



DOCUMENTATION LEVEL:

2 | CAPABILITIES
*What are our core
practices*

2nd Edition

PEOPLE AND CULTURE

Book of Roles

ManOps



**Critical
Techworks**

CTW-2024-DOC-00037

JIM Land



Book of Roles Architecture

This document is part of the Book of Roles main body (CTW-2024-DOC-00036) and describes the roles associated with the ManOps department and the roles associated with our stakeholders.

For complete details on how the career model works, you should refer to the main body of the Book of Roles that describes the career model framework, including the proficiency level and career evolution principles.

The book of roles is designed as a set of documents that together define the entire Critical TechWorks career model (see Figure 1). The "Main Body" introduces the role concept, proficiencies, and career model that apply to all roles. A separate document describes the roles associated with each of the company departments: DevOps, TechOps, CorpOps, and ManOps.

This document details the roles associated with the ManOps department and our external stakeholders. For information on how the company is structured and the description of the department and each area, please read the Book Of Organisation (CTW-2020-PCS-00046).

Book of Roles Main Body			
General Introduction Proficiency levels, Impact levels Career Model			
Stakeholders ManOps Roles	CorpOps Roles	DevOps Roles	TechOps Roles
Stakeholder Roles	Cyber Security Hero	Rockstar Developer	Cluster Head
Overlord Deity	Compliance Guardian	Data Mastermind	Chief Technical Titan
IT Deity / Critical Deity / Electronics Deity	Quality Guardian	IT Paladin	Head of Interactions
Mysterious Stakeholders	X-Gandalf *	Design Guru	Master of Making Things Happen
Sponsorix	Purpose Alchemist	Scrum Knight	
ManOps Roles	Director of Happiness	Product Visionary	
Chief of Purpose	Marketing Genie	Star Protégé	
Lord of the Ledgers	Design Fairy		
Launch Control Director	Liege of Counters		
	Stronghold Blacksmith		
	Director of First Impressions		
	Master Chef		
	Stronghold Sentinel		

*The X-Gandalf role is a generic organisational role that can assume different areas of influence. The "X" will assume a different name according to specific areas of influence. As an example, the X-Gandalf can assume the following roles: Agile Gandalf, IT Gandalf, Security Gandalf, Business Gandalf and AppMeister Gandalf.

Figure 1 Book of Roles Architecture



IN THIS SECTION,
WE LIST ROLES THAT ARE NOT A DIRECT
PART OF CRITICAL TECHWORKS BUT
RELATE TO ROLES THAT INTERACT
WITH US ON A REGULAR BASIS.

•Role•

Overlord Deity



The Overlord Deity carries Critical TechWorks to new levels of consciousness beyond the grounded concerns of ordinary life. Their magical power effect, although invisible, is the master key that opens many doors. Together with our Electronics Deity and

Group IT Deity, they keep challenging us to go above and beyond, inspiring us to be heroic in outlook and actions, yet tied up with emotions and soul. We believe in the worship of our multiple deities.

Figure 1 Book of Roles Architecture

·Role·

IT Deity · Critical Deity · Electronics Deity



Our Deities are the support that steers JIMLand towards a sustainable and bright future for the benefit of our people, customers, and shareholders. They provide us with the experience, foresight, oversight, and insight to avoid the storms and push us to explore the pot of gold at the end of the rainbow. This epic task can only succeed with

the combined abilities of Electronics, IT and Critical Deities. Together, the Deities help JIMLand to implement the right strategic decisions and priorities. The Deities exert special powers at the General Meeting and select or replace ManOps. We love the way our Deities are servant-leaders.

·Role·

Funnelmanagerix



The Funnelmanagerix (FMX) supports our Head of Interactions in meeting the product sponsor's needs. They are the real servant leaders who help our JIMLand maximise contribution for the sake of purpose and impact instead of a management model that seeks to maximise control. The Funnelmanagerix have the impressive

muscle-bound physique of heroes to protect our agility from bureaucratic endeavours that may exist outside. Like anti-heroes, they know how to bring a series of success stories and heroic feats. The FMIX struggles not to become a funnel themselves, and they are our favourite anti-heroes.

·Role·

Mysterious Stakeholder



We do not walk alone; our community is bigger than ourselves, and our stakeholders play a role in it. The Mysterious Stakeholders (MSK) have a particular interest or concern in some aspect of Critical TechWorks that still needs to be represented by another role.

Stakeholders are mysterious because they can appear at any time from any place, take different shapes and sizes and influence how we look at the world. We love them.

·Role·

Sponsorix

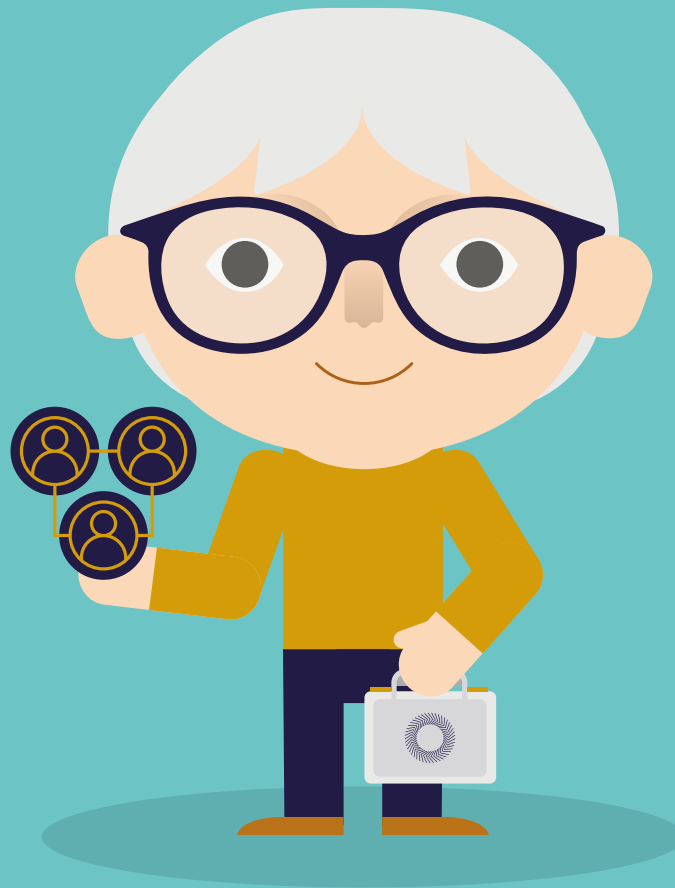


The Sponsorix provides us with the funds and conditions that enable us to deliver a product. Their trust in Critical TechWorks is boundless in offering their ever-so-precious support to the product team. They demonstrate heroic resistance in protecting the product team from invaders, and their drive and authority when overcoming significant obstacles to completing the product are priceless. The Sponsorix is demanding, challenging,

and ambitious, instilling a great sense of responsibility for using the resources to deliver the best outcome. The Sponsorix also acts as a champion and advocate to ensure that others will adopt the product. This means that Sponsorix entirely deserves its place among the stakeholders in JIMLand.

·Role·

Partnerix



The Partnerix (PIX) is a person from an external partner who coordinates their teams to support us in delivering one or more products. They are external but we feel them as part of ourselves. Their trust and support are boundless in offering their knowledge, commitment, and contribution. They contribute with heroic resistance in supporting our Units and Teams in delivering excellence. We request them the same level

of demanding, challenging, and ambitious, instilling a great sense of responsibility for using the resources to deliver the best outcome. The Partnerix also acts as an interface to corporate departments to ensure that they will adopt the internal producer and best practices for outstanding compliance. This means that Partnerix entirely deserves the respect and admiration of the JIMLand.



IN THIS SECTION,
WE HAVE ROLES THAT REPRESENT THE BMW GROUP
AND CRITICAL SOFTWARE SHAREHOLDERS.

•Role•

Chief of Purpose

Joy • Purpose • Direction



Captaining our JIMLand, the Chief of Purpose (COP) leads on connecting each member to the JIMLand purpose to be aware of the values and behaviours they should promote. Brave and adventurous, the COP should seek to create a diverse and inclusive organisation that engages all members of JIMLand in an organisation that everyone enjoys and is proud to be part of. Part of the role is to inspire everyone to exercise their sense of purpose and instil a greater understanding of meaning in their souls.

Capabilities

- Shows high levels of integrity and empathy.
- Able to make balanced decisions inclusively and constructively.
- Mentor and leader with a track record of hiring and motivating teams.
- Experience in defining organisation scaling methodologies and managing large teams.
- Good decision-making, courage, innovation and spirit.
- Good communication, presentation and negotiation skills.
- Pragmatic and combining data-driven mindset with a good sense of urgency versus long-term results.
- Experience in complex problem-solving.
- Optimistic and able to identify opportunities even within challenging situations.
- Growth mindset emphasising continuous learning, growth, and development.
- Resilience and able to maintain control over emotions in stressful situations.
- Good understanding of customer service excellence, product creation and delivery.

Product Impact (up to Apply): The Company Culture

The Product of the Chief of Purpose is the company culture by guiding and aligning an organisation's activities with its core values and mission. The COP ensures that the organisation's actions align with its purpose beyond just profit-making. The COP inspire the different people and departments to foster an environment where people feel engaged, motivated, and aligned with the values and goals of the organisation. It's expected that the COP drives the right company culture, contributing to a productive and enjoyable workplace while fulfilling the ultimate objective of the company: serving its customers and having people feel a sense of purpose, belonging, and fulfilment in their professional lives.

- Define and align the company purpose and vision.
- Define the company's values and mission in response to the vision.
- Create an atmosphere of open and transparent communication at all organisational levels.
- Promote the organisation's interactions, sharing and collaboration in all company areas.
- Create an environment of respect, diversity and inclusivity.
- Engage the company in sustainability and social responsibility initiatives aligned with the company's purpose and vision.
- Develop an organisation focused on the growth mindset, people development, and continuous feedback.
- Embed a sustainable culture of excellence within the organisation.
- Establish an environment of appreciation and recognition without falling conformism and facilitism.
- Supports a healthy work-life balance and well-being environment.
- Anticipate problems or tensions and stimulate people to deal with them.
- Act as a servant leader, supporting, guiding, and enabling people to take the responsibility and the authority to deal with their own matters.

Domain Impact (up to Advise): The Company Management

The domain of the Chief of Purpose resides on top of the company culture and is the overall company management. The COP is responsible for the strategic direction and coordination of all aspects of the organisation. High-level decision-making and direction-setting responsibilities are expected to guide the company toward its goals. The COP works on the company sustainability in direct alignment and collaboration with the other members of the Board of Directors (The Lord of Ledgers and Launch Control Directors) and drives other corporate management forums.

- Develop a long-term strategic planning for the organisation.
- Provide effective leadership to the executive team and the entire organisation.
- Overseeing the financial health of the company, including budgeting, financial forecasting, and monitoring financial performance. Support decisions to ensure sustainable financial growth.
- Promote and protect the organisation's agility and coherence.
- Develop organisational maturity and productivity.
- Make good judgement evaluating risks and opportunities, ensuring decisions align with the organisation mission and values.
- Develop plans to address crises or unexpected challenges that may arise, ensuring the organisation can navigate complex situations effectively.
- Create an atmosphere that encourages creativity and innovation by creating a safe space to experiment, take calculated risks and learn from successes and failures.
- Promote leadership at all levels of the organisation.
- Determine effective allocation of company resources, including human capital, technology, and physical assets, to various departments and products in line with organisational priorities.
- Constant evaluation of the organisational design and maintenance of the organisational structure supporting efficiency and effectiveness.
- Define and monitor key performance indicators (KPIs) and other metrics to assess the organisation's performance against its objectives and act when changes are needed.
- Establish and oversee corporate governance, ensuring ethical conduct, compliance with laws and regulations, and stakeholder accountability.
- Continuously monitor the external environment for new methodologies, techniques and trends in Purpose-driven leadership.
- Engagement with shareholders and stakeholders.
- Get recognition from organisation members.
- Be a role model and inspire others.
- Shape the Chief of Purpose role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Incentives all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

·Role·

Lord of the Ledgers

Sustainability · Forecasting · Conscientious



From a distant land reaching far beyond the realm of this world comes our Lord of Ledgers (LOTL). The LOTL is diplomatic and confident. They carefully plan their steps and run the JIMLand finances, backed by robust coordination skills that enable them to define the financial strategy, control its implementation, and solve problems. The LOTL is committed to the very important task of presenting our JIMLand in its best light. Therefore, the LOTL is responsible for the company's financial strategy's quality, rigour and efficiency.

Capabilities

- Shows high levels of integrity and empathy.
- Expertise in financial management and supervision.
- Able to recognise the value of compliance and understand its importance as applied to the company.
- Able to make balanced decisions inclusively and constructively.
- Mentor and leader with a track record of hiring and motivating teams.
- Experience in defining organisation scaling methodologies and managing large teams.
- Good decision-making, courage, innovation and spirit.
- Good communication, presentation and negotiation skills.
- Pragmatic and combining a data-driven mindset with a good sense of urgency versus long-term results.
- Experience in complex problem-solving.
- Optimistic and able to identify opportunities even within challenging situations.
- A growth mindset emphasising continuous learning, growth, and development.
- Resilience and ability to maintain control over emotions in stressful situations.
- Good understanding of customer service excellence, product creation and delivery.

Product Impact (up to Apply): The Company Financial Sustainability

The Product of the Lord of Ledgers is the company's long-term financial health and performance while continuing to meet its financial obligations. The LOTL takes care of financial excellence through effective financial management, efficient budgeting, accounting, strategic planning, investing in growth, adapting to economic conditions and the ability to generate positive financial profit. It's expected that LOTL defines ongoing strategic financial planning and disciplined financial management to achieve financial sustainability value. The LOTL inspires people to use company money and assets consciously and efficiently. The LOTL key responsibility is to achieve long-term financial sustainability, which is crucial for the stability and resilience of the business.

- Responsible for company financial planning and budgeting preparation, execution and monitoring.
- Develop tools to monitor and directly manage cash flow.
- Assure effective use of the available financial and fiscal incentives.
- Maintains a healthy balance between assets and liabilities, ensuring the company can meet its financial obligations.
- Establish efficient cost management practices without compromising the company vision and mission.
- Report the company P&L and product analytics.
- Ensure reference procedures for financial management are reflected in the JIMOS documentation and disseminated throughout the company.
- Perform proactive financial risk management, including identifying, assessing, and mitigating financial risks that could impact the company's performance.
- Define the strategy and coordinate all aspects of the company's financial activities.
- Create financial transparency by adhering to accounting standards and ensuring accountability in financial practices.
- Able to adapt to changes in the market, industry, or economic conditions, developing contingency plans when needed.
- Ensure compliance with financial, management, and reporting standards, including legal and human resources regulations reflected in the company policies and applied in the company.
- Promote the organisation's interactions, sharing and collaboration in all company areas.
- Embed a sustainable culture of excellence within the organisation.
- Anticipate problems or tensions and stimulate people to deal with them.
- Act as a servant leader, supporting, guiding, and enabling people to take responsibility and have the authority to deal with their own matters.

Domain Impact (up to Advise): The Company Management

The domain of the Lord of Ledgers resides on top of the financial sustainability and is the overall company management. The LOTL directly supports the strategic direction and coordination of all aspects of the organisation. High-level decision-making and direction-setting responsibilities are expected to guide the company toward its goals. The LOTL works on the company's sustainability in direct alignment and collaboration with the other members of the Board of Directors (Chief of Purpose and Launch Control Director) and contributes to several corporate management forums.

- Contribute to the long-term strategic planning for the organisation.
- Provide effective leadership to the executive team and the entire organisation.
- Promote and protect the organisation's agility and coherence.
- Develop organisational maturity and productivity.
- Make good judgement evaluating risks and opportunities, ensuring decisions align with the organisation's mission and values.
- Develop plans to address crises or unexpected challenges that may arise, ensuring the organisation can navigate complex situations effectively.
- Create an atmosphere that encourages creativity and innovation by creating a safe space to experiment, take calculated risks and learn from successes and failures.
- Promote leadership at all levels of the organisation.
- Determine effective allocation of company resources, including human capital, technology, and physical assets, to various departments and products in line with organisational priorities.
- Constant evaluation of the organisational design and maintenance of the organisational structure supporting efficiency and effectiveness.
- Define and monitor key performance indicators (KPIs) and other metrics to assess the organisation's performance against its objectives and act when changes are needed.
- Establish and oversee corporate governance, ensuring ethical conduct, compliance with laws and regulations, and stakeholder accountability.
- Continuously monitor the external environment for new methodologies, techniques and trends in Financial Sustainability.
- Engagement with shareholders and stakeholders.
- Get recognition from organisation members.
- Be a role model and inspire others.
- Shape the LOTL of Ledger's role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Incentives all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

·Role· Launch Control Director

Liaison · Frontline · Protector



The Launch Control Director (LCD) is the leading customer advocate. Their job is to make JIMLand accelerate as smoothly and fast as possible, avoiding slippage failure due to over-revving and preventing problems. They know everything about BMW, how to connect with them and share their needs with the rest of the company. The LCD is adept at breaking down organisational silos to create a persistent customer-first mentality. The primary role goal is to send the most precise signals about the importance of the customer and ensure that people in senior roles look at every decision solely through the lens of customer experience. The LCD also supports liaisons with the different departments within BMW to identify and prioritise products and create the delivery products pipeline.

Capabilities

- Shows high levels of integrity and empathy.
- Experience with the BMW ecosystem and recognition from different departments.
- Able to make balanced decisions inclusively and constructively.
- Mentor and leader with a track record of hiring and motivating teams.
- Experience in defining organisation scaling methodologies and managing large teams.
- Good decision-making, courage, innovation and spirit.
- Good communication, presentation and negotiation skills.
- Pragmatic and combining a data-driven mindset with a good sense of urgency versus long-term results.
- Experience in complex problem-solving.
- Optimistic and able to identify opportunities even within challenging situations.
- A growth mindset emphasising continuous learning, growth, and development.
- Resilience and ability to maintain control over emotions in stressful situations.
- Good understanding of customer service excellence, product creation and delivery.

Product Impact (up to Apply): The Company Delivery Excellence

The Product of the Launch Control Director is the company product and services delivered. The LCD ensures how well a company fulfils its commitments to customers and BMW departments. It's expected that the LCD will establish a link between the Units, DevOps teams, and BMW departments, supporting them in achieving success in those interactions. The LCD protects the Units and DevOps teams by anticipating areas or products that do not fit the CTW working model and mindset and working with them to correct any misbehaviour happening on the CTW or BMW side. The LCD inspire the different Units and product teams to foster an environment where engineering excellence is king, and people feel engaged and motivated to do better and achieve higher productivity levels. The LCD is ultimately responsible for how the customers, BMW departments, shareholders and other stakeholders experience the CTW brand – the company's reputation in its market.

- Bring and act as the voice of BMW within the company, bringing feedback from the different BMW departments.
- Influence BMW's working model to facilitate CTW operations.
- Ensure products or services meet or exceed expectations regarding quality and timely delivery.
- Ensure CTW develops the right portfolio by selecting the right products according to the company strategy. This includes accurate order fulfilment and attention to detail in service delivery.
- Ensures the company handles customer concerns and complaints responsively and effectively, addressing the expected service and contributing to a positive customer experience.
- Establish the proper channels between the Units, DevOps teams and the BMW departments, keeping everyone informed about what is essential and fostering clear and transparent communication.
- Connect Units and DevOps teams to BMW forums and areas relevant to their work.
- Provide feedback relevant to continuous improvement and work with the Units to use it to improve delivery.
- Provide information on any product-related legal and regulatory measures that the teams need to be aware of and follow.
- Promote the organisation's interactions, sharing and collaboration in all company areas.
- Disseminate a customer-centric culture within the organisation, especially in the engineering teams.
- Coach and facilitate product teams using tools, methodologies, and frameworks to achieve excellence in engineering and operations.
- Embed a sustainable culture of excellence within the organisation.
- Establish an environment of appreciation and recognition without falling into conformism and facilitism.
- Supports a healthy work-life balance and well-being environment.
- Anticipate problems or tensions and stimulate people to deal with them.
- Act as a servant leader, supporting, guiding, and enabling people to take responsibility and authority over their own matters.

Domain Impact (up to Advise): The Company Management

The domain of the Launch Control Director resides on top of the delivery excellence and is the overall company management. The LCD directly supports the strategic direction and coordination of all aspects of the organisation. High-level decision-making and direction-setting responsibilities are expected to guide the company toward its goals. The LCD works on the company sustainability in direct alignment and collaboration with the other members of the Board of Directors (Chief of Purpose and Lord of Ledgers) and contributes to several corporate management forums.

- Develop corporate strategies to consolidate technical excellence centres aligned with BMW's long-term needs.
- Identify relevant future trends to develop R&D initiatives to prepare the organisation for future challenges.
- Contribute to the long-term strategic planning for the organisation.
- Provide effective leadership to the executive team and the entire organisation.
- Promote and protect the organisation's agility and coherence.
- Develop organisational maturity and productivity.
- Make good judgement evaluating risks and opportunities, ensuring decisions align with the organisation's mission and values.
- Develop plans to address crises or unexpected challenges that may arise, ensuring the organisation can navigate complex situations effectively.
- Create an atmosphere that encourages creativity and innovation by creating a safe space to experiment, take calculated risks and learn from successes and failures.
- Promote leadership at all levels of the organisation.
- Determine effective allocation of company resources, including human capital, technology, and physical assets, to various departments and products in line with organisational priorities.
- Constant evaluation of the organisational design and maintenance of the organisational structure supporting efficiency and effectiveness.
- Define and monitor key performance indicators (KPIs) and other metrics to assess the organisation's performance against its objectives and act when changes are needed.
- Establish and oversee corporate governance, ensuring ethical conduct, compliance with laws and regulations, and stakeholder accountability.
- Continuously monitor the external environment for new methodologies, techniques and trends in Engineering Excellence.
- Engagement with shareholders and stakeholders.
- Get recognition from organisation members.
- Be a role model and inspire others.
- Shape the Launch Control Director role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what says and does but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Incentives all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
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Document Information

Revision History			
Version	Date	Description	Reviewer
...	September 2018	Book of Roles, edition 1 Deprecated CTW-2019- DOC-00018, version 6.2.	Several contributors.
1.0	March 2024	Book of Roles, edition 2 Stakeholder and ManOps Roles, without avatars.	Several contributors.
1.1	July 2024	Typos revision and avatars update.	Several contributors.
1.2	April 2025	Roles update.	Several contributors.

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