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|  | **GOAL** | **INDICATORS** | **PROFICIENCY GOAL** |  |
| **Learning and Execution** | Have hypotheses | Each card has an impact measure, in addition to acceptance criteria. | 5 – proficient |
| Incorporate learning | At least 70% of experiments result in a specific, substantial change in future plans or execution. | 5 – proficient |
| Improvement is visible within team | Each day, everyone in the team knows what specific improvement the team is working on and can see their immediate results. | 5 – proficient |
| Optimize for learning | About 50% of experiments deliver their impact. | 4 – action |
| Still deliver well | >90% of improvements deliver their impact. | 4 – action |
| Improvement is happening | Team agrees what better means from a business perspective and is improving on that each quarter. ROI is known | 4 – action |
| Improvement is visible to project community | At least weekly, all stakeholders can see the specific improvements the team is making, in business terms. | 4 – action |
| **Deciding Well** | Right people decide | Made by those impacted by the outcome, not by those nominally responsible | 5 – proficient |
| No outside vetos | Once a decision is reached, it is not overturned by someone who wasn’t in the room | 4 – action |
| Decision-making is fast, clear, and incorporates information equally | Decisions take <10 min to make; pre-decision discussion is done such that all information and perspectives are incorporated, yet still completes in <30 min. | 4 – action |
| Decisions incorporate info from others | Each decision asks what important info might be held outside the room, and pauses to gather that info before deciding | 3 – effort |
| **Prioritization** | The planned work that doesn’t get done should be evenly distributed among features, experiments, and improvements. | % non-complete. Total, and segmented by card category. | 4 – action |
| Team follows its budget. | When exiting the sprint planning, the cards reflect that budget, for each category. | 4 – action |
| The team has an intentional budget for tech debt. | Everyone on team, including PO, agrees on how much effort is spent where and how that is computed. | 3 – effort |
| **Handling the Unknown** | Team knows how much unknown work will appear during the sprint. | Measure exists. | 4 – action |
| Sprint plan leaves space for unknown work. | At exit of sprint planning, the planned work leaves space for the unknown. | 4 – action |
| Unexpected work is triaged well | The right work is pushed off to next sprint, regardless of whether it was planned or unplanned. | 3 – effort |