



MDM – Your Data Journey Starts Here

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IRM London Keynote



DGIQ Keynote



DAMA RMC 2025



Gartner 2025



DAMA Edmonton 2024



Chief Data Officer

Malcolm Hawker

- Former Gartner Analyst, preeminent global thought leader on MDM and Data Governance
- Keynote Speaker
- CDO Matters Podcast Host
- Author, '*The Data Hero Playbook*' (Wiley, 2025)
- Lives on an island off the east coast of Florida
- Likes gardening, fishing, his wife, his dogs, and challenging the status quo



The Golden Age of Data

It's a great time to
be a CDO!



A Time of Opportunity, and Rapid Change



AI is changing
everything, quickly

The status quo is no
longer an option.

Increasing Pressure, and Plenty of Roadblocks

Your leadership is anxious
for progress

Urgency is critical



So, What Do You Do?

Shift left, or shift right?

Focus on data foundations, or focus on culture?

Let's build a lakehouse!

Hire some consultants?

Do a maturity assessment?

Data Products!

ReOrg

Data Strategy and AI Strategy

Data Cleanups

Data Literacy Program

Data Management vs. Data Governance

And on, and on, and on....



**Drive
meaningful
value in the next
90 days...**

Here's how.

Photo Credit @Photohawker (Yes, that's me!)

Not all Heroes Wear Capes

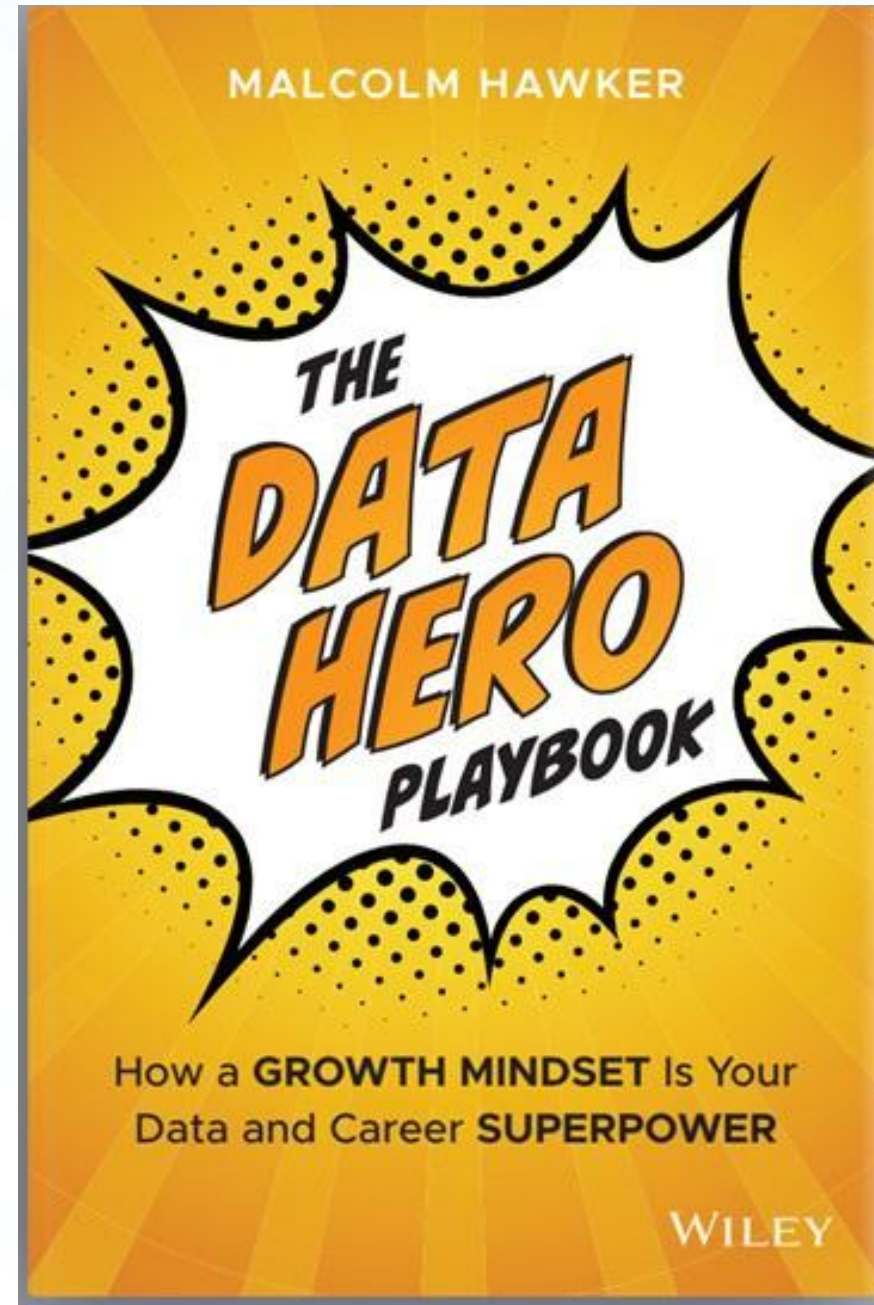
- The change starts with you
- Growth mindset vs. status quo
- Model the behaviors you seek in others
- Think differently



Recommendations

1. Culture change starts from within the data organization
2. Operating model focused on customer success and agility
 - a. MVP everything; be pragmatic on data governance
3. Avoid distractions and perfection
4. Be 'bimodal':
 - Maintain visibility on the longer term
 - Bias towards short-term wins:
 - AI POCs, figuring out Governance
 - Analytical MDM

Culture Change Starts at Home



- Measure everything, esp. business value
- Put the customer at the center of your organization
- Embrace a growth mindset
- Integrate Product Management
- See data quality as an opportunity, not a burden
- See positive intentions
- Embrace probabilistic thinking
- Challenge the status quo

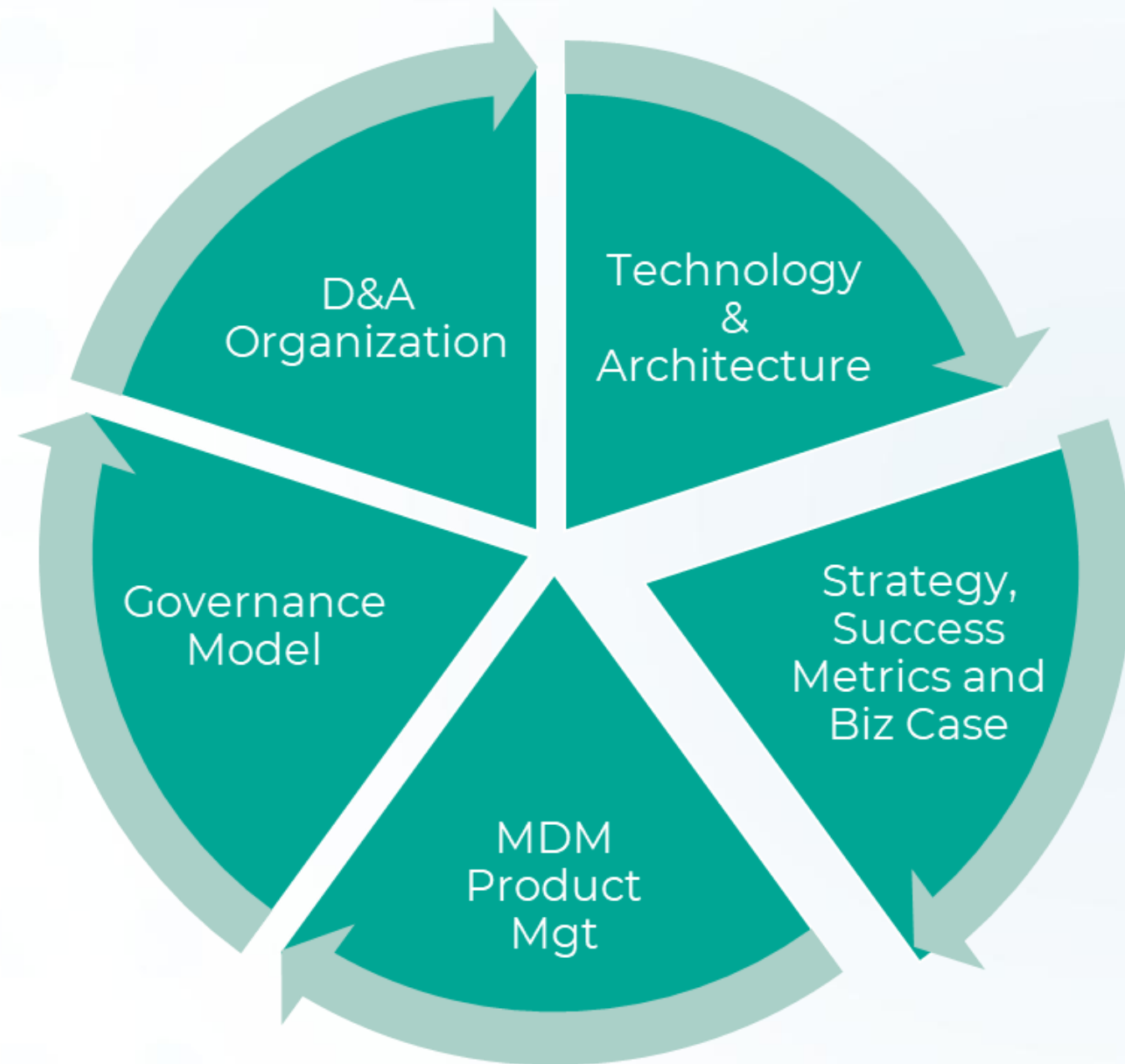
Culture change is a byproduct of success, not a dependency for it

Customer Focus and Agility

- Talk to your customers. Then talk to them again
- Quantify business value
- MVP everything, inc. your data strategy & approach to governance
- Avoid mega-projects.
- Avoid T&M consulting engagements
- Avoid maturity assessments
- Pick the right customer
- Relentless focus on managing scope

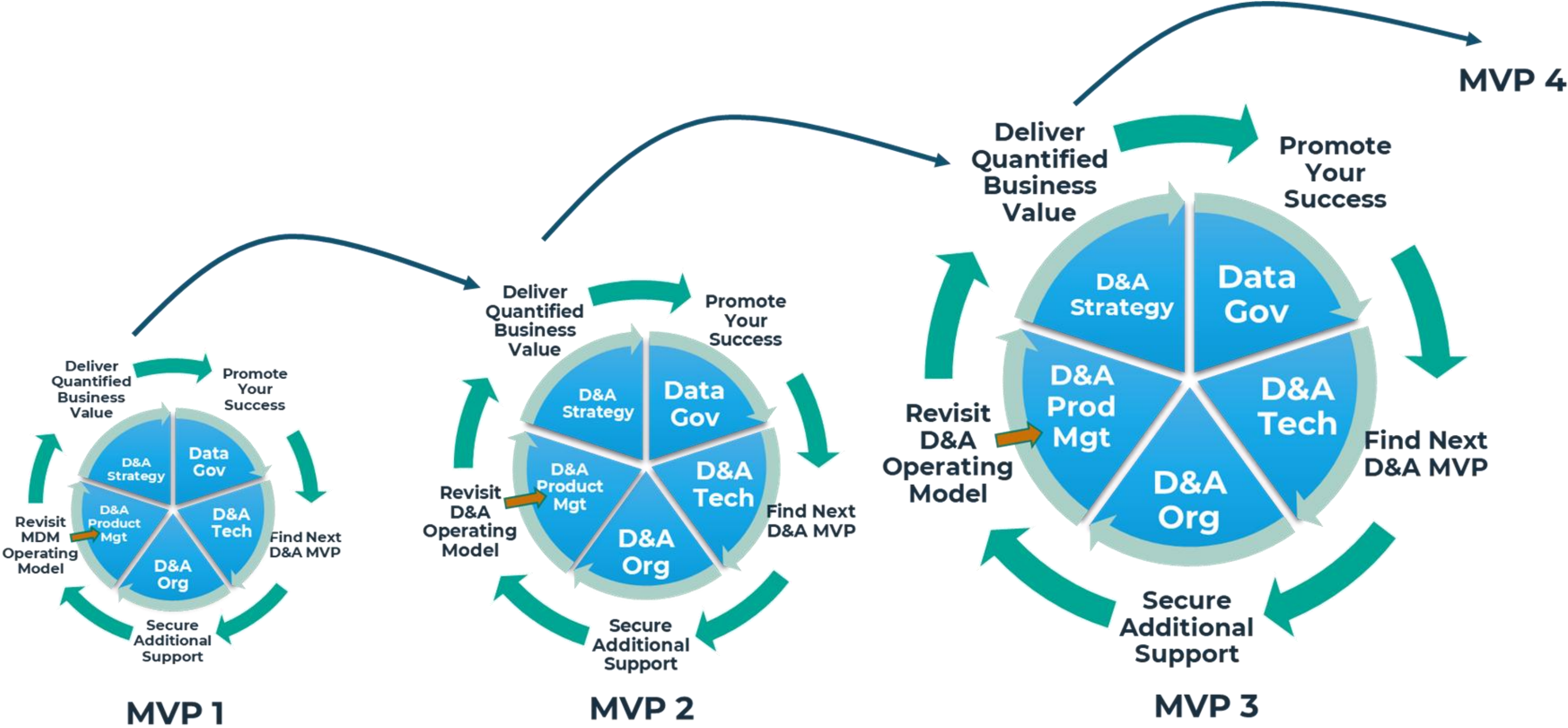


Customer Focus and Agility



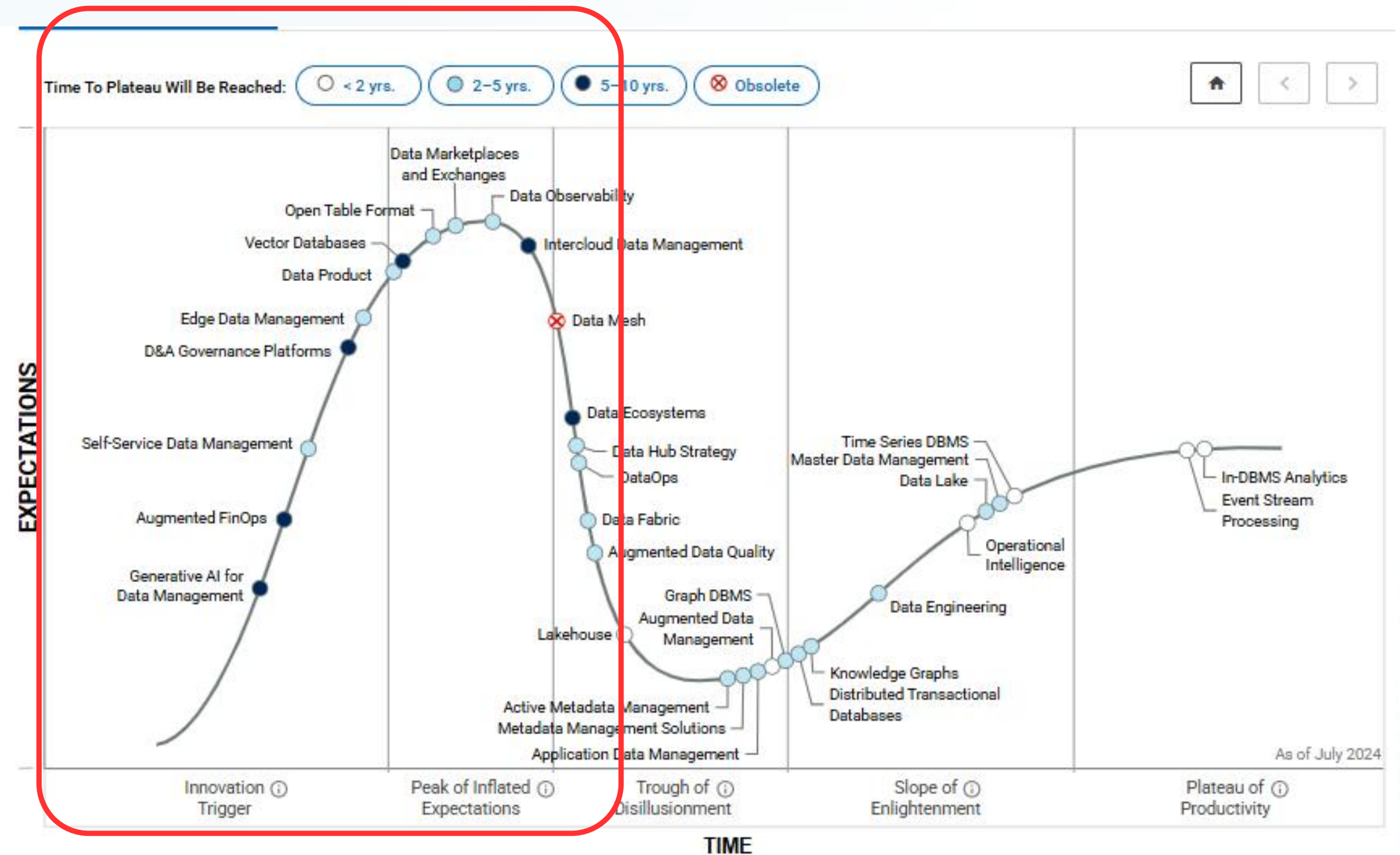
For each short-term initiative, apply an MVP approach to all aspects of your operating model

Customer Focus and Agility



Avoid Distractions

- 80% of the red box requires a governance maturity that 90% of you probably don't have.
- Do you need the risks associated with being an early adopter? Does driving value for your customers depend on it?
- Time will distinguish hype from value
- Analysts are incentivized to create new things

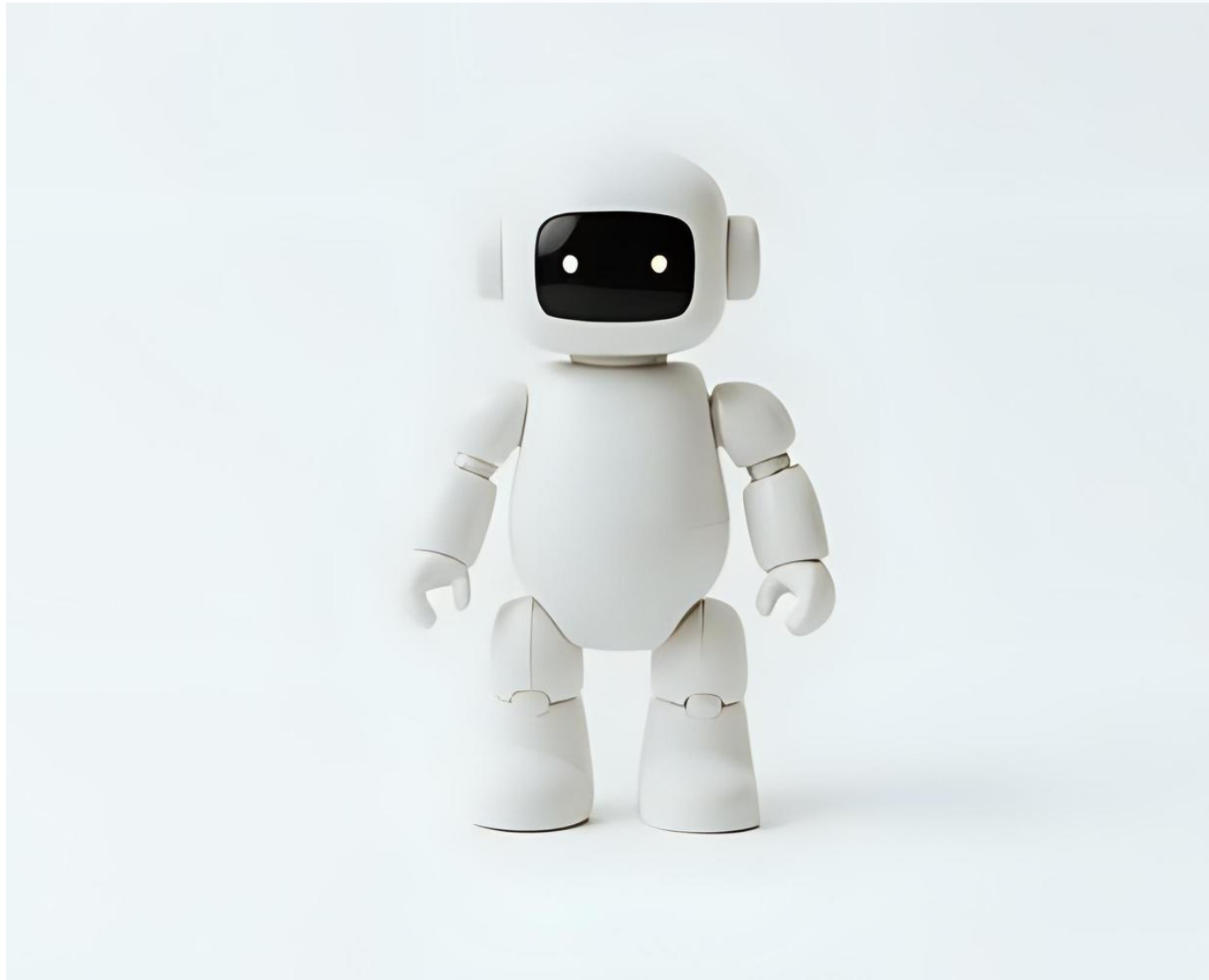


Perfection is the Enemy of Progress

- You will never be fully 'ready'.
- Your data will never be 100% accurate.
- Your strategy will constantly evolve.
- Truth is contextual.
- The best way to manage expectations is with a business case.



Prioritize Short Term Wins - 2 Suggestions*



AI Proof of Concept



Analytical MDM

*Assuming your customers find value these efforts. If they dont, find something that does!



AI Proof of Concept

The best way to learn is by doing.

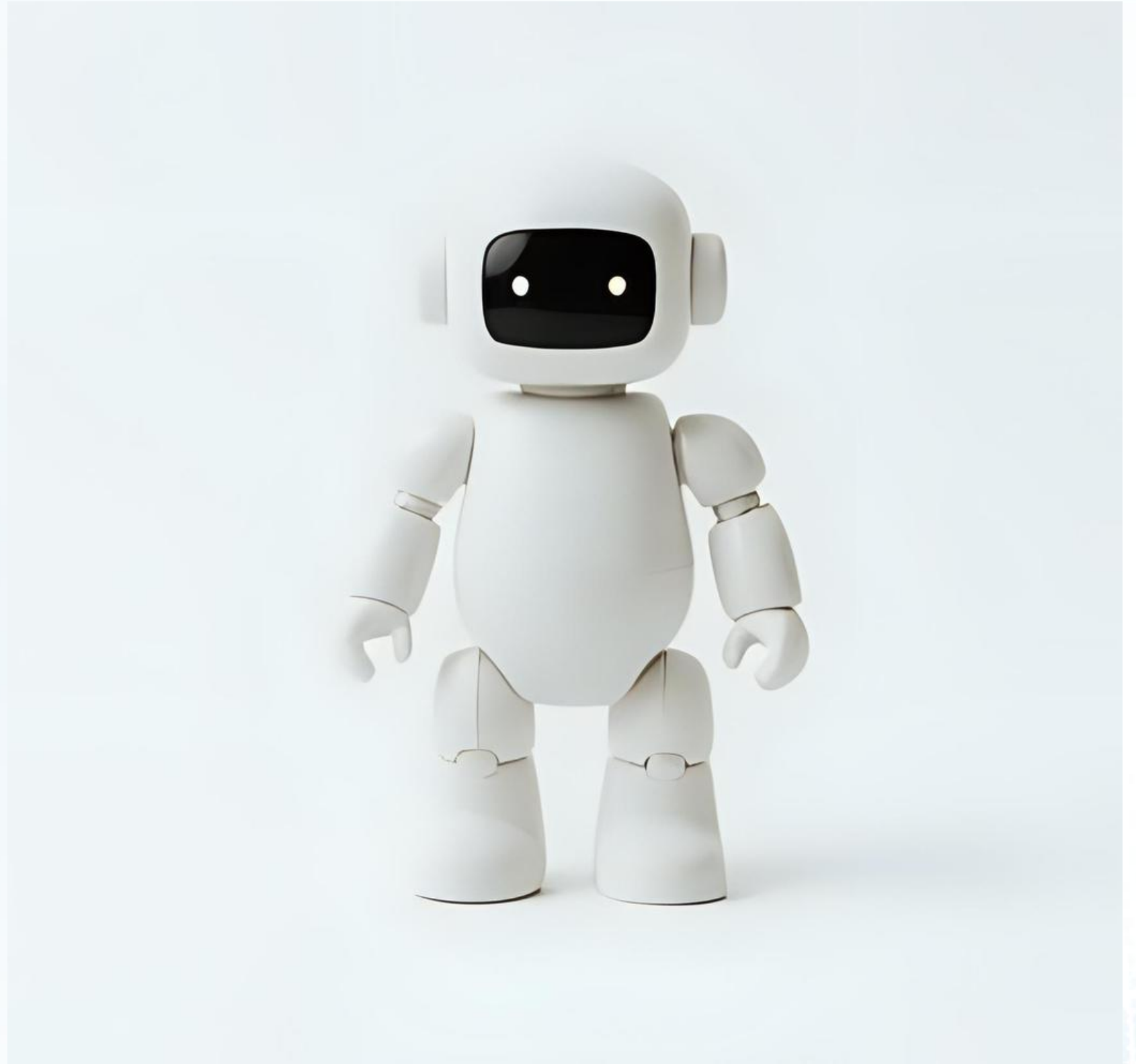
AI requires a fundamentally different approach to nearly everything we do.

The data and governance requirement for AI are drastically different than BI.

Everyone is learning what 'AI Governance' and 'AI Ready Data' means on-the-fly.

Legacy frameworks are largely useless.

Anyone can deploy a chatbot.



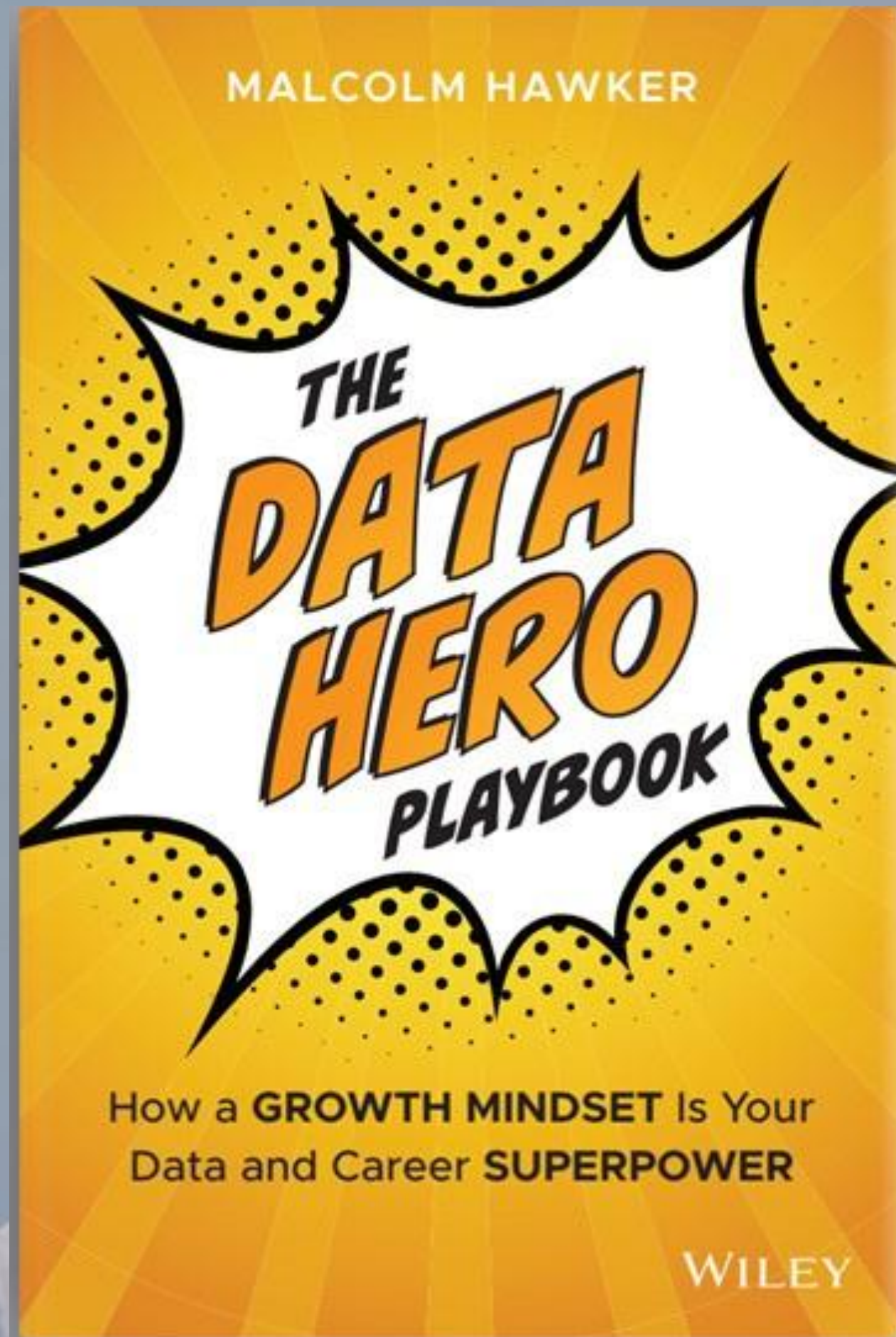
Analytical Style of MDM



- 80% of your potential value comes from 20% of your data - Master Data
- ‘Single view’ of any master data object can be deployed in weeks, not months
- Everyone has data silos
- Necessary insights to manage massive disruptions (like a pandemic, or tariffs).
- Direct tie to meaningful business KPIs
- No dependencies on business process changes or data cleanups
- Lite data governance requirements

Are you ready to
become the data
hero of your
company?





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Thank you!!



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data management, blockchain and more.
(subject to change).



Malcolm Hawker
Chief Data Officer |  Profisee



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