

# Operationalising Data Governance



## The Role of Change Management

Turning defined governance into everyday practice through people, process and purpose

### DEFINED GOVERNANCE

Policies. Frameworks. Tools.



### CHANGE MANAGEMENT BRIDGES THE GAP



### PRACTISED DATA GOVERNANCE

Trusted data. Better decisions. Real value.

#### 1 Driving Behavioural Adoption

People adopt new behaviours around data.

- ✓ Analysts define and validate data
- ✓ Engineers maintain lineage and data quality controls
- ✓ Business users own critical data sets
- ✓ Teams follow governance processes in delivery

#### 2 Role-Based Communication & Engagement

Different stakeholders. Different focus.

- ✓ Translate governance into language each team understands
- ✓ Align expectations to how teams work
- ✓ Make governance practical, not theoretical

#### 3 Embedding Data Governance into Existing Workflows

Governance works best when it's part of everyday work.

- ✓ Integrate into existing workflows
- ✓ Automate where possible
- ✓ Reduce friction, increase adoption

#### NZ EXAMPLE – FINANCIAL SERVICES

Regulatory reporting relies on multiple upstream sources. Issues arise when:

- Data owners are unclear
- Data quality checks are inconsistent
- Manual adjustments lack traceability

*Change management shifts governance from “something we know we should do” to “something we consistently do”.*



#### NZ EXAMPLE – CUSTOMER DATA PLATFORM

Without role-based communication:

- Engineers prioritise speed over documentation
- Analysts interpret data definitions differently
- Business teams may not take ownership

*Role-based engagement creates clarity, alignment and ownership.*

#### NZ EXAMPLE – MODERN DATA PLATFORMS

When governance is treated as a separate layer:

- Documentation done after delivery (or not at all)
- Governance seen as extra overhead
- Low adoption of governance tools

*Embedding governance shifts it from “extra work” to “how work gets done”.*

#### WITHOUT CHANGE MANAGEMENT

- Policies not followed
- Inconsistent data quality
- Limited accountability
- Low trust in data
- Limited business impact



#### CHANGE MANAGEMENT

The enabler that helps people understand, adopt and sustain new ways of working with data.

#### WITH CHANGE MANAGEMENT

- Clear ownership and accountability
- High quality, trusted data
- Efficient and embedded processes
- Better decisions and outcomes
- Sustainable governance culture

## How we support



Designing Data Governance models aligned with organisational culture



Facilitating role clarity across teams



Supporting adoption through targeted engagement and communication



Embedding Data Governance into operational processes