

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 KR's (eg: 2.KR3)*

Objective	Key results	Owner	Partnering with?	Notes	Monthly checks on progress
<p>1. Foster Agile Culture Across the Organization with the support of SAFe</p>	<p><u>Impacting the ART teams:</u></p> <p>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.</p> <p>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.</p> <p>KR3: Increase the "team NPS" internal scores related to Agility by 20%, measured at least once per quarter from the start of the ART. <i>(suggestion: after each PI planning)</i></p> <p><u>Impacting the whole IT:</u></p> <p>KR4: Hold Monthly Agile workshops (starting with onboarding) purposes for all IT organization.</p> <p>KR5: Hold SAFe awareness quarterly workshops for all IT organization.</p> <p>KR6: Create continuous awareness via a community</p>	Barbara?	<p>Alix</p> <p>Nick</p> <p>From DCJ:</p> <p>Fabian</p> <p>Hugo</p> <p>Rogério</p> <p>Bola</p>	<p>On 1.KR1, practices at team level:</p> <ol style="list-style-type: none"> 1. Planning 2. DoD 3. Daily Standups 4. Retro 5. Refinements 6. Estimation techniques <p>And at ART level:</p> <ol style="list-style-type: none"> 1. PI event 2. System demo 3. ART sync <p>On 1.KR3 the NPS is defined on a subsequent page</p> <p><i>On 1.KR4 and 5: check with Cornelia to add it mandatory in the process?</i></p> <p>To discuss this one with Fabian, impacts on the ways of working for the teams, PMs etc.</p>	

<p>2. Improve Business Agility and Become value driven</p>	<p><u>Impacting the ART teams:</u></p> <p>KR1: Reduce delivery time (5-10%) for the features within the ART PI.</p> <p>KR3: Achieve between 60-80% work on the high priority features within the ARTs, 6 months after the ARTs launch.</p> <p>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.</p> <p>KR4: Improve GBU satisfaction scores (measure through the NPS) by 10% as a result of faster delivery and better product quality.</p> <p><u>Impacting the Agile teams:</u></p> <p>KR2: Ensure visibility on the value of each of the features delivered by the Agile teams</p>			<p>On 2.KR1 we need to compare delivery of the first PI with the subsequent ones. Then we will analyze more granularly those differences.</p> <p>On 2.KR3 comparing WSJFs (business value committed vs delivered) and business owners outputs (surveys) on the features that were delivered.</p> <p>On 2.KR4 - quality relates with the incidents . To discuss RUN</p> <p>To discuss this one with MERTEN S, Simon & JUNQ UEIRA, Megane</p> <p>To discuss this one with Fabian, impacts on the ways of working for PMs</p>	
<p>3. Build a Continuous Improvement and Learning Culture</p>	<p>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.</p> <p>KR2: Achieve a 80% success rate of implementing improvement actions from Inspect & Adapt (I&A) workshops across all ARTs.</p> <p>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></p>			<p>To discuss this one with Fabian, impacts on the ways of working for the teams</p>	
<p>4. Measure SAFe Transformation</p>	<p>KR1: Define and set ART metrics dashboard with real-time tracking of key Agile scrum teams and/or ART level metrics.</p> <p>KR2: Ensure full and dashboard like visibility into features/enablers, risks, dependencies, and progress on objectives set for the ARTs in place.</p>			<p>4.KR1 is based on the expected metrics of velocity, defect rate, committed VS delivered to start with.</p> <p>To discuss this one with Fabian, impacts on the ways of working for the teams, PMs etc</p>	

OKRs for the transformation team for 2026