

Driving cultural revolution via OKRs

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AN  REVOLUTION EVENT

Vodafone's ambition



Digital Vodafone



We are on a journey
of becoming a
Technology
Communications
Company



Our customer
experience comes first,
Digital first, as we
become a leading
product company



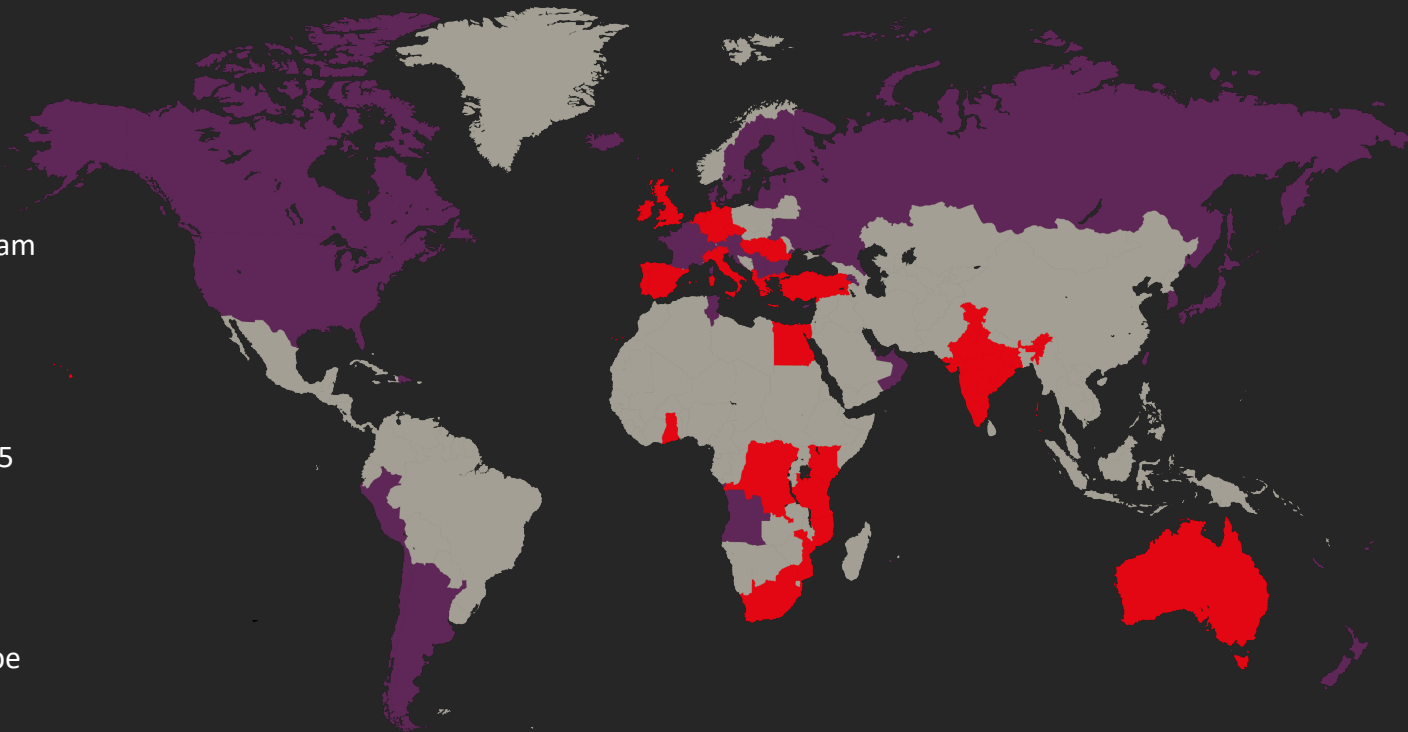
Growing our software
engineering
community in an
experimentation &
collaboration culture



Our Software Engineering team
has doubled in 18 months

growth is expected until 2025

Main SE hubs across the globe



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

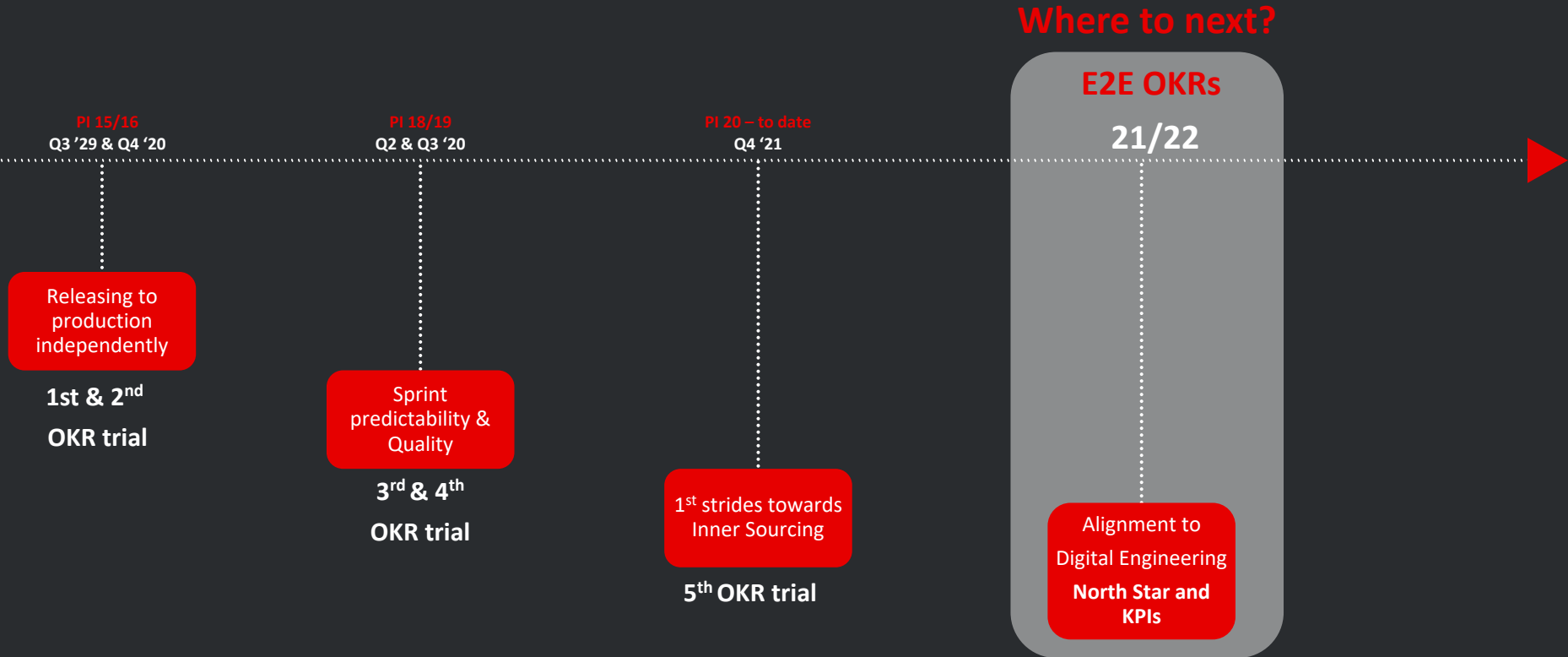
Processes

Tools

via OKRs ?



Timeline summary



Continue sharing DE OKRs journey across Vodafone, getting ready to scale globally.



Lessons learned



OKRs drive
**cultural
change,**
not just
process
improvement



The 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**



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

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



Together we can

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