Building strong data governance through stakeholder management software

How effective stakeholder engagement makes governance stick

Tractivity®

A view from the software side

Where this comes from
We partner with AccountAbility on the AA1000 principles. We build the software — and this is what we see when organisations try to live those standards day to day.

The pattern
Governance programmes rarely fail on policy. They fail when people aren't engaged, aligned and accountable.

The argument
Treat data governance as organisational change, not a compliance exercise.

Where software fits
Connecting governance ambition to daily work, without adding a layer of bureaucracy.

What is data governance?

Decision rights and accountability
Who is responsible for which data, who decides, and how it's managed across its whole lifecycle.

Anchored to business value
Better decisions, lower risk and more confidence in the data people rely on. Governance should never exist for its own sake.

Owned by people
Systems store data. People are accountable for it.

Standards people actually use
Policies only count when they're understood, accepted and applied consistently.

Why governance programmes stall

Ownership by assumption
Everyone thinks the data is someone else's job, so nobody maintains it.

Compliance framing
When governance reads as a tickbox, engagement and adoption quietly drop.

Silos
Disconnected systems and teams mean inconsistent standards, duplicated records and lost insight.

Governance as policing
Controls without collaboration breed resistance and workarounds.

What makes people follow governance?

Visible ownership
People support what they can see: who owns the record, what was decided and why.

What's in it for me
People adopt governance when it helps their own work, not just the organisation's.

Involvement
People follow standards they helped shape.

Consistency over time
The human dimension decides whether governance lasts beyond the launch month.

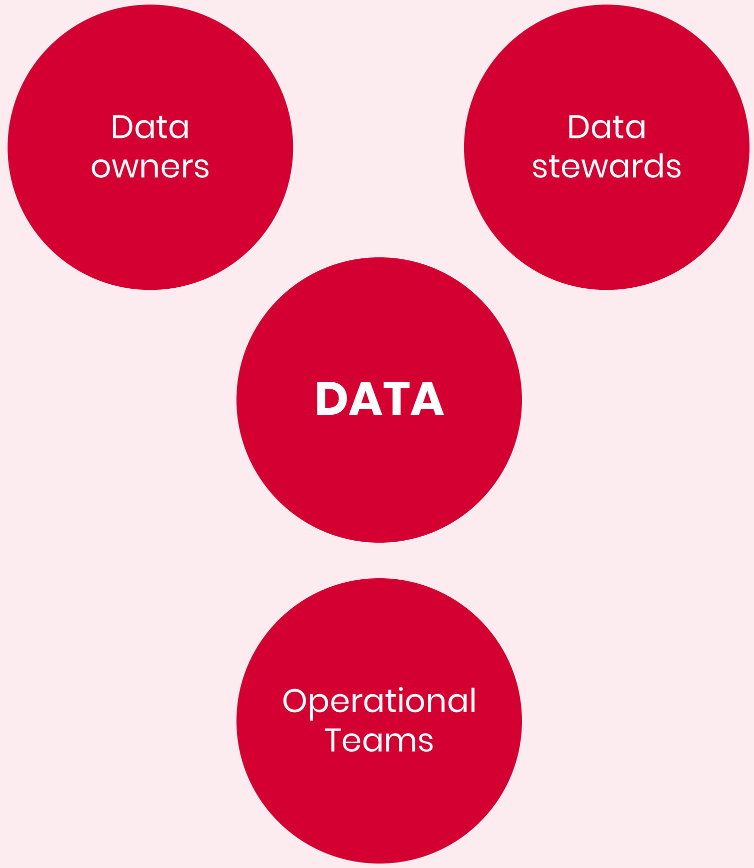
Key stakeholders in data governance

Three roles, all necessary

1. **Data owners** define and decide.
2. **Data stewards** guard quality.
3. **Operational teams** use the data daily.

Tailored engagement
Different groups have different priorities and concerns. Engage each one differently for the best outcome.

Structured, so no voice is missed
Formally assign who owns data, who maintains it and who approves its use.



The friction you'll meet on the ground

The urgent beats the important
Day-to-day demands crowd out governance tasks like logging and updating.

Different lenses
Marketing sees a strategic asset. Compliance sees risk exposure. Both are right.

Change fatigue
Extra work with no visible benefit gets quietly dropped.

Invisible progress
When people can't see decisions being made, trust erodes, and governance becomes a tickbox.

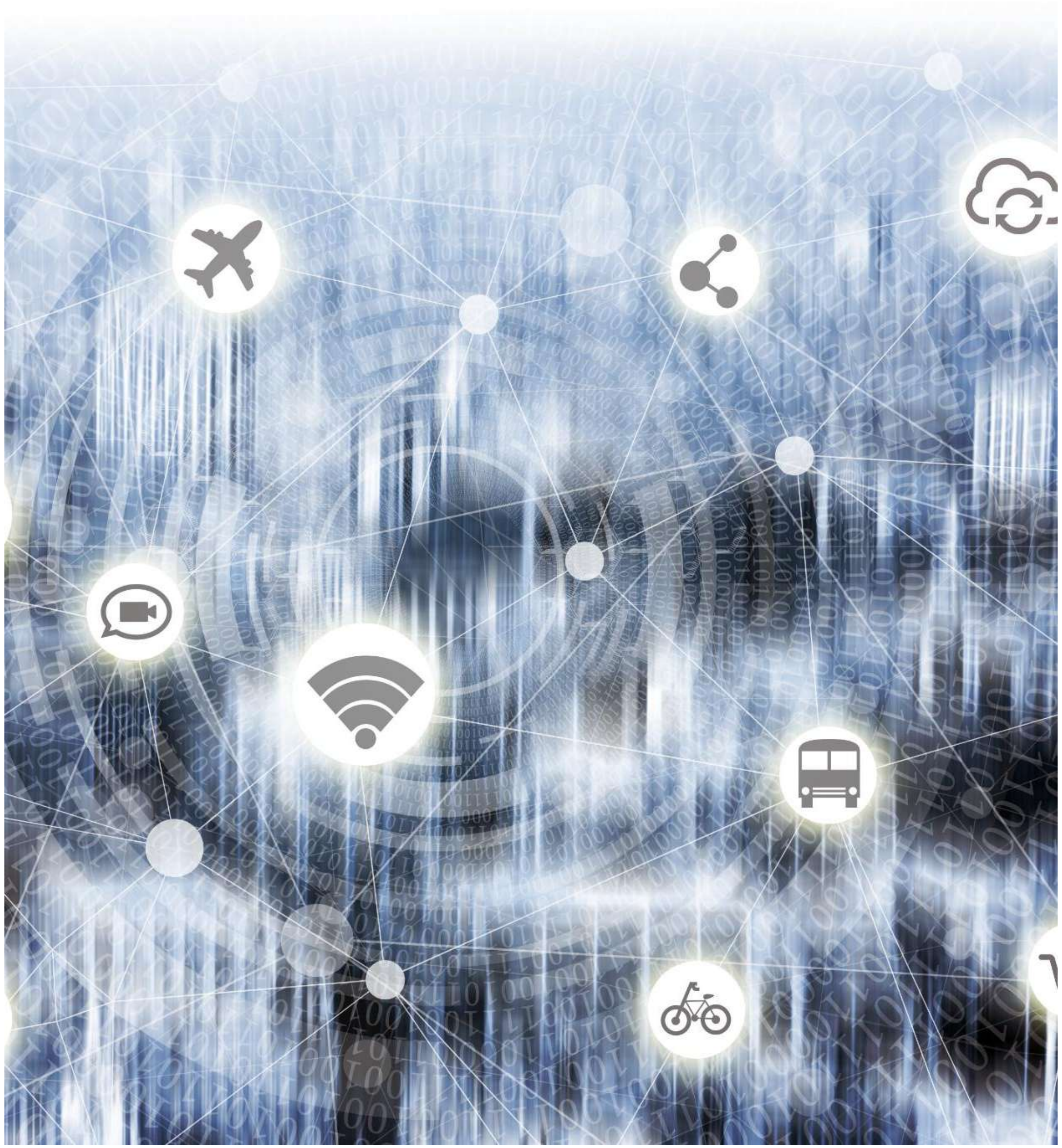
What is stakeholder management software?

One governed record
Stakeholder relationships, conversations and agreements in one place, not scattered across inboxes, spreadsheets and people's heads.

Engagement with an audit trail
Two-way communication, with actions, commitments and approvals tracked and time-stamped.

Not a CRM
A CRM tracks pipeline and revenue. An SRM tracks who you engaged, when, how, and what came of it.

Governed by design
Built on recognised security and privacy frameworks: ISO 27001, GDPR, CCPA.



What structured engagement does for governance

Makes accountability visible
Who agreed to what, and when, on the record.

Builds shared understanding
Consistent, tailored messaging so every team works to the same expectations.

Earns trust
When people can see decisions and progress, resistance falls.

Stands up to scrutiny
Engagement records become evidence, for audits, assurance and challenge.

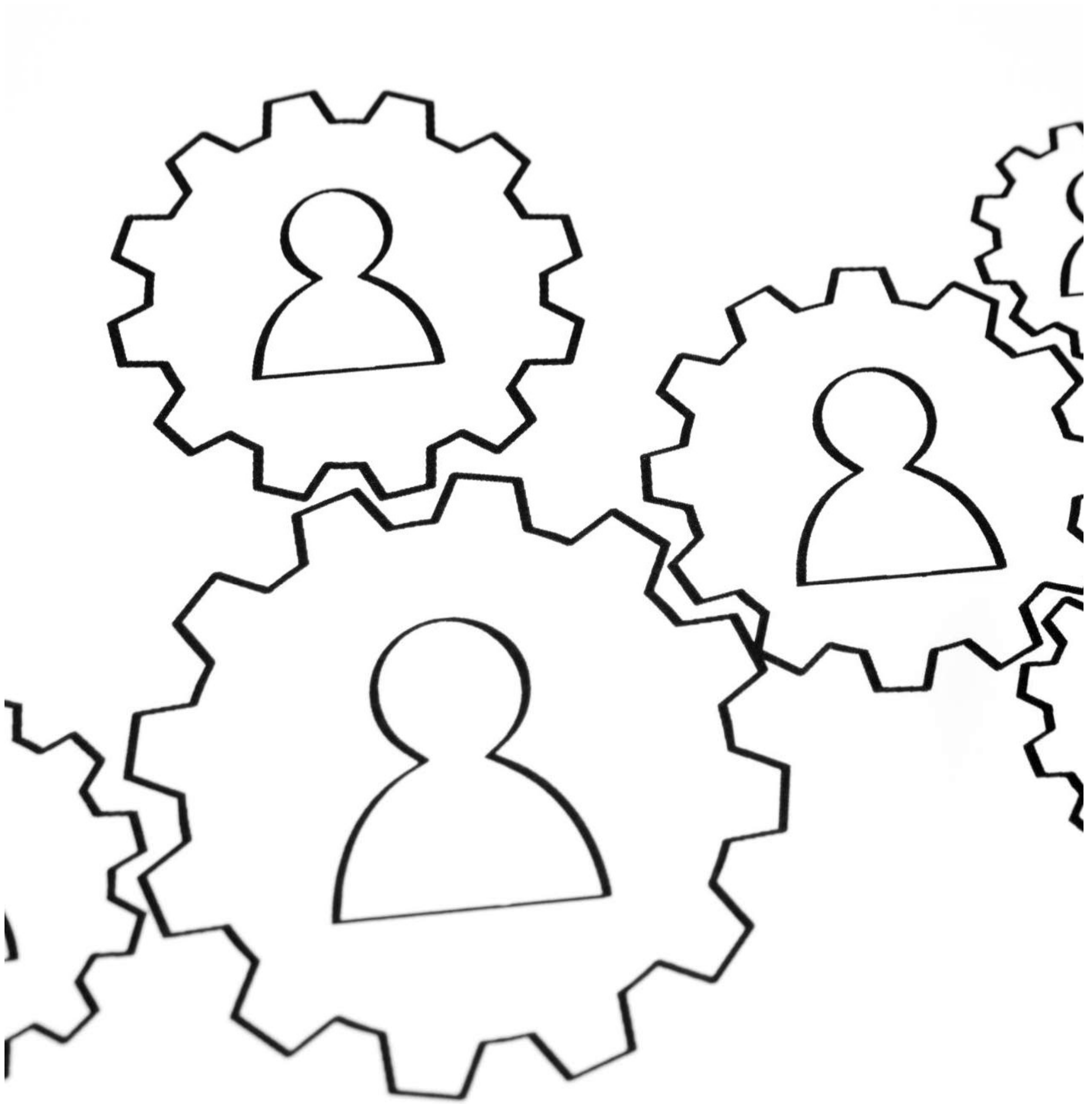
Best practice governance model

1. Clear ownership
Decision rights, permissions and approvals agreed and configured up front.

2. Embedded engagement
Governance built into daily work, logging as it happens, not a separate task.

3. Technology for transparency
Make things visible and consistent, never more complicated.

4. Continuous improvement
Revisit roles, processes and standards as the organisation changes.



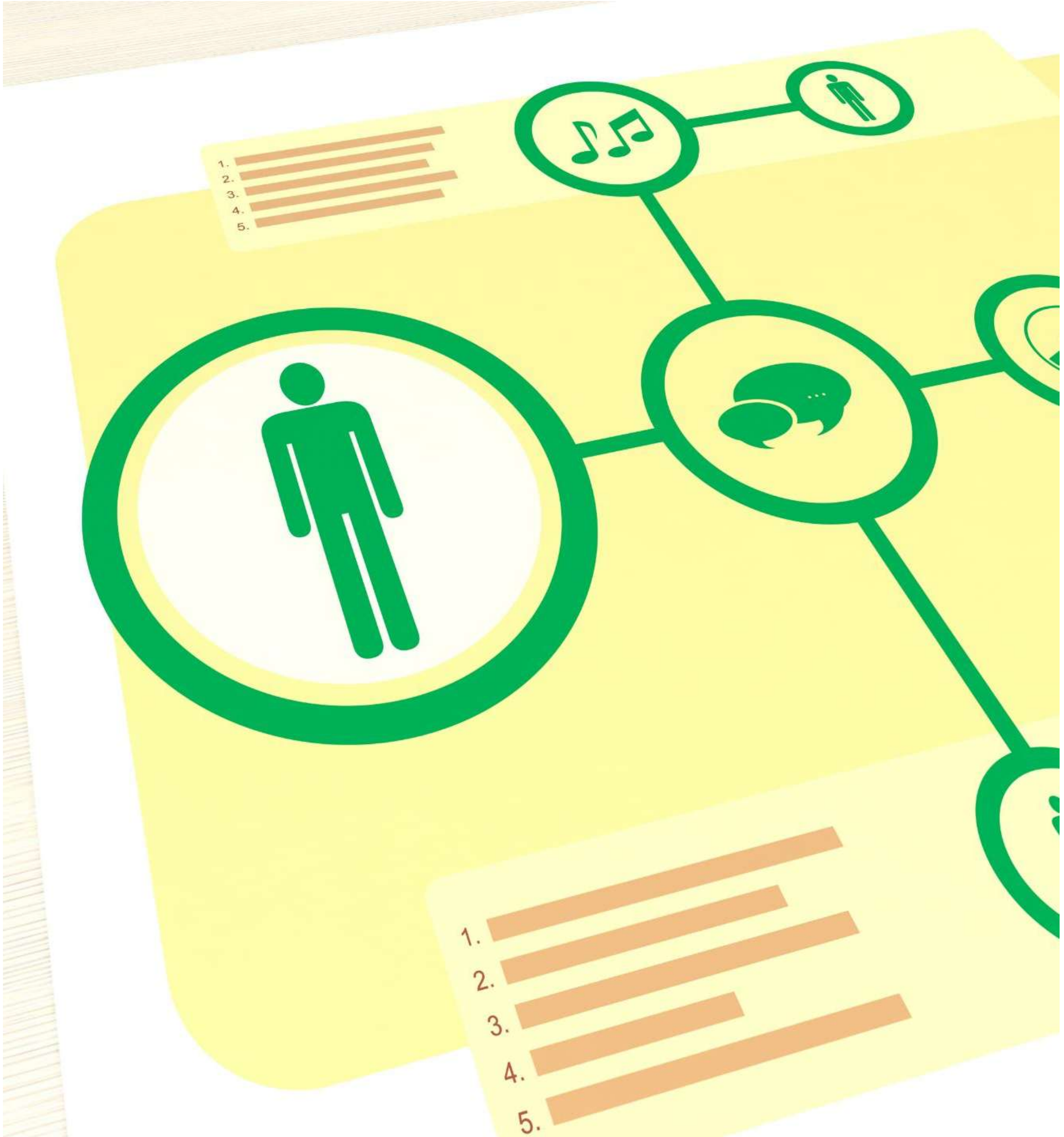
What this looks like in practice

Named owners
A nominated manager accountable for each stakeholder record's accuracy.

Approvals on the record
Surveys and newsletters signed off, logged and time-stamped.

Obligations tracked
Information requests, complaints and commitments, with deadlines, owners and outcomes linked.

Good practice made easy
Guide behaviour through visibility, not rigid controls.



Measuring governance effectiveness

From maturity models to evidence
Not ‘we’re level 3’, but ‘here’s proof governance is working’.

Engagement activity
Interactions logged per stakeholder, gaps in engagement history.

Process performance
Response times, statutory and regulatory deadlines met versus missed.

Data quality
Records with named owners, completeness, outdated records caught and fixed.

Evidence, not assertion.

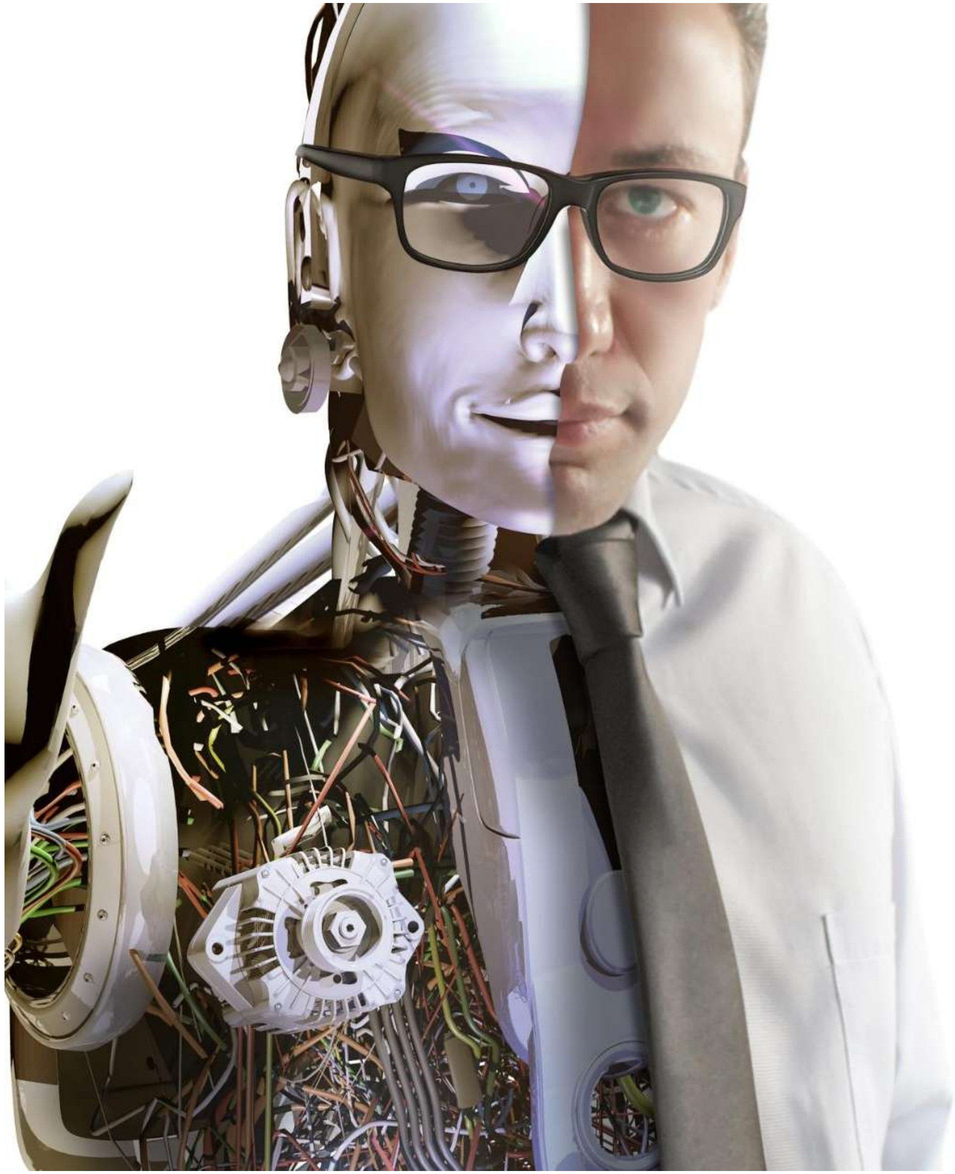
Common pitfalls to avoid

Tool-first thinking
Technology without behavioural change is an expensive way to stay the same.

The quiet resisters
Unaddressed concerns don't disappear; they fester. Engage them early and involve them in shaping the process.

One-and-done engagement
Kick-off training fades. Habits need champions and reinforcement.

No visible sponsor
Without leadership reinforcement, governance loses to whatever is urgent that day.



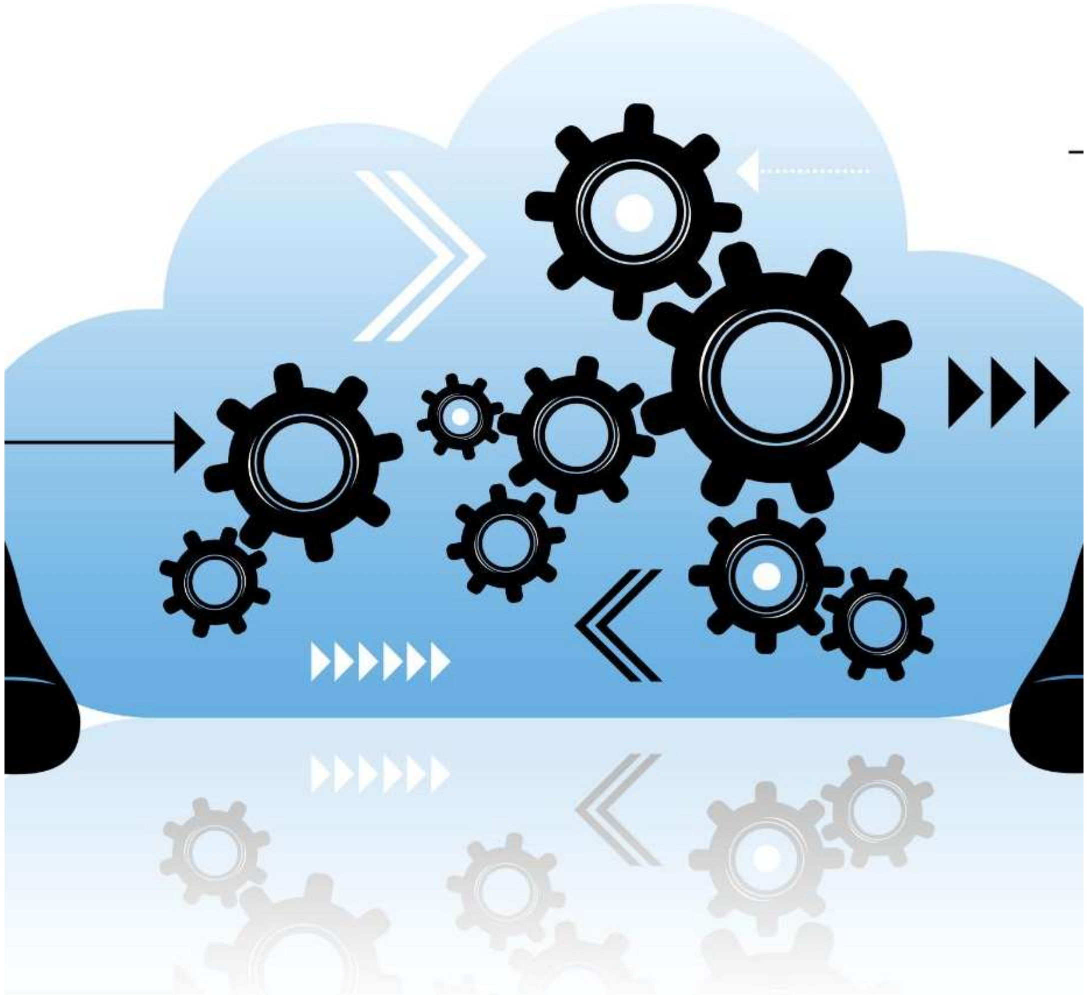
Key takeaways

Governance is behaviour
How people make decisions day to day, not what's written in the policy.

Stakeholders are the foundation
Engaged people are what make governance sustainable.

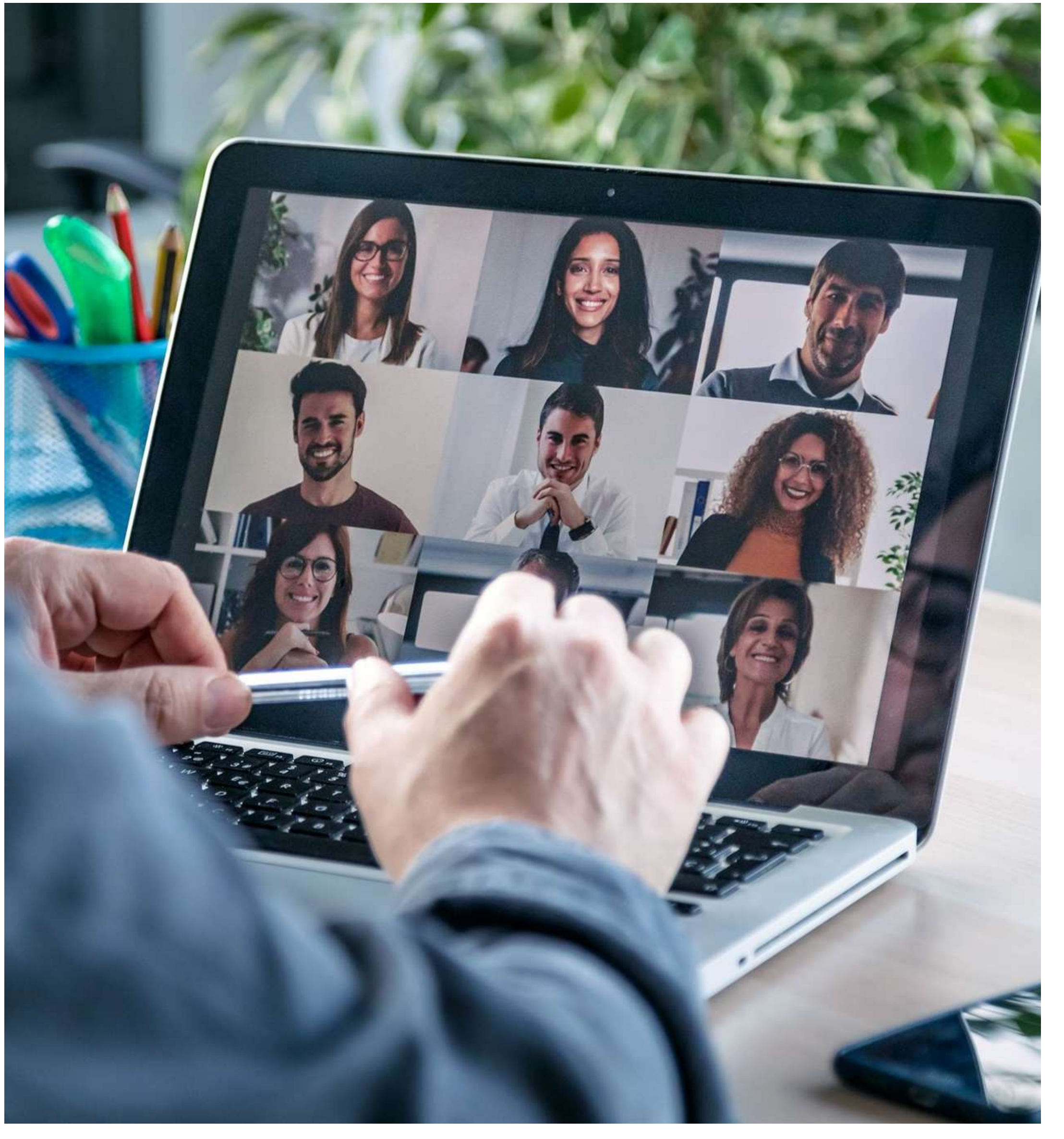
Software is the enabler
Consistency, transparency and accountability, when behaviour comes with it.

Standards plus software
The standards tell you what good looks like. The software is how it happens day to day — and how you evidence it.



Over to you

Comments & questions?



Thank you