



SELLING GOVERNANCE



SELLING RISK

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ABOUT STEVE WEISSMAN



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I mitigate risks and unmask opportunities through data and information governance. Think: GRC+.

- Best practices consultant, industry analyst, and instructor for 25+ years
- Buyer/user advocate: first, last, and always
- Member, AIIM Company of Fellows
- Honoree, AIIM Award of Merit
- Inaugural Inductee, Information Governance Hall of Honor
- Host of "Speaking Of," "Doing Information Right™," and "Nattering Nabobs of Information" interview and commentary series on YouTube and your podcast channel of choice
- Creator, Process Innovation Awards
- Co-Founder, Information Coalition (merged with ARMA)
- Past Board Member, BFMA International (merged with AIIM)



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SENIOR EXECUTIVES DON'T CARE ABOUT GOVERNANCE

- They care about RISK.
- This is why your programs end up ineffective, stalled out, or never started.



Image: Thirdman
via Pexels

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RISK TAKES MANY FORMS

- Strategic Risk
 - Threats to your organization's long-term prospects
- Operational Risk
 - Disruptions in day-to-day processes
- Financial Risk
 - Perils related to cash flow, debt obligations, fiscal stability
- Compliance Risk
 - Liabilities resulting from not following laws or regulations
- Legal Risk
 - Vulnerabilities to lawsuits
- Reputational Risk
 - Damage to brand, image, or public trust

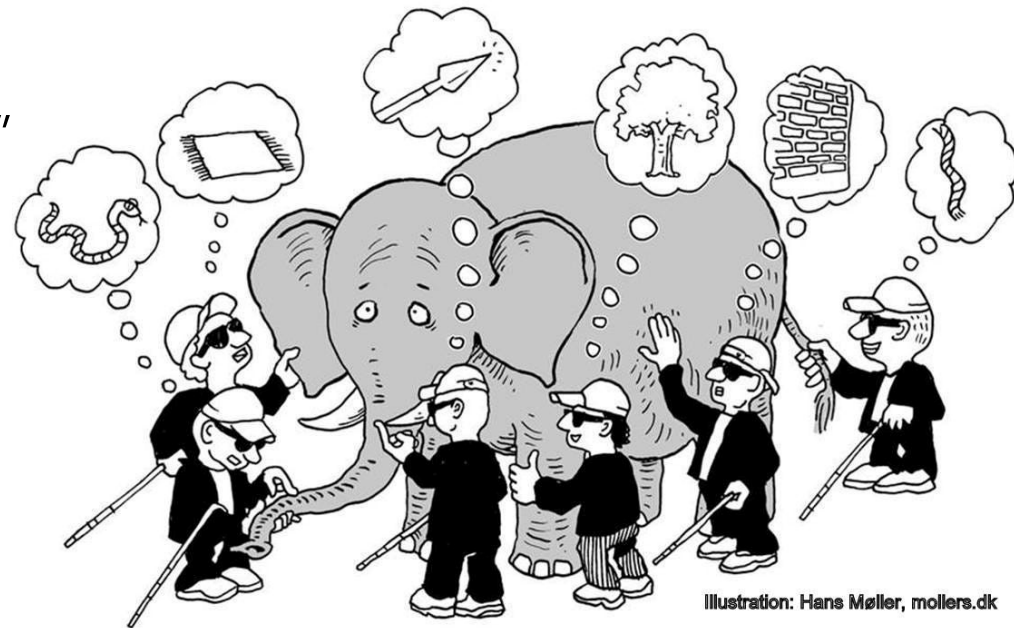


Image: Cottonbro
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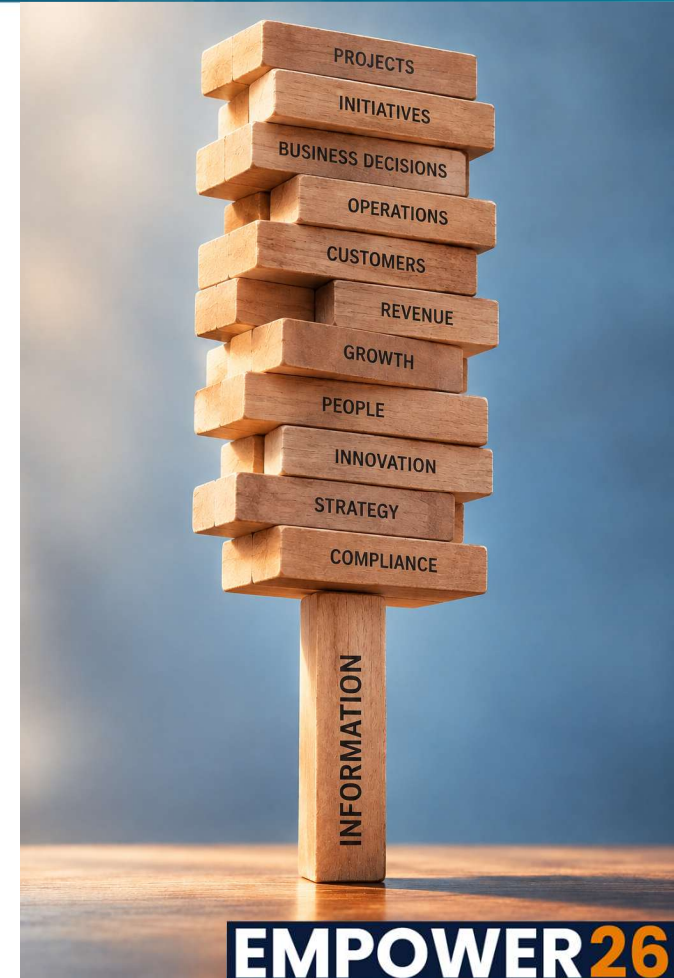
RISK IS A MATTER OF PERSPECTIVE

- CEO: "Will this damage our stock?"
- CFO: "Will this cost us money?"
- COO: "Will this affect the way we work?"
- CIO: "Will we need new systems?"
- General Counsel: "Will we be legally exposed?"



RISK STARTS WITH INFORMATION

- Because everything you do – every project, every initiative, every business decision – depends on it
- But what if it's problematic?
 - Inaccurate?
 - Outdated?
 - Of questionable provenance?
 - Made up? (thank you, AI)
 - Tampered with?
- We need it to be trustworthy and reliable.
 - Not just sometimes, but always.

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HOW CAN YOU KNOW?

- You have to look! At all of it.
 - Records
 - Documents
 - Images
 - Audio
 - Video
 - Structured data
 - Paper
 - Fiche
- Because uncertainty is risky
 - You have to know to avoid nasty surprises (and to unlock opportunities, too)



Image: Cottonbro
via Pexels

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HAVING POLICIES JUST ISN'T ENOUGH

The devil's in
the details ...

AI
Privacy
Retention
Security
Data sovereignty
Legal hold
Designated repositories

Orphaned information
Shadow systems
Legacy data
Data ownership
Applications
Shared drives
Email
Cloud repositories
Personal storage
Physical records
Duplicates
ROT

... which nobody
wants to hear about

I'LL SAY IT AGAIN: YOUR EXECUTIVES DON'T CARE.

- For them it's all about risk.
 - Transferring it
 - Reducing it
 - Prioritizing it
- For you, it's all about governance.
 - Improving it
 - Extending it
 - Embedding it
- For the win, it's about tying the two together.
 - But how?



Image: Thirdman
via Pexels

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WE MUST REFRAME THE CONVERSATION

We Say	They Hear
Information governance	More bureaucracy
Records	Administrative overhead
Retention	Executive interference
Classification	More work
Data map	Even more work!
Metadata	What's this?

WE MUST REFRAME THE CONVERSATION

From This ...	To This
"We need an information inventory."	"We don't know where our highest-risk information is."
"We need a retention program."	"We're carrying unnecessary legal exposure and storage costs."
"We need AI governance."	"The state of our information may be limiting our AI return on investment."
"We need your help to support our governance initiative."	"We've identified information-related risks that could affect the business."

THE DATA & INFORMATION RISK ASSESSMENT MATRIX

Dimension	Severity	Likelihood	Risk Score*	Risk Maximum Index**	Rationale	Risk Consequence	Severity Scale				
<u>Organizational</u>			0	100	0%		<u>Negligible</u>	<u>Minor</u>	<u>Moderate</u>	<u>Major</u>	<u>Critical</u>
Culture			0				1	2	3	4	5
Process			0								
Collaboration			0				Likelihood Scale				
Technology			0				<u>Rare</u>	<u>Unlikely</u>	<u>Possible</u>	<u>Likely</u>	Probable
							1	2	3	4	5
<u>Quality & Utility</u>			0	100	0%						
Findability			0				*Risk Score				
Accuracy			0				<u>Severity x Likelihood</u>				
Currency (how up to date)			0								
Accessibility			0								
<u>Control & Accountability</u>			0	100	0%		** Risk Index				
Auditability			0				<u>Higher is riskier</u>				
Security			0								
Ownership			0								
Data Sovereignty			0								
<u>Regulatory & Legal</u>			0	100	0%						
Privacy			0								
Compliance			0								
Retention/Destruction			0								
eDiscovery/Legal Hold			0								
<u>Change & Emerging Risk</u>			0	75	0%						
AI			0								
Migration			0								
M&A			0								
			0	475	0%						

THE DATA & INFORMATION RISK ASSESSMENT MATRIX

Dimension	Severity	Likelihood	Risk		Rationale	Risk Consequence	Severity Scale				
			Score*	Maximum Index**			Negligible	Minor	Moderate	Major	Critical
Organizational			37	100	37%						
Culture	4	4	16			lack of buy in	1	2	3	4	5
Process	3	1	3								
Collaboration	1	3	3								
Technology	5	3	15								
							Likelihood Scale				
							Rare	Unlikely	Possible	Likely	Probable
							1	2	3	4	5
Quality & Utility			60	100	60%						
Findability	4	4	16								
Accuracy	4	3	12								
Currency (how up to date)	4	3	12								
Accessibility	4	5	20								
							*Risk Score				
							Severity x Likelihood				
							** Risk Index				
							Higher is riskier				
Control & Accountability			54	100	54%						
Auditability	5	3	15								
Security	5	3	15								
Ownership	3	3	9								
Data Sovereignty	5	3	15								
Regulatory & Legal			36	100	36%						
Privacy	4	2	8								
Compliance	4	2	8			Regulatory exposure					
Retention/Destruction	4	2	8								
eDiscovery/Legal Hold	4	3	12			Litigation exposure					
Change & Emerging Risk			31	75	41%						
AI	5	5	25								
Migration	3	2	6								
M&A	2	1	2								
			218	475	46%						

THE BOTTOM LINE

- Governance is the means
- Risk management is the outcome

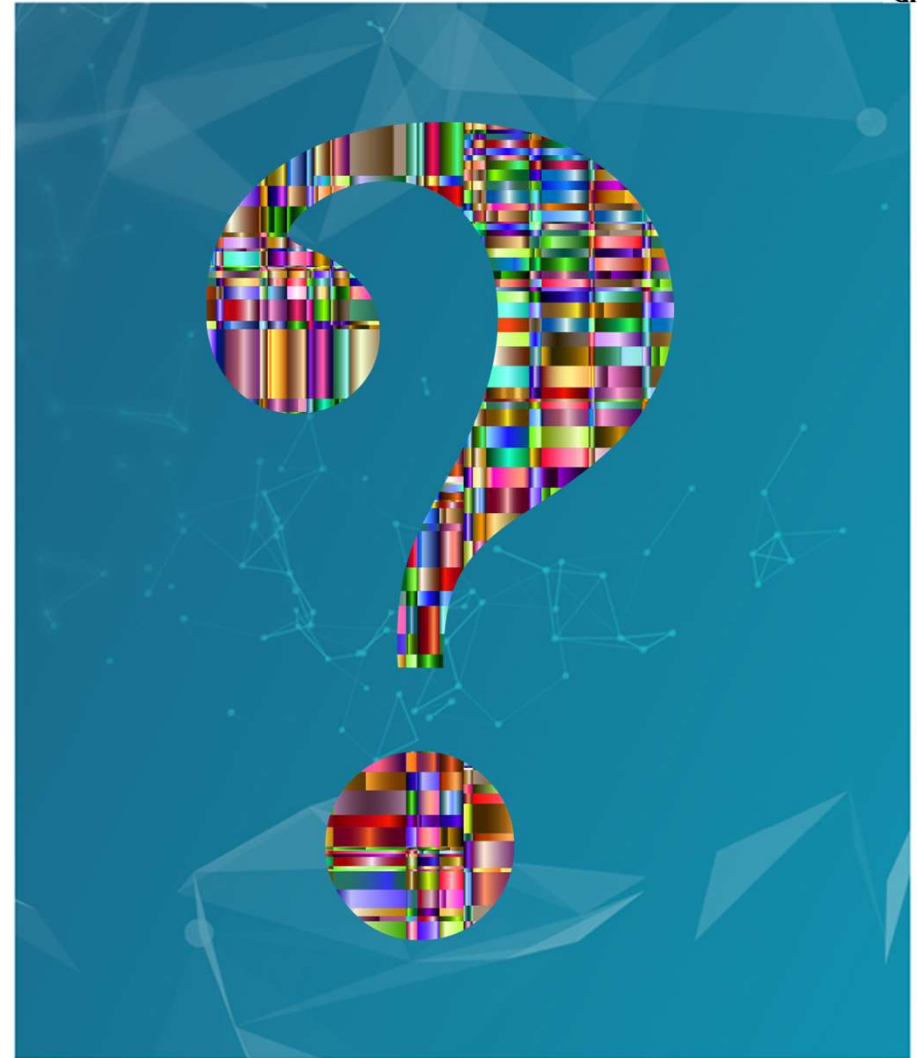
**Risk is the language your senior team speaks!
So you must speak it, too.**



Image: Thirdman
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THANK YOU!



Let's Connect!



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