The people factor
in Data Management

Pascale Stendell

The people factor
in Data Management

- Purpose
- Widely supported concerns
- Discussion around case studies
- Summary

Based around the **DMBOK** activities the presentation aims at

- **raising awareness**,

- **fostering discussion** around the importance of the people factor in data management activities,

- and **thinking through solutions** to better address some issues.

The people factor
in Data Management

- ## Len Silverston

  – author of *The Data Model Resource Book*

  – Article dated 17 September 2013 on data warehousing : http://tdwi.org/Articles/2013/09/17/Human-Factors-of-BI.aspx

Len Silverston about **human factors of business intelligence and data warehousing**

*Invest in training about **conflict management**, how to develop **trust**, how to better understand **motivations**, how to get people on the **same page**, how to set **reasonable expectations**, how to create **clarity**, and how people can **work together more effectively**. Many say this is common sense, but **skills in these areas are not common**. Skills development in human dynamics is instrumental for success.*

The people factor
in Data Management

- ## Robert Seiner
  - author of *Non-invasive Data Governance*
  - Speaker at Dataversity (www.dataversity.net) webinar on 19 February 2015

The people factor
in Data Management

Robert Seiner – extract from Data Governance webinar

The people factor
in Data Management

- ## Pam Thomas

    – Speaker at Dataversity (www.dataversity.net) webinar on 17 March 2015 on *Managing Change for Successful Data Governance*

The people factor in Data Management

Two Sides to Change Management

SITUATIONAL

WHO? WHAT? WHEN? WHERE? WHY?

- ✓ Something old stops, and something new starts
- ✓ Relatively easy to plan for and anticipate

PSYCHOLOGICAL

REORIENTATION PEOPLE GO THROUGH AS THEY COME TO TERMS WITH THEIR NEW SITUATION

- ✓ It's important to help affected individuals let go of the old situation and get comfortable with the new way
- ✓ Everyone processes at a different rate and are rarely aligned with the milestones of the implementation plan

For change to be successful, BOTH sides need to be addressed

13

9

The people factor
in Data Management

- # Anthony Tjan
  - Article on Harvard Business Review dated 01 November 2011 (still very much a current concern) entitled:
  Don't Send That Email. Pick up the Phone! *(https://hbr.org/2011/11/dont-send-that-email-pick-up-t/)*

Anthony Tjan

1. **It is hard to get the EQ (emotional intelligence) right in email.**

2. **Email and text often promote reactive responses.**

3. **Email prolongs debate.**

Anthony Tjan (cont')

The next time you experience an issue over email, ask yourself if it is something that would be better served by a real conversation. Then have the **courage** *to stop emailing and pick up the phone. Or even better: have a meeting.*

The people factor
in Data Management

Summary from these professionals:

- *Skills development in human dynamics is instrumental for success.* [LS]

- *People's roles and responsibilities must be defined and enforced to be governed.* [RS]

- *Everyone processes at a differently rate, rarely in line with the milestones of the implementation plan.* [PT]

- Slow down on email, pick up the phone or meet [AT]

The people factor in Data Management

DAMA-DMBOK Functional Framework Version 3
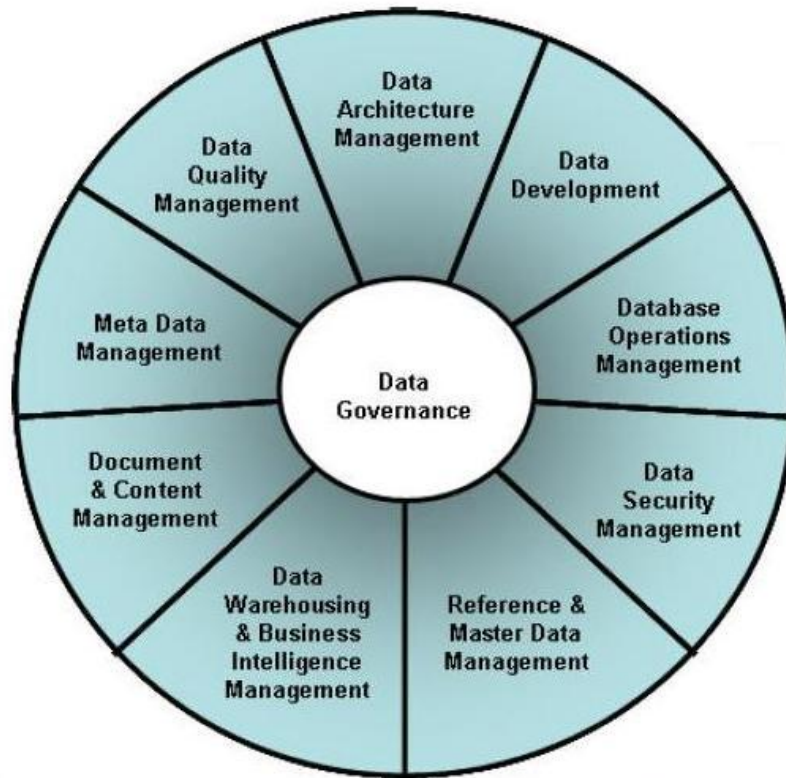
Figure 2. The 10 Data Management Functions

September10, 2008 © 2008 DAMA International – All Rights Reserved

The people factor
in Data Management

Data Governance

DAMA-DMBOK Functional Framework Version 3
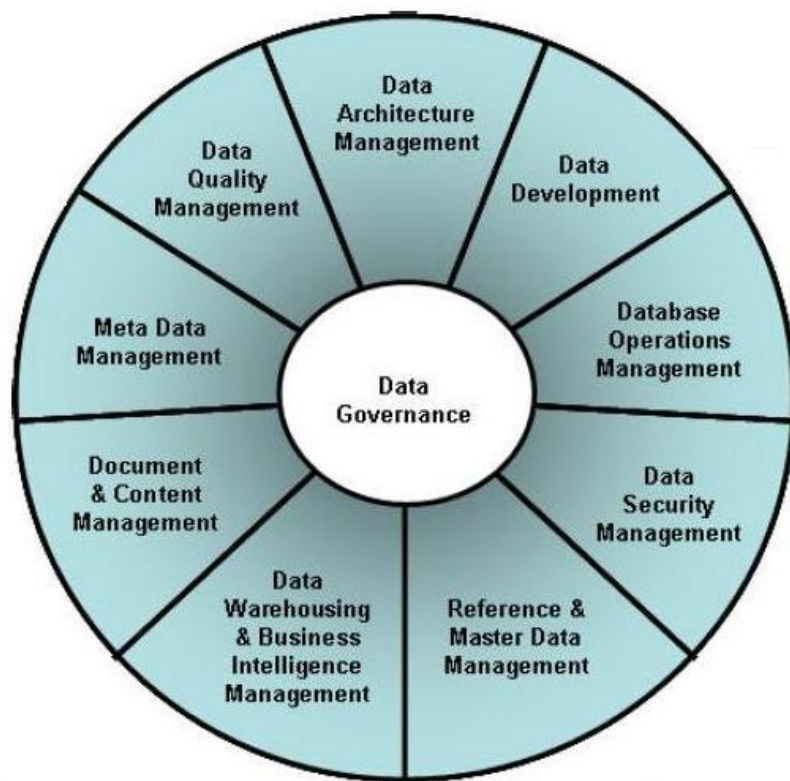
Figure 2. The 10 Data Management Functions

1.Data Governance
1.1.Data Management Planning
1.1.1.Identify Strategic Enterprise Data Needs (P)
1.1.2.Develop & Maintain the Data Strategy (P)
1.1.3.Establish the Data Management Professional Organizations (P)
1.1.4.Identify & Appoint Data Stewards (P)
1.1.5.Establish Data Governance & Stewardship Organizations (P)
1.1.6.Develop, Review & Approve Data Policies, Standards and Procedures (P)
1.1.7.Review & Approve Data Architecture (P)
1.1.8.Plan and Sponsor Data Management Projects & Services (P)
1.1.9.Estimate Data Asset Value & Associated Data Management Costs (P)

1.2.Data Management Supervision & Control
1.2.1.Supervise the Data Management Professional Staff & Organizations (C)
1.2.2.Coordinate Data Governance Activities (C)
1.2.3.Manage & Resolve Data Related Issues (C)
1.2.4.Monitor & Ensure Regulatory Compliance (C)
1.2.5.Monitor Conformance with Data Policies, Standards and Architecture (C)
1.2.6.Oversee Data Management Projects & Services (C)
1.2.7.Communicate & Promote the Value of Data Assets (C)

The people factor in Data Management

New CIO wanting to implement some framework to improve the management of the data in the organisation. External consultant hired as a specialist in Data Governance / Data Architecture.

Issue

Introduction of data governance programs as a **revolution**. Textbook approach - trying to identify the roles, and squeezing current business in the **text book data governance approach** and **terms**

Suggestions

- **Drop the jargon**: Data Governance, Data Steward as they confuse the initial dialogue

- Focus on the **purpose** of the investment.

- Once the purpose is understood, and **responsibilities** and **activities** well **understood**, find words that the organisation is **comfortable** with as similar roles / words may already exist.
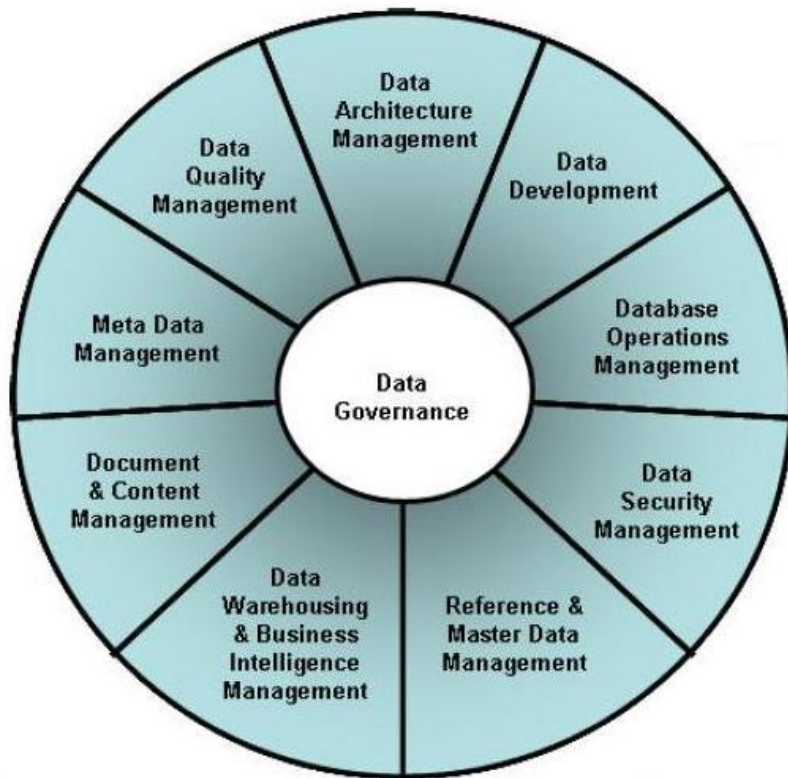
The people factor
in Data Management

Data Architecture Management

DAMA-DMBOK Functional Framework Version 3

Figure 2. The 10 Data Management Functions

2.Data Architecture Management
2.1.Develop & Maintain the Enterprise Data Model (P)
2.2.Analyze & Align With Other Business Models (P)
2.3.Define & Maintain the Data Technology Architecture (P) (same as 4.2.2)
2.4.Define & Maintain the Data Integration Architecture (P) (same as 6.2)
2.5.Define & Maintain the DW / BI Architecture (P) (same as 7.1.2)
2.6.Define & Maintain Enterprise Taxonomies (P) (same as 8.2)
2.7.Define & Maintain the Meta Data Architecture (P) (same as 9.2)

The people factor
in Data Management

Information Management Framework (IMF)
developed and targetted at the level of concern,
interest, and resource level of the organisation.
Internal politics of personal turf not really
addressed.

Issue

IMF is not used.

The people factor in Data Management

<u>Suggestions</u>

- Seriously address all internal politics and perception to the new IMF upfront.

- Understand strengths of staff and see how they would fit in the new strategy (related to the non-invasive approach).

- Incorporate these profiles in the IMF prior to considering rolling the program ie all influential politics must be dealt with prior to starting.

- Do not under-estimate the power of frustrated staff – especially in one-person 'key' positions in small organisations.

The people factor in Data Management

DAMA-DMBOK Functional Framework Version 3

Figure 2. The 10 Data Management Functions

September 10, 2008   © 2008 DAMA International – All Rights Reserved
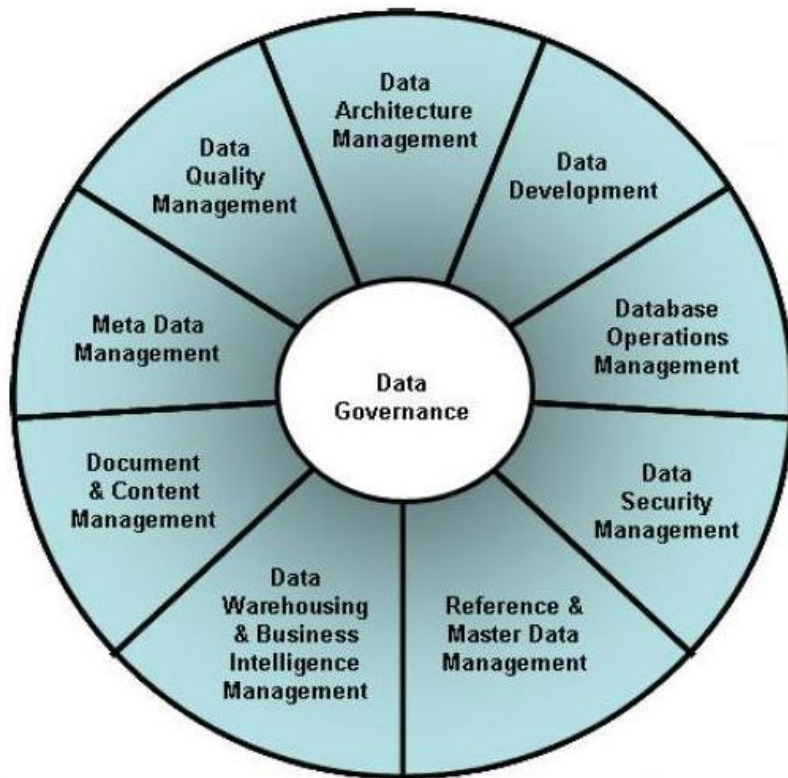
Data Development

3.Data Development
3.1.Data Modeling, Analysis & Design
3.1.1.Analyze Information Requirements (D)
3.1.2.Develop & Maintain Conceptual Data Models (D)
3.1.3.Develop & Maintain Logical Data Models (D)
3.1.4.Develop & Maintain Physical Data Models (D)

3.2.Detailed Data Design
3.2.1.Design Physical Databases (D)
3.2.2.Design Related Data Structures (D)
3.2.3.Design Information Products (D)
3.2.4.Design Data Access Services (D)

3.3.Data Model & Design Quality Management
3.3.1.Develop Data Modeling & Database Design Standards (P)
3.3.2.Review Data Model & Database Design Quality (C)
3.3.3.Manage Data Model Versioning and Integration (C)

3.4.Data Implementation
3.4.1.Create & Maintain Development & Test Databases (D)
3.4.2.Create & Maintain Test Data (D)
3.4.3.Migrate & Convert Data
3.4.4.Build & Test Information Products (D)
3.4.5.Build & Test Data Access Services (D)
3.4.6.Build & Test Data Integration Services (D)
3.4.7.Validate Information Requirements (D)
3.4.8.Prepare for Data Deployment (D)

The people factor
in Data Management

Big contract/High pressure - Team leader hiring data modeller has no understanding nor concept of the value of conceptual vs logical vs physical data models.

Issue

You soon realise you were actually hired to create a physical model on a platform you know nothing about. Realising the conceptual model hardly exists, does not make sense in most places and lacks definitions. And there is no logical model.

Suggestions

- Educate management of the documentation gaps

- Develop ways to swim upstream against strong commercial current pushing downstream.

- Do not compromise on the essentials of what needs to be achieved.

- Educate your peer data modellers who produce the inadequate artefacts to get a better product.

- Ensure the people hiring know what they need, and the person hired has enough communication skills to resolve quite unexpected situations.

The people factor in Data Management

DAMA-DMBOK Functional Framework Version 3

Figure 2. The 10 Data Management Functions

September 10, 2008   © 2008 DAMA International – All Rights Reserved
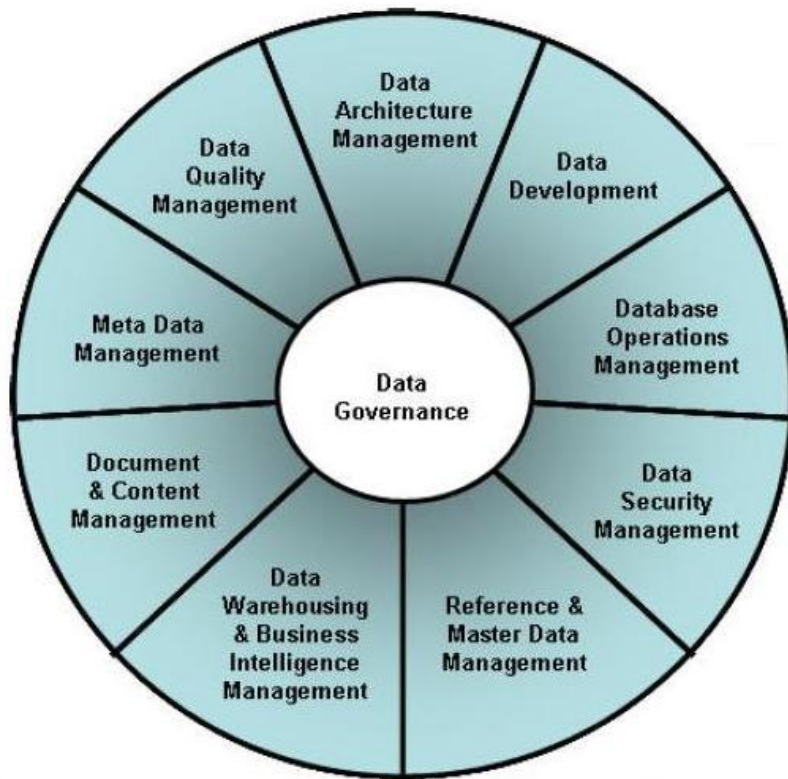
Database Operations Management

4.Database Operations Management
4.1.Database Support
4.1.1.Implement & Maintain Database Environments (C)
4.1.2.Implement & Control Database Changes (C)
4.1.3.Acquire Externally Sourced Data (O)
4.1.4.Plan for Data Recovery (P)
4.1.5.Backup & Recover Data (O)
4.1.6.Set Database Performance Service Levels (P)
4.1.7.Monitor & Tune Database Performance (O)
4.1.8.Plan for Data Retention (P)
4.1.9.Archive, Retrieve and Purge Data (O)
4.1.10.Manage Specialized Databases (O)

4.2.Data Technology Management
4.2.1.Understand Data Technology Requirements (P)
4.2.2.Define the Data Technology Architecture (P) (same as 2.3)
4.2.3.Evaluate Data Technology (P)
4.2.4.Install & Administer Data Technology (O)
4.2.5.Inventory & Track Data Technology Licenses (C)
4.2.6.Support Data Technology Usage & Issues (O)

24

1 internal DBA in charge of all operations

Issue

High risk – No human fail over strategy, no human backup strategy.

<u>Suggestion</u>

- Consider technological backup and human backup as the same level of importance.

The people factor in Data Management

DAMA-DMBOK Functional Framework Version 3

Figure 2. The 10 Data Management Functions

September10, 2008   © 2008 DAMA International – All Rights Reserved
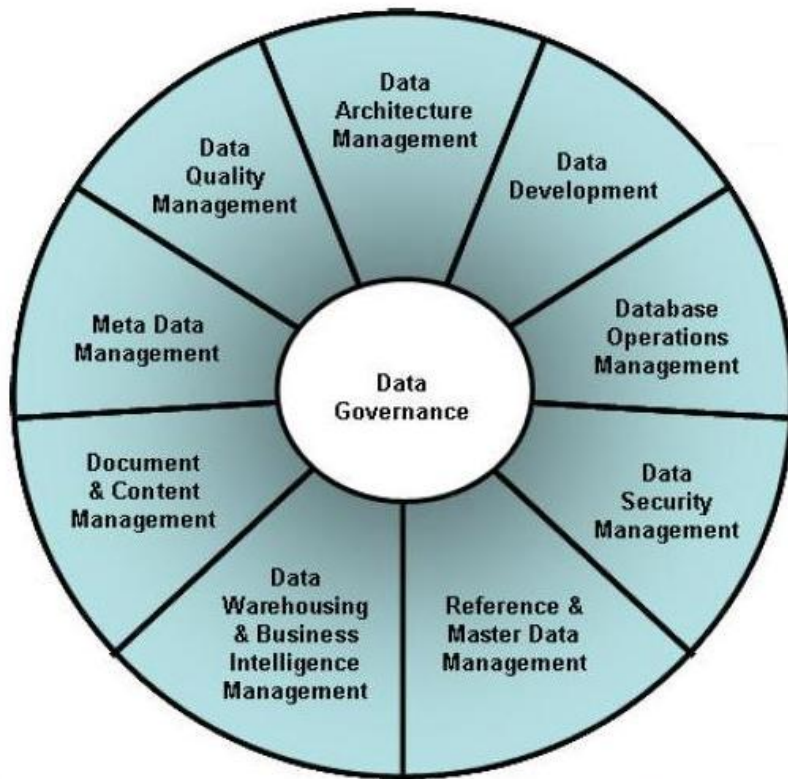
Data Security Management

5.Data Security Management
5.1.Understand Data Privacy, Confidentiality & Security Needs (P)
5.2.Define Data Privacy & Confidentiality Policies & Standards (P)
5.3.Define Password Standards & Procedures (P)
5.4.Design & Implement Data Security Controls (D)
5.5.Manage Users, Passwords & Group Membership (C)
5.6.Manage Data Access Views (C)
5.7.Manage Data Access Permissions (C)
5.8.Monitor User Authentication & Access Behavior (C)
5.9.Classify Information Confidentiality (C)
5.10.Audit Data Security (C)

The people factor
in Data Management

Production releases provided to DBA as steps and associated scripts. No access to production. Relying on user usage; no negative feedback from users.

Issue

Production release partially implemented; missing user grants; combined with a small user base quick at finding workarounds instead of questioning the difference between test and production;

or just a consequence of business vs technology team and not wishing to be in a conflicting situation

The people factor
in Data Management

Suggestions

- Implement processes

- Develop agreed SLAs with DBAs; measurable outcomes

- Agree on avenues to document issues and resolve them

The people factor
in Data Management

DAMA-DMBOK Functional Framework Version 3

Figure 2. The 10 Data Management Functions

Reference & Master Data Management
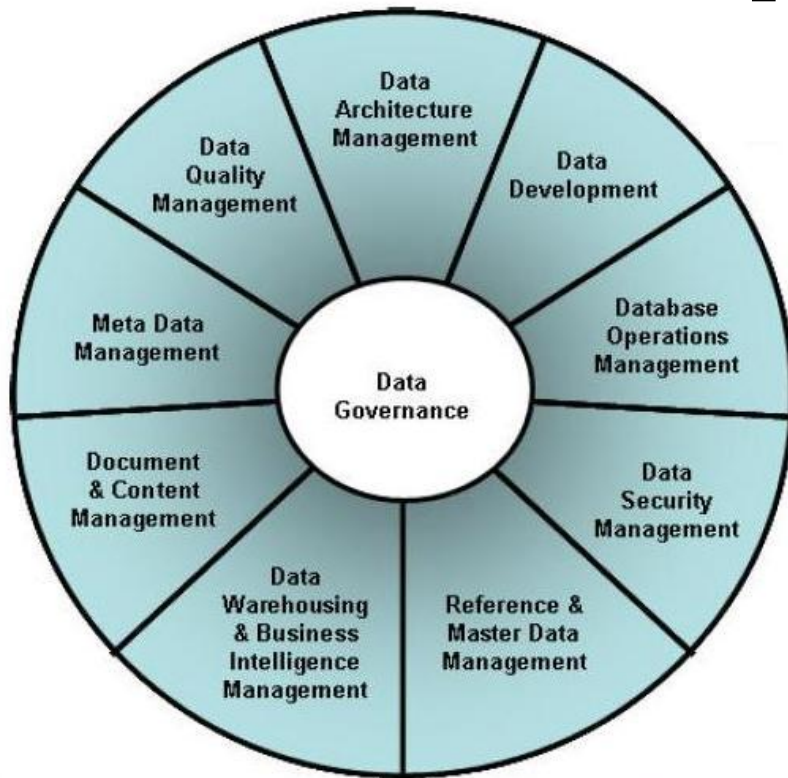
6.Reference & Master Data Management
6.1.Understand Reference & Master Data Integration Needs (P)
6.2.Define the Data Integration Architecture (P) (same as 2.4)
6.3.Implement Reference & Master Data Management Solutions (D)
6.4.Control Code Values & Other Reference Data (C)
6.5.Integrate Master Data (O)
6.6.Replicate Reference and Master Data (O)
6.7.Maintain Dimensional Hierarchies (O)

The people factor in Data Management

Focusing on the DMBOK activity:
Manage Data Access Permissions

Issue

Who owns the reference data? Who owns the master data? Driven by who has the louder voice?

Suggestions

- Educate and document the meaning and purpose of reference data. Identify who the stakeholders are: CRUDA.

- Educate and document the meaning and purpose of master data. Identify who the stakeholders are: CRUDA.

- Based on facts, build a business case.

- Educate all parties separately if necessary to try and beat the politics.

The people factor in Data Management

DAMA-DMBOK Functional Framework Version 3

Figure 2. The 10 Data Management Functions

September 10, 2008   © 2008 DAMA International – All Rights Reserved
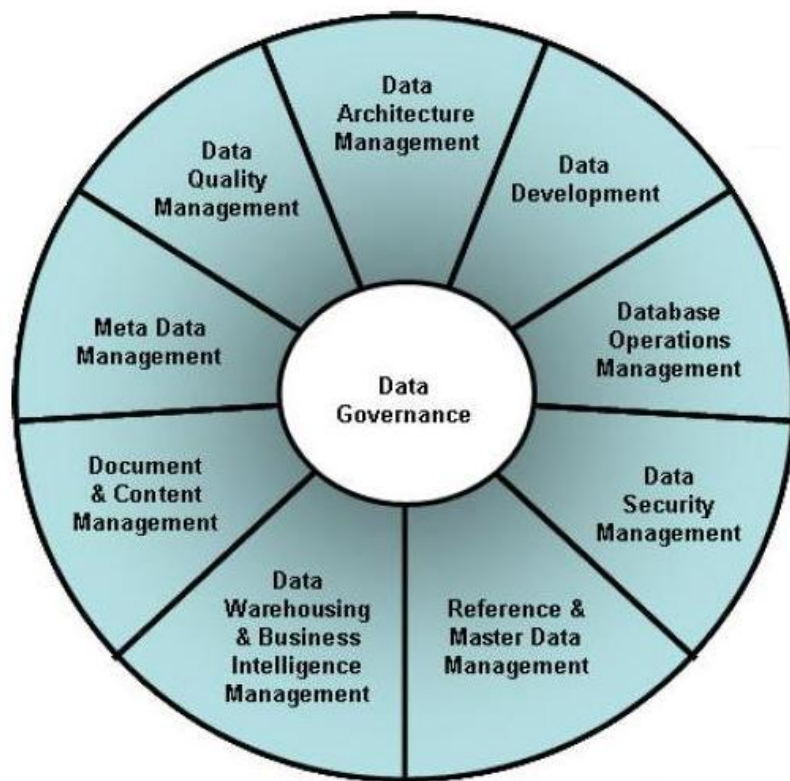
Data Warehousing & Business Intelligence Management

7.Data Warehousing & Business Intelligence Management
7.1.Data Warehousing & Business Intelligence Planning
7.1.1.Understand Business Intelligence Data Needs (P)
7.1.2.Define & Maintain the DW / BI Architecture (P) (same as 2.5)
7.2.Data Warehousing & Business Intelligence Implementation
7.2.1.Implement Data Warehouses & Data Marts (D)
7.2.2.Implement Business Intelligence Tools & User Interfaces (D)
7.2.3.Implement Enterprise Reporting (D)
7.2.4.Implement Management Dashboards & Scorecards (D)
7.2.5.Implement Analytic Applications (D)
7.3.Data Warehousing & Business Intelligence Support
7.4.Train Business Professionals (O)
7.5.Replicate & Transform Data for Business Intelligence (O)
7.6.Monitor & Tune Data Warehousing Processes (C)
7.7.Support Business Intelligence Activity (O)
7.8.Monitor & Tune BI Activity and Performance (C)

32

The people factor
in Data Management

Focusing on the DMBOK activity:
Data Warehousing & Business Intelligence Planning

Issue

Most organisations are led to believe that the only solution to their enterprise questions is to be built using a B.I. tool.

Suggestions

- The business gains the intelligence when technology provides the answer to the questions which are of interest; there is no concept of business intelligence when the business became broke trying to implement a solution to answer all potential questions.

- On low budgets, business intelligence solutions can be built from canned reports run on demand. Further the solution can evolve to reports ran by the users on the web eg Business Objects platform; and further to ad-hoc reports from a business layer. This staged approach also allows for users to become comfortable with the technology and the processes hence instilling some discipline.

The people factor
in Data Management

DAMA-DMBOK Functional Framework Version 3

Figure 2. The 10 Data Management Functions

September 10, 2008   © 2008 DAMA International – All Rights Reserved
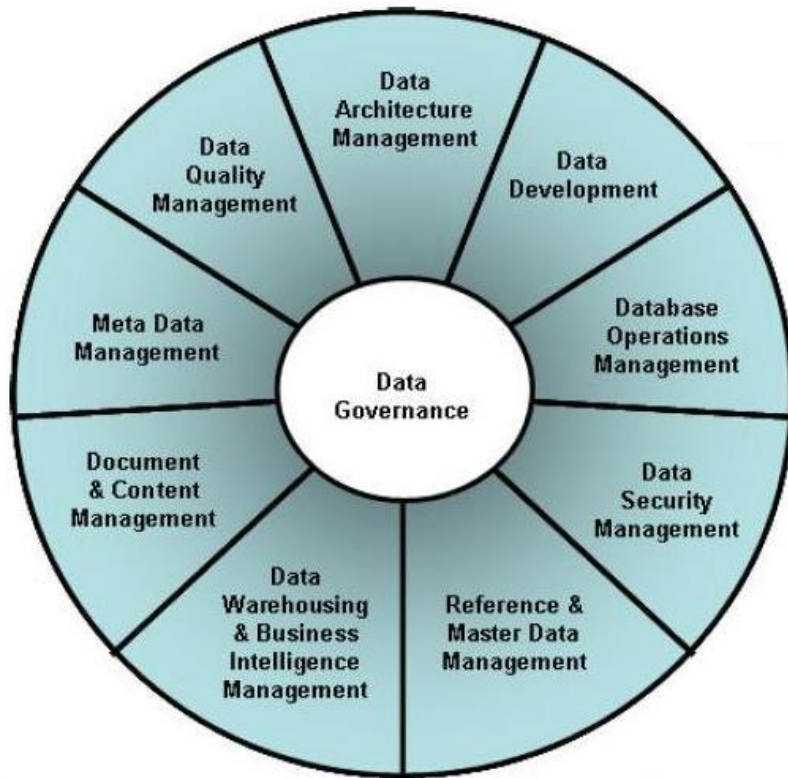
Document & Content Management

8.Document & Content Management
8.1.Plan for Managing Electronic & Physical Documents (P)
8.2.Define & Maintain Enterprise Taxonomies (P) (same as 2.6)
8.3.Implement & Maintain Document Storage Systems (D)
8.4.Acquire & Store Documents (O)
8.5.Index Document Information Contents (O)
8.6.Backup & Recover Documents (O)
8.7.Support Document Content Analysis (O)
8.8.Support Document Access, Circulation & Update (O)
8.9.Monitor & Tune Document Retrieval Performance (C)
8.10.Archive, Retrieve & Purge Documents (O)
8.11.Audit Document & Content Management (C)

35

The people factor
in Data Management

Workflow processes to approve specifications have been implemented successfully for other business groups within the same organisation to avoid introducing yet another tool, and comply with defined document handling rules. There is a need to implement similar processes for another group.

Issue

'The document management system does not work for us'. There was no real issue but discomfort for fear to use or lack of training or ??

The people factor
in Data Management

Suggestions

- 'Walk' with the business teams.

- Implement changes in small iterations so that the level of comfort rises to the point of adequate productivity - within a reasonable timeframe which also needs to be put in place to avoid abuse of time and resources.

The people factor in Data Management

DAMA-DMBOK Functional Framework Version 3

Figure 2. The 10 Data Management Functions

Meta Data Management
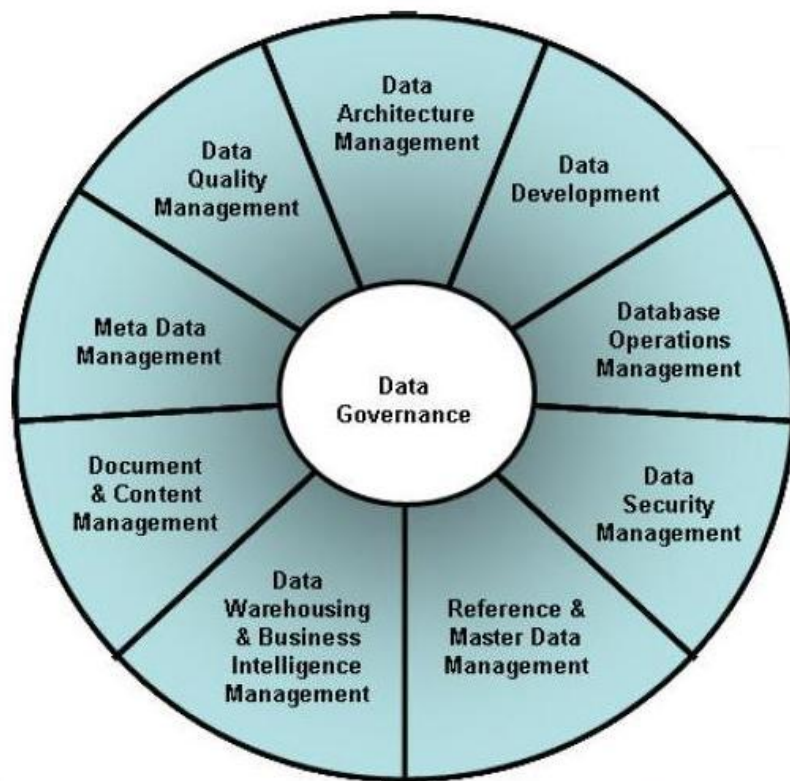
9.Meta Data Management
9.1.Understand Meta Data Requirements (P)
9.2.Define the Meta Data Architecture (P) (same as 2.7)
9.3.Develop & Maintain Meta Data Standards (P)
9.4.Implement a Managed Meta Data Environment (D)
9.5.Create & Maintain Meta Data (O)
9.6.Integrate Meta Data (C)
9.7.Manage Meta Data Repositories (C)
9.8.Distribute & Deliver Meta Data (C)
9.9.Support Meta Data Reporting and Analysis (O)

The people factor
in Data Management

Good example of terminology bashing - metadata as 'data about data'.

Issue

How would most office workers going about their own working day, and personal life would relate to these unpalatable terms ?

Suggestions

- **Drop the jargon.** Explain in plain business terms given that:

  - metadata is the information necessary to **manage the information resource** as a **business asset,**

  - metadata is contextual, and the **context** defines what the metadata is and what the 'real'/core data is.

    - To the librarian, the book - ie the actual text - is core. And the book specifications (author, and subject) are the metadata.

    - If building a library management system, the data modeller's core focus is the librarian's metadata. So author, subject, and even the text is considered real and being modelled as the basis to a database.

The people factor in Data Management

Data Quality Management

DAMA-DMBOK Functional Framework Version 3

Figure 2. The 10 Data Management Functions
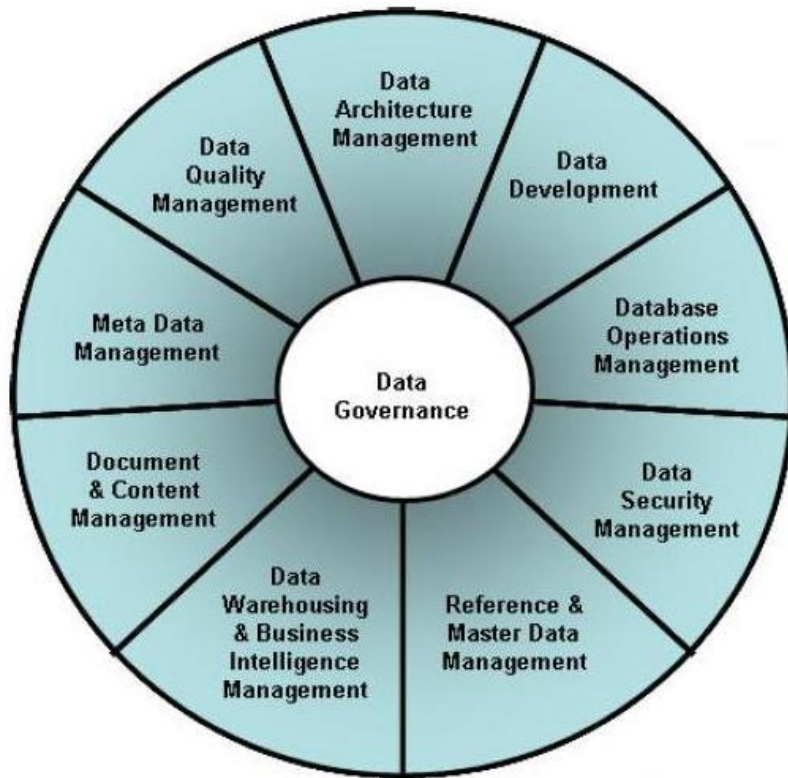
10.Data Quality Management
10.1.Develop and Promote Data Quality Awareness (O)
10.2.Profile, Analyze & Assess Data Quality (D)
10.3.Define Data Quality Requirements & Business Rules (D)
10.4.Test & Validate Data Quality Requirements (D)
10.5.Define Data Quality Metrics & Service Levels (P)
10.6.Measure & Monitor Data Quality (C)
10.7.Manage Data Quality Issues (C)
10.8.Correct Data Quality Defects (O)
10.9.Design & Implement Operational DQM Procedures (D)
10.10. Monitor Operational DQM Procedures & Performance (C)
10.11.Audit Data Quality (C)

COTS – Commercial Off The Shelf software – Tender out, partner hired on a fixed quote. Demonstration of Java based input screens include NO data entry checks.

Issue

Data input will be up to the quality of the system user. Data quality issues will trickle down the line and affect all business processes downstream.

Suggestions

- **Tender process** – Data considerations for COTS MUST include all data quality checks. Tender must be flexible enough to address data quality issues eg more scripts etc.

- Personnel must be made **accountable** for the data they input . **Policing** may involve auditing and **motivating** may involve an incentive ie bonus of target quality if high user input etc.

The people factor in Data Management

People traits influencing Data Management activities

- Fear of change

- Need to make sense of situations, and behaviours

- What's in it for me ? Need to be motivated.

- Communication /approach styles; not fit for purpose

- Self-centredness: attraction to new software, new technical skills to build curriculum vitae up

- Power/Control; may also involve internal politics

The people factor
in Data Management

Observed - Behaviour / Need / Situation	Observed behaviour ... keywords	Sought behaviour
Fear of Change (Ctrl+Alt+Del: lock computer and protect self)	FEARFUL	INVOLVED WILLING TO TRY ACCEPT IDEA OF PERMANENT EVOLUTION IN LIFE and IN THE WORKPLACE

Suggestion	Rationale
(1) *Data Governance is an evolution, not a revolution* (Robert Steiner, *Non-Invasive Data Governance*) (2) Work with people so they can see the need for evolution , what is gained out of it, and they can evolve with it. (3) Educate people on the idea of change to adapt to situations. (4) Never assume that what is true today will be tomorrow. Need to be flexible but not overly generic. Think about the impact of yes/no data.	(1) *I can assure you that people will resist if you treat it as a revolution* (Robert Steiner, Non-Invasive Data Governance). Prior annoucement of a big change program, or a 'revolution', creates a psychological barrier – yet another hurdle which is unnecessary. (2) Being part of the change, implementing a realistic approach where one **walks with** the people, checking on their evolution, and their making sense of the change will build their confidence level and alleviate unreasonable level of fear. (3) Changes in nature and people (whether in appearance, abilities, and behaviours) are a daily occurrence and an ever-natural evolving phenomenum which when recognised and accepted makes life easier for all. (4) Many of us implemented *gender* as a two value choice. In 2015 the FBI and Canadian Social Security Gender codes are up to 9 values (Peter Aitken, dataversity webinar 10 February 2015). A long while ago some also thought the Earth was flat!

The people factor in Data Management

Observed - Behaviour / Need / Situation	Observed behaviour … keywords	Sought behaviour
Need to make sense of situations, and behaviours	CONFUSED	COMFORTABLE

Suggestion	Rationale
(1) Document all decisions (sometimes as part of expected documentation) and (2) follow each decision with its rationale	The rationale is the explanation allowing people to (1) make sense of the decision or discuss further options, and (2) review the decisions at a later date to improve the situation when circumstances (people, processes, and/or technology) change. *Note that documenting rationale is not an overhead; it merely documents the thought process which would have had to have taken place to arrive at the decision. Spelling out the rationale often helps organise thoughts, identify options, and choose the most appropriate option at the time.* (3) The production of decisions and rationale ensures that documentation is produced ahead of the work minimising the risk of dependency on staff members.

The people factor
in Data Management

Observed - Behaviour / Need / Situation	Observed behaviour ... keywords	Sought behaviour
People seem to perform at only two levels – either driven by their own intrinsic high professional standards and they are rare, or by the carrot and stick principle. Private firms often implement incentive schemes eg Oracle Education based on performance levels and customer feedback. More difficult to apply to public agencies? With no carrot, no stick and potentially no real understanding of the impact and no engagement short and/or long term. (Carrot and Stick behaviour, 'What's in it for me?') People are more concerned about keeping their jobs than anything else.(an observation - most can relate to - in one case study of: Robert Steiner, Non-Invasive Data Governance p18)	NOT ENGAGING DISRESPECTFUL CYNICAL	MOTIVATED

Suggestion	Rationale
(1) Develop a 'business case' to explain the impact, convince and engage the individual. (2) Find out what motivates the individual and see whether that need can be filled in the workplace. (3) Encourage development of clear outcomes for the role and appropriate incentives.	(1) It takes hard-selling to get people out of their comfortable position and be part of a new initiative. (2) If this does not require too much effort to find out what motivates the individual, it might be more successful than applying generic, enterprise wide incentives which have no meaning nor weight on the individual. (3) People need processes to abide by which are clearly linked to their performance and pay.

The people factor
in Data Management

Observed - Behaviour / Need / Situation	Observed behaviour ... keywords	Sought behaviour
Technical terminology (jargon) getting in the way Emails exchanged over a lengthy period when a phone call or a face-to-face discussion/meeting would have solved it	JARGON EMAIL CHAOS	CLEAR CHOOSE APPROPRIATE WAY OF COMMUNICATING

Suggestion	Rationale
(1) Ensure you are actually understood: 'Does this make sense, and which sense ?' approach. (2) Draw from the interests and backgrounds of your audience to use analogies to get your message through (3) Use the appropriate way of communicating: email vs phone vs meeting (online or face-to-face)	(1) Making sense is a personal experience only the receiver can relate or not relate to what is said. If it does not make sense, or if you can't assess whether the sense it made is what you were aiming at, your message has not been processed as intended as yet. (2) Communication is more effective when analogies make sense to the audience. (3) Refer back to article from Anthony Tjan: *Don't Send That Email. Pick up the Phone!* *(Source: https://hbr.org/2011/11/dont-send-that-email-pick-up-t/)*

The people factor
in Data Management

Observed - Behaviour / Need / Situation	Observed behaviour ... keywords	Sought behaviour
Bull in a china shop - meaning well, proceeding destructively	FORCEFUL	INSIGHTFUL NON-INVASIVE INCLUSIVE RESPECTFUL

Suggestion	Rationale
(1) Consider DMM (Data Management Maturity level approach) to assess where the organisation is at and where they want to be given human and physical resources. (2) Consider non-invasive approach (Robert Steiner, *Non-Invasive Data Governance*) where *people's behaviour, not data, are governed* (p9)	(1) DMM to assess where the business is at and plan in realistic stages (2) Without data no business can function - whether on paper, nor electronic. Business already has processes and people using processes - whether formal or informal, policed or ad-hoc. Establish what does not work which is likely to highlight the importance of some of the data; prioritise action; develop formal processes working with the people who are already intimate with the data, so the situation gets improved. Seek more details in B. Steiner's book and keep it simple!

The people factor in Data Management

Observed - Behaviour / Need / Situation	Observed behaviour … keywords	Sought behaviour
Workplace seen as toy playground	SELF-CENTERED FRAGMENTED	PRACTICAL REALISTIC

Suggestion	Rationale
(1) Focus on the real business value (2) Keep the solution simple (be creative using current resources eg EDMS as spec. approval tool using embedded workflows, basic source code tool) With a clear definition of the business problem to be solved, (3) an understanding of the current resources (people and technical, now and in the future, (4) come up with some realistic options and their rationale	(1) Keep the business goal of this particular business or agency in mind, not the textbook goal, nor the end game of another site. This will drive the approach - people and tools. (2) Nowadays, people are overwhelmed by information they cannot process effectively to make sense of and integrate in their own private life. Keep the professional life simple. Only implement the solutions (processes and tools) necessary to achieve the goal. (3) When the purpose is clear and the environment is clear, it is easier to remain objective and realistic. The solution has to be viable for the future too as budgets come and go (4) Offering options totally out of reach of the business is a waste of time but providing options (and rationale) with a reasonable diversity gives the business food for thought.

The people factor
in Data Management

Observed - Behaviour / Need / Situation	Observed behaviour ... keywords	Sought behaviour
Power/ Control Turf boundary setting	CONTROLLING	CLEARLY BOUND RESPONSIBLE ACCOUNTABLE
Near enough is good enough. She'll be right, mate.	SLACK	DISCIPLINED

Suggestion	Rationale
(1) Document people role (processes and their rationale) (ie formalise behaviour), (2) have all capabilities to carry out their role, (3) are comfortable with policing and investigative measures to resolve issues for the sake of ongoing improvement - not blame game. (Hold people responsible)	(1) it is not possible to derive any metrics if expected behaviours or processes remain undocumented. The rationale will clarify consequences of some action such as losing face if test data with clear issues is sent to stakeholders (2) All required tools must be provided for the expected outcome to be achieved. (3) People work as part of a team. Setting boundaries, policing them, rewarding for achieving outcomes, correcting for hickups, are part of building good team dynamics and confidence between people. Make people responsible for their action so that when things go wrong, it is easier to find the cause and remedy it.

The people factor
in Data Management

Observed - Behaviour / Need / Situation	Observed behaviour ... keywords	Sought behaviour
Power/Authority over competence	POLITICAL EMOTIONAL MANIPULATIVE	FACTUAL DISCIPLINED RESPECTFUL

| Suggestion	Rationale
(1) Keep to the facts (2) Try an approach to identify which business context defines the data, and where the actions of C(reate), R(etrieve), U(pdate), D(elete), A(rchive) are occurring. Document the facts. Present the facts to identify who has what control depending on your approach to reference and master data.	(1) Keep to the facts to get the emotions out of the way. (2) Document the facts to minimise chaos and workplace bullying (as politics can be).

The people factor
in Data Management

- Fear of change

- Need to make sense of situations, and behaviours

- What's in it for me ? Need to be motivated.

- Communication /approach styles; not fit for purpose

- Self-centredness: attraction to new software, new technical skills to build curriculum vitae up

- Power/Control; may also involve internal politics
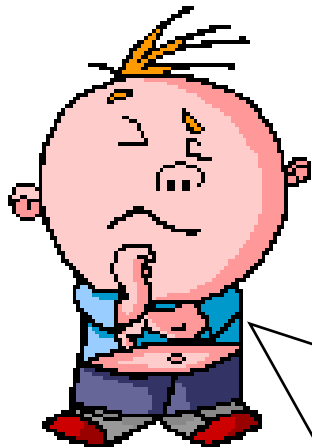
Become aware of the people factor.
Keep in mind some of the basic traits we discussed when dealing with people in the workplace.

The only permanent thing in life is change.
Be prepared to change your way too.