

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.

- ✓ 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