People and Organizational Culture Issues in Data Governance

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Enterprise Information Stewardship

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Educational & Professional Background

- Degrees in Business Management, Communication, and Higher Ed Administration.
- Published author and conference speaker – previous publications are being used in creating policies in both domestic and international organizations.
- Broad experience in:
  - business, higher education, non-profit organizations, professional organizations, and an international standards body;
  - crafting and implementing policies, procedures, best practices, and communication in a wide variety of organizations. Most recently crafted the initial draft of the Enterprise Data Definition Standard at Michigan State University; and
  - developing successful enterprise-level initiatives and facilitating groups focused around policy development, resolving data issues, and compliance with laws, standards, and best practices, e.g., Identity Management, Identity Verification, Data Definition Standard, Location Data, International Addressing, Web Accessibility, and Gramm-Leach-Bliley Act.

What we will cover

- Setting the stage.
- Communication and Collaboration.
- Governance and Stewardship.
- DAMA-DMBOK Framework Ver 3.02.
- People-based Principles: Getting Perspective.
- An Organic Model.
- Elements of Creating a Stewardship Culture.

Disclaimer:

Any opinions offered here are mine and may not necessarily be shared by my current employer, unless specifically noted.

DAMA-DMBOK: 7 Environmental Elements

DAMA-DMBOK: Functional Framework
Version 3.02
Mark Welzig, DAMA-DMBOK Editor
September 10, 2008

2.2 Environmental Elements (pp. 20)

"The 7 Environmental Elements provide a logical and structured way to describe data governance. The elements provide a structure for:

- consistently generating each DAMA-DMBOK Guide chapter;
- organizing assessment questions, findings, and recommendations;
- guiding strategic planning for each function; and

"In general sense of the scope of each Environmental Element" (pp. 20).

Organizations and Culture is noted as a "less structured link" (pp. 20).

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Meanings are IN People

Berlo’s Model of Communication
- Graphic from: http://www.shkaminski.com/Classes/Handouts/Communication Models.htm
- Dave Berlo, Founder and Chair Emeritus Michigan State University Department of Communications

What words mean depends on the person
1. Cap.
2. The percentage test.
3. First 3 months...

First 3 months...

Static or “Noise”
Anything in the environment that can disrupt communication.
- Shannon-Weaver Mathematical Model – Noise
  - Graphic from: http://www.shkaminski.com/Classes/Handouts/Communication Models.htm
- Examples:
  - Temperature.
  - Orderliness.
  - Emotions.
  - Background sounds.
  - Other...

A New Language
- When we introduce new policies, procedures, patterns, tools, approaches, we inevitably create a new group of those who are “disabled” – those who do not understand the words we are using or how it applies to them or their work.
  - The new language may have similar words but new meanings and in new configurations, e.g. enterprise does not mean an endeavor, it may mean institution-wide.
- People may not disclose or acknowledge that they have a “disability”. We need to anticipate such difficulties and provide “bridges” from where people are at to where the organization is now going.
Define words that affect group interaction

Words that affect how we work and function in the organizational culture.
- Collaboration.
- Consensus.
- Enterprise.
- Facilitation.
- Governance.
- Leadership.
- Management.
- Steward.
- Stewardship.

Meanings Affect Outcomes
- Meanings during change affect relationships, meetings, conflict resolution, etc.
- The working definitions may be different depending on where a person is in the organization and where the organizations is within the transition process.
  - For awhile, the institutional values may be operating at the upper levels and not in a particular unit or vice versa. It may be functional in some relationships and not in others.
- There is no silver bullet. It takes time to change the working definitions in an organization.

Effective Communication
- Communication is a critical component of data governance and stewardship success. Effective communication will:
  - Facilitate diverse voices being heard.
  - Help others handle change.
  - Affect how we lead groups.
  - Allow “Synergistic collaboration” to enhance the outcomes.
- Teaching Smart People to Learn

We are all learning together
- This approach helps the organization to:
  - Facilitate the successful adoption of new meanings.
    - Reduces tension.
    - Acknowledges contributions.
    - Encourages a positive response to challenges.
    - Promotes personal growth.
    - Enhances institutional civility.
  - Engender trust as new governance and stewardship processes are implemented.

During Transition
- When we are learning new values that involve changing our working definitions, give each other grace and mercy.
  - Grace is getting what we do not deserve.
  - Mercy is not getting what we do deserve.

Design all communication and the culture for the...
Organic Model: Learning Organizations

- Learning organizations are places...
  "...where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole (reality) together."

- Peter Senge
  - The Fifth Discipline

Organic Model: Providing a Place to Grow

- Planning for and using an organic model requires sensitivity to and the involvement of people with diverse voices.
- Revisit the original assumptions periodically to keep on track (bonsai tree).
- Paired development: DAMA-DMBOK Activities/Functions with Environmental Elements.

Organic Model: Learning Organizations

Bringing Balance to the Table

- DAMA-DMBOK
  - Version 3 – 10 Functions, 100+ Activities

- Data Development
- Data Quality Management
- Data Architecture Management
- Data Stewardship
- Data Governance
- Data Security Management
- Data Management
- Data Warehouse Management
- Data Quality Management
- Data Governance

Balancing Activities/Functions and the Environmental Elements

- Thoughtfully consider using the “broadest possible audience” approach.
- Develop a set of guidelines and principles that are people-oriented, not just technology or business centric.
- Integrate data governance, stewardship, and other definitions into all communication, including the Web presence.
- Model successful communications in relationships.

Application of an Organic Model

- “Learned helplessness”.
  - Learning organization - organic development.
  - Empowering people and empowering units.

- Separate business processes from IT processes.
  - Acknowledge IT business processes.
Elements of Creating a Stewardship Culture: Increasing Our Effectiveness

Promote new and critical cultural definitions from the beginning of the program or as soon as a discrepancy in meaning is discovered.

- Where multiple meanings exist:
  - Acknowledge that there is more than one option.
  - Create useful bridges.
  - Make a reasonably people-centric decision on which meaning is going to be used.
  - Include the reason why with the explanations.

When this is an operational value, everyone wins!

Infusing Policy

Tea is Infused by...
1. Introducing the tea to the water.
2. Letting it steep - Allow time for the color to merge with the water.
3. Stirring in cream and sugar, if desired
4. Enjoying.

Policy is Infused by...
1. Introducing the policy to the organization - Where possible, involving the organization in policy development.
2. Letting it steep - Allow time for the Policy to be absorbed by the organization.
3. Tweaking the procedures to accommodate the policy - Add training and companion development tools and structures.
4. Enjoying the positive benefits.

Infusing Principles

- Be circumspect and people-centric when implementing new policies, procedures, and processes.
- Model successful communication that includes providing appropriate tools and effective communication paths.
- Provide awareness and training at all levels of the organization.
- Keep your champions engaged throughout the process.

A Framework for Change

“Infusing policy into an organization is not simply mandating change on the outside, though some level of mandating policy may be necessary. Instead, it is laying a framework for a change in the way we think about and do our work so that we can elect to do the right thing because it makes sense to us.”

David Gift, Vice Provost
Libraries, Computing, and Technology
Michigan State University

What we have covered

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- Thank You -

Related Reading

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Publications


"Assessing Web Page Accessibility", (Release Date: 02/01/01) Submitted for the ACPA Standing Committee on Disability.


"System Solvency and Inreach", November 13, 1993 - Contribution to MSU President McPherson’s request for input regarding the formation of the MSU Guiding Principles.