

1. (draft) Our Objectives and Key Results

OKRs for the transformation team for Q42024 & 2025

ART - DCJ

The OKRs are defined for the range above but the work will be taken iteratively along the year for each OKR

OKR definition

- What makes an acceptable KR : specific, measurable, achievable (the right team of specialists), valuable and time-bound
- Have a Definition of Ready/Definition of Done for some KRs (eg: 2.KR3)

Objective	Key results	Owner	Partnering with?	Notes	Monthly checks on progress
1. Foster Agile Culture Across the Organization with the support of SAFe	<u>Impacting the ART teams:</u> KR1: For the launched ARTs Achieve a 90% adoption (completion) rate of Agile practices across the organization launching the ART by the end of 2025. KR2: Conduct SAFe training for 90% of key internal position roles on the ARTs (Product Managers, Product Owners, Scrum Masters, RTEs) by end of 2025. KR3: Increase the "team NPS" internal scores related to Agility by 20%, measured at least once per quarter from the start of the ART. (suggestion: after each PI planning) <u>Impacting the whole IT:</u> KR4: Hold Monthly Agile workshops (starting with onboarding) purposes for all IT organization. KR5: Hold SAFe awareness quarterly workshops for all IT organization. KR6: Create continuous awareness via a community	Barbara?	Alix Nick From DCJ: Fabian Hugo Rogerio Bola	On 1.KR1, practices at team level: 1. Planning 2. DoD 3. Daily Standups 4. Retro 5. Refinements 6. Estimation techniques And at ART level: 1. PI event 2. System demo 3. ART sync On 1.KR3 the NPS is defined on a subsequent page On 1.KR4 and 5: check with Cornelia to add it mandatory in the process? To discuss this one with Fabian, impacts on the ways of working for the teams, PMs etc.	

2. Improve Business Agility and Become value driven	<u>Impacting the ART teams:</u> KR1: Reduce delivery time (5-10%) for the features within the ART PI. KR3: Achieve between 60-80% work on the high priority features within the ARTs, 6 months after the ARTs launch. KR5: Business objective review (if they are set - group of features (business wants to grow pricing transparency) then a goal for each iterations) during the PI planning. KR4: Improve GBU satisfaction scores (measure through the NPS) by 10% as a result of faster delivery and better product quality. <u>Impacting the Agile teams:</u> KR2: Ensure visibility on the value of each of the features delivered by the Agile teams			On 2.KR1 we need to compare delivery of the first PI with the subsequent ones. Then we will analyze more granularly those differences. On 2.KR3 comparing WSJFs (business value committed vs delivered) and business owners outputs (surveys) on the features that were delivered. On 2.KR4 - quality relates with the incidents . To discuss RUN To discuss this one with MERTEN S, Simon & JUNQ UEIRA, Megane To discuss this one with Fabian, impacts on the ways of working for PMs	
3. Build a Continuous Improvement and Learning Culture	KR1: Increase the frequency of retrospectives across all the scrum teams to at least once per iteration, with a minimum of 80% participation rate across the different teams. KR2: Achieve a 80% success rate of implementing improvement actions from Inspect & Adapt (I&A) workshops across all ARTs. KR3: Achieve a 90% success rate for each team scrum member to propose and implement at least one initiative per year (outside their direct responsibility) that enhances a specific aspect of their work, their team's workflow, the company, every manager would monitor the initiative during performance review <i>(suggestion: call it "enabler" in the OKR so if not already the case, people get used to the agile wording?)</i>			To discuss this one with Fabian, impacts on the ways of working for the teams	
4. Measure S AFe Transformation	KR1: Define and set ART metrics dashboard with real-time tracking of key Agile scrum teams and/or ART level metrics. KR2: Ensure full and dashboard like visibility into features/enablers, risks, dependencies, and progress on objectives set for the ARTs in place.			4.KR1 is based on the expected metrics of velocity, defect rate, committed VS delivered to start with. To discuss this one with Fabian, impacts on the ways of working for the teams, PMs etc	

OKRs for the transformation team for 2026