

Governing AI Projects Without Killing Innovation

by Mario Cantin

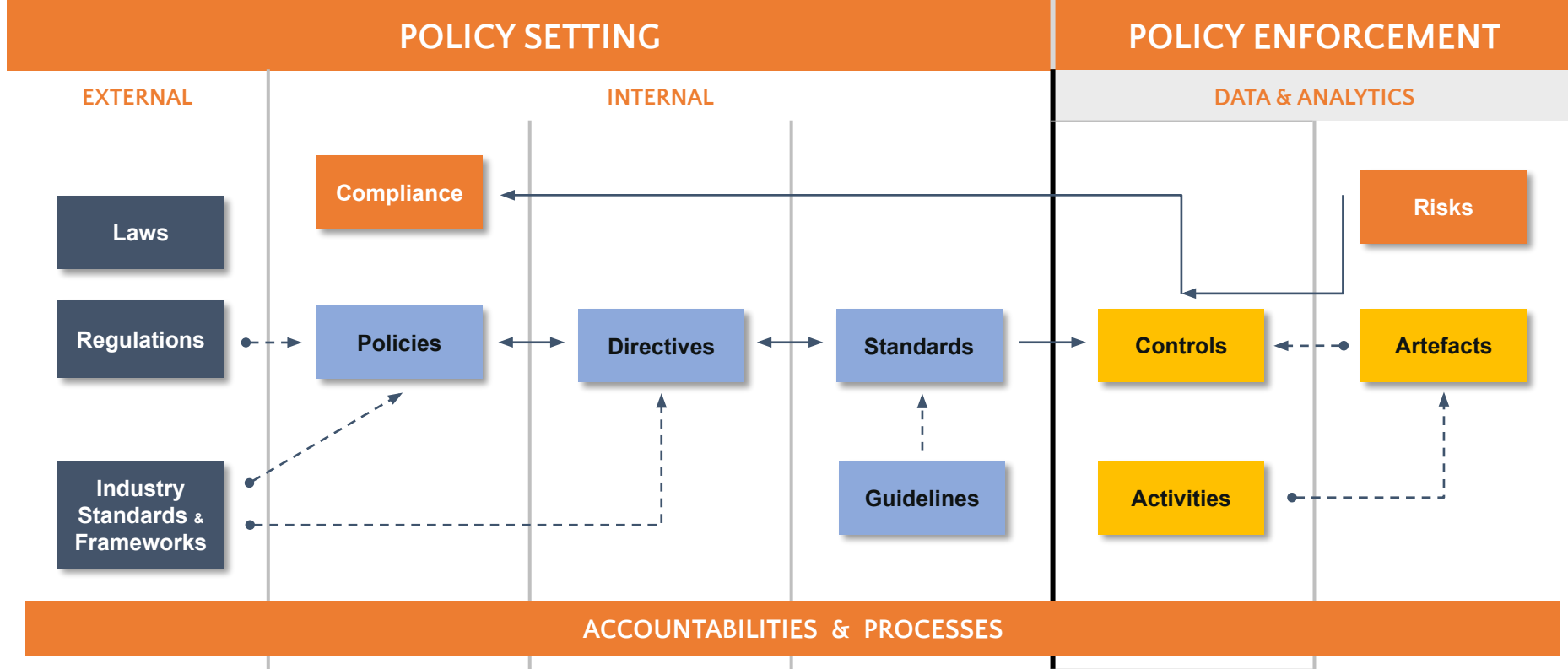


OBJECTIVES

Demonstrate that governance

1. Is critical to the success of AI projects
2. Can be lean and agile
3. Can be done without killing innovation

Data & Analytics Governance



EFFECTIVE • COMPLIANT • RESPONSIBLE • SECURED

ACHIEVING BUSINESS OBJECTIVES

80%

AI projects fail to reach widespread deployment ¹

1.3%

Average ROI on AI ¹

Only **20%** of Analytics insights deliver business outcome ²

TOP 10 DATA & AI CHALLENGES

1) Project Management	45%	6) Lack of IT infrastructure	28%
2) Managing AI risks & ethics	44%	7) Managing data	28%
3) Regulatory Constraints	42%	8) Lack of data/quality issues	26%
4) Lack of regulatory guidance	33%	9) Uncertain ROI	26%
5) Limited AI skills/talent	28%	10) Data security and privacy	25%

Why governance fails
to deliver expected value?

1. Complexity

Data & Analytics Governance Topics

PRIVACY

Consent	Privacy Breaches	Right to data portability	Data Minimization	PI inventory
Privacy Risks	Right to be Informed	Right to be forgotten	PI retention	PI sales & purchases
Privacy Training	Right to restrict Processing	Right to complain	Purpose limitation	Right to Access PI

ETHICS

Ethical issue Escalation	Ethics Risks	Bias Prevention	Probability severity of harm	Challenging Decision
Human Agency	ESG	Bias Mgmt.	Ethical Data Sources	Ethical Issue Identification

LITERACY

Business Glossary	Data Catalog
Classification & Metadata	Data Requirements
Data Labelling	Data Sharing
Data Criticality	Data Lineage
Data Models	Data Source of truth
Language Mgmt.	Traceability

QUALITY

DQ Requirements	Data Cleansing	DQ Issue Repository	Metadata Assessment
Data Discovery	DQ metrics & controls	DQ Issue Resolution	Data Drift
Data Profiling	DQ Risks	DQ Monitoring	Matching Survivorship

SECURITY

Access to data	Data Security Levels	Data Poisoning	Data Security Risks
Access to Models	Data Security Training	Adversarial Attack	Model Gaming

GOVERNANCE MGMT.

Stewardship Structure	Business/Model Alignment	Stakeholders Engagement
Accountability Management	Communication Mgmt.	Governance Metrics / KPI

RISKS

Risk Structure	Data Risks Tolerance
Data Risks Reporting	Data Gating Structure

COMPLIANCE

Compliance Management
Alignment with Policies

DATA ARCHITECTURE

Data Re-usability	Data Flow Mgmt.
Open Data	Data Retention

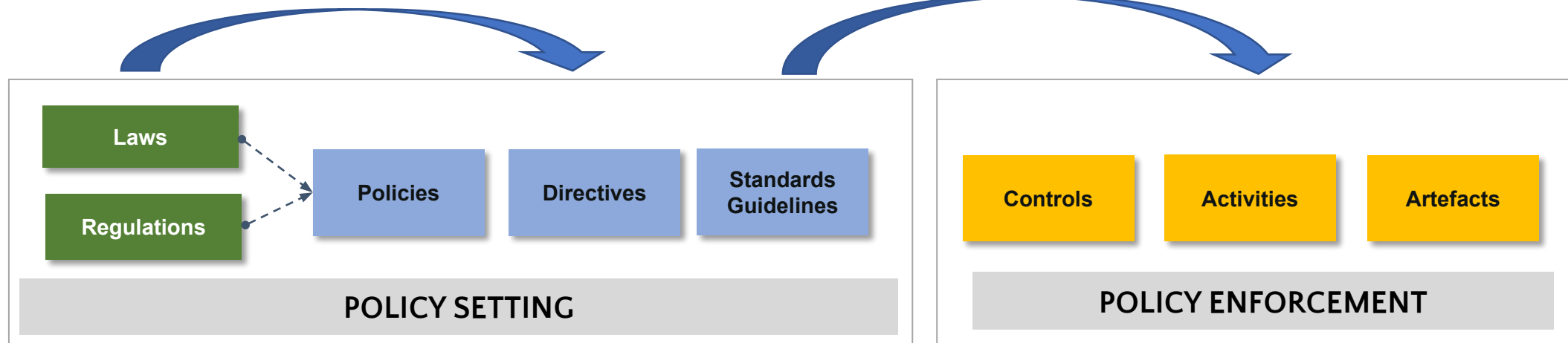
ANALYTICS

Model Mgmt.
Dataset Mgmt.

2. Translation Challenges

From laws to
internal policies

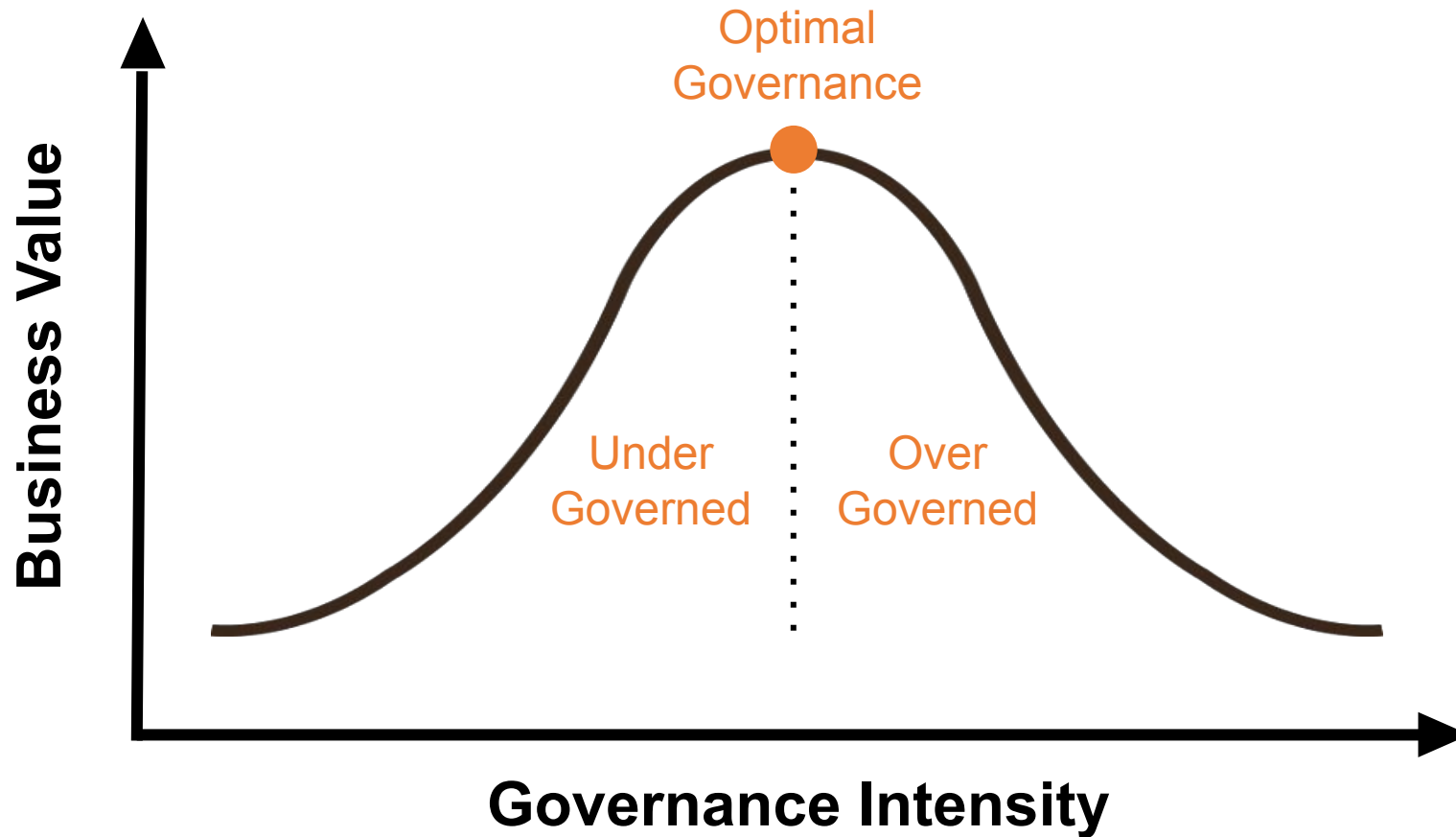
From policies to activities,
controls and artefacts



Organizations are stuck here ...

... failing to operationalize

3. Lack of Agility



Failure to adapt to

Organization Maturity

Project Context

How can you govern
without killing innovation?

CHOOSE YOUR BATTLES

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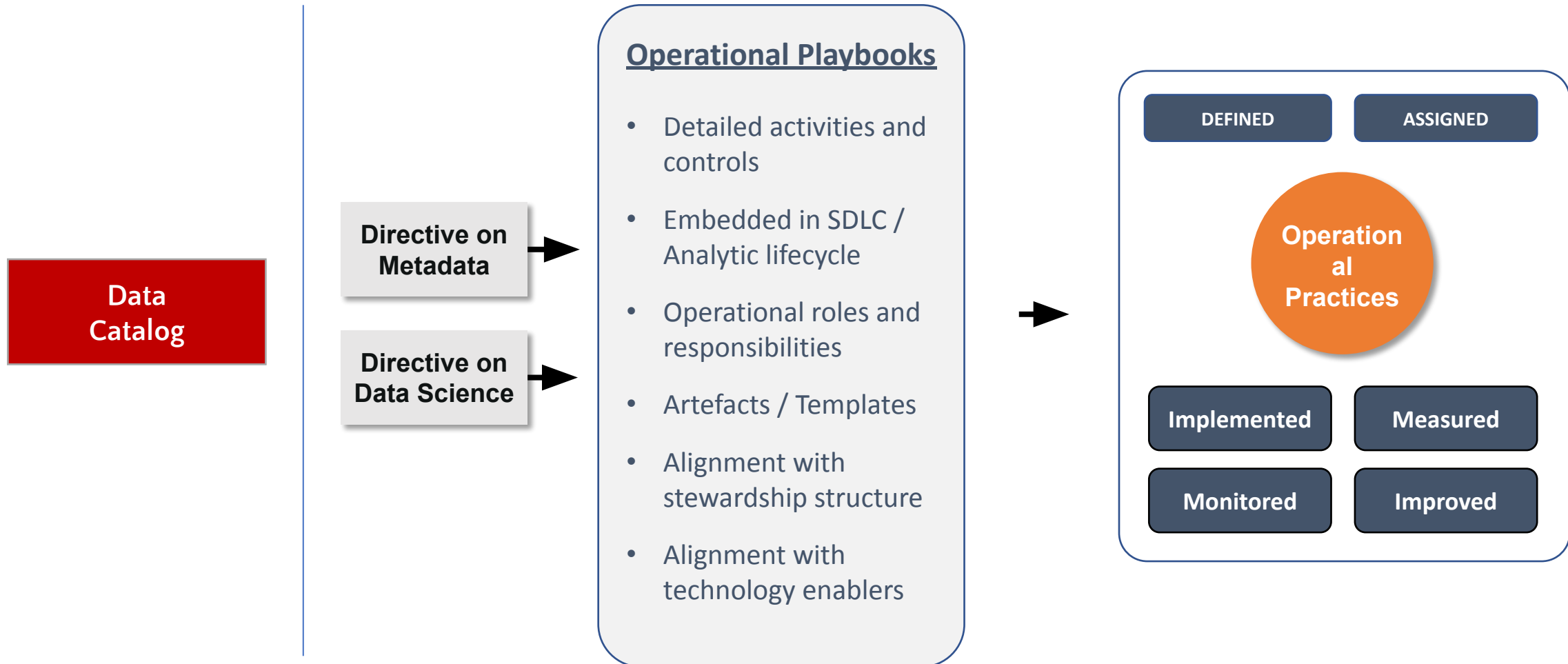
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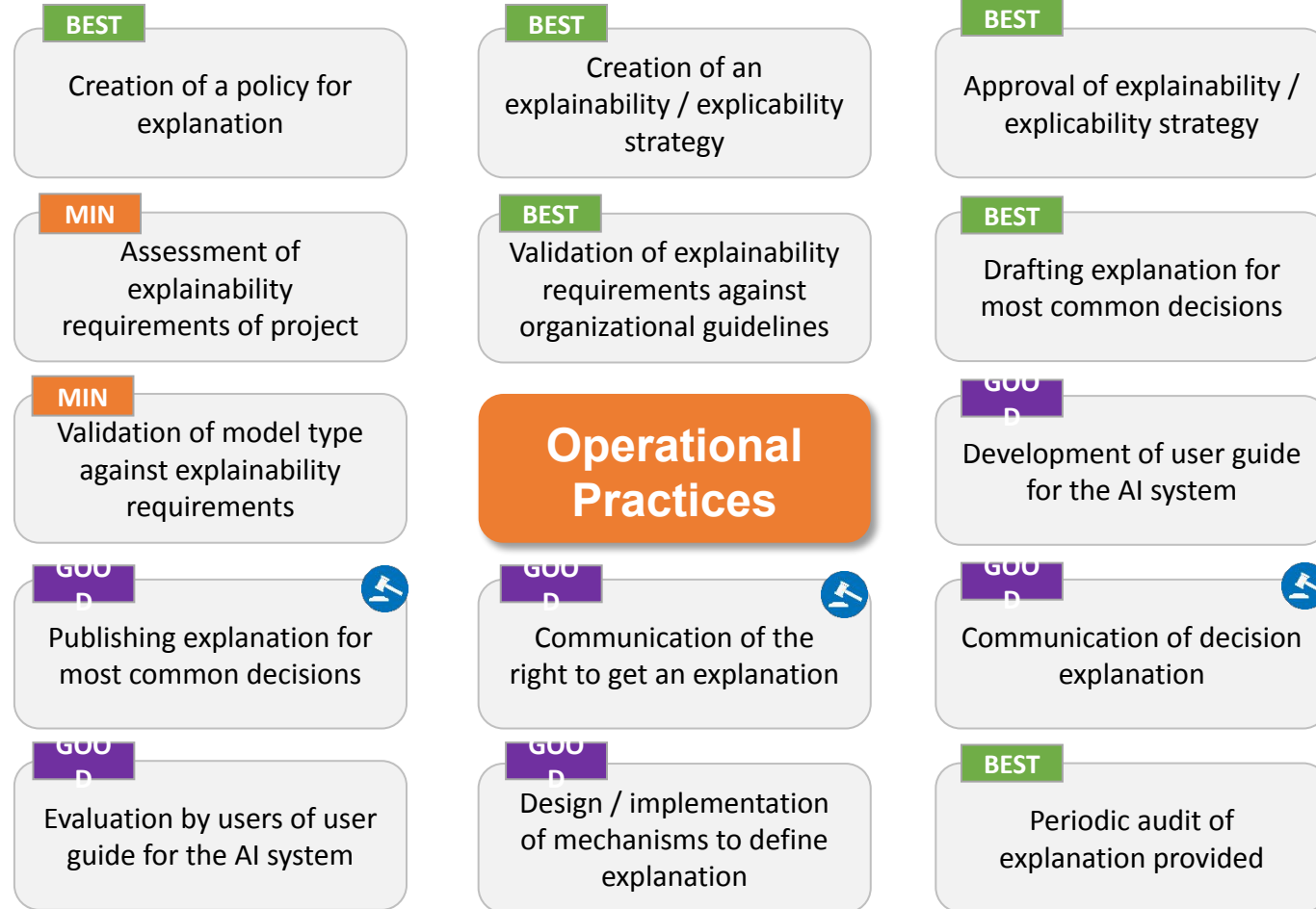
□ WIN THE BATTLES □



ADAPT

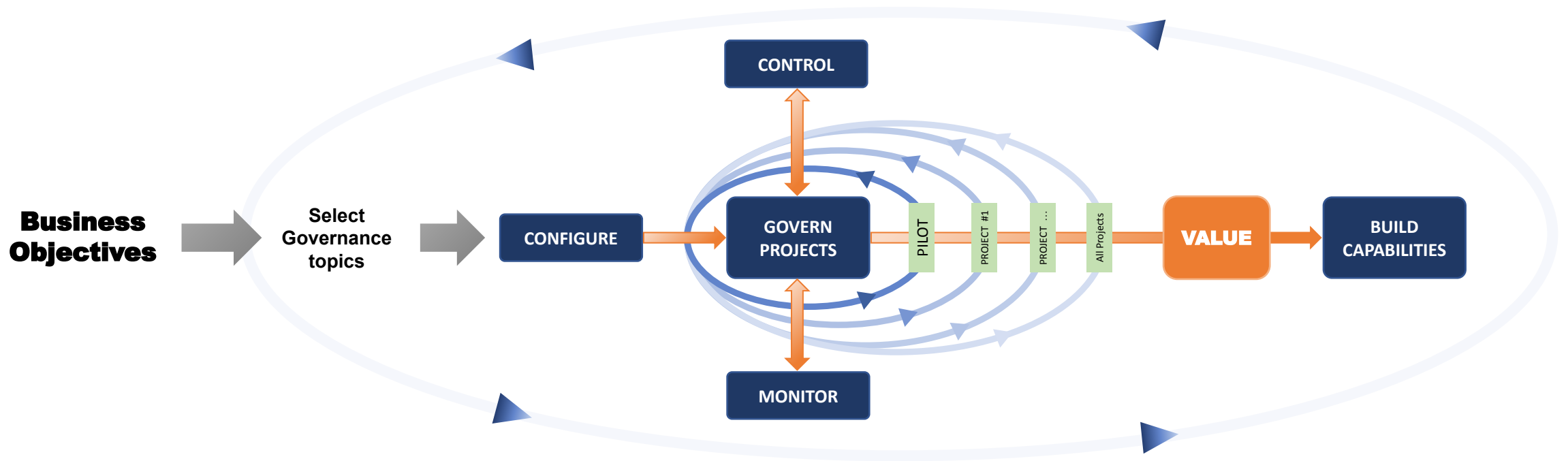
Explainability

Explaining an automated decision made by an AI system



= Explicit requirements from certain laws

ITERATE



THANK YOU!