

Building Effective Data & Analytics Governance

Workshop Short Summary:

- Data & Analytics help with discernment and decision-making about outcomes, but only when people can find, trust, and use the organization's data well.
- At Compassion International we have been maturing D&A governance for ministry successes over the past several years.
- This session will help you get started or help you along your journey:
 - Roadmap for Improved Governance
 - Foundations of D&A Governance
 - Tenets of Adaptive D&A Governance
 - Aligning Governance to Business Drivers

Pop Quiz (True or False):

1. T | F: Effective D&A governance is best achieved by big dollar investments?
2. T | F: D&A governance will slow down innovations and operations?
3. T | F: D&A governance needs CEO and board-level endorsement?
4. T | F: One size and method of governing D&A works for every org?
5. T | F: An organization can leave D&A governance to IT people?
6. T | F: Supporters will easily forgive the loss of their private data?
7. T | F: Laws of nations and U.S. states are getting easier to follow?
8. T | F: As Christian organizations, we don't have to follow privacy laws?
9. T | F: We should avoid machine learning and artificial intelligence (AI/ML)?
10. T | F: I don't like "true and false" quizzes because there is no gray space?

Workshop and Follow-up Questions and Activities:

- What is your organization's mission or vision?
- How do D&A relate specifically to that mission or vision?
- Who oversees D&A for your organization?
- How is she or he held responsible for outcomes (good or bad) from D&A?
- Draw a picture of your organization.
- Now draw a picture of the major data systems supporting your organization.
- Add the major analytics tools onto the picture.
- Which analytics tools show your organization's outcomes?
- Can you trace the data from the systems in the picture to the analytics tools?
- How does your organization resolve disagreements about data definitions?
- How does your organization reach agreement on investing in outcomes?

An Adaptive Approach to Data & Analytics Governance:

- Adaptive governance is the organizational capability that determines the governance styles and mechanisms to deliver required business outcomes within a business context. (Adapted from <https://bit.ly/gart-dgov>)
- Four styles of governance that must be balanced according to the context to mature D&A governance:
 - **Control** — Rules, policies, standards, and directives dominate this command-and-control style of D&A governance.
 - **Outcomes** — Dynamic business processes and initiatives require D&A focus on achieving business outcomes while balancing risk, return, and performance on investments within organizational guardrails.
 - **Agility** — Highly competent, knowledgeable D&A people and principles allow for empowering roles and teams with the authority to make distributed decisions that create value for the organization.
 - **Autonomous** — When human interventions impede business value, guidelines and algorithms drive value and help manage risks with decisions made in or near real time by people and “things.”

The Five AI/ML Ethical Principles at Compassion International (see Matthew 5:6-9):

- 1. Be human-centric and socially beneficial:** Our use of AI must be intended to bring benefits to society, be lawful, and keep a human in charge of decisions that could induce high risks of harm.
- 2. Be fair:** Our use of AI must be consistent with biblical principles of how to treat people, avoid introducing discrimination or biases, and be free of secret, unexplained manipulations.
- 3. Offer explain-ability and transparency:** Our use of AI will not be a secret—we will be open that an AI system is involved and ensure decisions are explainable and algorithms are documented.
- 4. Be secure and safe:** Our use of AI will respect privacy, do no harm, protect ministry intellectual property, and allow monitoring of the algorithms’ learning processes and risk management.
- 5. Show accountability:** Our business leaders, developers, and purchasers of AI will be accountable for acting ethically and implementing AI in ways consistent with these principles in full transparency to the Data & Analytics Council.