

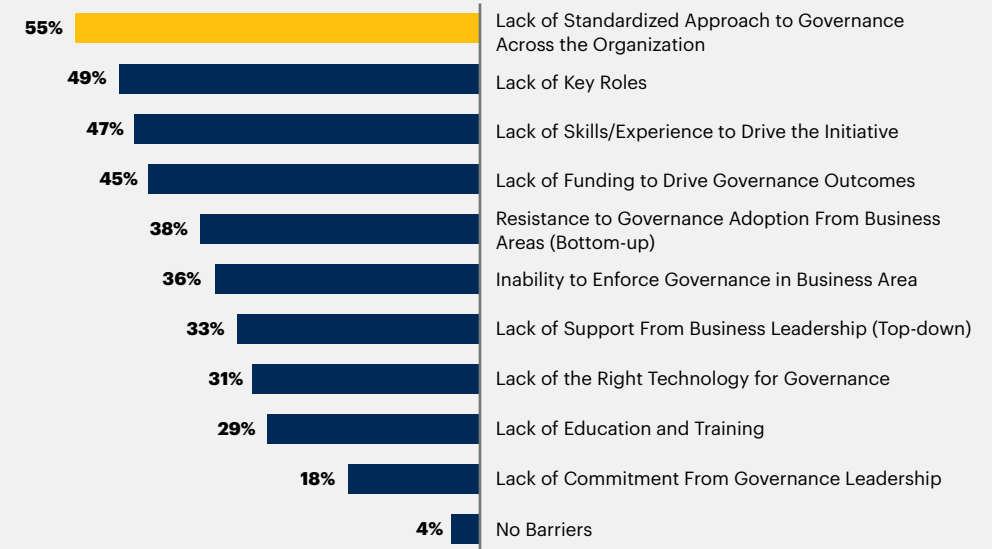
Enhance Your Roadmap for Data and Analytics Governance



What makes establishing effective data and analytics governance so challenging?

One reason data and analytics (D&A) leaders struggle with governance is that they attempt to develop governance policies in advance of D&A use cases. Conventional approaches to D&A governance generate more friction than value. This friction arises because organizations overcorrect in their attempts to control chaotic data use. They either rely on top-down, command-and-control styles of D&A governance to govern data “ex-ante” (in advance of its use) or ignore the issue outright.

Barriers to Achieving Data Governance Objectives



n = 55 All Respondents

Q07. Which of the following are barriers to achieving data and analytics governance objectives?

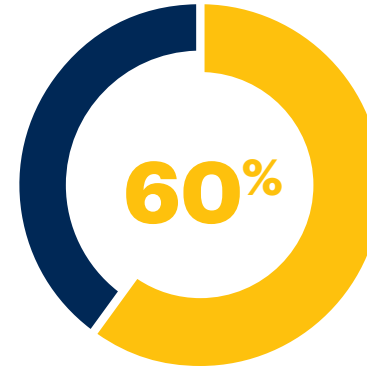
Note: Values 2% or below not shown

Source: Gartner

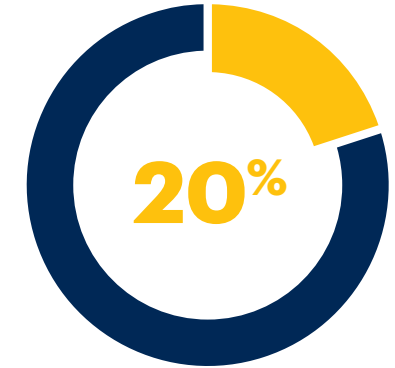
How can data and analytics governance help you succeed in achieving your digital business ambition?

A traditional one-size-fits-all approach to data and analytics governance cannot deliver the value, scale and speed that digital business demands. Adaptive and flexible governance enables data and analytics leaders to select different governance styles for differing business scenarios.

From our expert research and interactions with thousands of companies in a wide range of industries, we've compiled data governance best practices into a customizable roadmap. Your organization can use this roadmap to understand the key stages, resources and people required to plan and execute an effective data governance initiative.



of organizations with more than 20 data scientists will require a professional code of conduct incorporating ethical use of data and AI by 2023



of organizations investing in information governance will succeed in scaling governance for digital business through 2022

Source: Gartner

Some of the top questions of managing/maintaining data and analytics governance are:

- 1 Does your existing data governance model align with your data and analytics strategies?
- 2 How do you evaluate data governance maturity?
- 3 Which teams need to be involved in defining data governance?

What are the key stages?

This best-practice insight is distilled from interactions with clients who have successfully implemented data governance initiatives. The roadmap shows the sequence of objectives and desired outcomes and is useful for aligning all stakeholders.

A few key milestones and a sample of associated Gartner resources follow, but the full roadmap includes complete details of all milestones and resources for each stage.

**Align
strategy**

**Develop
action plan**

**Begin
execution**

Monitor

**Optimize
and scale**



Align strategy

Set the right governance foundations

Actions to take:

Analyze mission-critical priorities and how D&A is essential to deliver targeted business value.

Define the scope of governance and evaluate options for deploying a governance framework.

Agree on strategy, align outcomes with phased governance initiatives and show impact on business key initiatives.

+ more

Sample of associated Gartner resources include:

- **Consultation:** Discuss data and analytics strategy ambition of enterprise and develop roadmap accordingly.
- 5 Steps to Build a Business Case for Data and Analytics That Even Humans Will Understand
- **Toolkit:** Build the Business Case for Data and Analytics Governance
- IT Score for Data & Analytics
- **Analyst inquiry:** Assess current status of data and analytics governance capability needed to stay relevant to business needs.

+ more

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Optimize and scale



Develop action plan

Build an effective governance structure

Selected tasks include:

Assess existing governance capabilities and maturity in key areas such as accountability and ethics.

+ more

Define the operating model for governance and design governance deployment.

Set up governance footprints for initiatives and address the need for strategic oversight.

Sample of associated Gartner resources include:

- **Analyst inquiry:** Develop data and analytics governance charter and framework connected with business outcomes.
- Data Governance Playbook
- Use Gartner's Value Pyramid to Connect Data and Analytics to Business Value
- **Consultation:** Apply techniques such as three rings model to scope the governance initiative.
- **Analyst inquiry:** Engage with an analyst to develop the operating model and roadmap for the governance program.

+ more

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Begin execution

Design and deploy governance policies and standards

Selected tasks include:

Analyze existing policies and standards and assess overlaps, gaps and conflicts.

Engage with key stakeholders to define the content of policies and standards and assess the deployment plan.

Establish the technology infrastructure, workflows, and compliance and reporting mechanisms.

+ more

Sample of associated Gartner resources include:

- **Gartner Peer Connect Perspectives:** Finding the Right Approach to Formulating a Data Governance Policy
- **Analyst inquiry:** Review and feedback draft governance policies and standards improve likelihood of successful adoption.
- **On-site workshop:** Assess governance framework, operating model and roadmap against targeted business outcomes.

+ more

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Evaluate and improve performance

Selected tasks include:

Assess actual operational behaviors and results against expectations, and address issues.

Use automated workflow processes and risk thresholds to drive behavioral change.

Evaluate impact of governance policies on business outcomes and identify areas for improvement.

+ more

Sample of associated Gartner resources include:

- **Analyst briefing:** Where to Organize the Work of Data and Analytics
- **Toolkit:** Leadership execution
 - Leadership Vision for 2021: Data and Analytics
- **Consultation:** Review recent research and new case studies to support team insights.

+ more

Align strategy

Develop action plan

Begin execution

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Optimize and scale



Optimize and scale

Establish process of iteration and learning

Selected tasks include:

Track data-related issues and ensure timely and effective routing and resolution.

Devise new enterprise processes, roles and skills plan informed by maturity, culture and risk appetite.

Reassess strategy and model and conduct controlled testing before enterprisewide launch.

+ more

Sample of associated Gartner resources include:

- **Consultation:** Review progress and chart the next iterations by connecting data and analytics strategy with governance improvement.
 - Data and Analytics Leaders Must Use Adaptive Governance to Succeed in Digital Business
 - IT Score for Data & Analytics
- **Research:** Periodically assess status of data and analytics governance capability needed to stay relevant to business needs.

+ more

Who needs to be involved?

The most successful companies establish cross-functional teams for their data and analytics governance initiatives. We have outlined the recommended functions to involve and their roles to ensure the best success in hitting the milestones.





Contact us to explore the complete IT Roadmap for Data and Analytics Governance

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Becoming a Gartner client means joining the world's largest community of CIOs and IT leaders. Get access to this level of insight all year long — plus contextualized support for your strategic priorities.

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Gartner roadmaps are designed to help CIOs and IT leaders successfully execute new initiatives and reduce time and costs. Our suite of roadmaps provides extensive coverage of IT leaders' top priorities, such as:

- Digital Business Transformation
- Data and Analytics
- Cloud Strategy
- Cost Optimization
- Cloud Migration
- IT Organization Design: Project Versus Product
- Application Modernization
- Customer Experience
- Operational Efficiency
- Maturing Information Security Program
- Infrastructure Modernization
- Modernize Business Through Technology

Explore additional resources to learn more about data and analytics governance:

→ [Chief Data Officer to Build Data & Analytics Leadership Traits](#)

→ [Gartner IT Score for Data & Analytics](#)

→ [Top Priorities for IT: Leadership Vision for 2021 — D&A](#)

→ [100 Data and Analytics Predictions Through 2024](#)

→ [The IT Roadmap for Data and Analytics](#)