

Describing Value & Encouraging Participation

Reiterate the value of a centralized, shared data resource over redundant systems with siloed data. Describe the value of data governance in terms that are relevant to your team's primary goals and encourage them to participate in our initiatives.

Describing Value

Underscore that the company will continue to have individual systems of record, but that these sources will feed a centralized repository (the data virtualization software). Emphasize the importance of centralizing by discussing the security advantages (e.g., accurately securing one system is less risky than accurately securing dozens), the efficiency gains (e.g., people will spend less time looking for and cleaning data), and the monetary benefits (e.g., maintaining many systems that do the same or similar things costs the firm hundreds of thousands of dollars—at least—per year).

The data governance team will regularly report out measures of value that it tracks as part of its program administration. You can make the benefits more tangible by describing the things that your team can learn or do better with access to better data. Below are some examples you might use:

1. Data allows us to evaluate whether our learning and development initiatives lead to an increase in worker productivity and engagement scores.
2. Data helps us learn whether there is inequity in our compensation structure.
3. With data, we can understand whether the revenue a client brings in is worth the amount of work they conflict us out of.
4. Using data, we can increase client stickiness by providing data as a service.
5. Data allows us to assess growth potential for clients, practices, and geographies.
6. Data helps us ensure we are charging optimal rates commensurate with our value.

Encouraging Participation

The success of the data governance program depends on the participation of the entire enterprise. We know you and your teams are asked to do and focus on so much, so we keep our communications as relevant as possible. So, when we do send a broad communication, know that it is because we truly need your attention. As a leader, we hope that you will reiterate the importance of your team's contribution to proper management of firm data. And, when data governance requests participation in an initiative, please remind your team members to participate. We can craft sustainable policies that consider their expertise and ways of working, but only if they make their voices heard.