
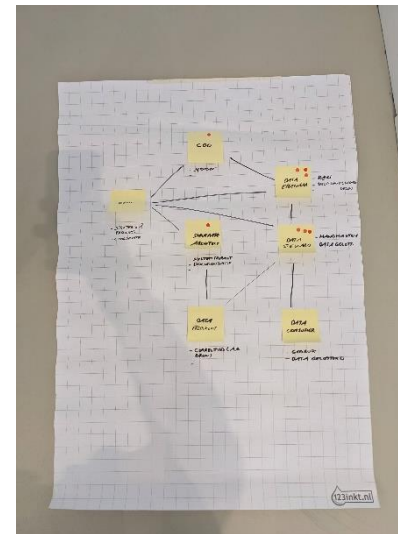
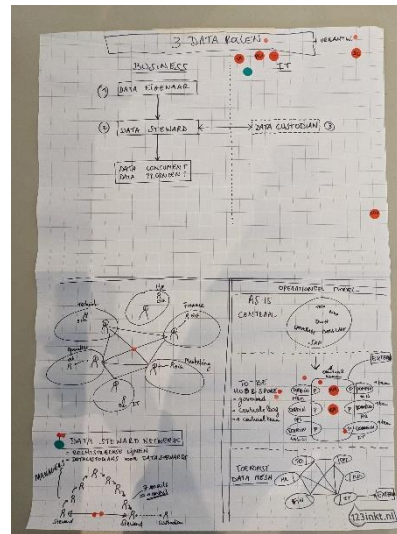
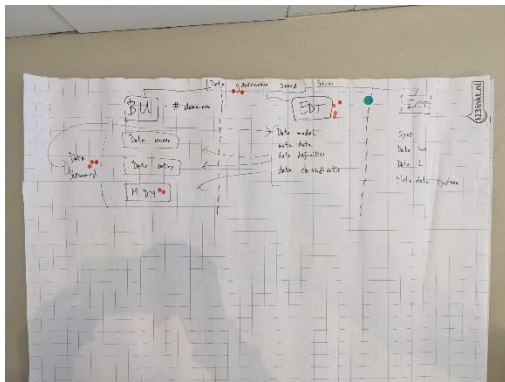
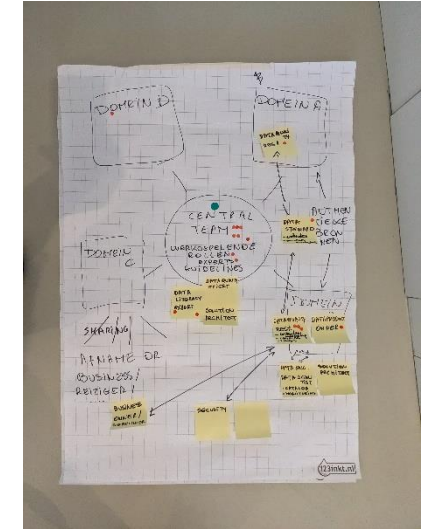
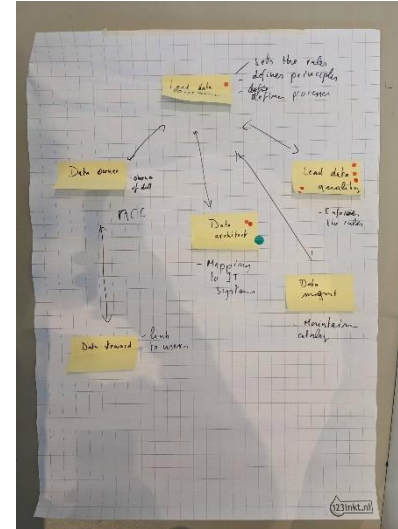
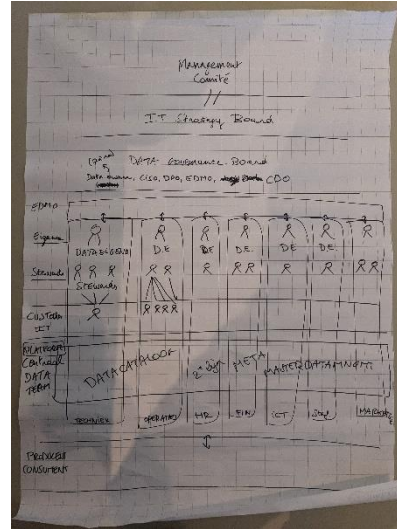
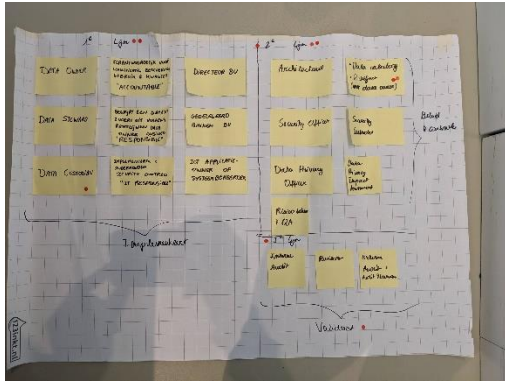


What are organizational bodies?

- Organizational bodies in data governance refer to **structured groups or committees** responsible for overseeing, guiding, and implementing data governance policies and practices within an organization.
- These bodies often include a Data Governance Council, Data Management Office, and specific working groups focused on data quality, security, or compliance.

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation



WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

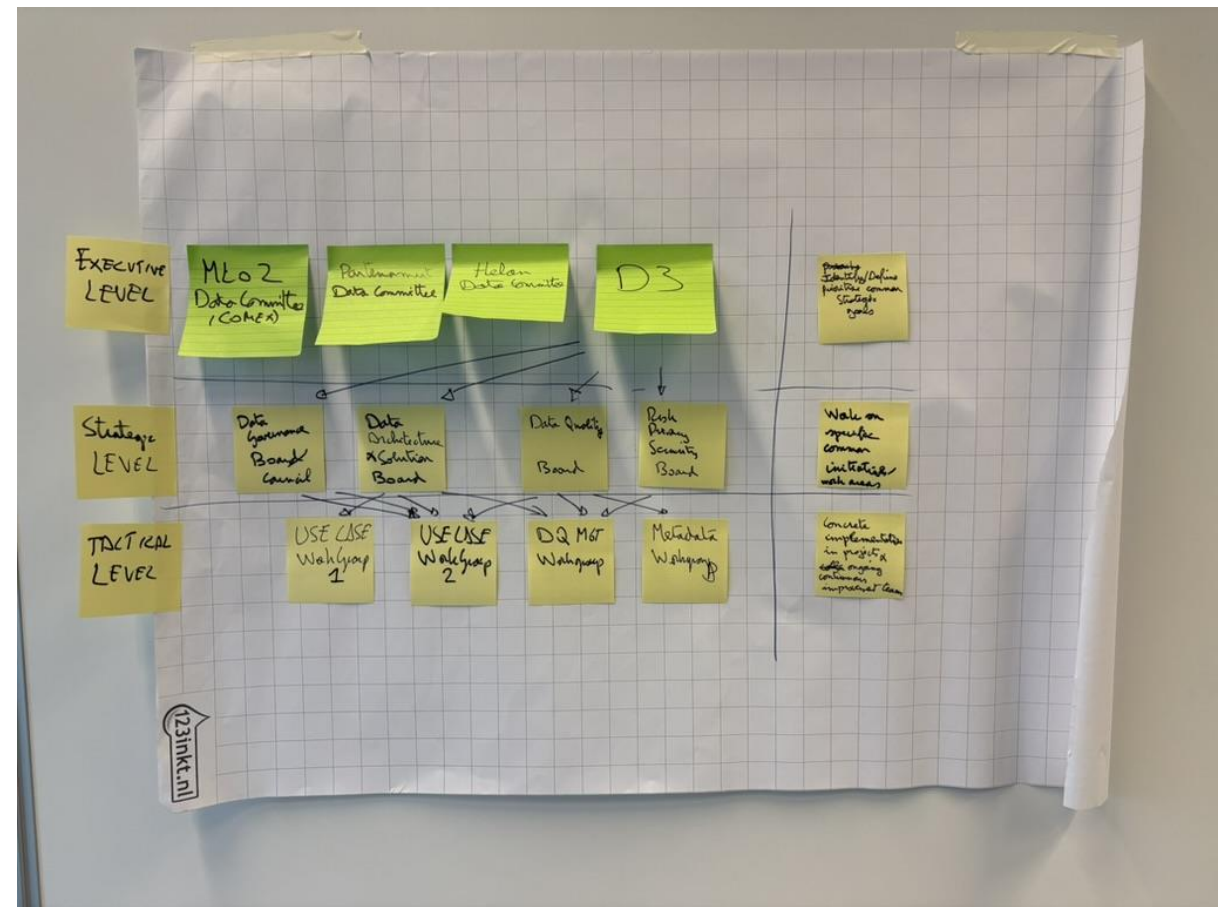
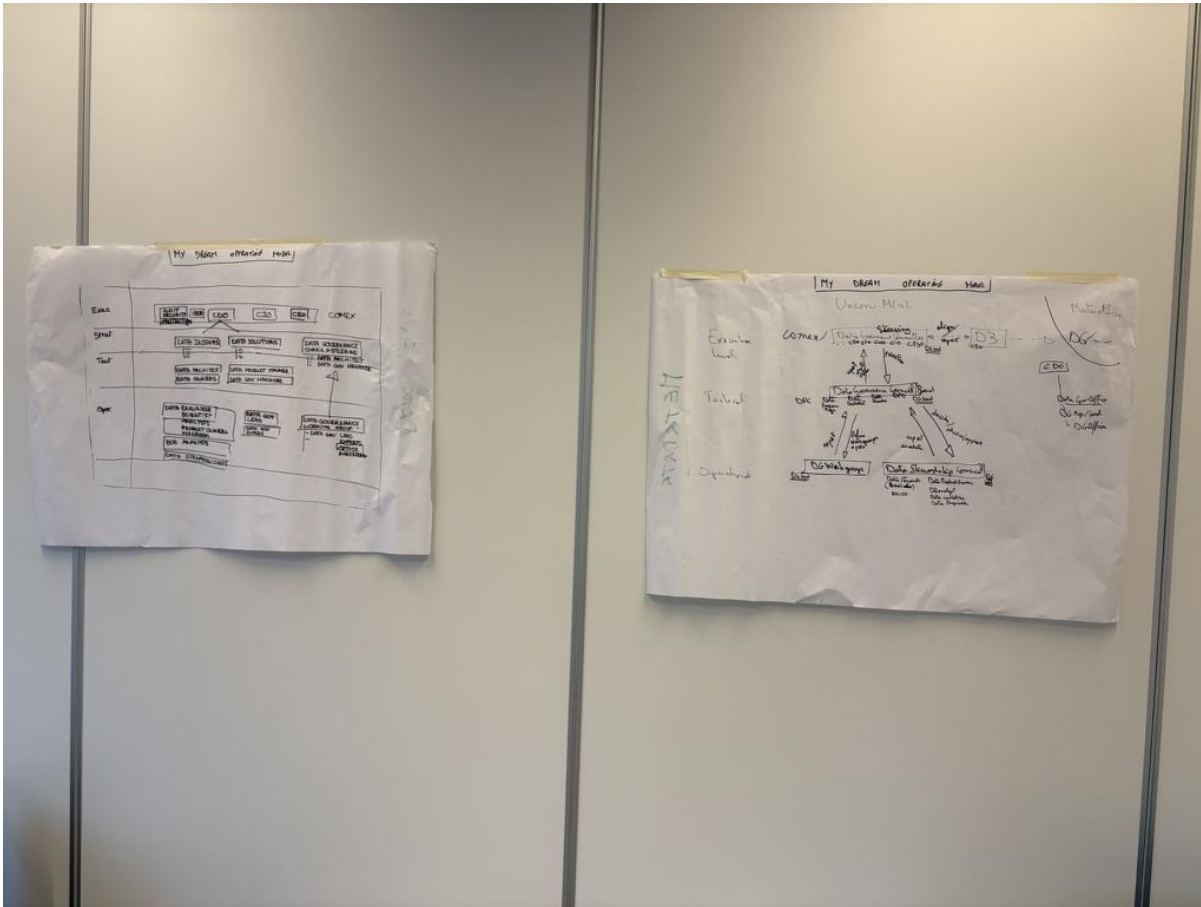
Step 2: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 15 - 20 minutes
- After completing their sketches, each participant presents their operating model concept to the group.
- Presenters should explain the structure, the placement of roles, how communication flows are managed, and how workflows are integrated.
- Encourage the group to **take notes** on interesting ideas or elements they find particularly compelling. This will come in handy during the Strawpoll voting.
- After presenting, stick the concepts on the wall.

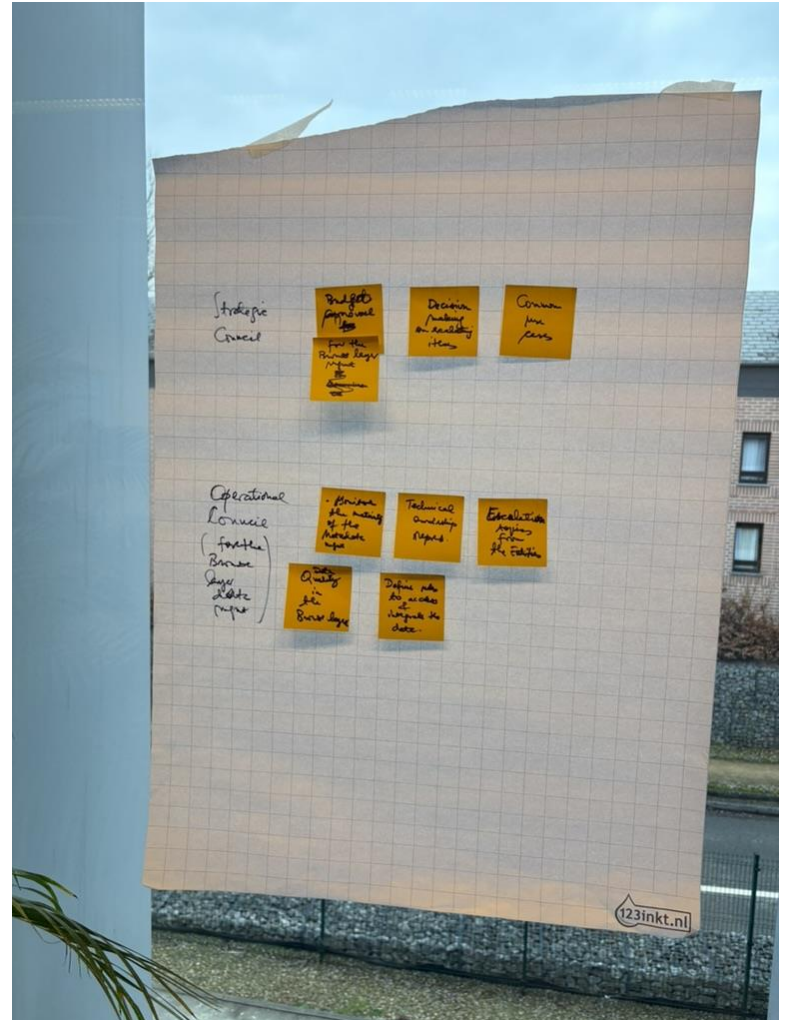
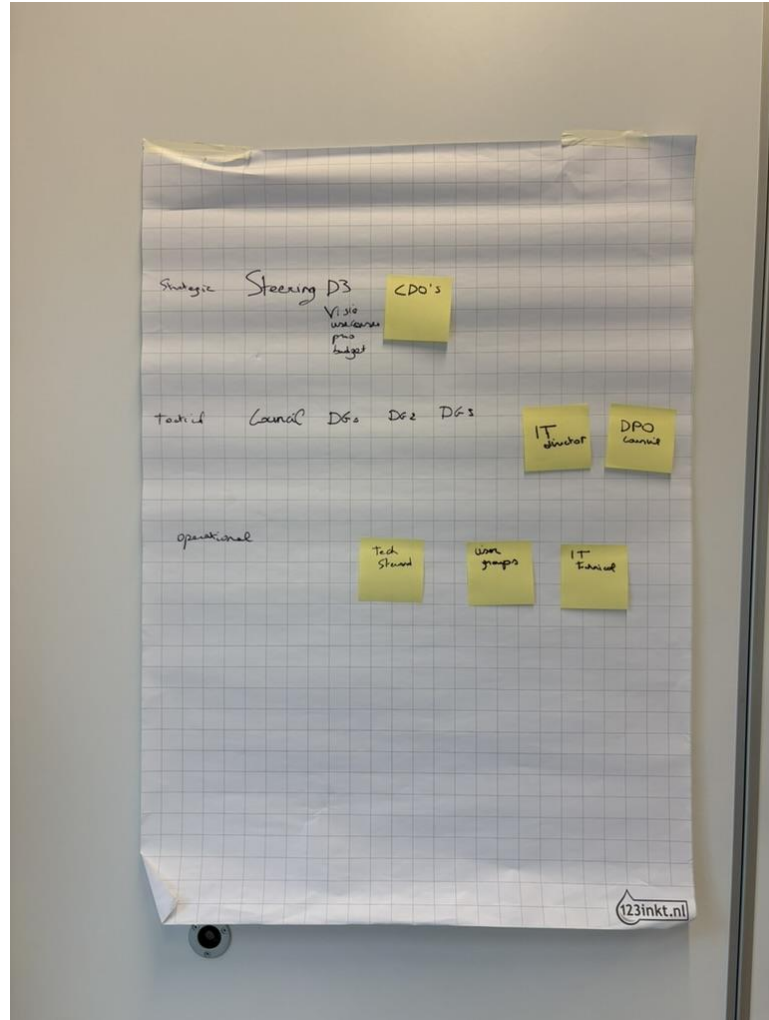
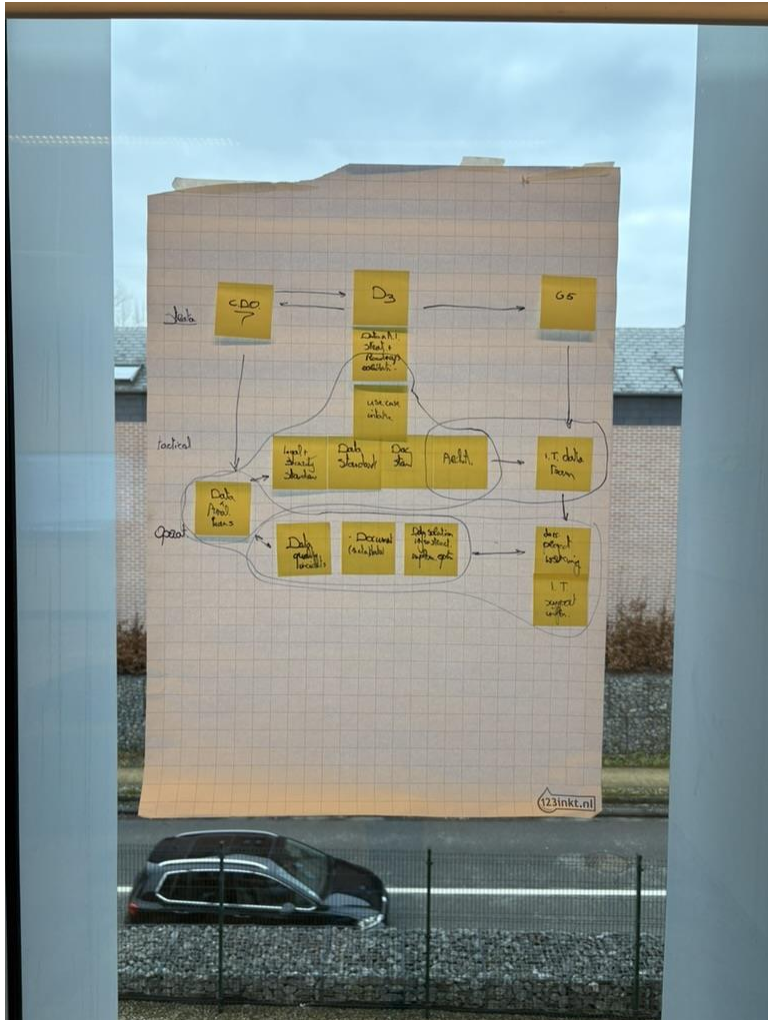
WEEK 2 of 5

Workshop 3 of 7 | Concept Creation



WEEK 2 of 5

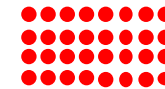
Workshop 3 of 7 | Concept Creation



WEEK 2 of 5

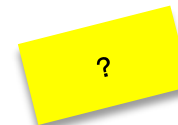
Workshop 3 of 7 | Concept Creation

Step 3: Heatmap Voting



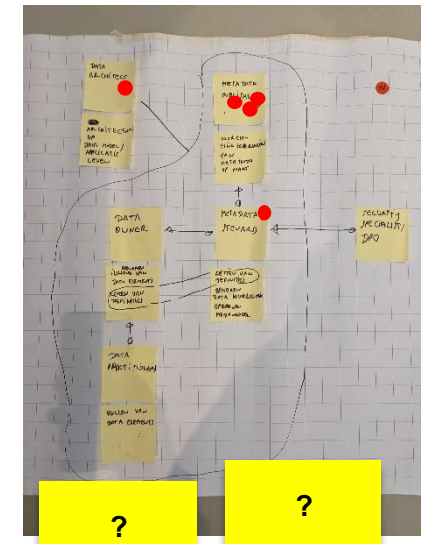
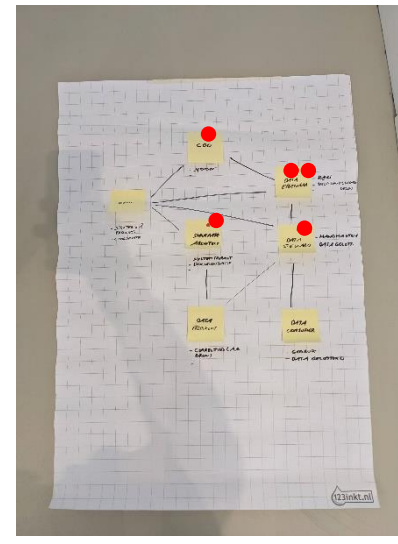
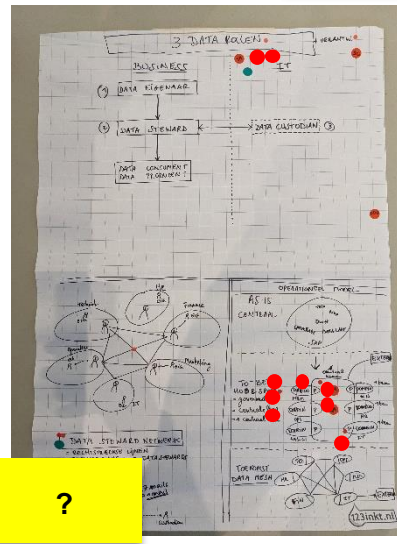
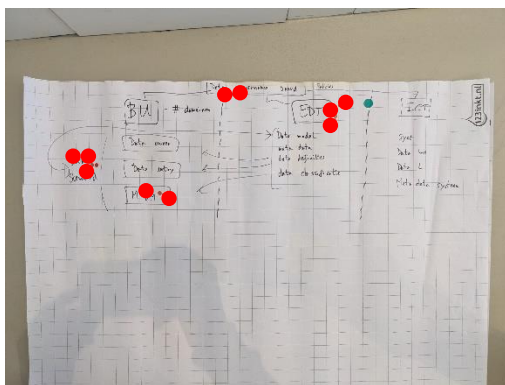
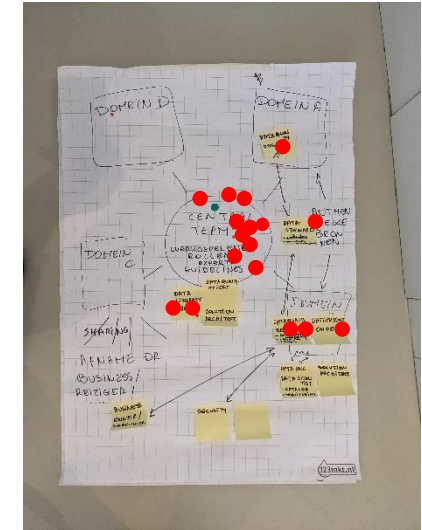
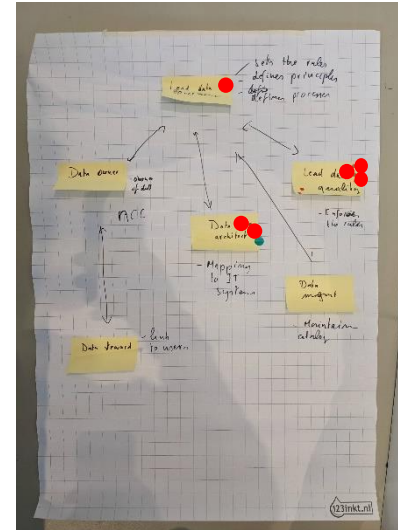
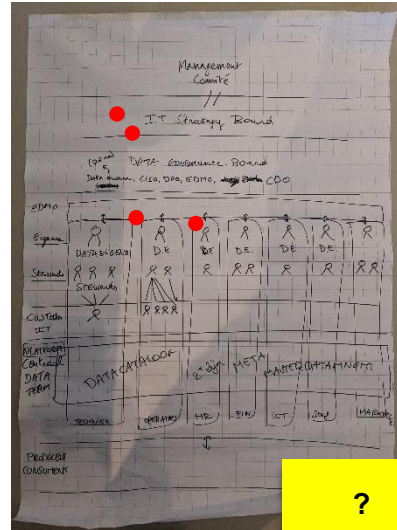
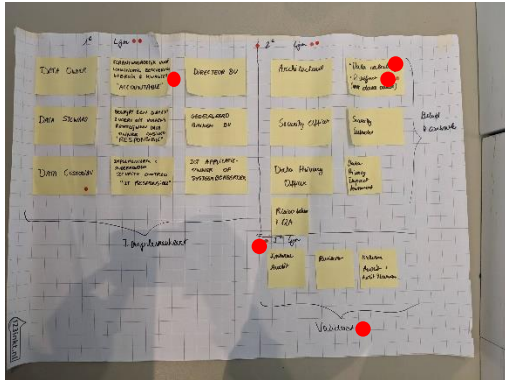
1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 15 minutes
- Participants are given **as many voting dots as possible** and asked to place them on the specific elements of the operating models they find critical or particularly effective. It's all about collecting a "heat map" of opinions.
- Focus on **voting for elements** that you believe are essential to the success of the operating model, considering alignment with the data governance purpose and goals.
- As they read along, they can jot down **any questions** that are simply for clarification on a separate sticky note. So, if there's something they're not quite grasping in a concept, they can write a question on a sticky note and pop it underneath.



WEEK 2 of 5

Workshop 3 of 7 | Concept Creation



WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

Step 3bis: Separate Facilitator Task

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



- While the Heatmap Voting is happening, you as a Facilitator will be taking **quick notes** so that after this you can present to everyone the general idea with the concepts and the **essential elements** that have collected the most heat.
- So, have a notepad and take very quick notes on each concept.
 - ✓ Concept name (if it has a name)
 - ✓ The big idea
 - ✓ The essential elements with the most "heat"

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

Step 4: Operating Models Presentation

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



- **Timing:** 2 minutes per concept
- Now it's time to bring everything together and make sure everyone on the team is on the same page. The goal is to align everyone's understanding and avoid any misinterpretations by having **the Facilitator cover all** the operating model concepts once more.
- In this step, you as the Facilitator, really just **calling out the main idea** of each concept and just the few elements that really got a lot of heat with the votes from the whole team.
- So, we're already starting to narrow down and help all of us, especially the Decider, to **start narrowing down** from a bunch of different ideas and pieces. This way, we can have a smaller set to choose from.

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

Step 4: Operating Models Presentation

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



- Keep in mind that it's **NOT** about describing every single part of the concept. It's just about calling out those interesting ones that got all of those dots.
- The Facilitator uses the notes that they have taken during the Heatmap Voting exercise.
- Then quickly present each concept, aiming at 2 min per concept. So you'll be calling out:
 - ✓ Concept name (if it has a name)
 - ✓ The big idea
 - ✓ The essential elements with the most "heat"
 - ✓ Address the questions (if any)
- End with this sentence:
 - *"Did anyone vote on this for a **different reason** than what I explained?"*

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

Step 5: Strawpoll Voting

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 minutes
- The Strawpoll vote is all about getting a sense of what everyone thinks about which operating model concepts we should go after.
- Set a timer for 5 minutes and have participants **silently decide** which concept they think is most appealing (without voting) and best serves our data governance purpose.
- Once they've decided which one they'll choose, they should write their **reasoning** on a sticky note. Make sure they also write the concept name on it.
- Once that's done, we do a **synchronized voting**. This way we make sure that everyone's made that decision without being influenced by anyone else.

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

Step 5: Strawpoll Voting

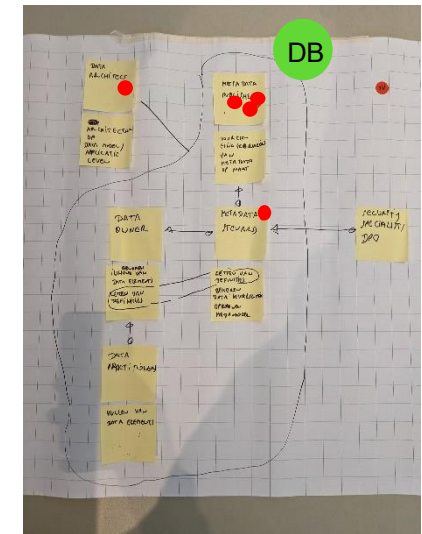
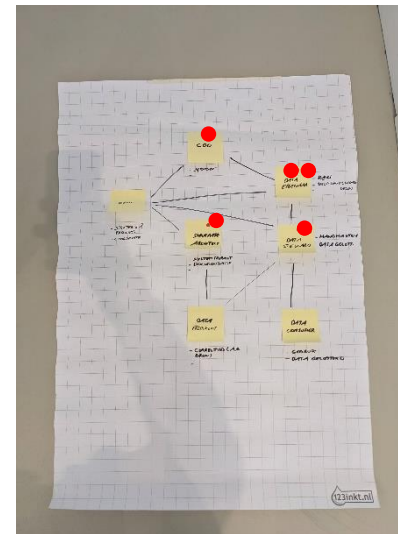
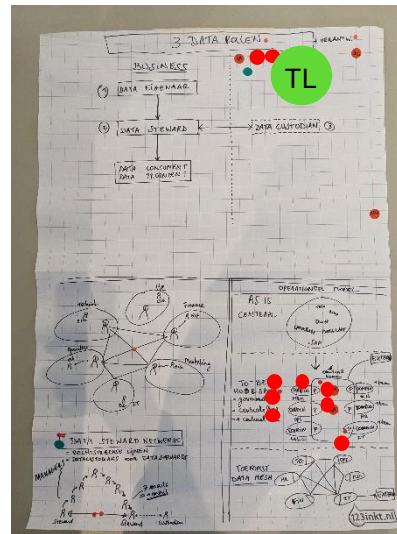
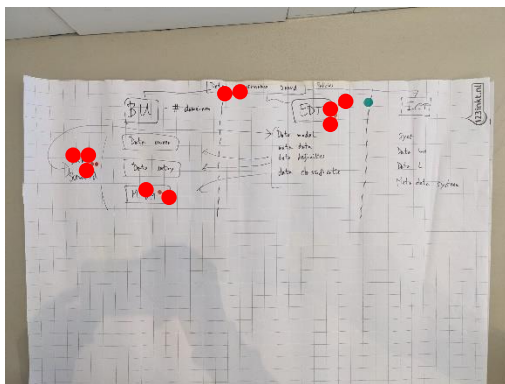
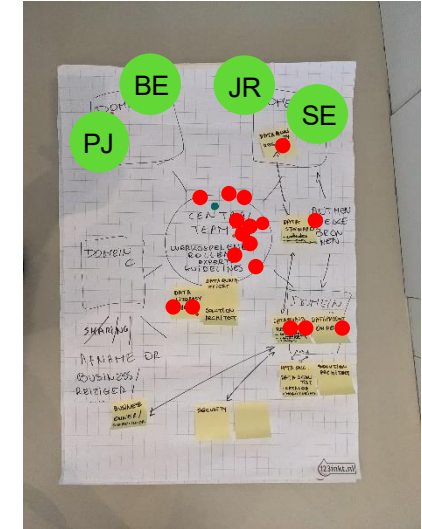
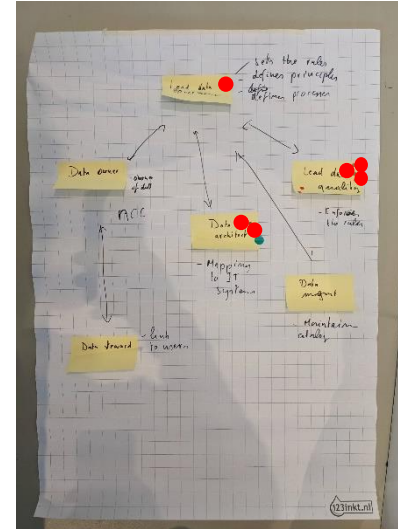
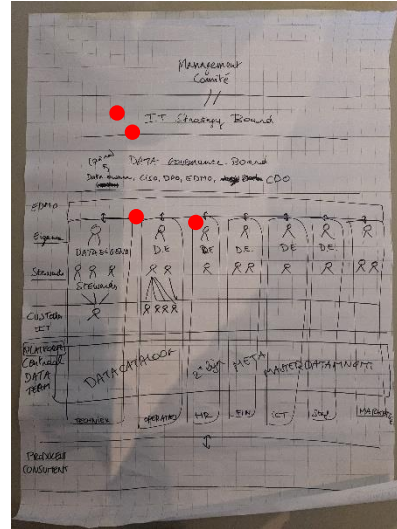
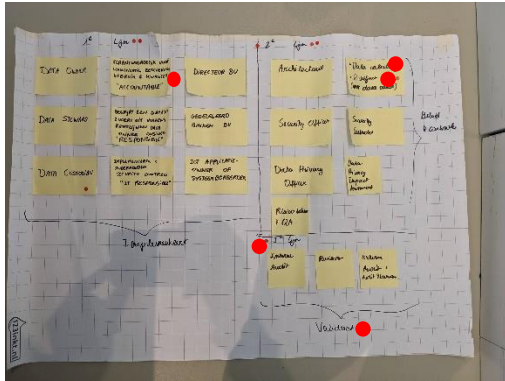


1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 minutes
- Give each participant **one large voting dot** and have them write their **initials** on it.
- Set again a timer for 5 minutes, once the time is up, everyone should **vote at the same time** to avoid influencing each other's votes.
- Keep in mind that it's everyone's responsibility to inform the decider.

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation



WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

Step 6: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 2 minutes per person
- The Facilitator goes over the Strawpoll votes and calls each participant **one by one** to **explain** to the group :
 1. Which concept they've chosen
 2. Why did they choose it
- The Facilitator needs to take care that the participants don't ramble and **don't take more than one minute** to explain their reasoning.

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

Step 7: Decider Vote

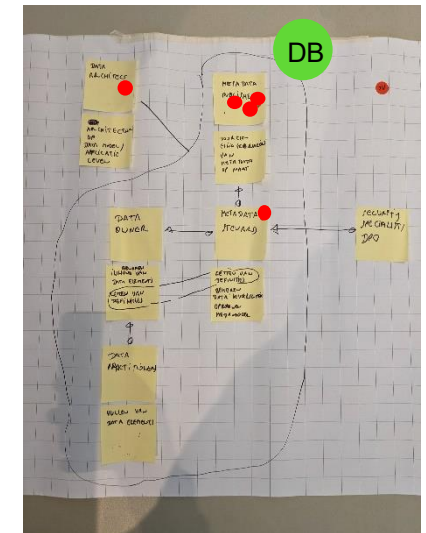
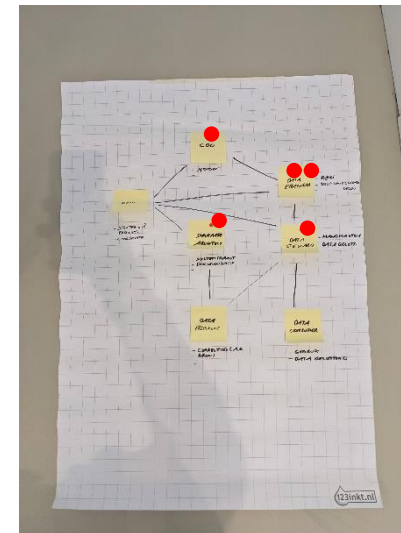
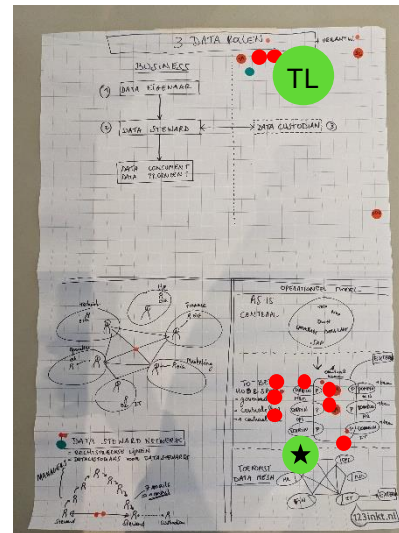
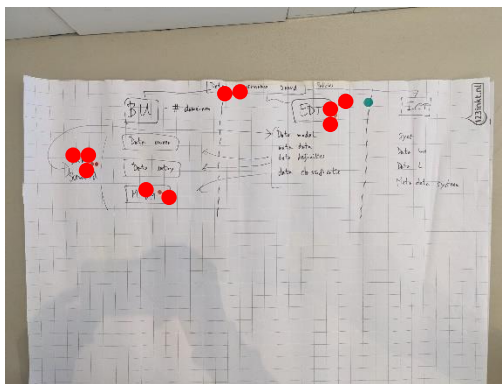
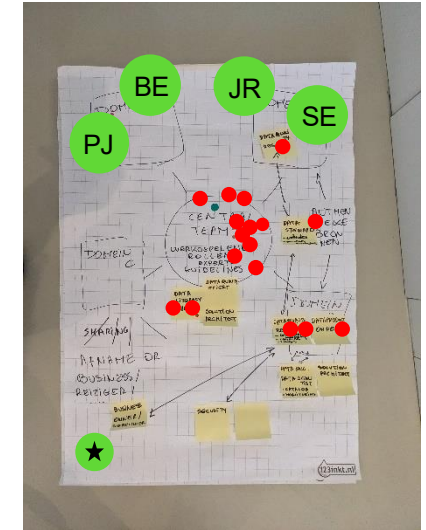
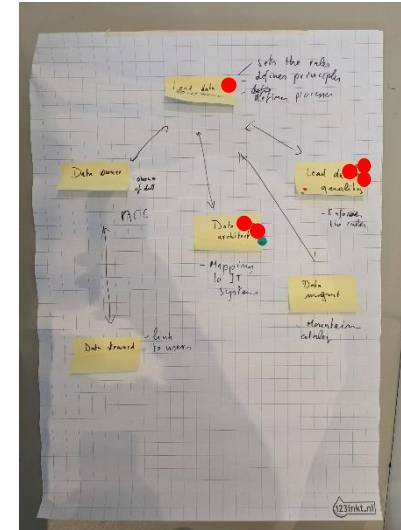
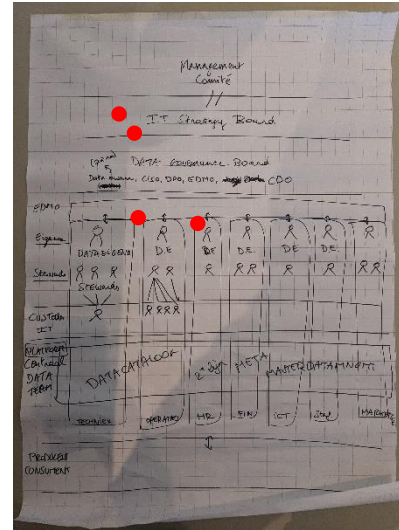
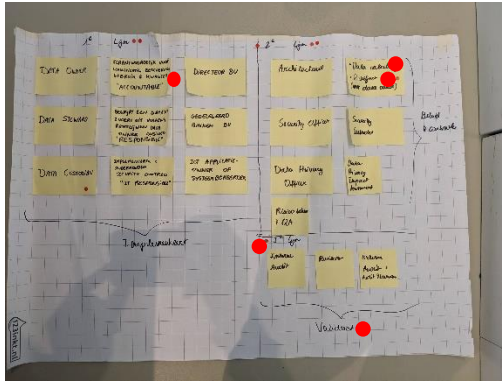


1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 3 minutes
- The Decider reviews the results of the heatmap and strawpoll votes.
- The Decider casts the final vote, selecting the **primary operating model** and, if desired, **integrating top-voted elements** from other concepts. The Decider has the authority to switch up elements and finalize the structure.
- This step solidifies the key components of the final target operating model.

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation



WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

Step 8: Creating the Target Operating Model

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

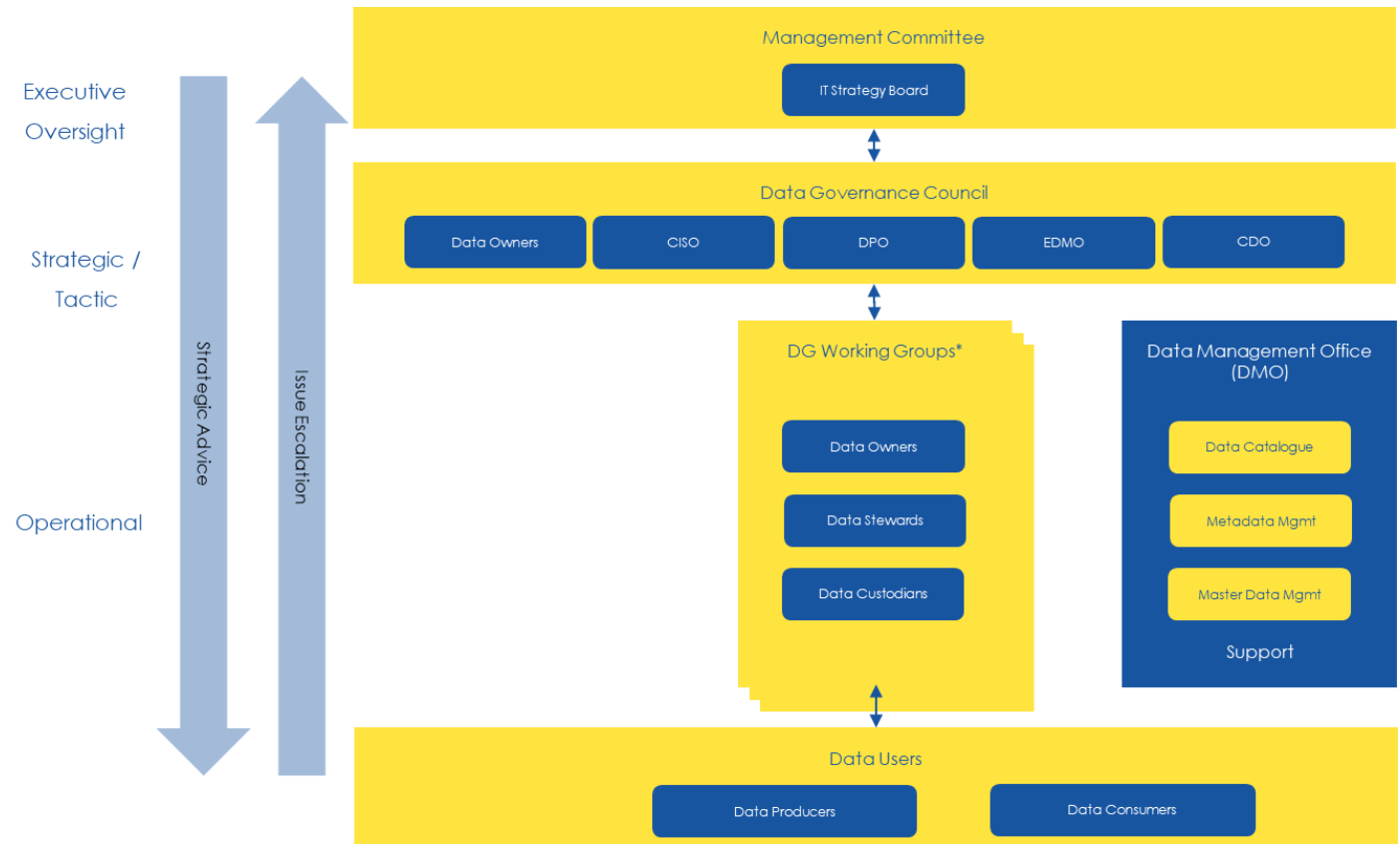
- **Timing:** 10 minutes
- Summarize the top-voted elements from the previous voting sessions by **sketching out the target** operating model on a large sheet (or a whiteboard), incorporating all the top-voted elements and critical parts. Use the following approach:
 1. Place roles
 2. Define organizational bodies
 3. Illustrate communication flows
 4. Outline workflow
- As you sketch, invite participants to **provide input** and ensure that all critical elements are accurately represented. This collaborative approach helps ensure that everyone's insights are reflected in the final model.
- This final sketch will serve as the blueprint for your organization's data governance operating model moving forward.

WEEK 2 of 5

Workshop 3 of 7 | Concept Creation

Step 8: Creating the Target Operating Model

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



WEEK 2 of 5

The Data Players | Workshop 3 of 7

Exercise 1. Responsibility Mapping

Exercise 2. Lightning Demos

Exercise 3. Concept Creation

Exercise 4. Roles Roster

The goal of this final exercise – Roles Roster - is to identify the **bare minimum responsibilities** and roles necessary to effectively maintain data quality and document metadata for the selected CDEs.

By downsizing our target roles, responsibilities, and operating model, we will establish the most efficient and sustainable structure that can be **practically implemented** during our prototype and testing phase.

This simplified version will ensure that we are focusing our resources where they matter most, while still upholding the core principles of our data governance strategy.

WEEK 2 of 5

Workshop 3 of 7 | Roles Roster

1. Timing

Between 30 to 60 minutes

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 2 of 5

Workshop 3 of 7 | Roles Roster



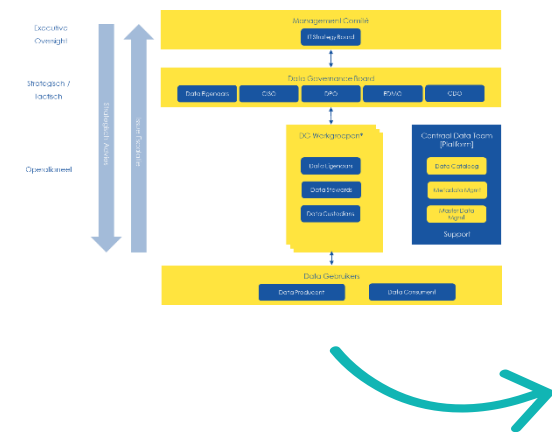
Data Responsibility Cards© or print-out alternatives

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



The target operating model

WEEK 2 of 5

Workshop 3 of 7 | Roles Roster

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- The objective is to downsize and refine the list of roles, responsibilities, and the operating model to a **minimum sustainable version**, focusing specifically on the selected Critical Data Elements (CDEs) and their management.
- Participants will review the CDE shortlist, remove non-essential elements from the target roles and operating model, and use a **voting process** to finalize the streamlined version for the prototype and testing phase.

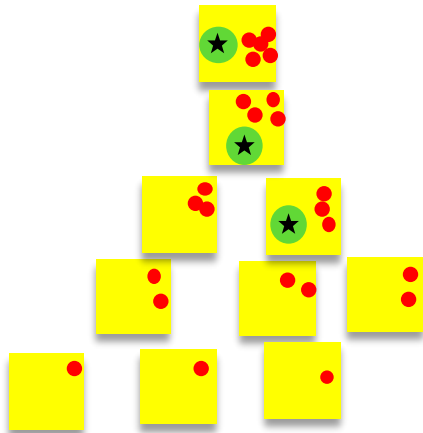
WEEK 2 of 5

Workshop 3 of 7 | Roles Roster

Step 1: Review the CDEs

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Start by revisiting the **CDE shortlist** that was created in the previous workshop.
- Ensure all participants are familiar with the selected CDEs and understand the importance of maintaining **data quality** and documenting **metadata** for these elements.



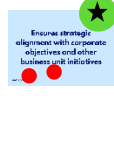
WEEK 2 of 5

Workshop 3 of 7 | Roles Roster

Step 2: Downsizing Roles and Responsibilities

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 – 15 minutes
- Begin by examining the current list of roles and responsibilities.
- Remove any roles or responsibilities that are **not critical or essential** to maintaining data quality and documenting metadata for the selected CDEs.
- Focus on **identifying the minimum set** of roles and responsibilities needed to ensure effective management.
- Encourage participants to **discuss and agree** on which elements are essential and which can be removed.



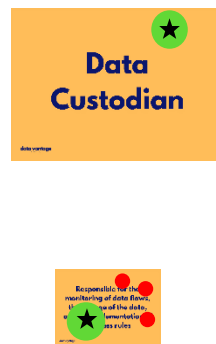
WEEK 2 of 5

Workshop 3 of 7 | Roles Roster

Step 2: Downsizing Roles and Responsibilities

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 – 15 minutes
- As specific responsibilities are **adjusted or modified**, the facilitator notes these changes on sticky notes and adds them to the corresponding responsibility, ensuring all updates are clearly documented.



WEEK 2 of 5

Workshop 3 of 7 | Roles Roster

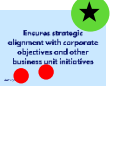
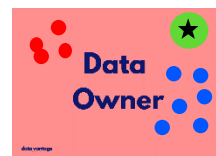
Step 2: Downsizing Roles and Responsibilities

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



Facilitator Tip

- If the participants are unable to reach a consensus on downsizing, distribute **voting dots** (using a different color from previous voting exercises) and conduct a **heatmap voting** session. Afterward, the Decider can make the final decision on the minimum set of roles and responsibilities needed to move forward.



WEEK 2 of 5

Workshop 3 of 7 | Roles Roster

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

Step 3: Downsizing the Operating Model

- **Timing:** 10 – 15 minutes
- Apply the same simplification process to the operating model, focusing only on the elements essential for managing the selected CDEs.
- **Remove any parts** of the operating model that do not directly contribute to CDE management, ensuring the structure remains lean and practical.
- The goal is to create a streamlined operating model that can be **easily implemented and sustained** during the prototype and testing phase.
- Facilitate this step as a **group discussion**. If consensus cannot be reached, conduct a heatmap voting session.
- As the facilitator, take notes of any **adjustments or modifications** on sticky notes and add them to the respective parts of the operating model.

WEEK 2 of 5

Workshop 3 of 7 | Roles Roster

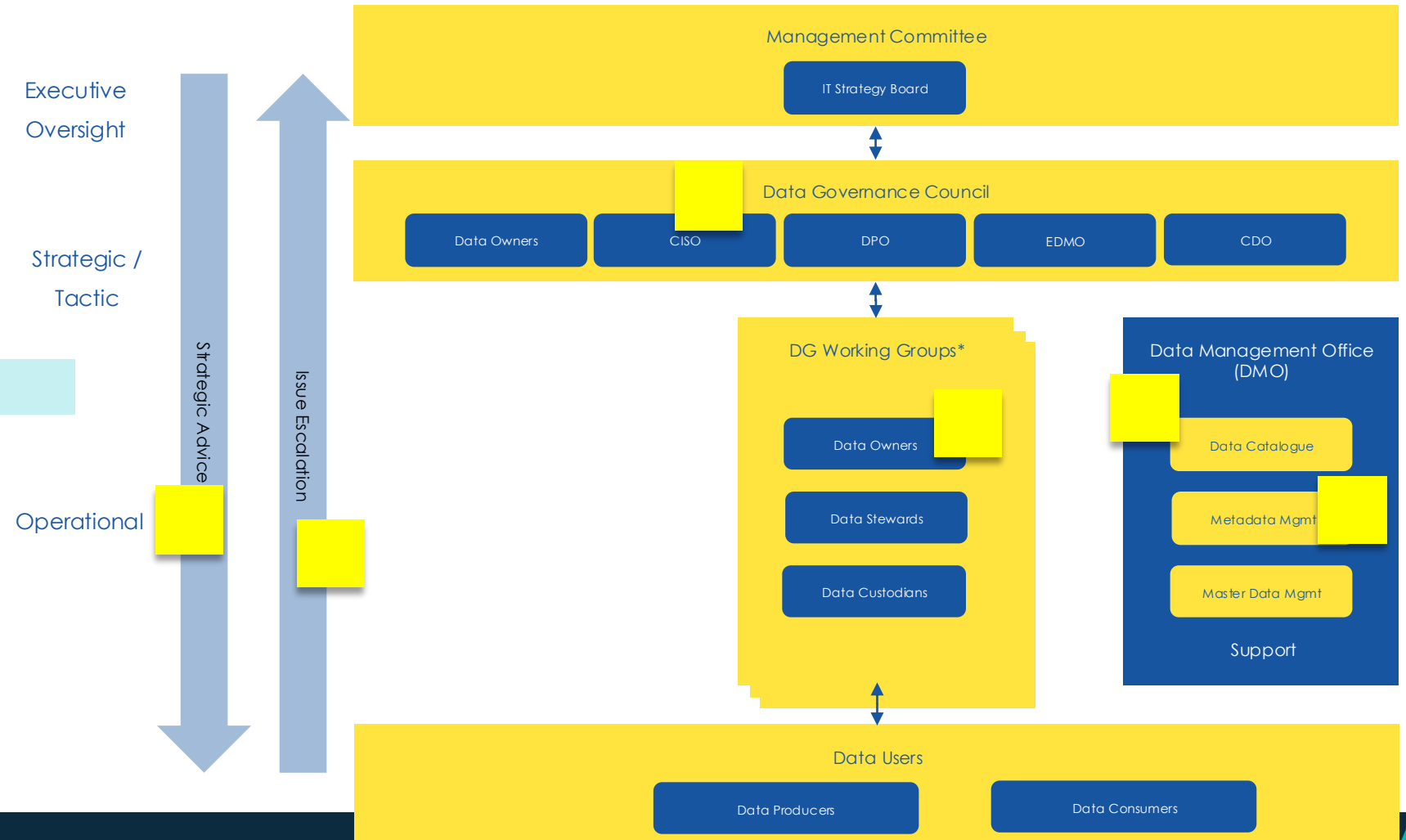
Step 3: Downsizing the Operating Model

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



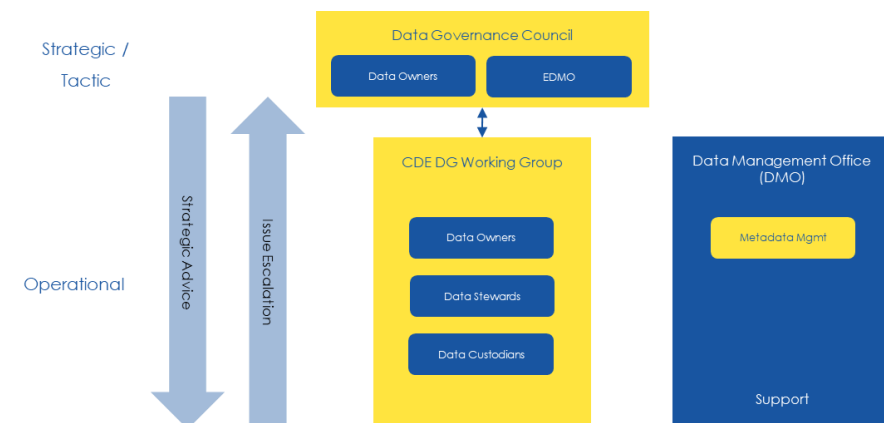
WEEK 2 of 5

Workshop 3 of 7 | Roles Roster

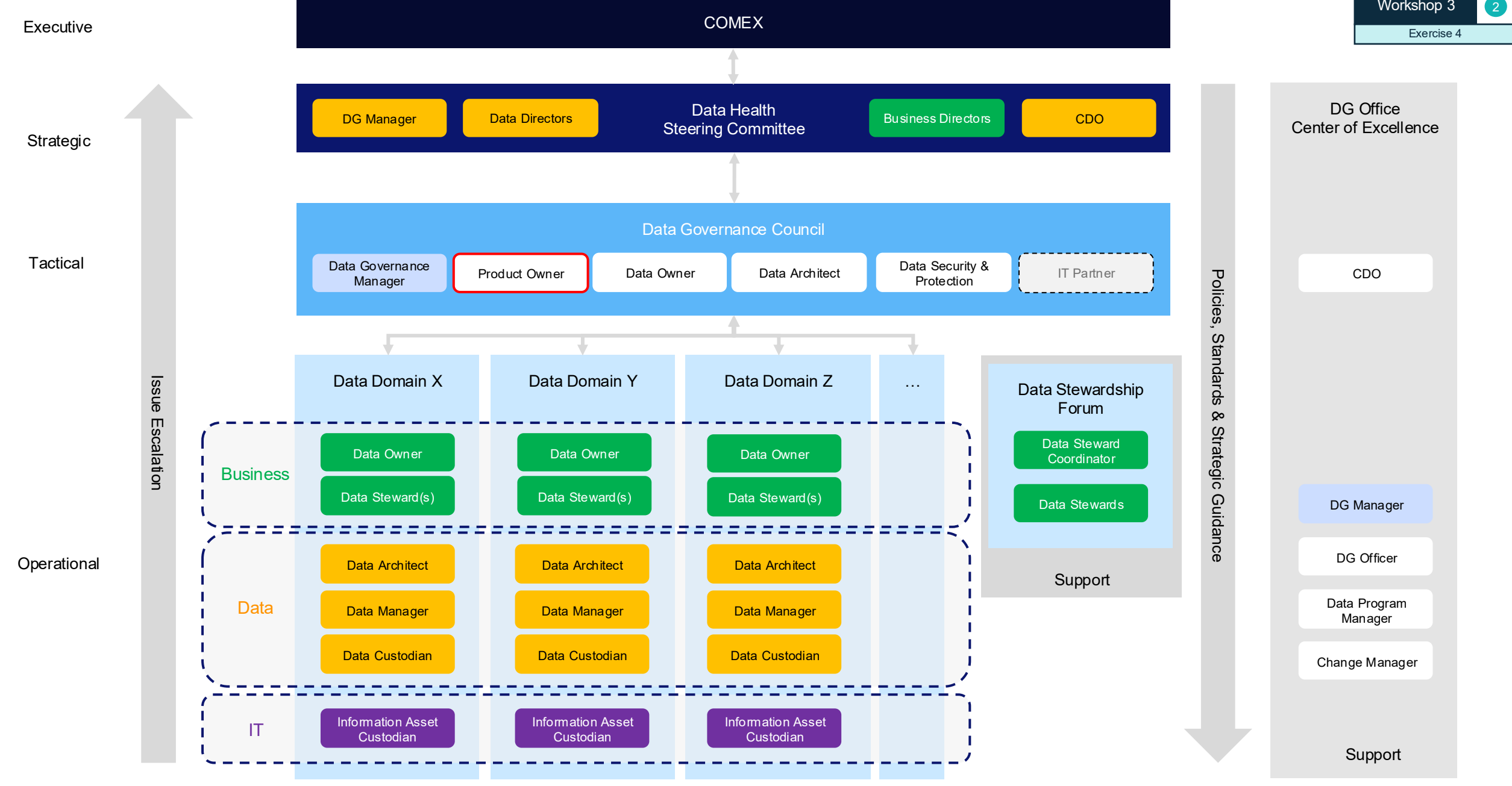
Step 4: Revisualize

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

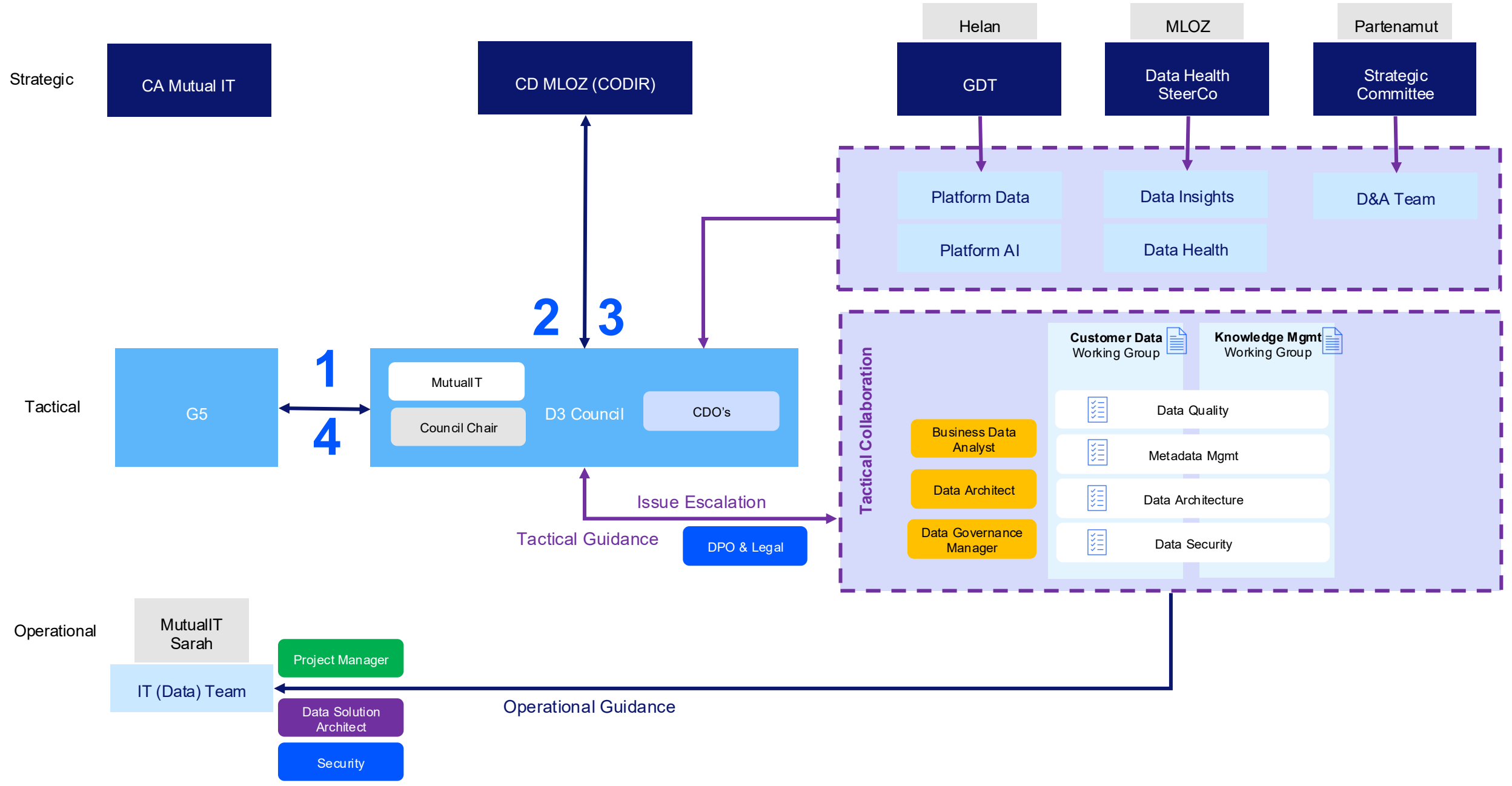
- **Timing:** 10 minutes
- Summarize the final decisions by sketching out the new, streamlined **minimum sustainable version** of the roles, responsibilities, and operating model on whiteboard (or a large sheet).
- This finalized version will serve as the blueprint for the prototype and testing phase, focusing on the **practical management** of the selected CDEs.



TARGET Operating Model



MINIMUM SUSTAINABLE Operating Model



Week 2

1

Monday

2

Tuesday

3

Wednesday

4

Thursday

5

Friday

WEEK 2 of 5

The Data Players | Documentation

The Documentation phase on Wednesday is dedicated to refining and formalizing the **insights and outcomes** from The Data Players workshops conducted on Tuesday.

This phase is crucial for transforming the rough, collaborative work done in the workshop into **polished, actionable documents and artifacts** that will guide our data governance efforts moving forward.

Our goal is to take the raw outputs—such as the roles, responsibilities, the target operating model, and the minimum sustainable operating model—and turn them into clear, organized documentation that can be easily referenced and implemented.

Process and Refine Workshop Outcomes

- Clean up and organize the list of roles and responsibilities into a clear, concise document that reflects the decisions made during the workshop.
- Create a polished overview of the target operating model, ensuring that all elements are visually clear and well-defined.
- Develop a streamlined version of the operating model that includes the bare minimum roles and responsibilities necessary to effectively manage the selected CDEs.

Update the Data Governance Charter

- Begin integrating the documented roles, responsibilities, and operating models into the Data Governance Charter, ensuring that this foundational document reflects the latest decisions and strategies.

Create Visual and Functional Artifacts

- Design a visually appealing and easy-to-understand diagram or document that represents the finalized target operating model and the minimum sustainable operating model.

Week 2

1

Monday

2

Tuesday

3

Wednesday

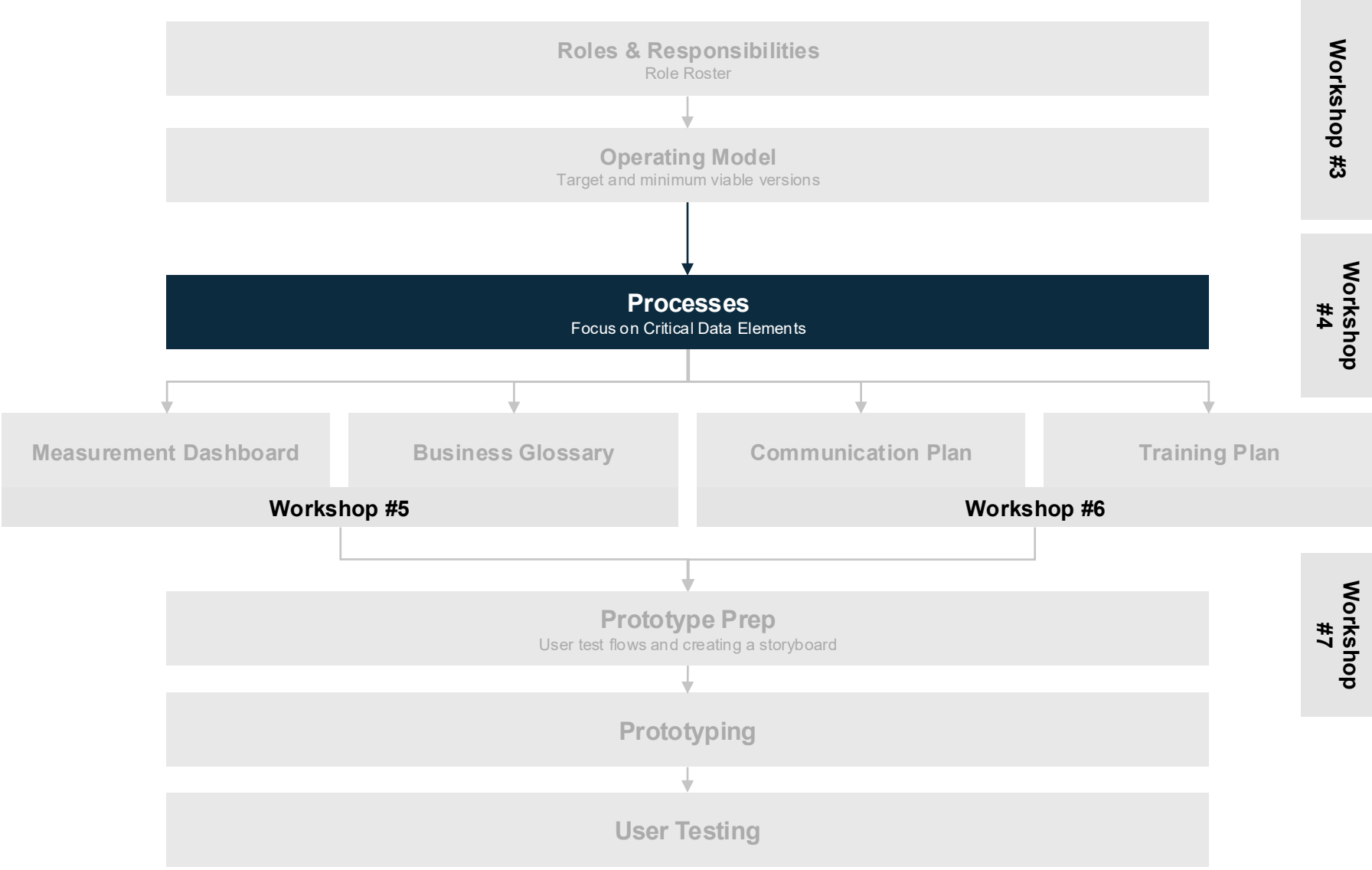
4

Thursday

5

Friday

Data Governance SPRINT™



WEEK 2 of 5

The Rules of the Game | Workshop 4 of 7

The Rules of the Game Workshop: Defining Processes

Welcome to the fourth workshop of our Data Governance Sprint™—The Rules of the Game. In this critical session, we will establish the processes that will govern our data governance efforts, with a strong emphasis on the Critical Data Elements (CDEs) we've identified.

By **focusing on CDEs**, particularly their data quality and metadata documentation, we are zeroing in on the areas where we can deliver quick, tangible value. This approach not only showcases the effectiveness of data governance but also lays a solid foundation for scaling these practices across the organization.

During this workshop, we will delve deep into creating and refining the processes that will ensure consistent **data quality** and thorough **metadata documentation** for our selected CDEs. By the end of the day, we aim to have clear, actionable processes that can be immediately put to use during our prototype and testing phase. This is where we turn strategy into action, setting the rules that will guide our data governance initiatives to success.

Workshop 4: Thursday Full-Day

- Define and refine processes for managing CDEs, with a focus on data quality and metadata documentation.
- Achieve quick wins by honing in on CDEs, showcasing the tangible value of data governance.
- Include Applied Users Story Mapping, 3-layer Voting, and The Process Map to develop practical, aligned processes.
- Deliver a CDE Data Quality Process and a CDE Metadata Documentation Process for immediate implementation.

WEEK 2 of 5

The Rules of the Game | Workshop 4 of 7

Round 1: Data Quality Focus

Exercise 1. Applied Users Story Mapping

Exercise 2. The Process Map

Exercise 3. Applied Users Story Mapping

Exercise 4. The Process Map

In this exercise, we will dive into the practical aspects of **maintaining and improving the quality** of our Critical Data Elements (CDEs).

By mapping out the story of how data quality is managed within our organization, we'll create a clear, **step-by-step process** that ensures our data remains accurate, reliable, and valuable.

This is where strategy meets action—each of you will bring your insights to the table, mapping out how data quality issues are identified, addressed, and resolved.

By the end of this exercise, we'll have a well-defined process that can be implemented to safeguard the integrity of our most critical data.

WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

1. Timing

Between 1 to 2 hours

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 2 of 5

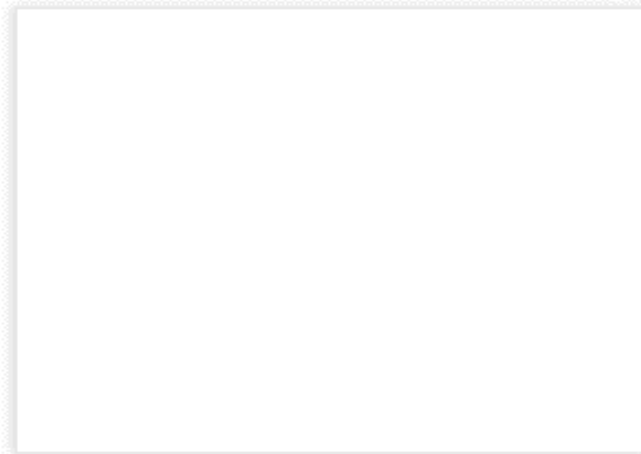
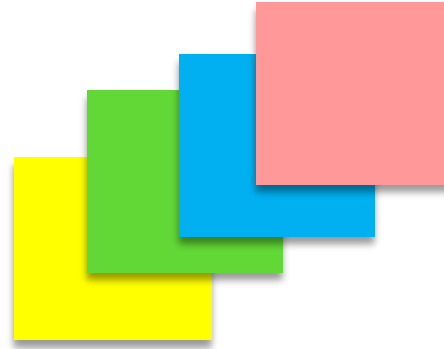
Workshop 4 of 7 | Applied Users Story Mapping

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- The objective of this in-depth brainstorming exercise is to create a **detailed and actionable process flow** for maintaining and improving the data quality of Critical Data Elements (CDEs).
- Think of it as a **timeline of data activities** for specific users, aiming for the **target version**.
- Participants will individually map out the business process flow, identifying roles, responsibilities, activities, and decision points involved in managing data quality. The exercise will culminate in group presentations, voting, and the selection of a final process to be implemented.

WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 1: Set-up and Explanation

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 5 minutes
- Provide each participant with a large sheet of paper (e.g., A3 or flipchart size) and **four colors** of sticky notes:



➤ **Yellow:** Activities involved in the data quality process.



➤ **Blue:** Data roles responsible for each activity.



➤ **Pink:** Data governance bodies involved in the process.



➤ **Green:** Gateways or decision points that influence the process flow.

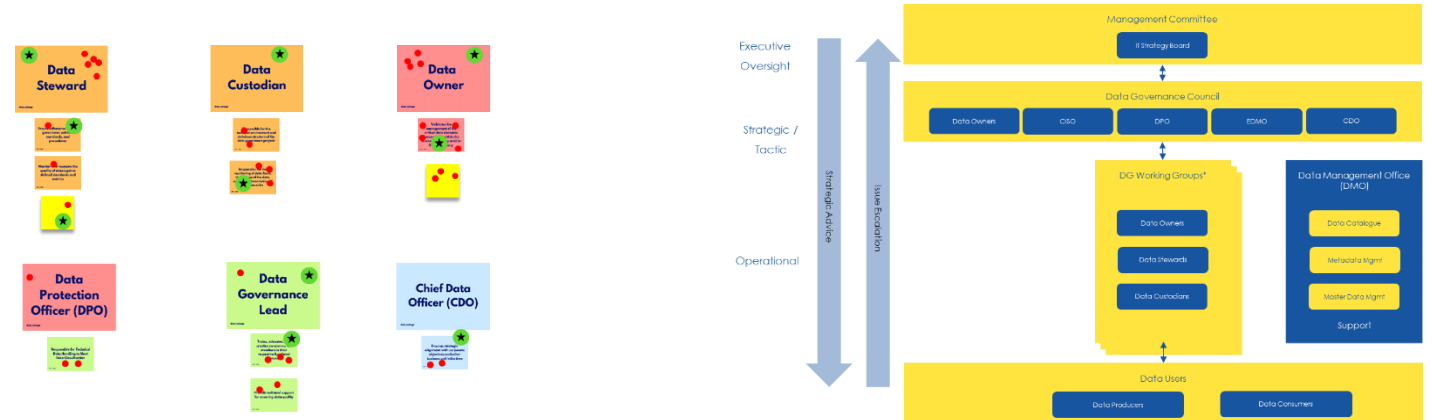
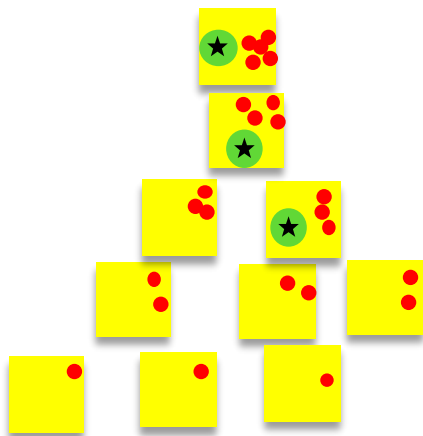
WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 1: Set-up and Explanation

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- Begin by giving a brief explanation of the exercise, emphasizing that participants should focus specifically on the processes related to the **Critical Data Elements (CDEs)**.
- Highlight that the goal is to map out the **data quality process**, and they should consider the previously created target roles, responsibilities, and operating model when designing their process.



WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 2: Create the Story

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- **Timing:** 20 minutes
- Ask every participant to write the **individual steps or activities** of the process for maintaining and improving the data quality of a CDE.
- Each step or activity should be on a single **yellow sticky note** and be easy to read.
- Each participant should aim to create **15-25 steps**.
- Encourage participants to **use swimlanes** to separate activities by role, making it clear who is responsible for what.
- Tell participants to **draw arrows** to indicate the sequence of activities, workflows, and communication flows between roles and bodies.

WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 2: Create the Story

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- Remind the participants to:



➤ **Identify Activities:** Use yellow sticky notes to outline key activities such as data validation, issue reporting, and data cleansing.



➤ **Assign Roles:** Use blue sticky notes to designate which roles are responsible for each activity.



➤ **Involve Governance Bodies:** Use pink sticky notes to indicate the involvement of governance bodies in overseeing or supporting these activities.



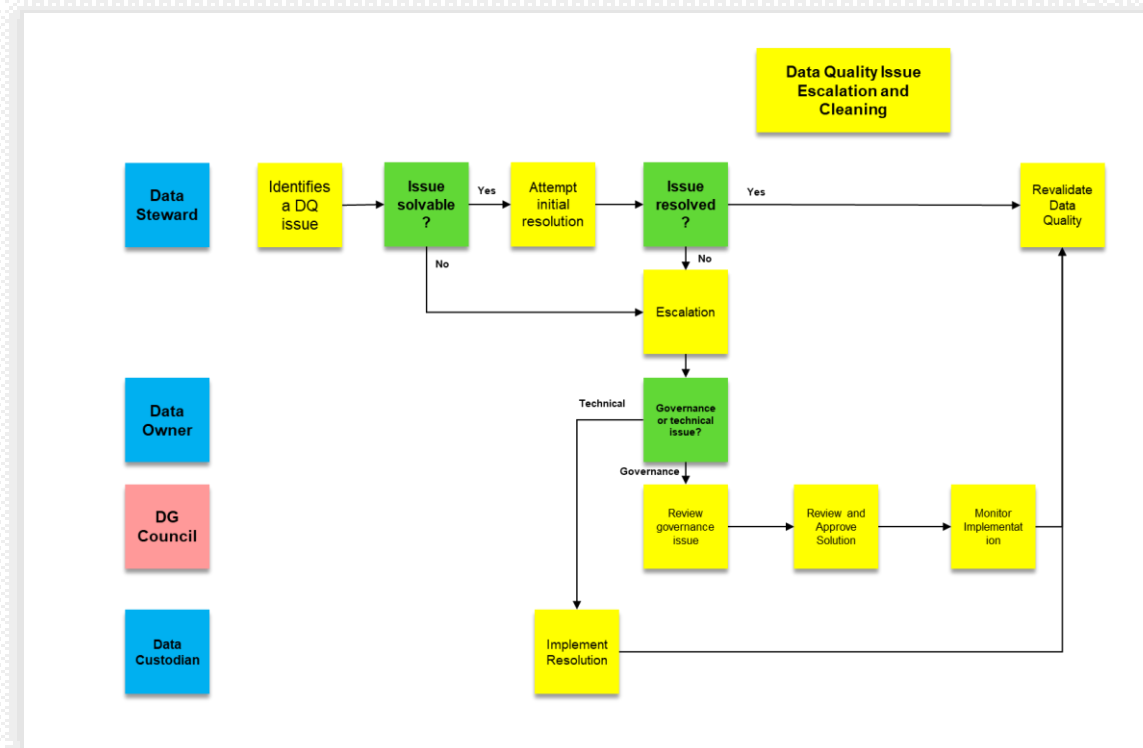
➤ **Decision Points:** Use green sticky notes for gateways or decision points where critical choices are made (e.g., when to escalate an issue).

WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 2: Create the Story

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

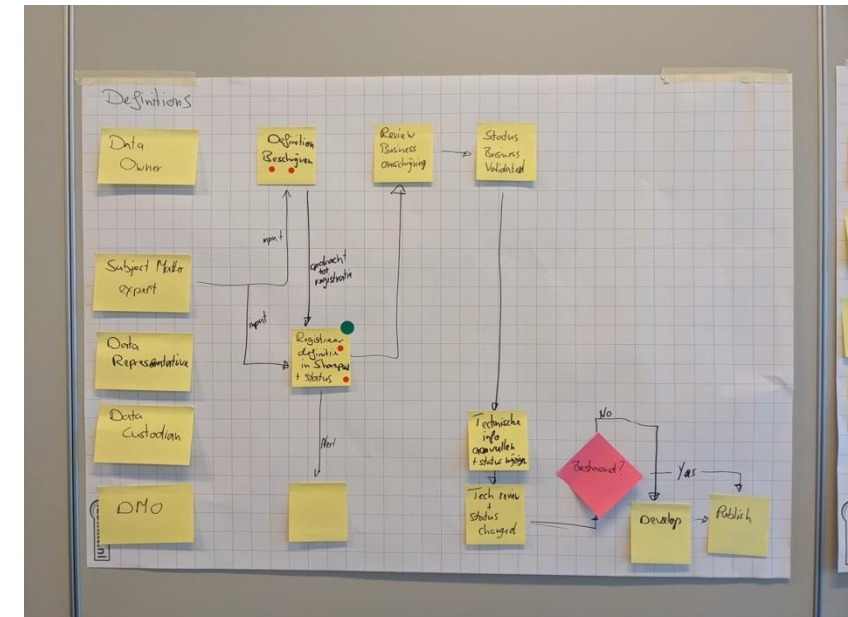
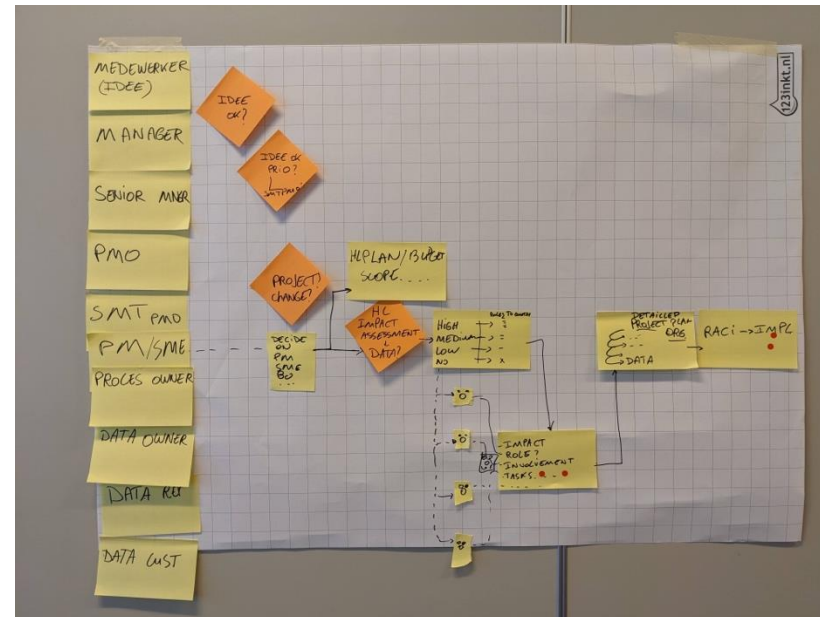


WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 2: Create the Story

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

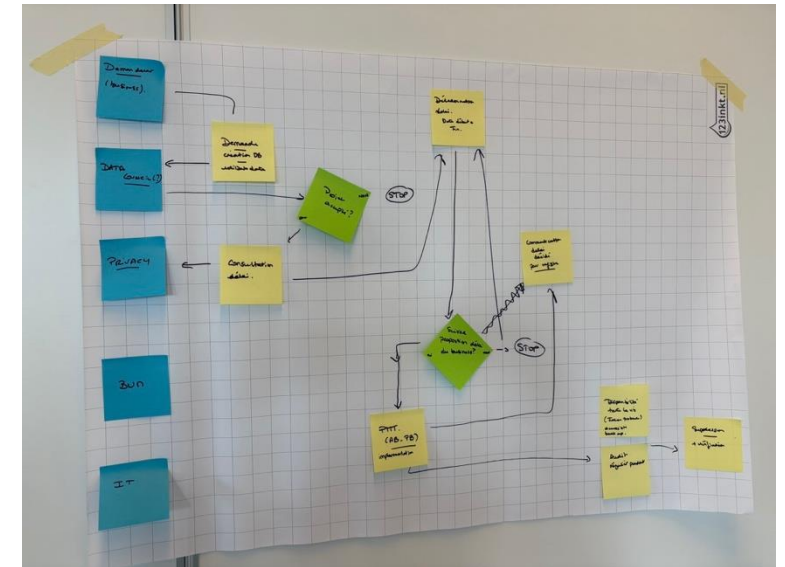
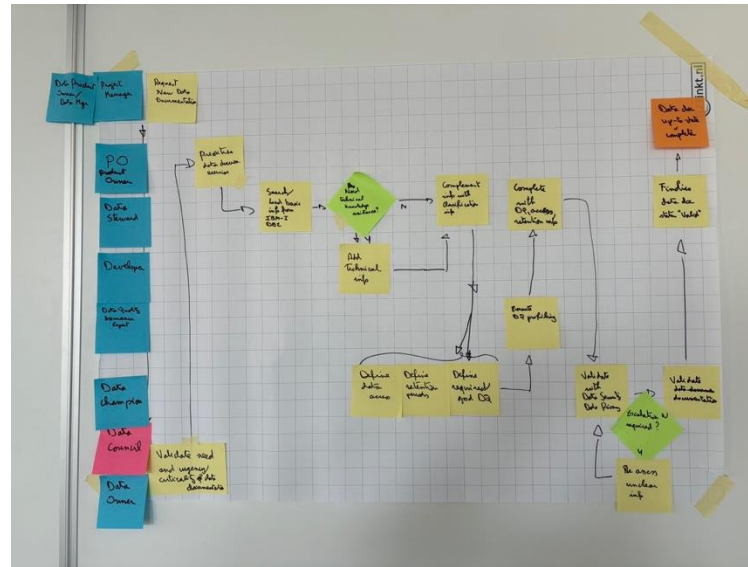


WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 2: Create the Story

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

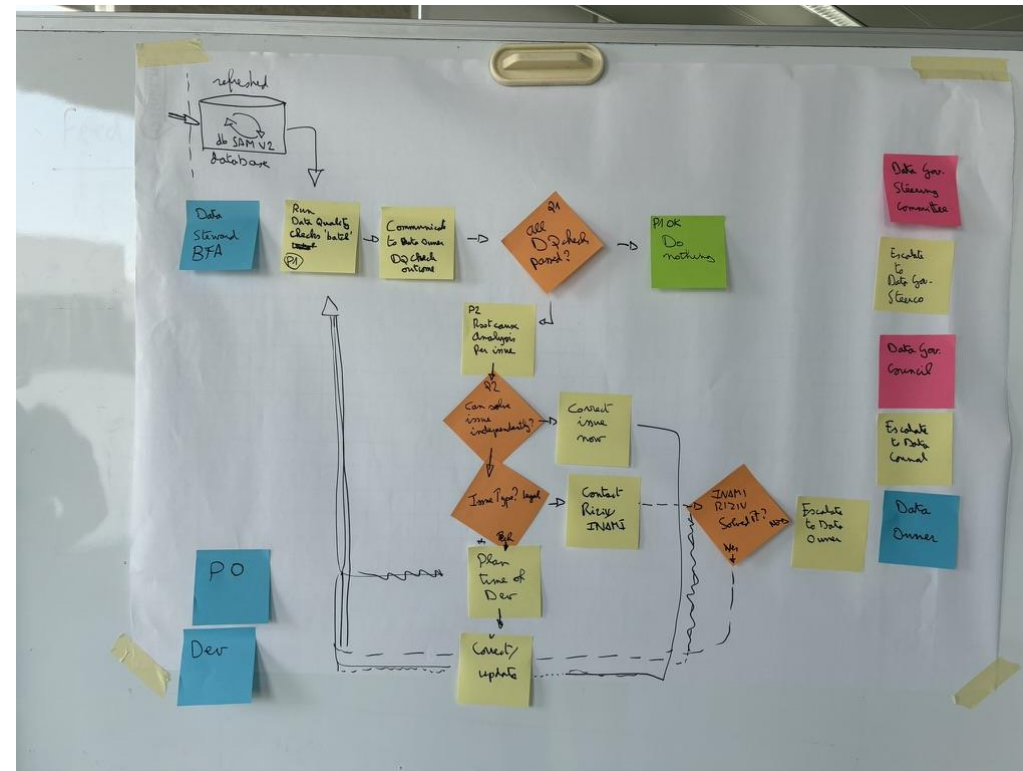


WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 2: Create the Story

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 3: Present

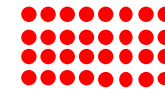
1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 3 minutes per person
- Once the process maps are complete, participants stick their concepts on the wall.
- Each participant presents their process flow to the group, explaining the roles, activities, and decision points they've identified.

WEEK 2 of 5

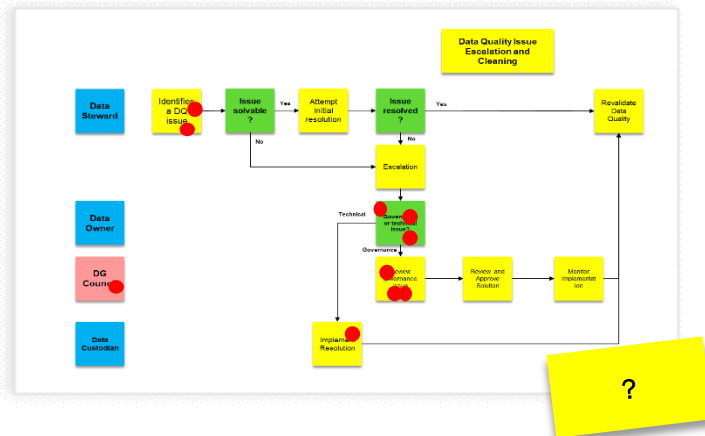
Workshop 4 of 7 | Applied Users Story Mapping

Step 4: Heatmap Voting



1. Timing
2. What you'll need
3. Introducing the exercise

4. Flow



- **Timing:** 15 minutes
- Participants are given **as many voting dots as possible** and asked to place them on the specific elements of the concepts they find critical or particularly effective. It's all about collecting a "heat map" of opinions.
- Focus on **voting for elements** that you believe are essential to the success of the CDE data quality process, considering alignment with the data governance purpose and goals.
- As they read along, they can jot down **any questions** that are simply for clarification on a separate sticky note. So, if there's something they're not quite grasping in a concept, they can write a question on a sticky note and pop it underneath.



WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 4bis: Separate Facilitator Task

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



- While the Heatmap Voting is happening, you as a Facilitator will be taking **quick notes** so that after this you can present to everyone the general idea with the concepts and the **essential elements** that have collected the most heat.
- So, have a notepad and take very quick notes on each concept.
 - ✓ Concept name (if it has a name)
 - ✓ The big idea
 - ✓ The essential elements with the most "heat"

WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 5: Users Stories Presentation

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



- **Timing:** 2 minutes per concept
- Now it's time to bring everything together and make sure everyone on the team is on the same page. The goal is to align everyone's understanding and avoid any misinterpretations by having **the Facilitator cover all** the process flow concepts once more.
- In this step, you as the Facilitator, really just **calling out the main idea** of each concept and just the few elements that really got a lot of heat with the votes from the whole team.
- So, we're already starting to narrow down and help all of us, especially the Decider, to **start narrowing down** from a bunch of different ideas and pieces. This way, we can have a smaller set to choose from.

WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 5: Users Stories Presentation

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow



- Keep in mind that it's **NOT** about describing every single part of the concept. It's just about calling out those interesting ones that got all of those dots.
- The Facilitator uses the notes that they have taken during the Heatmap Voting exercise.
- Then quickly present each concept, aiming at 2 min per concept. So you'll be calling out:
 - ✓ Concept name (if it has a name)
 - ✓ The big idea
 - ✓ The essential elements with the most "heat"
 - ✓ Address the questions (if any)
- End with this sentence:
 - *"Did anyone vote on this for a **different reason** than what I explained?"*

WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 6: Strawpoll Voting

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 minutes
- The Strawpoll vote is all about getting a sense of what everyone thinks about which users story or process flow concepts we should go after.
- Set a timer for 5 minutes and have participants **silently decide** which concept they think is most appealing (without voting) and best serves our purpose of maintaining data quality.
- Once they've decided which one they'll choose, they should write their **reasoning** on a sticky note. Make sure they also write the concept name on it.
- Once that's done, we do a **synchronized voting**. This way we make sure that everyone's made that decision without being influenced by anyone else.

WEEK 2 of 5

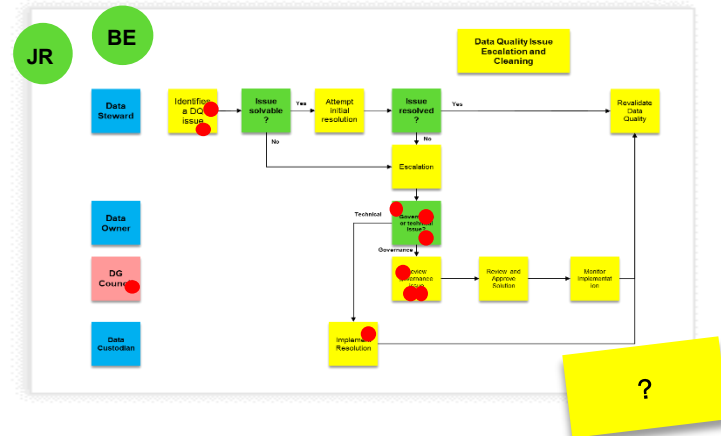
Workshop 4 of 7 | Applied Users Story Mapping

Step 6: Strawpoll Voting



1. Timing
2. What you'll need
3. Introducing the exercise

4. Flow



- **Timing:** 10 minutes
- Give each participant **one large voting dot** and have them write their **initials** on it.
- Set again a timer for 5 minutes, once the time is up, everyone should **vote at the same time** to avoid influencing each other's votes.
- Keep in mind that it's everyone's responsibility to inform the decider.

WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Step 7: Present

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 2 minutes per person
- The Facilitator goes over the Strawpoll votes and calls each participant **one by one** to **explain** to the group :
 1. Which concept they've chosen
 2. Why did they choose it
- The Facilitator needs to take care that the participants don't ramble and **don't take more than one minute** to explain their reasoning.

WEEK 2 of 5

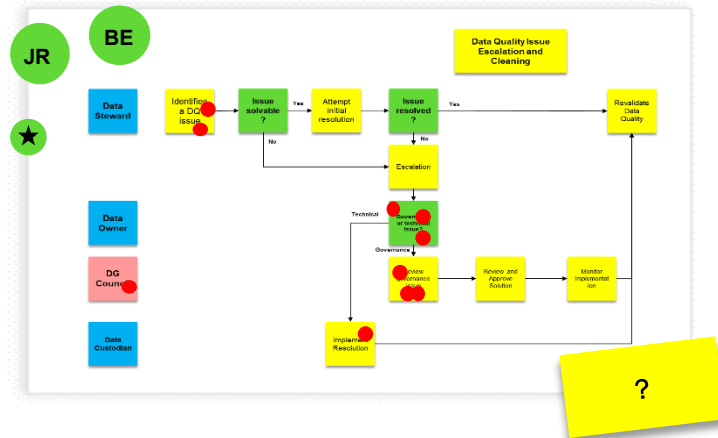
Workshop 4 of 7 | Applied Users Story Mapping

Step 8: Decider Vote



1. Timing
2. What you'll need
3. Introducing the exercise

4. Flow



- **Timing:** 3 minutes
- The Decider reviews the results of the heatmap and strawpoll votes.
- The Decider casts the final vote, selecting the **primary process flow** and, if desired, **integrating top-voted elements** from other concepts. The Decider has the authority to switch up elements and finalize the structure.
- This step solidifies the key components of the final target data quality process flow for CDEs.

WEEK 2 of 5

The Rules of the Game | Workshop 4 of 7

Round 1: Data Quality Focus

Exercise 1. Applied Users Story Mapping

Exercise 2. The Process Map

Exercise 3. Applied Users Story Mapping

Exercise 4. The Process Map

After exploring individual concepts in the previous exercise, it's time to bring our ideas together and collaboratively create a **unified process map** for maintaining and improving the data quality of our Critical Data Elements (CDEs).

This exercise will **synthesize the best elements** from our individual efforts into a clear, practical process that can be implemented across the organization.

By working together, we'll ensure that the final process map is comprehensive, effective, and aligned with our data governance objectives.

WEEK 2 of 5

Workshop 4 of 7 | The Process Map

1. Timing

Between 30 to 60 minutes

2. What you'll need

3. Introducing the exercise

4. Flow

WEEK 2 of 5

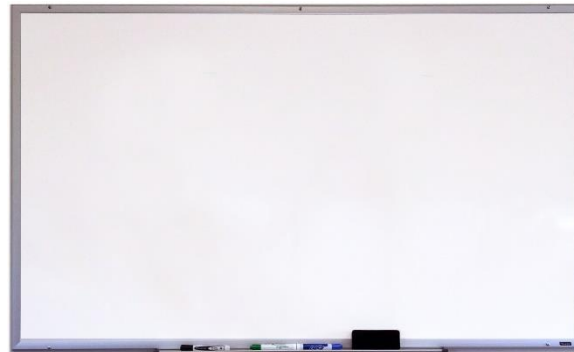
Workshop 4 of 7 | The Process Map

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow



WEEK 2 of 5

Workshop 4 of 7 | The Process Map

1. Timing

2. What you'll need

3. Introducing the exercise

4. Flow

- The objective of this exercise is to collaboratively develop a **finalized process map** for maintaining and improving the data quality of CDEs, integrating the most effective elements from the individual concepts.
- Participants will engage in a **facilitated group discussion** to refine and consolidate the data quality process, ensuring it is practical, comprehensive, and ready for implementation.

WEEK 2 of 5

Workshop 4 of 7 | The Process Map

Step 1: Set Up the Data Players

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 2 minutes
- Begin by adding the **selected data roles** from Exercise 1 to the left side of the whiteboard, creating swimlanes for each role.
- These **swimlanes** will help organize the activities and responsibilities of each data player in the process.
- The facilitator guides the group in identifying and placing the top-voted and Decider-selected data roles, ensuring that all key players are represented in the swimlanes.

WEEK 2 of 5

Workshop 4 of 7 | The Process Map

Step 2: Define the Goal

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 2 minutes
- Clearly define the **goal of the process**, which could be for example the monitored data quality of a CDE. Write the goal on the right side of the whiteboard.
- If there is no clear consensus among participants, use a note and vote method to decide on the goal.
- The facilitator ensures that the goal is well-understood and agreed upon by all participants, as this will guide the rest of the process mapping.

WEEK 2 of 5

Workshop 4 of 7 | The Process Map

Step 3: Collaborative Process Mapping

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 15 minutes
- With the swimlanes and goal in place, the facilitator leads the group in adding activities, decision points, and communication flows to the process map.
- Begin by **summarizing the top-voted elements** from the previous exercise, where participants identified the critical activities, roles, and concepts they found essential.
- Start by **outlining the sequence of activities** that constitute the data quality process. Ensure that each step is logically ordered and flows smoothly from one to the next.
- As you sketch, invite participants to **provide input** and make sure that all critical elements are accurately represented. This collaborative approach ensures that everyone's insights are reflected in the final model.

WEEK 2 of 5

Workshop 4 of 7 | The Process Map

Step 3: Collaborative Process Mapping

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 15 minutes
- Clearly define the **data governance bodies** involved in the process, placing them appropriately in the flow where their roles are most relevant.
- Draw **arrows or lines** to represent the communication flows between roles and bodies, ensuring that the exchange of information is clear and effective throughout the process.
- The final sketch will serve as the blueprint for your organization's data quality process within the data governance framework, ready for implementation and further refinement during the prototype and testing phases.

WEEK 2 of 5

Workshop 4 of 7 | The Process Map

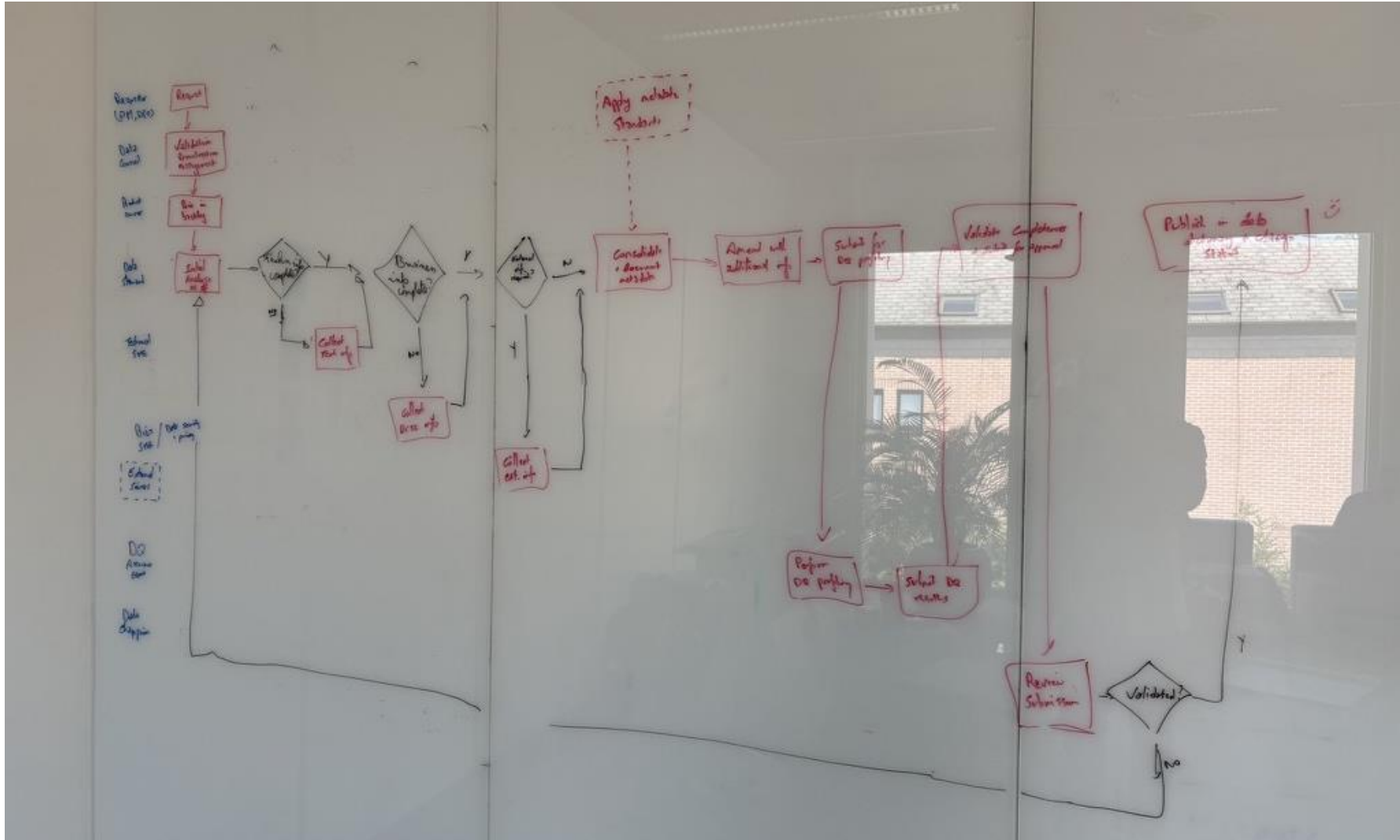
Step 4: Refinement

1. Timing
2. What you'll need
3. Introducing the exercise
4. Flow

- **Timing:** 10 minutes
- Review the completed process map as a group. Identify any **gaps** or areas that need further **refinement**.
- The facilitator guides the group through any final adjustments, ensuring the process map is comprehensive and ready for implementation.

WEEK 2 of 5

Workshop 4 of 7 | The Process Map



WEEK 2 of 5

The Rules of the Game | Workshop 4 of 7

Exercise 1. Applied Users Story Mapping

Exercise 2. The Process Map

Round 2: Metadata Documentation Focus

Exercise 3. Applied Users Story Mapping

Exercise 4. The Process Map

In this second round of exercises, we shift our focus from maintaining and improving data quality to the crucial task of **documenting the metadata** for our Critical Data Elements (CDEs).

Effective metadata documentation is essential for ensuring that data definitions, business rules, and other key aspects of our CDEs are well-understood and consistently applied across the organization.

In this round we'll work on creating a **structured process** for documenting metadata. For this second round of exercises, we will follow a **similar approach** as we did in the first round, but with a focus on metadata documentation.

WEEK 2 of 5

Workshop 4 of 7 | Applied Users Story Mapping

Exercise 1. Applied Users Story Mapping

Exercise 2. The Process Map

Round 2: Metadata Documentation Focus

Exercise 3. Applied Users Story Mapping

Exercise 4. The Process Map

Just as we did with the data quality process, you'll be **mapping out the process flow** and the individual activities, but this time, we'll concentrate on how to effectively document metadata for CDEs.

Follow the same steps outlined in Exercise 1, but apply them to the metadata documentation process. Remember to consider the roles, responsibilities, and operating model we previously established.

WEEK 2 of 5

Workshop 4 of 7 | The Process Map

Exercise 1. Applied Users Story Mapping

Exercise 2. The Process Map

Round 2: Metadata Documentation Focus

Exercise 3. Applied Users Story Mapping

Exercise 4. The Process Map

In this exercise, we'll once again bring together the best ideas from the previous exercise to create a **unified process map**. Our goal is to develop a clear, actionable process for documenting metadata that can be implemented across the organization.

Use the same approach as described in Exercise 2, but this time focus on creating a process map for metadata documentation. Ensure that all critical elements identified in the previous exercise are incorporated into the final process flow.

Week 2

1

Monday

2

Tuesday

3

Wednesday

4

Thursday

5

Friday

WEEK 2 of 5

The Rules of the Game | Documentation

On Friday, we focus exclusively on **documenting the insights and results** from the Thursday workshops, "The Rules of the Game."

The primary goal of this phase is to refine and formalize the outcomes of our work, ensuring that we have clear, well-structured documents and artifacts that can guide the next steps in our data governance journey.

Process and Refine Workshop Outcomes

- Clean up and refine the rough process flows developed during the workshops, ensuring they are clear, actionable, and visually appealing.
- Create polished versions of the CDE Data Quality Process and the CDE Metadata Documentation Process that can be easily shared and referenced within the organization.
- Develop detailed process flow diagrams for both the CDE Data Quality Process and the CDE Metadata Documentation Process.

Drafting a small policy (*optional*)

- Start drafting a concise policy that incorporates the process flows.
- Break down the activities outlined in the process flow, and clearly identify the roles and responsibilities involved in each step.
- Ensure that the policy is straightforward and practical, ready for immediate implementation.

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Questions? Feel free to contact me

mathias@daigpartners.com

+32 468 258 947

<https://daigpartners.com>