How to Build an Efficient Organization in a Data-Driven Culture

Director, Data Governance and Culture

Sofia Gomez de Silva

Meridian™

Around here, banking is different.

Creating a thriving environment for data utilization

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Creating an environment for data utilization

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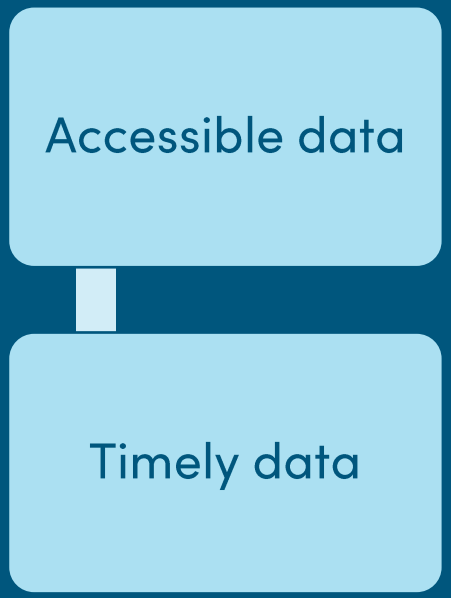
Accessible data

Creating an environment for data utilization



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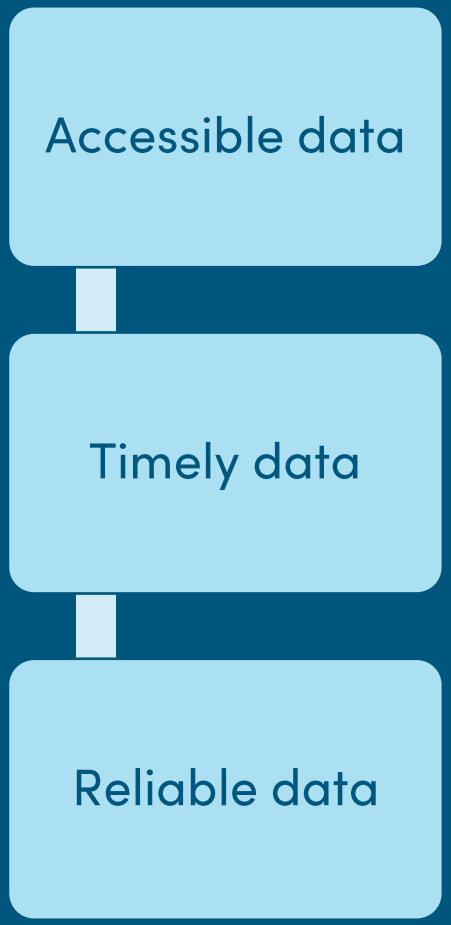

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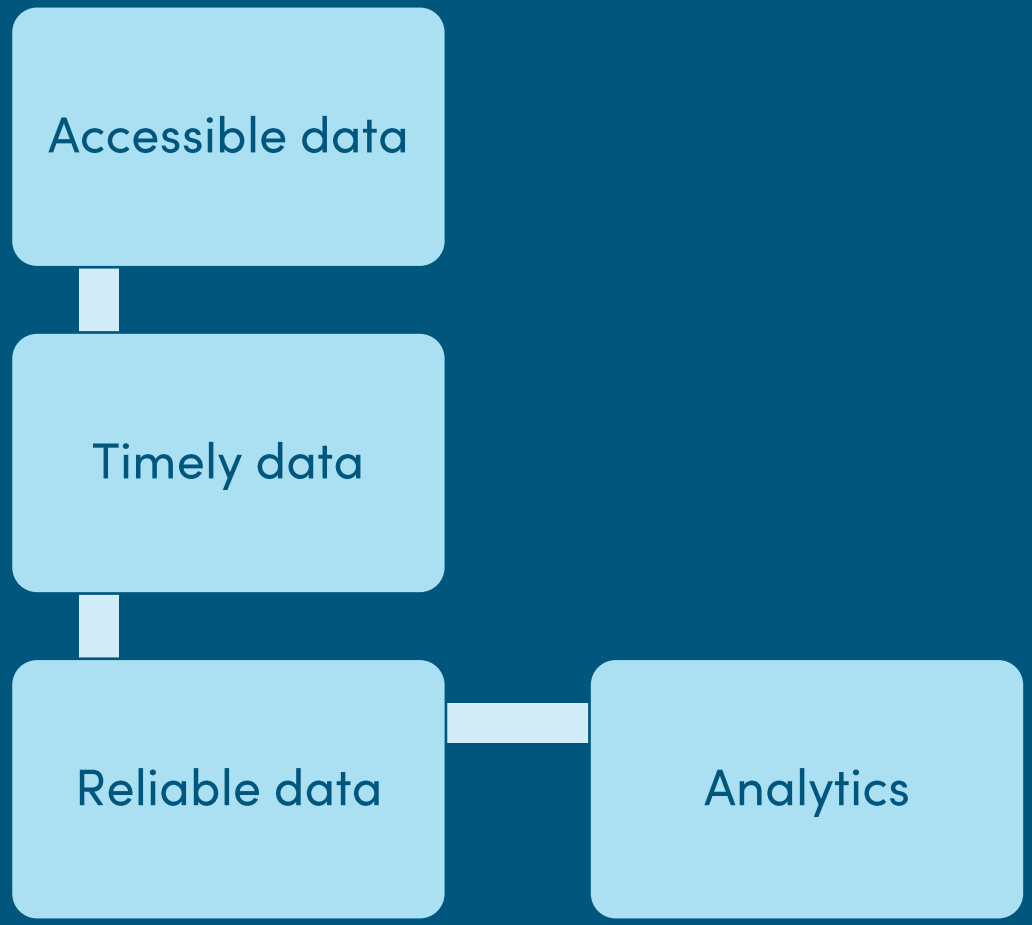

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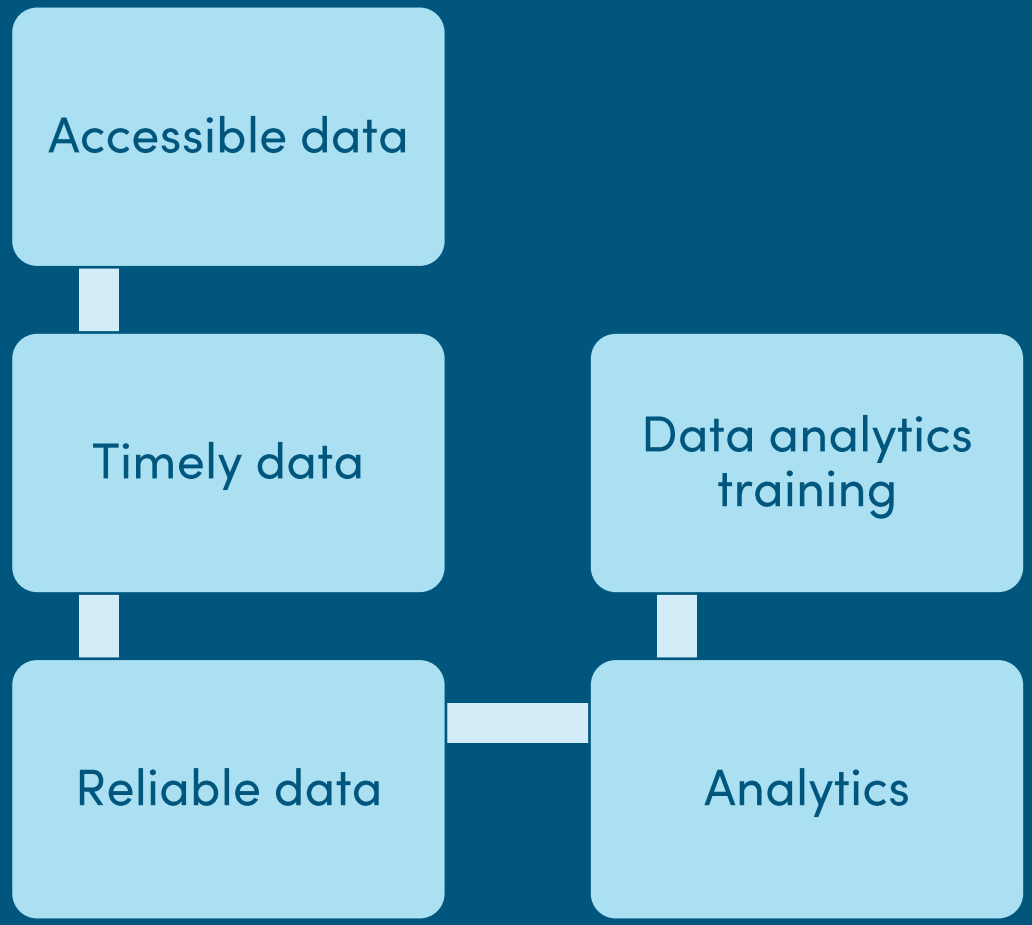

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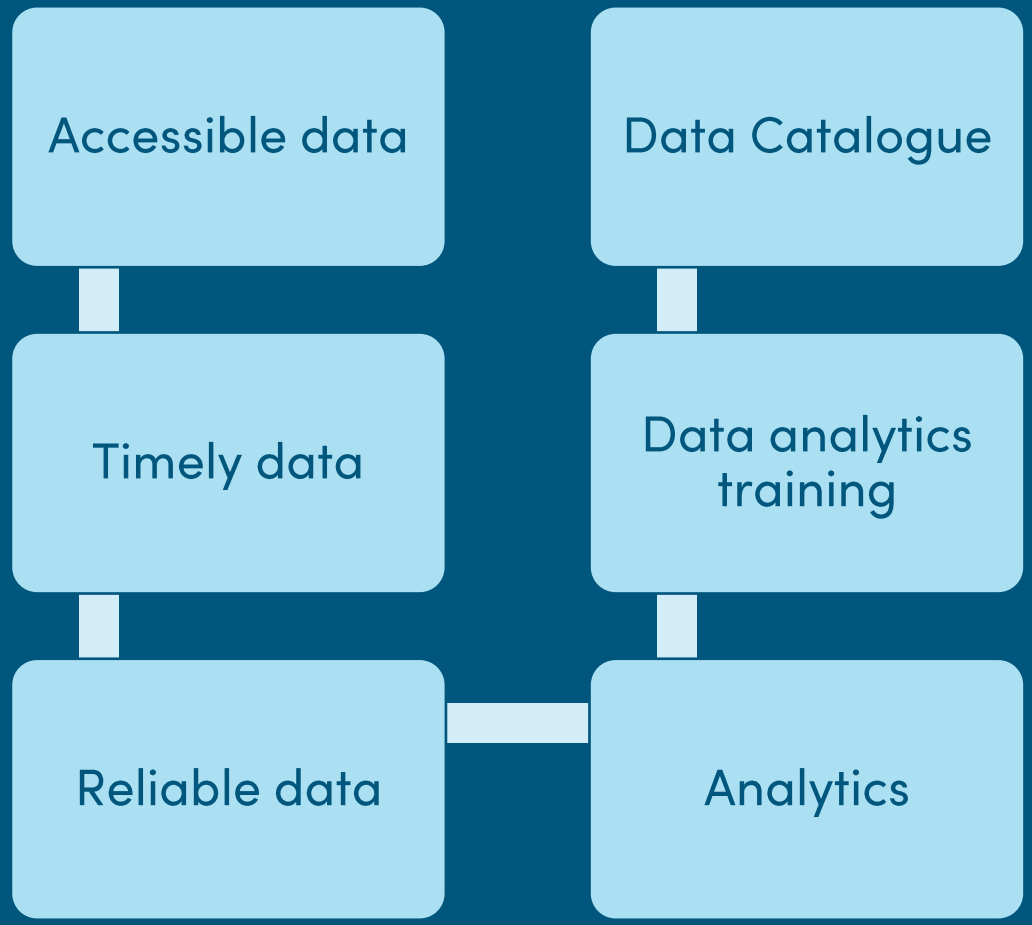

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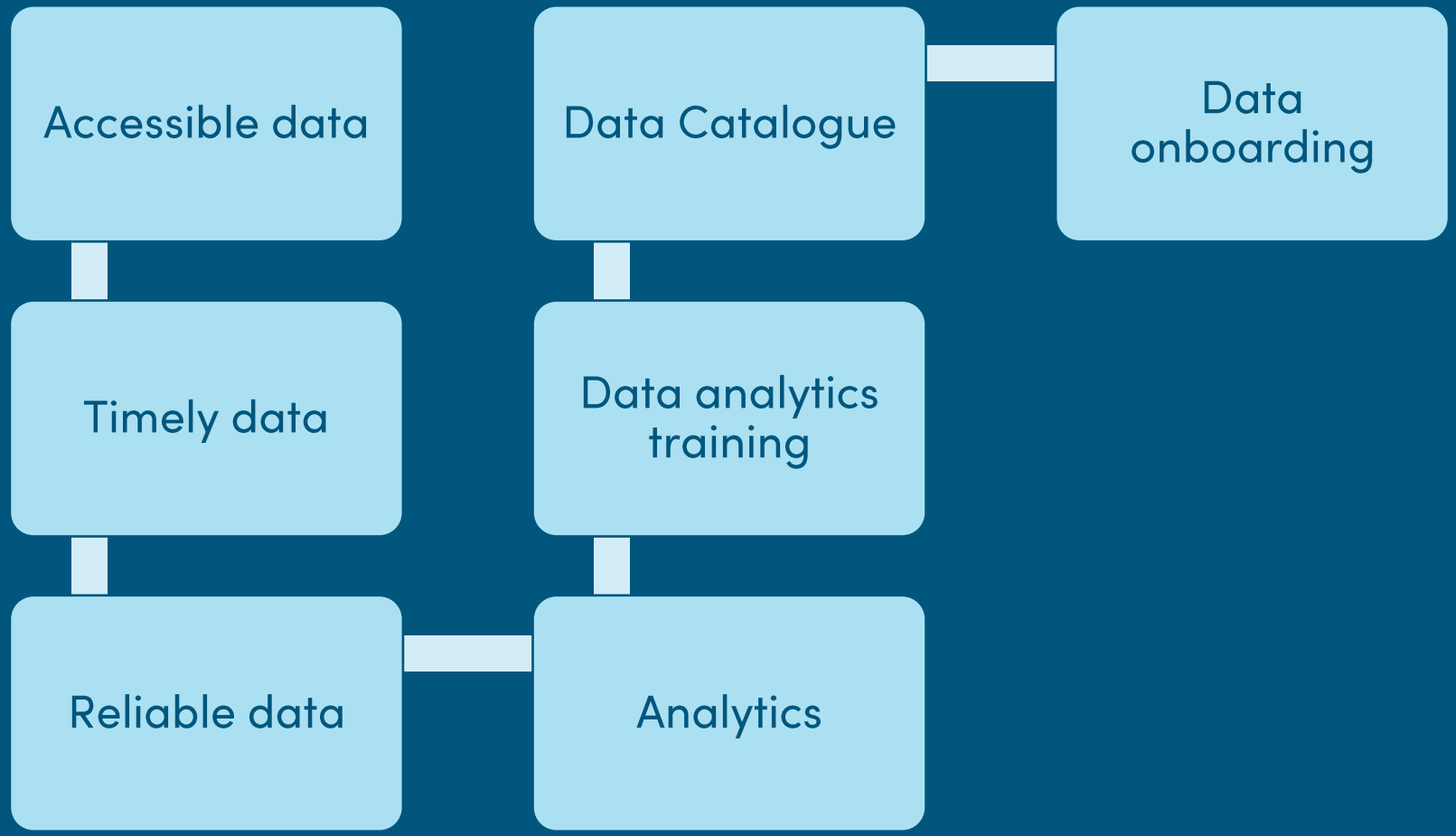

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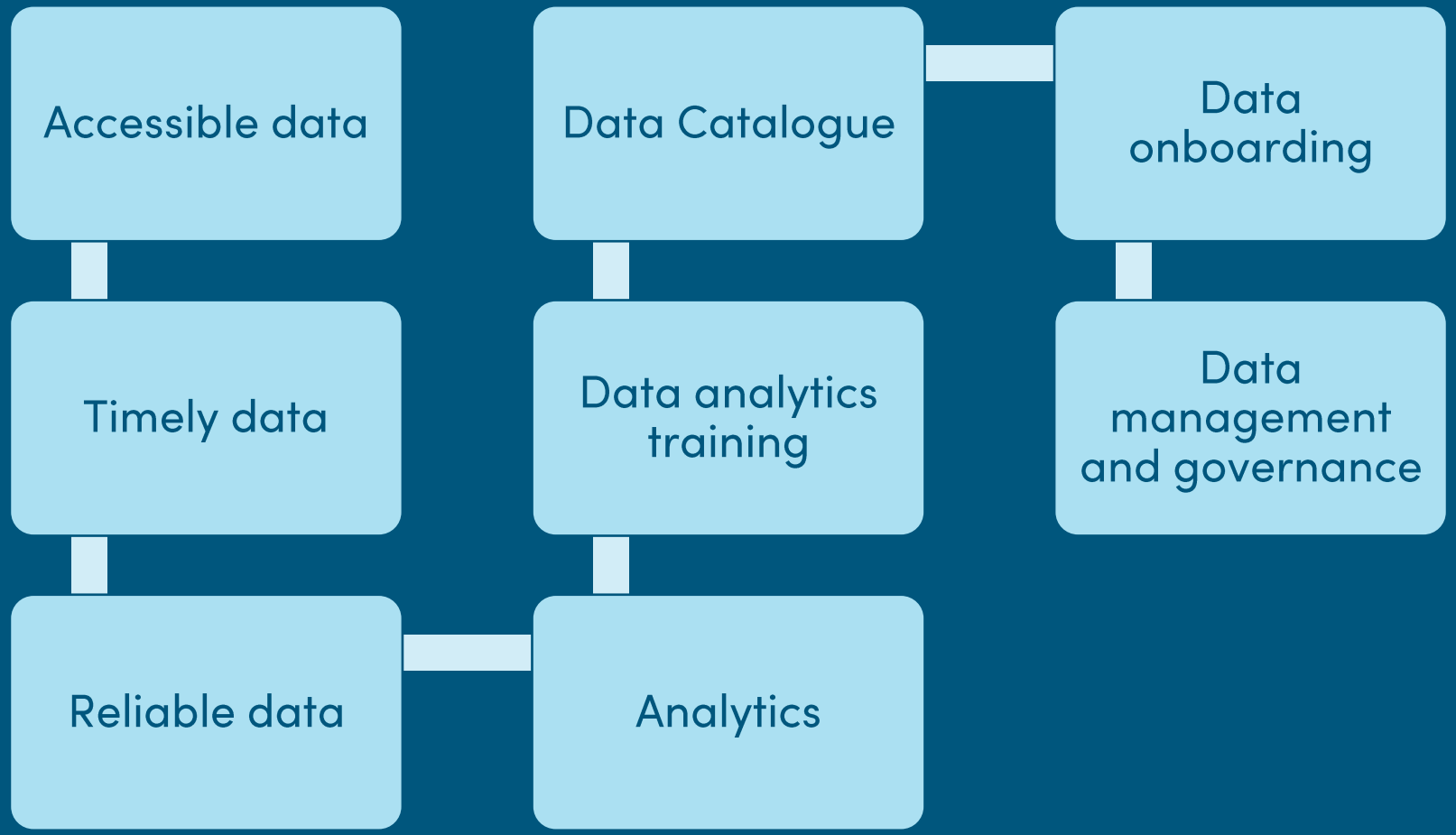

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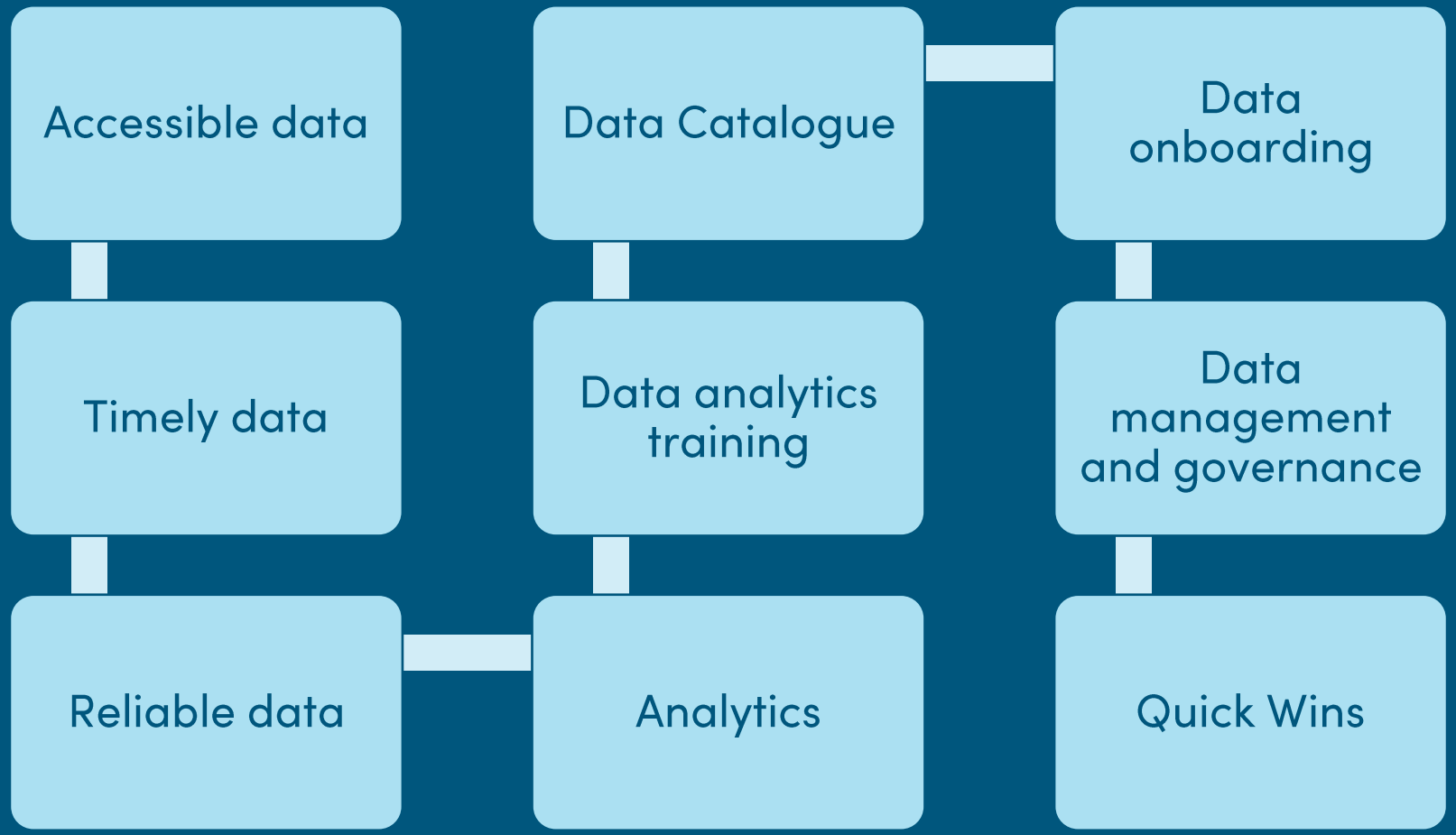

Meridian by the numbers

- We’re Ontario’s largest credit union and among the largest in Canada
- We have almost 360,000 retail Members and over 25,000 business Members
- We have $31.2 billion in assets under management, over 2,200 employees, and 75 years of history

Our Meridian for Good strategy helps us bring our purpose to life

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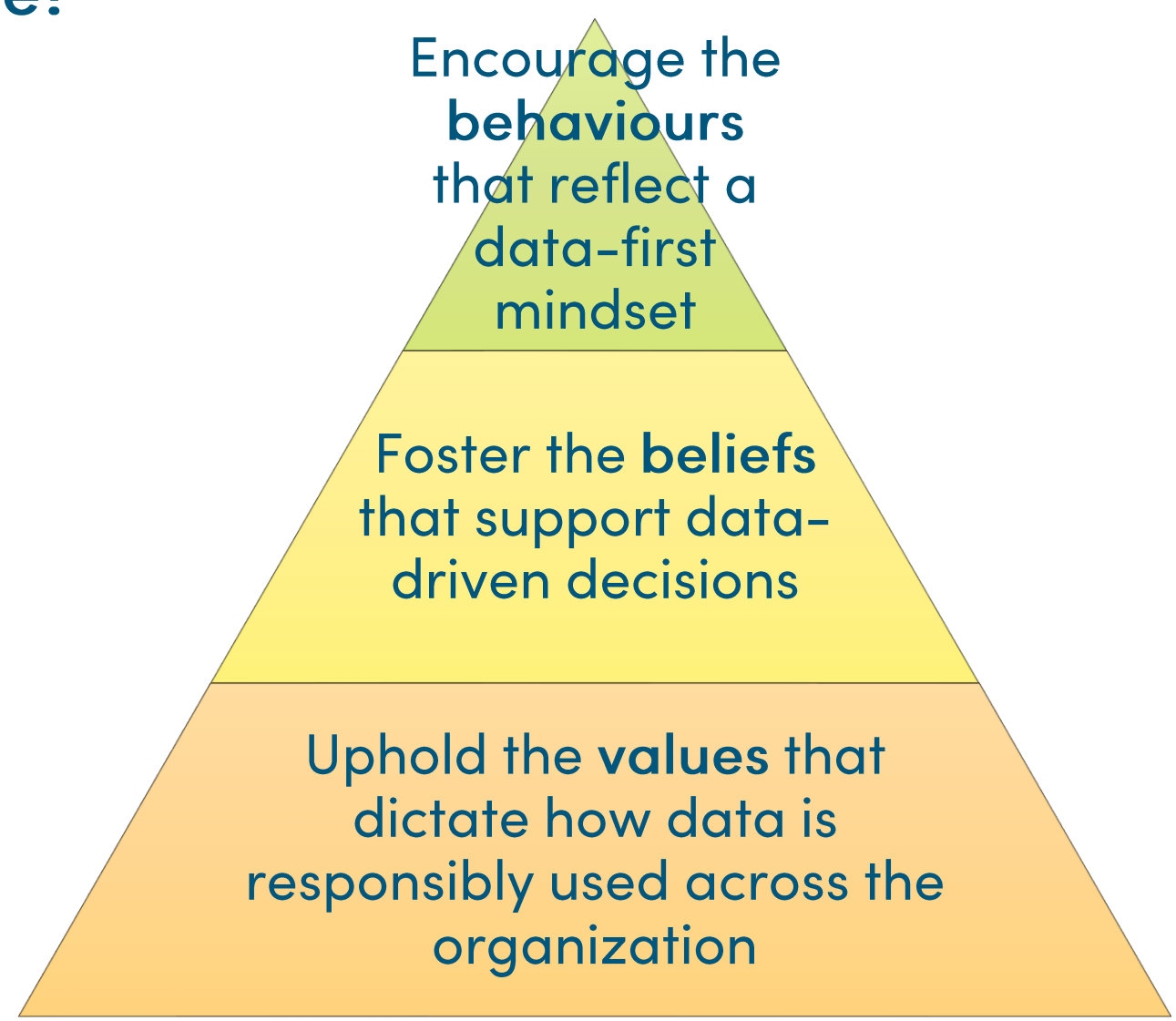
Understanding a Data-Driven Culture

Starting with the foundations
What is Organizational Culture?



Characteristics of a Mature Data Culture

Focus on Data Quality

A strong emphasis on ensuring data accuracy and reliability underpins a mature data-driven culture, supporting informed decision-making.

Analytics-Based Decision-Making

Decisions made using data analytics lead to better outcomes and strategic alignment within organizations, fostering success.

Commitment to Continuous Improvement

Organizations continuously improve by leveraging data insights, adapting to changes and enhancing their processes over time.

Red Flags in Organizations aspiring to be Data-Driven

Your data culture ambitions are as present in what you say about data as what you don't say.

Resistance to Data Usage

Resistance to data usage can hinder a data-driven culture. It's essential to encourage openness towards data integration.

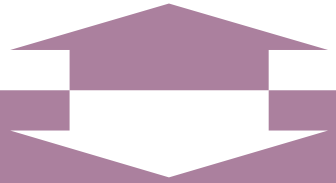
Lack of Trust in Data

A lack of trust in data can lead to poor decision-making. Establishing data credibility is crucial for effective use.

Poor Data Governance

Poor data governance can result in compliance and quality issues. Strong governance policies are necessary for success.

Data Literacy and Data Skills Development



DATA (& AI) SKILLS-DEVELOPMENT

Objectives

- Provide people with the skills to utilize data and AI-focused applications, products and programs
- Focused on providing capabilities to apply understanding of data and AI in day-to-day work

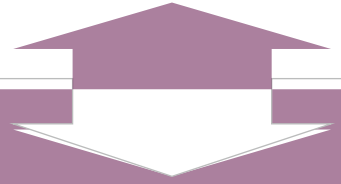
Examples: How to use PowerBI to build a data model

Data Literacy and Data Skills Development

DATA (& AI) LITERACY PROGRAM

Objectives

- Build organization-wide baseline knowledge base on key data and AI concepts
- Focused on developing an understanding of data sources and constructs, analytical methods and AI techniques
- *Examples: What constitutes data, what can data be used to do, how to integrate data use in problem-solving, in operations, etc.*



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Examples: How to use PowerBI to build a data model

Conceptual knowledge and practical application are like two sides of the coin, both are equally important.

Maturing a data culture across multiple dimensions

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Processes, Tools, and Ways of Working

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Data Governance, Policies & Standards

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Culture, Training, and Change Management

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Formal and Informal Data Careers and Roles

Maturing a data culture across multiple dimensions

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Culture, Training, and Change Management

Formal and Informal Data Careers and Roles

- Identify key data assets and critical data elements to prioritize your data management efforts
- Perform data discovery activities over critical data to identify gaps in accessibility, quality, security, etc.
- Enable self-serve data as a product

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Processes, Tools, and Ways of Working

- Advocate for Business Intelligence
- Offer no-code/low-code solutions to remove barriers
- Build/buy tools to enable data management processes

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Data Governance, Policies & Standards

- Build your governance with a purpose in mind:
  - Use data quality dimensions that fit your business needs
  - Define privacy protection standards that match your regulatory environment
  - Center your data management practice around the model of data lifecycle that resonates with your business

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Culture, Training, and Change Management

- Foundational training and awareness supported with a data glossary allows for common language
- Learning programs: by role, by skills, by career path
- Communities of practice to share experiences and learn the art of the possible
- Use your data-people as champions
- Celebrating data analytics projects

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Formal and Informal Data Careers and Roles

- Find data champions and give them visibility
- Formalize data responsibilities in job roles
- Encourage participation in stretch assignments, or short-term projects
- Assign data stewards to your data assets

Move forward in all dimensions, while keeping track of dependencies, balance building robust foundations with delivery, and keep hitting quick wins.

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The Role of Data Governance in Enabling a Data-Driven Organization

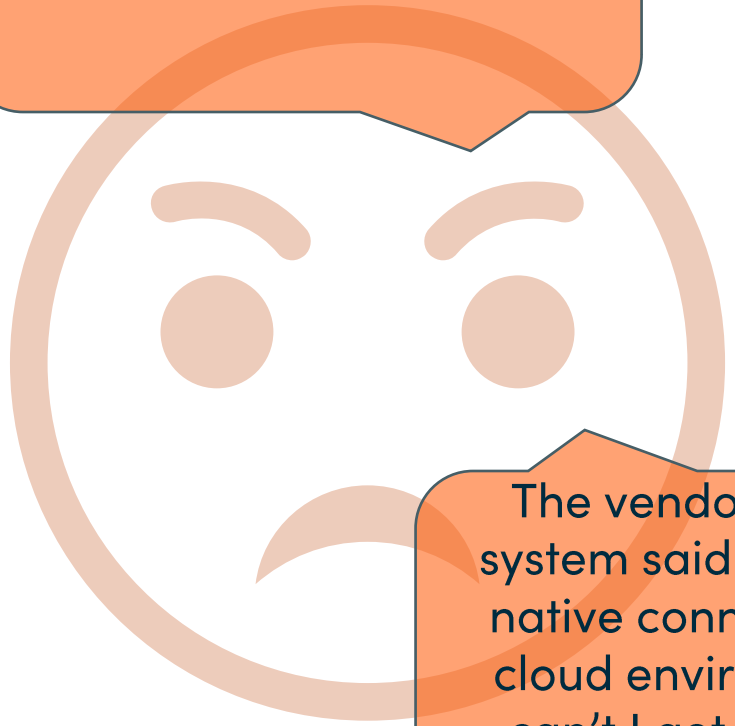
According to DAMA-DMBOK, Here is where you start:

1. Defining data governance procedures required to meet high priority goals
2. Establishing a business glossary and documenting terminology and standards
3. Coordinating with Enterprise Architecture and Data Architecture to support better understanding of the data and the systems
4. Assigning financial value to data assets to enable better decision-making and to increase understanding of the role that data plays in organizational success

Drivers of Data Governance

We've exploited the data in our department, and we think we can produce new insights by merging it with other domains

We want AI, but we want it trained with our information



Data Quality! Do I need to say more?

The vendor of my new system said their tool has native connectors to our cloud environment, why can't I get access to its data?

Data Governance as Enabler

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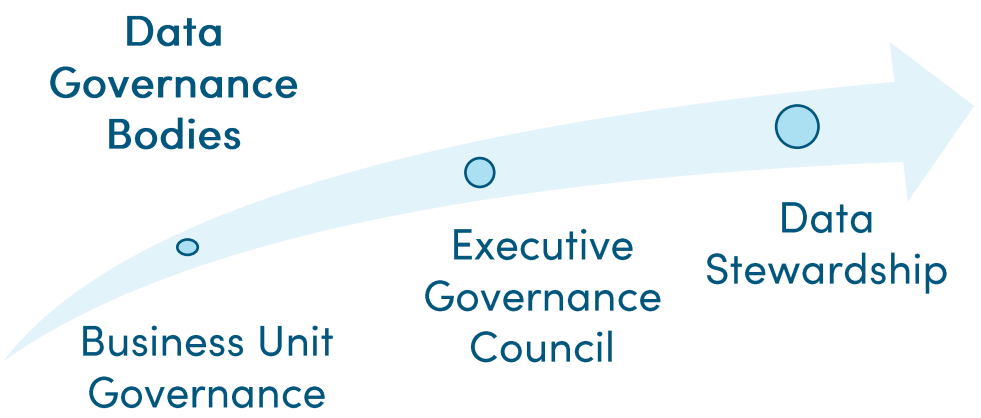
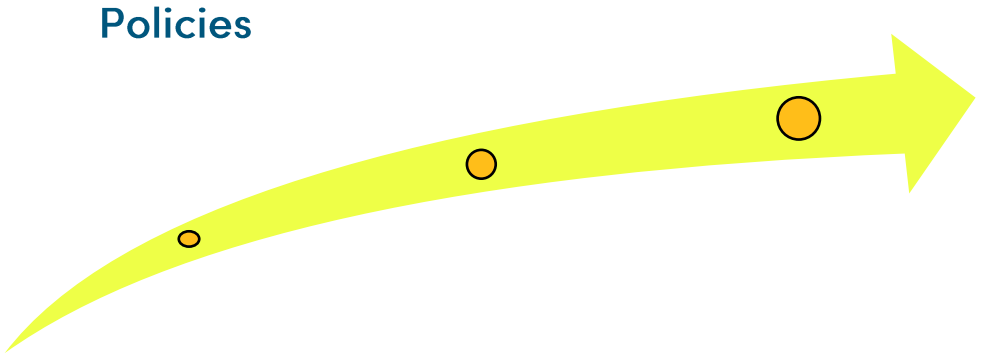


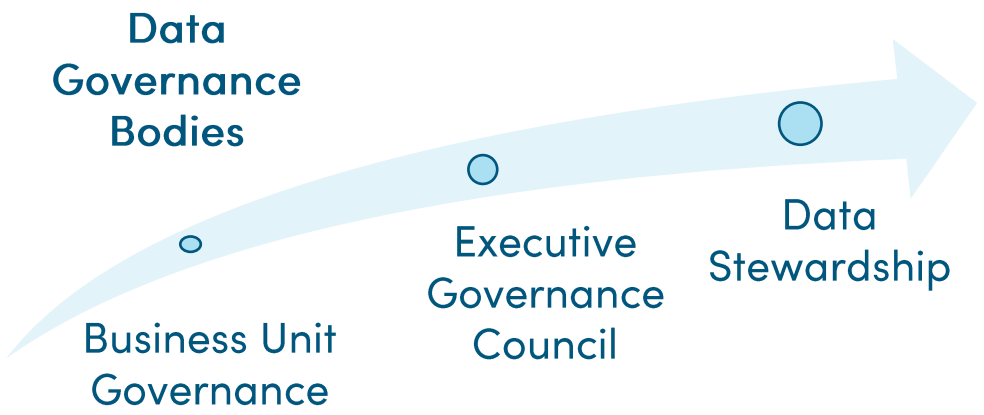


Addresses local issues and immediate needs

Gives legitimacy to data governance efforts, provides resources, ensures alignment with strategic goals

Integrates data governance into daily operations

Data Governance as Enabler



Addresses local issues and immediate needs

Gives legitimacy to data governance efforts, provides resources, ensures alignment with strategic goals

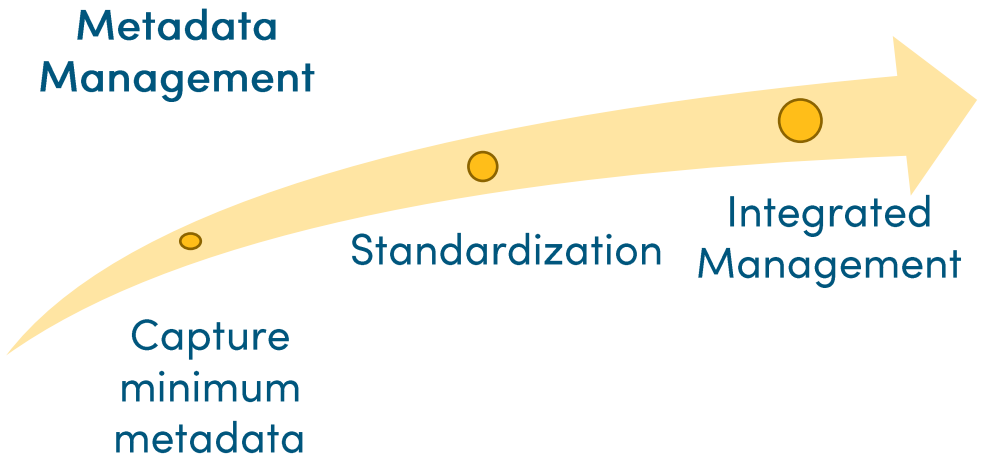
Integrates data governance into daily operations

Enables compliance with fundamental data protection regulations

Standardizes data handling practices based on sensitivity levels for risk-based allocation of resources to data management and protection

Enable data in the organization to be under controlled access, use, storage, protection, etc.

Data Governance as Enabler cont.



Identification of data source, format, and date of creation allows resolution of discrepancies by identification of single source of truth

Improves data interoperability and extends usability to business users from other domains

Accelerates insight-generation with enhanced context and organization for data

Data Governance as Enabler cont.

Metadata Management

Identification of data source, format, and date of creation allows resolution of discrepancies by identification of single source of truth

Improves data interoperability and extends usability to business users from other domains

Accelerates insight-generation with enhanced context and organization for data

Data Quality Management

Treats data quality issues it pertains to specific business needs or projects

Standardizing practices for consistency and facilitating monitoring and reporting

Considers use of tools to automate data quality monitoring and continuous improvement over practices

Key Messages

- Your data culture ambitions are as evident in what you say about data as in what you don't say.
- Conceptual knowledge and practical application of data literacy are two sides of the same coin. Both important.
- Move forward in all dimensions of data maturity, while keeping track of dependencies. Balance building robust foundations with delivery and keep hitting quick wins.
- How you build and deliver data governance can be the difference between a control function and an enabling capability.
- To find your data governance drivers, ask: 'What is bad enough, or which opportunity is big enough that people will change current behaviors and adopt governance practices?'
- Visualize an independent maturity curve for each of the data governance and data management elements needed in the organization, and progress towards the required maturity to reach your business goals.

Questions?

Director, Data Governance and Culture

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