

Driving cultural revolution with **OKRs**

Presented by
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Vodafone Speakers



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Digital Society



Lorem ipsum



Lorem ipsum



Lorem ipsum



Why OKRs in Digital Engineering



Addressing challenges

- KPI targets encouraged “gaming” and felt “Command & Control culture style”
- Lack of desired and necessary behavioral changes
- Reporting continuous improvements progress via initiatives only, not meaningful or valuable
- Teams not engaged and did not feel empowered to solve problems



OKRs Hypotheses

Can we make

Meaningful

Valuable

Long lasting

changes in

Behaviour &
culture

Processes

Tools

via OKRs ?



OKR journey begins with trials in Digital Programme Increments

Historically it took on average
30 days release to live

Large monolithic releases prone to errors
and delays

Releases were risky, not scalable or
sustainable.

Every team
must release to
production
independently
AT LEAST ONCE

1st OKR trial

PI 15: Oct – Dec'19

Every person
(each team)
should lead an
independent
release during
PI **AT LEAST
ONCE**

2nd OKR trial

PI 16: Jan – Mar'20

Happier teams

- Team started feeling empowered and excited

Improved throughput

- Flips reduced from 3 to **1**
- Releases** increased from 90 to **213**

Shorter cycle times

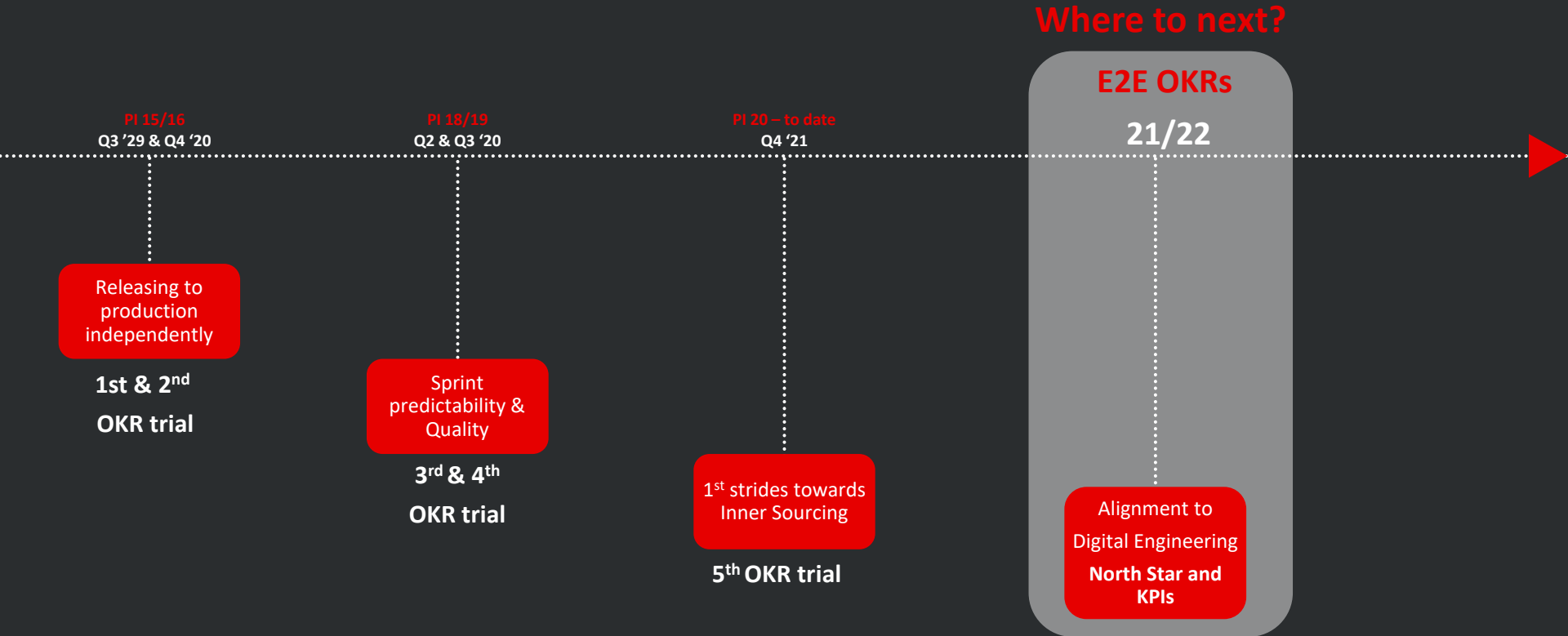
- Average **completion** time went from 30 days to an **average of 5.6 days**

Happy stakeholders

- Key business propositions features shipped early for testing thanks to independent releases



Timeline summary



Continue sharing Digital Engineering OKRs journey learnings across Vodafone, getting ready to scale globally.



Lessons learned



OKRs drive
cultural change not
just the
process
improvement



Creation of
'**Psychological safety zone**' is
fundamental



OKRs must be
meaningful &
must be
celebrated



OKRs must
have clearly
defined
measures



Impediments
need to be
surfaced and
addressed



Together we can new brand position



Here is how **YOU** can help...

Share **advice, insights and experience** on
Technology and Business working together with aligned OKRs
and target customers outcomes



Together we can

**DEVOPS
ENTERPRISE
SUMMIT**