



DOCUMENTATION LEVEL:
2 | CAPABILITIES
*What are our core
practices*

2nd Edition

PEOPLE AND CULTURE

Book of Roles

DevOps



**Critical
Techworks**

CTW-2024-DOC-00039

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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 DevOps department.

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 roles concept, proficiencies, and career model that apply to all roles. Then, there is a separate document describing the roles associated with each company department: DevOps, TechOps, CorpOps, and ManOps.

This document details the role associated with the TechOps department. For information on how the company is structured and the description of each 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



THE DEVOPS DEPARTMENT ROLES ARE
DEFINED TO DESIGN, DEVELOP, DELIVER AND
OPERATE PRODUCTS. THEY PROVIDE THE TEAM
MEMBERS WITH THE NECESSARY GUIDANCE
FOR THEM TO DO THEIR BEST.

THE DEVOPS ROLES ALSO CONTRIBUTE TO
THE UNIT AND THE ENTIRE ORGANISATION,
GUARANTEEING EVERYONE CAN HELP BUILD
THE ORGANISATION WHERE THEY WANT TO BE.

·Role· Rockstar Developer

Develop · Create · Run



The Rockstar Developer (RKD) plays a crucial role in designing, developing, building, testing, deploying, running, and maintaining software systems. They do not develop a line of code that they are not able to maintain and understand, and they are always in control. The Rockstar Developer can hold everything that can be converted to 0/1, and they do what is required, when necessary, to keep the system up and running. For them, there is no such thing as "other's code" ownership. They are active DevOps team members and contribute to the team's success at technical and social levels. They are responsible for both Development and Operations activities, always targeting Engineering Excellence.

Capabilities

- Logical and structured thinking.
- Attention to detail and excellent problem identification and resolution.
- Mastery of core programming languages, technological stacks, and software engineering practices.
- Experience in software engineering and DevOps practices, including automating everything possible.
- Master of containers, orchestration, and scripting guru.
- Experience in Cloud technologies, data services and data pipeline architectures.
- Ability to work independently with a deep understanding of the overall context.
- Ability to work effectively in a team environment.
- Flexible and willing to a change in priorities if necessary.
- Education, knowledge, and experience in Agile principles and the Scrum framework.
- Ability to make complex things simpler.
- Be a T-shaped by experimenting, learning and using new concepts and tools.
- Honest, trustful, and capable of generating empathy with all employees.
- Able to seek innovative technologies and methodologies to solve problems.
- Finds the balance between redesigning the architecture or building on top of the existing system to produce the cleanest and most effective solution.
- Ability to plan and conceive sensible architectural designs for complex, time-resilient code.

Product Impact (up to Apply): My Team and My Product

The Rockstar Developer is a technical person who acts as a developer and contributes to the team deliverables. At the Product Impact level, an RKD knows how to build and operate a software product. They know and apply engineering excellence practices from conception to operations, focusing on quality, maintainability, operability, and efficiency. An RKD creates mechanisms that, when a problem occurs, they are the first ones to know of.

At this level, a Rockstar Developer also contributes to the team's efficiency and maturity by following the established working model and agreements. They speak when disagreeing but are open to follow the team's decisions. They support the Scrum Knight by providing an analytical approach, trying to remove ambiguity as much as possible and enabling team improvement. They commit to the sprint goals, do what's needed to fulfil them, and anticipate communication with the team when they cannot be achieved.

- Acts as a competent and reliable technical team member.
- Implements software engineering and modern DevOps practices.
- Acts as the guardian of security, infrastructure, engineering excellence, code quality and valuable products.
- Participates in improving the value delivered by the team.
- Shows consistent implementation of the Agile principles and the Scrum framework and helps the team use the framework.
- Delivers technical and non-technical tasks as agreed upon and committed to with the team.
- Contributes to product steering and technical decisions by being an active member of refinements.
- Contributes to the technical solution of the product and consistently improves development and operations activities.
- Promotes and executes automation of everything possible.
- Knows and applies the company's Delivery and Operation principles.
- Places the customers' and the team's interests before the individuals' interests.
- Shows interest in knowing more about the product from a business and technical perspective.
- Shows continuous technical and social growth and development.
- Contributes to the team's agility by participating actively in retrospectives and using dashboards to support decisions.
- Shows a mindset focused on solutions rather than problems.
- Establishes valuable and healthy professional interactions with team members and BMW colleagues. Foster transparency and communication.
- Acts with a sense of service mindset and leads by example.
- Knows when to ask for help.
- Enables other team members to have autonomy to deal with their own matters.
- Protects CTW culture, values and mindset.

Domain Impact (up to Advise): My Product Domain and My Unit

A Rockstar Developer impacts the Domain when a strategic view of the Product exists. The knowledge built goes beyond the product, and they understand the implications of what is around. The product is developed following the company's working model and Delivery and Operation principles, following a consistent and forward-looking analytical approach (agile metrics, operations, productivity). Quality happens by design, and product operations are stable.

The Rockstar Developer contributes to the Unit sustainability in many different ways: by supporting and coaching other Rockstar Developers; by supporting Teams with difficulties; by promoting best practices within the Unit; by sharing and developing the technical knowledge of Unit team members; by being available to start new Teams for new Products. The RKD shall promote a spirit of collaboration, mutual support and knowledge sharing within the team and with the Unit support team (Titan, Hol and Master). They shall also promote a close and collaborative link to Scrum Knight, Product Visionary, UX Designers, users and other relevant product stakeholders.

- Supports team members in achieving the sprint goal while keeping their own commitments.
- Contributes to the continuous improvement of Rockstar Developer practices and the role.
- Acts as a subject matter expert in multiple fields of software engineering.
- Knows how to harvest knowledge from peers, harmonise it, and incorporate it into the best solution for a problem.
- Works self-guided, but always with CTW's core values and working model as a reference and guiding light.
- Promotes the team's continuous improvement, efficiency, and maturity by leveraging available data and Scrum events.
- Disseminates technical and business product knowledge within the unit.
- Contributes to bridging the technical and social gap between teams and Unit members.
- Is recognised as a reference by peers and other team members across the Unit.
- Provides technical advice for macro software design of the Unit products.
- Is available to start new teams and develop new products.
- Supports the Scrum Knight's role in Scrum events organisation and actively participates in them.
- Contributes to elevating the CTW technical competence and respect among BMW colleagues.
- Contributes to increasing the knowledge of BMW products and domains within the Unit.
- Contributes to the definition and dissemination of the Unit strategy and vision.
- Contributes to the long-term roadmap of the Unit products.
- Contributes to developing and disseminating the CTW culture, values and mindset inside the Unit.
- Actively identifies gaps and seeks to develop own skills and knowledge by deepening knowledge of existing and related emerging technologies in the industry.
- Shape the Rockstar Developer 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.

- Shapes the company's DevOps discipline to unprecedented.
- 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.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Rockstar Developer community decided on a list of processes, areas, tasks, and behaviours presented below that are the

minimum expected in each impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact

The following descriptions detail what is considered a minimum for a person to be considered at this impact level.

Development Tasks	Execute the product development tasks, including implementing, testing, debugging, deploying, fixing, monitoring, operating, and automating everything possible. Autonomous in all development tasks within the product boundaries and within the known features described in the roadmap (limited to a "team-sized" product). Be precise about what the team can expect from you, and anticipate issues so the team can know and react together with no surprises.
Product Quality	Assures engineering excellence by delivering design flexibility, testability, maintainability, etc. Provide continuous monitoring and improve the development process and product quality. Build quality into the product from the beginning and keep improving it over time. Track quantitative quality information about product development and operations. Implement structural changes to fix recurring issues that are observed in the measures.
Product Requirements	Good understanding of the product requirements that the team is implementing. Be aware of the product project backlog for the next sprints and releases. Know the users and what they want to achieve with the product.
Team Onboarding	Create the conditions for onboarding new team members well. Provide dedicated mentoring to team members during the onboarding phase.
Team Support	Support the Product Visionary and the Scrum Knight in different areas, such as tech specifications, UX concepts, feasibility, scrum events, and meetings with product stakeholders. Support other developers when needed.

Domain Impact

The following descriptions detail what is considered a minimum for a person to be considered at this impact level.

Complex Systems Development	Ability to develop and understand an architecture for complex products or systems , decomposing it into team-sized elements while anticipating future evolutions. Have enough curiosity to understand what happens around the product to get a clear understanding of the impact, functional and technical needs, and be able to influence (push further) other products in the domain.
Product Interfaces	Understand the interfaces with external systems to integrate , test, operate and evolve the product adequately. Look at the end-to-end result of the product and not the parcel delivered by the team.
Sharing and Curiosity	Bridges communication gaps between products (functional, technical, etc.) by proactively sharing information about the product and being available (with curiosity) to understand the other products within the unit and how they relate to each other. Be more focused on providing answers than asking questions.
Domain Knowledge	Systematically collect information and make it available to the Unit. Disseminate knowledge and support technical decisions about the domain. Know who is who in the domain.
Engineering Excellence	Find opportunities to improve the delivery chain : methods, processes, tools, technologies, etc., not only at the product level but leveraging that to other products in the Unit and, if applicable, to influence the company's Delivery and Operations processes. Be able to influence the engineering excellence of the Domain. Focus on quality not for the sake of engineering but to deliver better value.
Support the Unit	Support the Unit where necessary , mainly by developing engineering capacity, knowledge, and awareness of risks (security, delivery, etc.). Act as a replicator of technical competence in the Unit or the Domain. Be open to taking on new challenges, be available to start product teams, develop in new technological areas, and help other teams (hands-on) without being requested.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact towards society. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change	Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains. Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.
Be an Industry Influencer	Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.
Curiosity and Courage	Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour. Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

•Role•

Data Mastermind

Develop · Insights · Run



The Data Mastermind (DMM) plays a crucial role in designing, developing, building, testing, deploying, running, and maintaining software systems. Their wisdom is derived from data, and they guarantee that all things to be known are available at the touch of a button. They are the plumbers who build reliable and puncture-proof data pipelines. Still, they can also be painters and storytellers who are able to give meaning to an otherwise indecipherable flow of bits. The Data Mastermind is a DevOps team member responsible for both Development and Operations activities.

Capabilities

- Logical and structured thinking.
- Attention to detail and excellent problem identification and resolution.
- Mastery of core programming languages and software engineering practices.
- Experience in software engineering and DevSecOps practices, including automating everything possible.
- Advanced SQL knowledge and experience working with relational databases, query authoring, as well as working with a variety of database engines.
- Master of containers, orchestration, and a scripting guru in all the suitable languages.
- Experience in Cloud technologies, data services and data pipeline architectures.
- Experience with data modelling for OLAP systems and NoSQL databases.
- Experience in modelling complex big data architectures.
- Experience with machine learning-based tools or processes.
- Experience with common data science toolkits.
- Ability to work independently but with a deep understanding of the overall context.
- Ability to work effectively in a team environment.
- Flexible and willing to accept a change in priorities if necessary.
- Education, knowledge, and experience in Agile principles and the Scrum framework.
- Ability to make complex things simpler.
- Become T-shaped by experimenting, learning and using new concepts and tools.
- Honest, trustful, and capable of generating empathy with all employees.

Product Impact (up to Apply): My Team and My Product

The Data Mastermind is a technical person acting as a developer, contributing to the team deliverables. A DMM at the Product Impact level knows how to build and operate a software data product. They know and apply engineering excellence practices from conception to operations, focusing on quality, maintainability, operability, and efficiency. They create mechanisms so that, when a problem occurs, they are the first ones to know of.

At this level, a Data Mastermind also contributes to the team's efficiency and maturity by following the established working model and work agreements. They speak when disagreeing but are open to following the team's decisions. They support the Scrum Knight by providing an analytical approach, trying to remove ambiguity as much as possible and enabling team improvement. They commit to the spring goals, do what's needed to fulfil them, and anticipate communication with the team when they cannot be achieved.

- Acts as a competent and reliable technical team member.
- Implements software engineering and modern DevOps practices.
- Acts as the guardian of security, data structures, engineering excellence, code quality and valuable products.
- Reviews data-loss incidents to improve processes based on what went wrong.
- Participates in improving the value delivered by the team, including the quality of the information derived from data.
- Shows consistent implementation of the Agile principles and the Scrum framework and helps the team use the framework.
- Delivers technical and non-technical tasks as agreed upon and committed to with the team.
- Contributes to product steering and technical decisions by being an active member of refinements.
- Contributes to the technical solution of the product and consistently improves development and operations activities.
- Promotes and executes automation of everything possible.
- Knows and applies the company's Delivery and Operation principles.
- Places the customers' and the team's interests before the individuals' interests.
- Shows interest in knowing more about the product from a business and technical perspective.
- Shows continuous technical and social growth and development.
- Contributes to the team's agility by participating actively in retrospectives and using dashboards to support decisions.
- Shows a mindset focused on solutions rather than problems.
- Establishes valuable and healthy professional interactions with team members and BMW colleagues. Foster transparency and communication.
- Knows when to ask for help.
- Acts with a sense of service mindset and leads by example.
- Enables other team members to have autonomy to deal with their own matters.
- Protects CTW culture, values and mindset.

Domain Impact (up to Advise): My Product Domain and My Unit

A Data Mastermind impacts the Domain when a strategic view of the Product exists. The knowledge built goes beyond the product, and they understand the implications of what is around. The product is developed following the company's working model and Delivery and Operation principles, following a consistent and forward-looking analytical approach (agile metrics, operations, productivity). Quality happens by design, and product operations are stable.

The Data Mastermind contributes to the Unit sustainability in many different ways: by supporting and coaching other Data Masterminds; by supporting Teams with difficulties; by promoting best practices within the Unit; by sharing and developing the technical knowledge of Unit team members by being available to start new Teams for new Products. The DMM shall promote a spirit of collaboration, mutual support and knowledge sharing within the team and with the Unit support team (Titan, Hol and Master). They shall also promote a close and collaborative link to Scrum Knight, Product Visionary and UX Designers, users, and other relevant product stakeholders.

- Supports team members in achieving the sprint goal while keeping their own commitments.
- Contributes to the continuous improvement of Data Mastermind practices and the role.
- Works self-guided, but always with CTW's core values and working model as a reference and guiding light.
- Acts as a subject matter expert in multiple fields of software engineering, especially with data-related topics.
- Knows how to harvest knowledge from peers, harmonise it, and incorporate it into the best solution for a problem.
- Promotes the team's continuous improvement, efficiency, and maturity by leveraging available data and Scrum events.
- Disseminates technical and business product knowledge within the unit.
- Contributes to bridging the technical and social gap between teams and Unit members.
- Is recognised as a reference by peers and other team members across the Unit.
- Is available to start new teams and develop new products.
- Supports the Scrum Knight on Scrum events organisation and actively participates.
- Contributes to elevating the CTW technical competence within BMW colleagues.
- Contributes to increasing the knowledge of BMW products and domains within the Unit.
- Contributes to the definition and dissemination of the Unit strategy and vision.
- Contributes to developing and disseminating the CTW culture, values and mindset inside the Unit.
- Actively identifies gaps and seeks to develop own skills and knowledge by deepening knowledge of existing and related emerging technologies in the industry.
- Shape the Data Mastermind 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.

- Shapes the company's DevOps discipline to unprecedented levels.
- 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.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Data Mastermind community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in each

impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Data Quality	Ensure data quality – either as a consumer or as a producer - by scrutinising data sources and ensuring availability, consistency and protection measures.
Active Monitoring	Detect errors and monitor changes to leverage decisions.
Business Context	Understand product requirements and the context behind the data.
Practice Engineering excellence	Build solutions, taking into consideration best engineering practices.
Support Decisions	Support product decisions with technical knowledge.
Detect Gaps	Identify needed data to support product requirements better and propose solutions for obtaining it.
Ensure Compliance	Ensure data governance.
Cost Consciousness	Develop cost-effective solutions.
Develop Competence	Be knowledgeable in the tools of the trade.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Domain Level View	Have a view of how related products interconnect.
Outward Interest	Keep up to date with what is being done in the industry and academia.
Change Agent	Identify improvement opportunities and drive change.
Data-driven Domain Optimisation	Help drive Domain business decisions that extract more value from already available data.
Knowledge Enablement	Disseminate knowledge and support change: better technical solutions, lessons learned and best practices.
Streamlining Processes	Create unified approaches applicable to several teams.
Governance Evolution	Be up to date with data governance regulations and ensure their application inside the products.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference	Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.
Be an Open-minded Leader	Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape. Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level). Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.
Be a Culture Disseminator	Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor. Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact towards society. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change

Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains.

Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.

Be an Industry Influencer

Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.

Curiosity and Courage

Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour.

Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

·Role· IT Paladin

Develop · Enabler · Run



The IT Paladin (ITP) ensures all software spectacularly produced by the engineering teams, or changes to its underlying infrastructure, can be released in a reliable way at any time, on a secure ecosystem. They set up building blocks, excellent, safe and secure practices, tools and templates in order to enable the product teams to improve their DevOps mindset and accelerate their software development cycle. They enable teams with CI/CD and security methodologies and tools while serving as a hub for sharing and reusing knowledge and bridging communication between teams. Ultimately, they ensure that every change to the different systems being prototyped, produced or maintained is releasable early and often. They're the gatekeepers and spearheads for cost, time and risk reduction in software delivery and changes throughout JIMLand.

Capabilities

- Logical and structured thinking.
- Has the heart of a systems administrator and the soul of a software engineer.
- Mastery of core programming languages and software engineering practices, including CI/CD tools and methodologies.
- Experience in software engineering and DevOps practices, including automating everything possible.
- Master of containers, orchestration, and a scripting guru in all the suitable languages.
- Expert troubleshooter with a wide breadth of systems and security knowledge.
- Loves observability and alerting as tools to make systems reliable and scalable.
- Knowledgeable about public and private clouds and their services and architectures.
- Ability to work independently but with a deep understanding of the overall context.
- Ability to work effectively in a team environment.
- Flexible and willing to accept a change in priorities if necessary.
- Education, knowledge, and experience in Agile principles and the Scrum framework.
- Ability to make complex things simpler.
- Become a T-shaped by experimenting, learning and using new concepts and tools.
- Honest, trustful, and capable of generating empathy with all employees.

Product Impact (up to Apply): My Team and My Product

The IT Paladin is a technical person acting as a developer, contributing to the team's deliverables. An ITP, at the Product Impact level, knows how to build and operate a software product. They know and apply engineering excellence practices from conception to operations, focusing on quality, maintainability, operability, and efficiency. They create mechanisms so that, when a problem occurs, they are the first ones to know of.

At this level, an IT Paladin also contributes to the team's efficiency and maturity by following the established working model and work agreements. They speak when disagreeing but are open to following the team's decisions. They support the Scrum Knight by providing an analytical approach, trying to remove ambiguity as much as possible, and enabling team improvement. They commit to the sprint goals, do what's needed to fulfil them, and anticipate communication with the team when they cannot be achieved.

- Acts as a competent and reliable technical team member.
- Implements software engineering and modern DevOps practices.
- Acts as the guardian of security, infrastructure, engineering excellence, code quality and valuable products.
- Anticipates needs for observability and builds queries and dashboards to fulfil them.
- Participates in improving the value delivered by the team.
- Shows consistent implementation of the Agile principles and the Scrum framework and helps the team use the framework.
- Delivers technical and non-technical tasks as agreed upon and committed to with the team.
- Contributes to product steering and technical decisions by being an active member of refinements.
- Contributes to the technical solution of the product and consistently improves development and operations activities.
- Promotes and executes automation of everything possible.
- Knows and applies the company's Delivery and Operation principles.
- Places the customers' and the team's interests before the individuals' interests.
- Shows interest in knowing more about the product from a business and technical perspective.
- Shows continuous technical and social growth and development.
- Contributes to the team's agility by participating actively in retrospectives and using dashboards to support decisions.
- Shows a mindset focused on solutions rather than problems.
- Establishes valuable and healthy professional interactions with team members and BMW colleagues. Foster transparency and communication.
- Acts with a sense of service mindset and lead by example.
- Knows when to ask for help.
- Enables other team members to have autonomy to deal with their own matters.
- Protects CTW culture, values and mindset.

Domain Impact (up to Advise): My Product Domain and My Unit

An IT Paladin impacts the Domain when a strategic view of the Product exists. The knowledge built goes beyond the product, and they understand the implications of what is around. The product is developed following the company's working model and Delivery and Operation principles, following a consistent and forward-looking analytical approach (agile metrics, operations, productivity). Quality happens by design, and product operations are stable.

The IT Paladin contributes to the Unit sustainability in many different ways: by supporting and coaching other IT Paladin; by supporting Teams with difficulties; by promoting best practices within the Unit; by sharing and developing the technical knowledge of Unit team members; by being available to start new Teams for new Products. The ITP shall promote a spirit of collaboration, mutual support and knowledge sharing within the team and with the Unit support team (Titan, Hol and Master). They shall also promote a close and collaborative link to Scrum Knight, Product Visionary and UX Designers, users, and other relevant product stakeholders.

- Supports team members in achieving the sprint goal while keeping their own commitments.
- Contributes to the continuous improvement of IT Paladin practices and the role.
- Acts as a subject matter expert in multiple fields of software engineering, especially infrastructure and security.
- Reviews security incidents in order to improve processes based on what went wrong.
- Knows how to harvest knowledge from peers, harmonise it, and incorporate it into the best solution for a problem.
- Works self-guided, but always with CTW's core values and working model as a reference and guiding light.
- Promotes the team's continuous improvement, efficiency, and maturity by leveraging available data and Scrum events.
- Disseminates technical and business product knowledge within the unit.
- Contributes to bridging the technical and social gap between teams and Unit members.
- Is recognised as a reference by peers and other team members across the Unit.
- Is available to start new teams and develop new products.
- Supports the Scrum Knight on Scrum events organisation and actively participates.
- Contributes to elevating the CTW technical competence within BMW colleagues.
- Contributes to increasing the knowledge of BMW products and domains within the Unit.
- Contributes to the definition and dissemination of the Unit strategy and vision.
- Contributes to developing and disseminating the CTW culture, values and mindset inside the Unit.
- Actively identifies gaps and seeks to develop own skills and knowledge by deepening knowledge of existing and related emerging technologies in the industry.
- Shape the IT Paladin 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.

- Shapes the company's DevOps discipline to unprecedented levels.
- 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.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the IT Paladin community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in

each impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Developer	Implement solutions, platforms, and tools to address user and business needs to enable others to deliver their own products in the right and best way possible.
Engineering Excellence	Know and apply CTW's engineering excellence principles. Understand and follow the best practices that apply to the products being developed with regard to testing, observability, security, FinOps, and documentation. Make visible, through data, the quality and KPIs of the products.
Operations	Perform product operations to provide a high-quality service to users. Understand dependencies and impacts and maintain a constant and clear operational relationship with users and stakeholders. Provide visibility through data and dashboards about product performance, usage, and status. Proactively trigger information inside and outside the product to achieve fast response to issues and make the products stable and performant.
Communication	Communicate on time, with proper content and a sense of urgency. Develop a clear and user-centric communication language that clarifies and understands anything that releases to the user services the product offers and impacts users and stakeholders. Use communication as a means of managing expectations and increasing transparency.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

SecDevOps Vision	Build and promote a vision regarding SecDevOps. Enable others in the unit and domain to build on it and support its implementation. Understand impacts and effects outside its own domain and translate that into enabling solutions. Know market trends and offers and integrate applicable knowledge to generate new knowledge.
Best Practices	Be a reference and an enabler of best practices regarding methodology and tools. Drive others to the same results and benefits. Understand what to prioritise according to the overall goals of the domain, BMW, and CTW.
Enabling solutions	Think, design, implement and offer cross-cutting solutions and support multiple realities and contexts without hampering individual needs but accelerating the integration of best practices and methodologies. Lean on standardisation and reuse as a tool to achieve more with less.
Product Awareness	Have a broad view of the product landscape that relies on one's own solutions to deeply understand impacts and create connections that work both ways in addressing needs. Navigate the complexity of products, identify uniqueness from exceptions, and provide valuable compromising solutions to reach targets.
Data-Driven Decisions	Develop a comprehensive data-driven view of offered services, promoting transparency and understanding. Use data to support product decisions and raise the quality of operations to the next level. Enable others on their own products with deep data understanding and KPI definition.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact towards society. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change

Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains.

Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.

Be an Industry Influencer

Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.

Curiosity and Courage

Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour.

Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

·Role· **SAP Magician**

Business-Minded · Sorcerer · Ingenious



The SAP Magician (SM) has magical influence or power that solves real needs with SAP resources. They need to learn their magical abilities first, but when done, they transform complex business processes into simple software solutions that add agility where everyone sees command and control. Most people confuse SAP Magicians as consultants, but technologists, futurists, and dreamers fusing business knowledge and processes with software engineering. Together with Stakeholders and Users, SAP Magicians add value to business functions that no one has ever thought of. SAP Magicians can usually be found in the engine rooms or rolling out into new locations. You know they are there but don't be afraid if you don't see them. With their magical powers, the SAP Magicians can assume different and diverse shapes. A Magician can adopt all or part of the responsibilities and accountabilities from a Product Visionary, Scrum Knight, Rockstar Developer, Data Mastermind, IT Paladin roles, or even roles to be created. Magicians have been gifted with diverse powers. Alone or combined, Magicians can excel with their powers in more Technical, Functional, and Business areas, always within the Agile spell.

Capabilities

- Logical and structured thinking.
- Proficient in business analysis and customer communications by being curious and empathic, a good listener, and a great storyteller.
- Attention to detail and excellent problem identification and resolution.
- Knowledge of SAP business areas such as Sourcing and Procurement, Supply Chain, and Sales and Distribution.
- Knowledge of SAP platforms (R/3, S/4 HANA) and awareness of SAP Cloud Solutions.
- ABAP literacy and debugging skills.
- Experience with SAP architecture patterns.
- Experience in SAP integration patterns, standards, and protocols.
- Knowledge about SAP migration strategies and tools.
- Experience in process definition and modelling.
- Solid background in software engineering, including continuous integration and quality practices in SAP contexts.
- Ability to work independently but with a deep understanding of the overall context.
- Flexible and willing to accept a change in priorities as necessary.
- Education, knowledge, and experience in Agile principles and the Scrum framework.
- Ability to make complex things simpler.
- Ability to communicate directly and transparently with its Stakeholders, Users and peers.
- Honest, trustful, and capable of generating empathy with all employees.

Product Impact (up to Apply): My Team and My Product

The SAP Magician (SM) is a team member with exceptional expertise and mastery in working with SAP software systems and contributing to the team's deliverables. At the Product Impact level, an SM knows how to design, build and operate a SAP product. They know and apply engineering excellence practices from conception to operations, focusing on quality, maintainability, operability, and efficiency. They create mechanisms that, when a problem occurs, they are the first ones to know of.

At this level, an SAP Magician also contributes to the team's efficiency and maturity by following the established working model and work agreements. They speak when disagreeing but are open to following the team's decisions. They support the Scrum Knight by providing an analytical approach, trying to remove ambiguity as much as possible and enabling team improvement. They commit to the spring goals, do what's needed to fulfil them, and anticipate communication with the team when they cannot.

- Acts as a competent and reliable technical team member.

- Demonstrate business and domain knowledge.
- Mastery of core responsibilities and accountabilities following the representative role: Scrum Knight, Rockstar Developer, Data Mastermind and IT Paladin. For further information, see the relevant role description.
- Enable key and end-users to understand the potential of SAP systems and how they can support the business activities.
- Implements software engineering and modern DevOps practices.
- Ability to work independently but with a deep understanding of the overall context of the team effort.
- Acts as the guardian of security, infrastructure, engineering excellence, code quality and valuable products.
- Participates in improving the value delivered by the team.
- Shows consistent implementation of the Agile principles and the Scrum framework and helps the team use the framework.
- Delivers technical and non-technical tasks as agreed upon and committed to with the team.
- Contributes to the technical solution of the product and consistently improves development and operations activities.
- Promotes and executes automation of everything possible.
- Knows and applies the company's Delivery and Operation principles.
- Places the customers' and the team's interests before the individuals' interests.
- Shows interest in knowing more about the product from a business and technical perspective.
- Shows continuous technical and social growth and development.
- Contributes to the team's agility by participating actively in retrospectives and using dashboards to support decisions.
- Shows a mindset focused on solutions rather than problems.
- Able to make use of cutting-edge SAP features, pushing for an innovative and futuristic mindset.
- Establishes valuable and healthy professional interactions with team members and BMW colleagues. Foster transparency and communication.
- Acts with a sense of service mindset and leads by example.
- Knows when to ask for help.
- Enables other team members to have autonomy to deal with their own matters.
- Protects CTW culture, values and mindset.

Domain Impact (up to Advise): My Product Domain and My Unit

An SAP Magician impacts the Domain when a strategic view of the Product exists. The knowledge build goes beyond the product and understands the implications of what is around. The product is developed strictly following the company's working model and Delivery and Operation principles, following a consistent and forward-looking analytical approach (agile metrics, operations, productivity). Quality happens by design, and product operations are stable.

The SAP Magician contributes to the Unit sustainability in many ways: by supporting and coaching other SAP Magicians, by supporting Teams with difficulties; by promoting best practices within the Unit; by sharing and developing the technical knowledge of Unit team members; and by starting new Teams for new Products. The SM shall promote a spirit of collaboration, mutual support and knowledge sharing within the team and with the Unit support team (Titan, Hol and Master). They shall also promote a close and collaborative link to Scrum Knight, Product Visionary and UX Designers, users, and other relevant product stakeholders.

- Follow what is requested in the reference role.
- Supports team members in achieving the sprint goal while keeping their own commitments.
- Contributes to the continuous improvement of SAP Magician practices and the role.
- Acts as a subject matter expert in multiple fields of the business.
- Understanding the needs of stakeholders and developing appropriate solutions.
- Knows how to harvest knowledge from peers, harmonise it, and incorporate it into the best solution for a problem.
- Works self-guided, but always with CTW's core values and working model as a reference and guiding light.
- Promotes the team's continuous improvement, efficiency, and maturity by leveraging available data and Scrum events.
- Disseminates technical and business product knowledge within the unit.
- Contributes to bridging the technical and social gap between teams and Unit members.
- Is recognised as a reference by peers and other team members across the Unit.
- Is available to start new teams and develop new products.
- Supports the Scrum Knight on Scrum events organisation and actively participates.
- Contributes to elevating the CTW technical competence within BMW colleagues.
- Contributes to increasing the knowledge of BMW products and domains within the Unit.
- Contributes to the definition and dissemination of the Unit strategy and vision.
- Contributes to developing and disseminating the CTW culture, values and mindset inside the Unit.
- Actively identifies gaps and seeks to develop own skills and knowledge by deepening knowledge of existing and related emerging technologies in the industry.
- Working effectively under pressure and in stressful situations and developing resilience in order to achieve the purposed goals.
- Analysing complex problems, identifying relationships, and developing solutions to contribute to the Product success.
- Actively support the development of the SAP business line at CTW.
- Shape the SAP Magician 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.

- Shape the company's DevOps discipline to unprecedented levels.
- 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.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the SAP Magician community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in each

impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

SAP Knowledge	Know SAP capabilities and how to apply them to deliver solutions. Understand the provided standard processes and how to map them when implementing functionalities. Be up to date to process standards evolution and proactively react to changes and possible impacts. Privilege standard implementation and devise approaches that favour them.
Business Analyst	Be a business analyst. Understand user and stakeholder needs. Learn BMW business processes and understand their relations, dependencies, and impacts. Gather business process knowledge by identifying available sources and tools to support it. Create high-quality business documentation. Have a strong connection with business to foster high-value deliveries, transparency, and collaboration.
Delivery Quality	Know and apply CTW's delivery best practices and guidelines to SAP implementations. Know and understand how to combine SAP, BMW, and CTW guidelines to ensure SAP product development aligns with CTW's product development vision. Follow Engineering Excellence principles and apply them to SAP implementations.
Communication	Speak the business language and build bidirectional communication channels with users and stakeholders. Understand user and business needs to support product decisions and address product goals.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Broader view of Products (Product Domain)	Has a strategic view of the Product: visibility about the Products and their relation; understands consequences and impacts of dependencies or needs and uses this knowledge to contribute to the Unit vision and mission. Knows the integrations and interactions between SAP modules and other internal/external services or applications.
Knowledge sharing and enabling others	Keep themselves updated regarding SAP technology. Disseminates technical and business product knowledge within the Unit. Is a technical reference for colleagues, mentoring people within the team, Unit and Company.
CTW Working Model	Working Model advocate: Apply and promote the adoption of the CTW working model; identify improvement opportunities in using the current working model.
Stakeholders management and support	Can propose, anticipate, and develop appropriate solutions by understanding the needs of stakeholders.
CTW Culture	Promotes the CTW culture, values, and principles: contributes to its development and dissemination inside the Unit.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference	Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.
Be an Open-minded Leader	Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape. Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level). Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.
Be a Culture Disseminator	Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor. Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact towards society. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change	Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains. Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.
Be an Industry Influencer	Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.
Curiosity and Courage	Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour. Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

·Role· Design Guru

Creativity · Usability · Aesthetics



Design Gurus (DSG) are the divine guiding energy that helps JIMLand implement the design direction and user experience of a product. The Gurus are the creators and protectors of design quality, keepers of user experience consistency, and guardians of usability. Gurus love to dive into business knowledge, the magic stuff from where gurus extract their magical powers. The Design Guru dreams of the unreasonable and the impossible and then designs it, using reason and knowledge to make it happen. They are inspirational, bold, creative, and foremost, they are problem solvers with a strong analytical spirit and restless mind. Gurus are always excited to collaborate with cross-functional teams, business experts, and end-users to help them transcend boundaries and connect worlds. Design Gurus can take different shapes. Some focus on the functional and usability aspects of the product, some on the visual design and brand fit, and others on complete end-to-end user experience, yet all thrive on creating a better future through uncompromised quality.

Capabilities

- Understands business goals, stakeholder needs, technical constraints and opportunities.
- Understands end-user needs and mental models and translate them into user interfaces that users can relate to.
- A keen eye for aesthetics and a very detail-oriented mindset from research to mock-ups to specifications.
- Powerful foundations on design principles, including colour theory, typography, grid system, and motion principles in support of brand fit and emotional design.
- Solid knowledge of fundamental psychology concepts, including Human Factors, Situation Awareness, Cognitive Load, and human behaviour.
- Able to take risks by diverging from mainstream solutions to experiment in multiple directions at the earliest design stages.
- Capable of different techniques such as effective presentations, high-fidelity mock-ups, and functional prototypes. Be able to show, not just tell.
- Analytical, inquisitive, empathetic and open-minded approach and receptiveness to different ideas.
- Intuitive and creative but with a pragmatic focus on quality and productivity.
- A natural storyteller who is able to create a narrative around the product, communicate design intent, and influence decision-making.
- Excels in effective communication and collaborative work with product teams and stakeholders.
- A genuine desire to learn and stay up to date with the latest design trends, best practices, and tools.

Product Impact (up to Apply): People and Culture

The Product of a Design Guru is their continuous contribution to the vision, utility, usability, brand differentiation and aesthetic quality of the product. Design Gurus are focused on the product's overall design and total user experience by making a product that fits or goes beyond its purpose, which users love to use and feel fascinated with.

Design Gurus collaborate with other team members to build the best possible product. They are intellectually honest, friendly, and loyal, and they follow the company values and principles, thus being trusted and reliable team members contributing to a healthy and productive environment. Design Gurus are free spirits with a restless passion for researching the best suitable solutions. Design Gurus challenge the product to improve daily and motivate the team to build it even better, never forgetting the constraints defined by the business and technological contexts.

- Guardians of usefulness, usability, and purpose: responsible for conducting research and exploration activities to understand users and the business, design extraordinary user experiences, and ensure the product will fulfil end-user needs following good usability principles.
- Guardians of consistency know how to work with design systems and how to use, create, and maintain a library of style guides, components, design patterns, and guidelines consistently across the product. They also know when not to.
- Guardians of visual design quality: responsible for designing appealing and effective product interfaces, identifying opportunities for brand differentiation, and consistent with product guidelines.
- Solve users' problems at the intersection of usefulness, usability and aesthetics and play a critical role in helping users find the right content for the product.
- Capable of effectively communicate their design decisions and clearly convey their vision to team members and stakeholders.
- Co-create the Product Vision and support Backlog by providing design specifications and assets, promoting constant feedback on feasibility and technical considerations, and ensure the product is developed according to the design target picture.
- Produce a wide range of deliverables using software and tools (user flows, high-fidelity mock-ups, complex visual elements, iconography, micro-interactions, photography/rendering treatment, etc.).
- Diligently attend to every user path, taking care not to overlook edge cases and ensuring a seamless journey without any dead ends for users.
- Collaborate with members of cross-functional teams to understand the technical limitations and opportunities and promote collaborative design and development through transparent and continuous communication.
- Participate in product team events, contributing to systematic improvements and value delivered by the team.
- Identify and execute their own tasks and priorities, considering the overall planning and are able to request support when needed.
- Put team interests before individuals and promote team spirit.
- Promote and disseminate business knowledge inside the team.

Domain Impact (up to Advise): My Unit and the Unit contribution to the Organisation

A Design Guru impacts the domain by contributing beyond their Product and Team, influencing the environment and people around them. The product design influences other products in the domain by promoting and sharing best practices with other product teams, improving existing design processes at CTW and within BMW, and bringing novel and more effective solutions that others can use. Design Gurus at this level continuously supports the growth and development of other designers in CTW's design philosophy, mentoring them in design, usability, and user experience best practices. They contribute to the Unit and Organisation by promoting and sharing company culture, values, principles, and mindset and being available to start new products. Design Gurus also contribute to the Unit by supporting the corporate processes within the Unit (Mastery, Learning, etc.). The Design Guru at this level knows very well that every design decision can be potentially driven by the self, not by what end users may need or want, thus the Guru tries to minimise this tendency by reality-checking their own work and the product through usability testing, real-world observations, heuristics analyses from the pairs, etc., all contributing to bringing the guru's biased feelings and opinions down to the bare minimum.

- Impacts domains' next generation of products and provides feedback and guidance regarding product development and strategy.
- Facilitates the collaboration between product teams and stakeholders inside the domain by creating solutions and setting priorities.
- Has a leadership mindset and applies a strategic approach to problem-solving, making use of deep business knowledge.
- Promotes the sense of infinite continuous learning and improvement, efficiency and maturity and envisions contemporary design concepts and product design practices within the design community.
- Mentors, empowers and motivates other designers on best practices, techniques, team culture, processes, and collaboration, encouraging them not to conform nor settle (especially when facing adversity) but rather to excel and innovate.
- Establishes connections between teams and Units (CTW, BMW and partners), leveraging competencies and knowledge.
- Contributes to the Unit growth and maturity by supporting Unit operations, disseminating Unit vision, being available to start new products and disseminating design culture and vision.
- Contributes to level-up the Unit knowledge by disseminating business and domain knowledge.
- Influences the Unit and BMW to adopt better product design strategies.
- Understands the industry and the implications of emerging technologies and trends for the wider business environment.
- Is aware of the latest updates in the design industry and promotes their adoption by CTW and BMW.
- Shapes the Design Guru role.
- Contributes to the continuous improvement of design practices.
- Is recognised by peers and unit members as a reference in the design practice.
- Argues for the CTW Agile Development model and for the much wider User-centred Design Model, influencing the team and stakeholders to want to do better and deliver higher quality products.

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.

- Shape the company's DevOps discipline to unprecedented levels.
- 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.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Design community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in each

impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Knows and applies product design best practices.

Co-creates the product vision, roadmap and backlog.

Provides the team with the necessary design artefacts.

Promotes active collaboration between designers and the DevOps team to ensure quality and valuable deliverables.

Understands and applies user-centred design frameworks and is the user advocate.

Conducts research to understand business and user needs, goals, problems, and environments.

Formulates and continuously refines the problem space, highlighting the most valuable or relevant solutions.

Designs user interfaces and domains and defines content to address business and user needs while always looking for Design System consistency.

Conducts and participates in user, business and technical feasibility validation.

Continuously improves the product through iterative product feedback – challenges the product.

Contributes to good communication and frequent team alignment.

Promotes and disseminates business and design knowledge inside the team.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Knows the ecosystem, domain, and products beyond the product the team is working on. Use this knowledge to create synergies and develop new opportunities, including promoting new or improved processes or new products. Contributes to harmonising product user experience in the same domain and avoiding redundant work.

Provides support to several teams and other designers in the same context (or domain) and onboard new members.

Actively creates structured ways to share the knowledge and best practices within the team, unit and cross-unit. Also, shares the knowledge between BMW departments contributing to avoiding silos.

Takes an active role in the unit vision and mission and contributes to the unit goals. Contribute to the definition of the BMW department's goals.

Is an agent who disseminates the design quality culture, interaction design, design practices and tools across domains and inside the organisation. Disseminates the relevance of the CTW working model.

Actively shapes the role and is recognised as the go-to person, a reference in the design discipline.

Actively contributes to improve the processes within CTW and BMW.
Does not resign when things can be done better.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact towards society. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change	Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains. Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.
Be an Industry Influencer	Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.
Curiosity and Courage	Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour. Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

UX Design vs Visual Design Practices

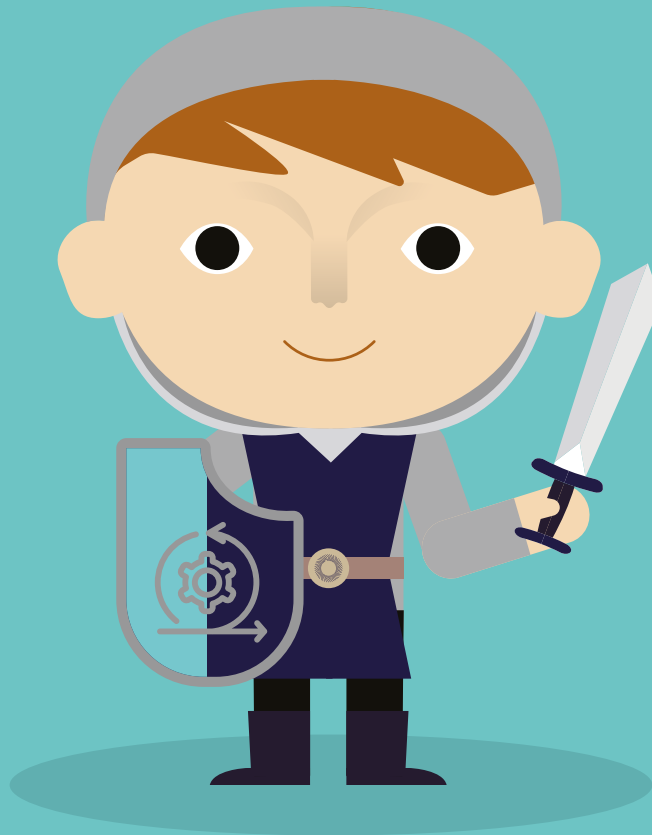
Design Gurus can take different shapes. Some focus on the functional and usability aspects of the product, some on the visual design and brand fit, and others on complete end-to-end user experience. There are different setups; in some cases, the same person assumes both variants, while in other cases, one person assumes only one of the variants.

To clarify both variants, the design community discussed the unique tasks applicable to each one of the variants. A Design Guru may apply one or both variants depending on the product specifics.

Unique UX Design Tasks	Unique Visual Design Tasks
User research and business discover	Motion design
Problem statement and definition	Illustration
Usage analytics	Iconography
Product definition	Image post-production
Copywriting	Brand-specific visual designs
Design system/components Functional design	Design system/components visual design

·Role· Scrum Knight

Efficiency · Excellence · Facilitation



The Scrum Knight (SK) is like any other developer member of the DevOps team who contributes to the team deliverables side by side with the other developers within the team. The SK is neither the team leader/manager nor needs to be the most proficient developer. The Scrum Knight masters the Scrum framework, holding the Scrum Master accountability in the team. The Scrum Knight is willing to thrive as a self-made software developer, a coach, a trainer and an agilist. Always willing to work along, train, and coach the team and its members. The Scrum Knight constantly strives to achieve engineering excellence and ensures the team lives and breathes the company's delivery and operations principles. They closely collaborate and seek advice from the Chief Technical Titan and Head of Interactions to handle impediments and ensure the team flow isn't compromised.

Capabilities

- Everything in the Rockstar Developer or any other underlying developer roles.
- Good skills and knowledge of servant leadership, facilitation, situational awareness, conflict resolution, continual improvement, empowerment, and fostering transparency.
- Experience applying Scrum patterns and techniques such as agile ceremonies and forecasting techniques.
- Able to collect and interpret agile data and indicators, make them visible, and derive actions to anticipate problems.
- Resilient negotiator, persuasive, pragmatic in the short term and focused on making end goals happen.
- Assertive interlocutor who knows when to be flexible and when to diplomatically say "no".
- Knowledge of widely successful DevOps techniques such as Continuous Delivery.

Product Impact (Follow, Assist, Apply): DevOps Team and Product Delivery and Operations.

Before anything else, the Scrum Knight is a technical person acting as a developer and Scrum master within the team. The Scrum Knight contributes to the team deliverables side by side with the other developers within the team. The SK is not the team leader/manager; neither do they need to be the senior developer. The SK ensures that everyone is empowered inside the team, guaranteeing that everyone has a voice and assuring that decisions are made and the product development progresses efficiently and as expected.

Besides acting as a developer, the SK also takes the Scrum master accountabilities, guaranteeing that our working model is applied consistently, team events are well conducted and acting as team health guardian. They bring clarity to the team discussions, taking benefit of data and dashboarding and making sure blockers are taken care of. Whenever needed, the SK fosters interactions with the Chief Technical Titan and Head of Interactions to address any technical or personal blocker that may impact the team, product quality, or delivery. The organisation doesn't define how much time the SK should dedicate to the Scrum master accountabilities vs. developer. Still, we expect that in a stable product, the average should be less than 40% of the time.

The SK shall promote collaboration, mutual support, and knowledge sharing within the team and with the Unit support team (Titan, Hol, and Master). They shall also promote a close and collaborative link to Product Visionaries, UX Designers, users, and other relevant product stakeholders. This proficiency impact level provides the basics of the role; without it, everything else that may be done is meaningless. never forgetting the constraints defined by the business and technological contexts.

- Act as a Rockstar Developer or any other of the underlying developer roles (Product Impact).
- Act always with the team's interests as the first priority and inspire by example.
- Act as an agile coach and Scrum trainer for the entire team.
- Act as impediment remover and enabler, helping identify, forecast and remove impediments and waste, making them visible regarding processes and interactions.
- Promote the team's continuous learning and improvement, efficiency and maturity (use the retrospectives).
- Work to distribute the SK accountability within the team, promoting a mindset of shared responsibility, inspection and maintenance.
- Collect metrics and create dashboards with relevant information so the team can visualise and take actions for improvement.
- Facilitate and moderate Scrum events when needed.
- Contribute to fostering valuable interactions between CTW and BMW team members.
- Align the team with the understanding of CTW's core values and principles.
- Master the Agile Manifesto values and the 12 Principles behind it, understand and apply empirical process control for developing complex products.
- Know the practical side of the agile framework and the Scrum guide, helping the team apply it creatively and effectively and not focus solely on processes and tools.
- Knowledge and experience of the Book of Delivery to support the team and ask for Titan support when needed.
- Bring the latest software engineering and DevOps practices to the team.

Domain Impact (Enable and Advise): My Product Domain and the Contribution to the My Unit

A Scrum Knight impacts the Domain when a strategic view of the Product exists. The knowledge built goes beyond the product itself and includes understanding its broader implications and how it interacts with what is around. The product is developed strictly following the company's working model and adhering to Delivery and Operation principles, following a consistent and forward-looking analytical approach (agile metrics, operations, productivity). They should have the courage and critical thinking to challenge and contribute to improving internal processes and guidelines. The SK should ensure that quality happens by design, growing side by side with the delivery effectiveness and ensuring the product operations are stable.

The Scrum Knight contributes to the Unit sustainability in many different ways: by supporting and coaching other Scrum Knights and teams, promoting best practices within the Unit, by sharing and developing the technical knowledge of Unit team members, and by starting new Teams for new Products. The SK should act as a people and team enabler, empowering the unit's people and teams. They shall promote a spirit of collaboration, mutual support and knowledge sharing within the team and with the Unit support team (Titan, Hol and Master). They shall also promote a close and collaborative link between the Product Visionary and UX Designers, users, and other relevant product stakeholders.

- Act as a Rockstar Developer or any of the underlying developer roles (Domain Impact).
- Contribute to the continuous improvement of Scrum Knight practices and the improvement of the role.
- Work self-guided, but always with CTW's core values and working model as a reference and guiding light.
- Take care of the environment and culture, allowing individuals to care for themselves and grow as a self-organising team.
- Promote sharing experiences and practices between product teams within the unit and exploring potential synergies between them.
- Contribute to disseminating the agile culture values and principles throughout the organisation.
- Promote knowledge dissemination in the organisation (methods, technical, business, etc.).
- Promote organic growth in the team when needed by the product, including raising recruitment necessities in alignment with Titan/Hol.
- Understand the product and how it relates to others in the CTW and BMW context.
- Foresee and plan for emerging team needs by anticipating problems and preparing for them.
- Promote DevOps team maturity and productivity.
- Support the team on agile and engineering excellence (refer to the Engineering Excellence book) through best practices, guidelines, and solid software engineering foundations.
- Support the technical growth and personal development focus of the team members.
- Is a technical reference in his area of expertise, actively fostering knowledge sharing and growth by mentoring and advising others in CTW and BMW.
- Proactively identify gaps and seek to develop own skills and knowledge by developing a deep understanding of established and emerging industry technologies.
- Shapes the Scrum Knight 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.

- Shape the company's DevOps discipline to unprecedented levels.
- 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.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Scrum Knight community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in each

impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Developer	Be an active and updated developer within the team. Maintain a healthy balance between these two roles by using team members to support the Scrum Master's accountabilities when necessary and adequate.
Working Model	Ensure the CTW Working Model is being applied and followed. Monitor and guarantee alignment inside and outside the team so that everyone can perform their roles accordingly.
Roles & Responsibilities	Provide clarification to every role in the product regarding their responsibilities and expectations. Identify behavioural deviation according to the roles and responsibilities and bring that to discussion with the person or the team as appropriate. Take action if that deviation continues.
Team Delivery	Work to ensure the team delivers according to product goals and CTW's guidelines. Monitor, inspect, and adapt it to enable the team to deliver efficiently. Make use of the resources provided by the methodology and tools to perform the day-to-day activities.
Delivery Quality	Work to ensure the team delivers with quality by clarifying expectations, promoting practices and monitoring the product quality. Enable the team to put in place quality practices and strategies, as well as define quality targets. Measure and provide visibility about the delivery quality.
SCRUM	Implement the SCRUM methodology in the product team , acting as a SCRUM Master and ensuring everyone has the necessary support to correctly apply the methodology. Create redundancy so that the team is not dependent on the Scrum Knight to apply it. SM accountability shouldn't be used to become the single point of contact for the team or concentrate on all the SM tasks.
Team Health	Track and monitor team health regarding the methodology , delivery, and quality. Define and apply strategies to take care of the team's health so that the team can grow and develop itself in all its responsibilities. Anticipate conflicts and promote a safe environment. Knows to whom to escalate when concerns are out of the scope of Scrum Knight (e.g. Hol if the topic is people-related).
Transparency	Promote and build transparency on and for the product team to ensure everyone is aware and understands where we are and where we're going. Use data to create transparency so it can be used to support decisions that affect the product and the team.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Best practices	Be a reference and a promoter of best practices regarding methodology and tools. Enable others in the unit and domain to build on them and support their implementation.
Working Model	Disseminate the CTW working model and support its implementation at the unit and domain. Understand challenges and identify solutions to help others. Be available to support the unit or other teams when needed.
Engineering Excellence	Be a reference and a promoter of Engineering Excellence across the unit and domain. Understand challenges and identify solutions to help others. Be available to support the unit or other teams when needed.
Business Knowledge	Enable business knowledge across the unit , making the connections between products/units or domains to improve know-how, anticipate needs or challenges and accelerate maturity across the units and domain.
Unit Collaboration	Actively support the unit in building an environment of collaboration between the different product teams, aiming to create additional knowledge and expertise while supporting the development of unity maturity.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to remove potential organisational silos. Contribute to developing and establishing the CTW's social impact towards society. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change

Be a driver of organisational sustainability, evolutions and changes inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Able to promote the integration of different domains and take the best from the market to potentiate those domains.

Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.

Be an Industry Influencer

Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.

Curiosity and Courage

Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour.

Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

·Role· Product Visionary

Vision · Customer Voice · Stories



The Product Visionary (PV) is the bridge-builder who brings together the business goals and the persons who can create the most amazing products to achieve those goals. They are responsible and accountable for the backlog of a Product or for a Product Area, including its delivery on time and within scope. Working as a Product Visionary can mean being responsible for the overall product of a backlog, and coordinate feature dedicated Product Visionaries.

The PV might co-create or even own the Product Vision, always in close cooperation with the other team members, Stakeholders and Users, achieving a shared understanding. They develop a prioritised, visible, and transparent Product Backlog, leveraging the team's capabilities and the Stakeholders' and Users' business knowledge while managing their expectations. The Product Visionary is a key person on the Delivery Monitoring Process and is the first one to act on the face of delays. Together with Stakeholders, Users, and the Team, Product Visionaries establish the Product Roadmap that promotes early feedback and frequent deliveries that incrementally add value to the business. Visionaries drive the product to success by leveraging the team's capabilities and

maximising the value of what they produce. Visionaries have amazing problem solving abilities, for example: identifying competitive requirements and clarifying them, The PV has direct responsibility of nurturing a good collaboration with the stakeholder.

Capabilities

- Good balance between technical and business skills.
- Ability to identify, elicit, and analyse requirements from stakeholders.
- Vision, creativity, and strong problem-solving abilities to deliver business value.
- Good active listener, curious and empathic, and a great storyteller.
- User-centric mindset focused on business value goals and with attention to detail.
- Avid learner and capable of adapting to new fields.
- A creative thinker with a strong sense of prioritisation who grasps the big picture, details it and distinguishes the essential from the accessory.
- Resilient negotiator, persuasive, pragmatic in the short term and focused on making end goals happen.
- Assertive interlocutor who knows when to be flexible and when to diplomatically say "no".
- Trustworthy, influential team player and servant-leader.
- Proficient in agile frameworks and Product Owner best practices.
- Excellent communicator, both verbally and through the written word.

Product Impact (up to Apply): My Product and My Team

The Product Visionary is a member of the product team contributing to the team deliverables. At the Product Impact level, a PV knows how to collaborate with the business to identify its goals and expected outcomes and devise a vision (jointly with the Stakeholder) that is ultimately materialised into a product backlog prioritised by business value. They know and apply business analysis methodologies to identify product features and translate them into small stories and tasks that the team can translate into productive software. They constantly feed the team with the correct information at the right time, providing them with a clear short-term view while building and conveying a long-term vision.

At this level, a PV also contributes to the team's efficiency and maturity by following and supporting the established working model and working agreements. They are collaborative and open to listening but know how to say no and negotiate appropriately when the high interests of the product are in danger. They support the team by understanding their needs and by providing the necessary context to clarify business-related questions. They communicate the sprint goal for each sprint, considering the business value and priorities in a way that keeps the team focused and clear about the main goal and its value. They

are responsible for validating what has been implemented with respect to what was agreed upon and to the expected quality. The PV shall also promote a close and collaborative environment with other team members and relevant product stakeholders.

- Identify business goals and needs, understand users' and stakeholders' problems, and bring them to the team to collaboratively find the most appropriate solutions, targeting outcomes over outputs.
- Own and co-create the product vision and the artefacts that support it, ensuring its existence, maintenance, and clear communication across stakeholders and teams.
- Write epics and user stories involving the team and ensure they are ready.
- Proactively identifying and managing team level project risks regarding timeline and/ or scope.
- Responsible and accountable for the Product Backlog.
- Manage the backlog by prioritising and curating it, ensuring its appropriate depth and meaningfulness, and considering the importance of defect resolution and technical debt appropriately.
- Identify and manage dependencies and risks and act as needed upon them.
- Plan the product releases with the team and stakeholders, tracking their progress.
- Co-create and keep updating the Product Roadmap, ensure its existence and alignment with the product vision, and keep stakeholders informed about its progress.
- Ensure and promote communication between stakeholders, teams, users, and customers, supporting a continuous feedback loop.
- Collaborate closely with the team as the user advocate, helping them understand user needs and supporting the validation of deliverables.
- Be available to the team in the Daily Scrum; prepare the Sprint Planning; moderate the Sprint Review; assess product progress and quality; participate in the sprint retrospective and promote backlog refinement events between the team and stakeholders to disseminate business knowledge across everyone.
- Agree with the team on the Definition of Ready (DoR) and Definition of Done (DoD), ensuring quality standards in the workflow while preventing them from becoming inflexible "gates".
- Know about agile and the software development lifecycle.
- Visionaries have a crucial role on the project Kick Off and are responsible for clarifying Roles and responsibilities on the project scope.

Domain Impact (up to Advise): My Product Domain and My Unit

A Product Visionary impacts the Domain when a strategic view of the product exists. The knowledge build goes beyond the product and understands the implications of what is around. The business and the users see the product going beyond what they have imagined, and every product increment has a specific value. The PV uses a consistent and forward-looking analytical approach (agile metrics, operations, productivity) to inform stakeholders, create transparency towards the current product state, and support decisions on when features can be done and what is possible (and not possible).

A Product Visionary contributes to the Unit sustainability in many different ways: by supporting and coaching other Product Visionaries, by supporting Teams with difficulties; by promoting best practices within the Unit; by sharing and developing the business knowledge of Unit team members; and by starting new Teams for new Products. A PV shall promote a spirit of collaboration, mutual support and knowledge sharing within the leadership team.

- Be a reference Product Visionary across the organisation, recurrently supporting and inspiring others by coaching and sharing practices.
- Provide product information using a consistent and forward-looking analytical approach.
- Demonstrate business and domain knowledge.
- Identifies potential product synergies and touch points with other products in the domain, consequently influencing the next product generations.
- Disseminate the product business knowledge across the Unit.
- Support the Hol and the Titan in getting a deeper knowledge of BMW products and domains and helping them actively manage risks and opportunities.
- Support the Hol in defining and disseminating the unit strategy and vision aligned with the corresponding BMW product and domain vision.
- Be proficient in Product Owner practices, techniques, and tools.
- Contribute to the continuous improvement of Product Visionary practices.
- Contribute to the development of the organisation's culture.
- Enable CTW vision and mission.
- Shape the Product Visionary 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.

- Shape the company's DevOps discipline to unprecedented levels.
- 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.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Design community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum expected in each

impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Understand, define, and track users' goals, Including known and unknown users.

Drive Product Life Cycle: Learn, Build and Measure.

Complete stakeholder management: Identity; Establish relations; Manage expectations; Working Model alignment.

Promote and develop Business Knowledge inside the team.

Create, promote, and maintain the Product Backlog.

Create and keep the roadmap aligned and updated with Business goals.

Identify, understand, and act on product dependencies and risks.

Know and fulfil the role in the team and product related events.

Create, promote, and maintain the Product Vision, ensuring the existence of its artefacts.

Understand CTW and BMW processes and tools that impact the product. Share this information with the team.

Know the minimum software development life cycle required to understand the team difficulties and opportunities.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Know the ecosystem of your product and create an impact on the business Domain / Unit.

Contribute to proper product definition, avoiding overlaps and maintaining the right scope.

Gain the trust of the Domain and Product main circles to the point of being consulted and actively contributing to the product decisions.

Support the unit in strategic decisions, including the definition of mission and vision, unit growth, and creating synergies between teams. Disseminate business knowledge within the Unit and support scaling decisions.

Consistently contribute to improve the proficiency of people in the same role and contribute to develop the visionary community inside CTW.

Proactively create and disseminate the methods and tools to anticipate, plan and manage risks inside the team and in the domain rather than just implementing mitigation actions. Support the Unit in reducing the overall risk of the Domain / Unit.

Influence BMW and CTW collaboration model by disseminating CTW working model and engineering culture in an evolutive step-by-step approach.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesignated) mentor: advise, train, guide and provide direction to those who show potential through their acts, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Able to listen, understand, and integrate different perspectives even under pressure, always with strategic thinking. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

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Curiosity and Courage	Contributes to innovation at different levels, not focused on what already know but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not be afraid to change when things are not on the right path. Able to decide even when not everyone is in favour. Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

•Role•

Star Protégé

Willing · Able · Enthusiastic



The Star Protégé (STP) role belongs to a person who receives special protection and promotion from the entire JIMLand community. The JIMLand trust our Star Protégés to invent new and unprecedented ways of making the magic of the JIMLand even more powerful. They inspire us to aim higher. Typically, Star Protégés are with us while they are still finishing their studies, whether in internships or more advanced doctoral programmes. The Star Protégé should choose their own path and job role, but only after they get a feel for what it is. This initial step aims to acquire knowledge and assess what they should opt for as a future role. Being our protégé is an excellent start to their career.

Capabilities

- Good logical thinking.
- Good organisation levels.
- Ready-to-learn attitude.
- Natural curiosity and not afraid of the unknown.
- Self-learning skills.
- Excellent communication in English.

Product Impact (Learn): My Team

The Star Protégé role helps undergraduates and graduates gain real-life exposure to our working environment. They act as a technical person inside the team, contributing to the team deliverables while inspiring them to develop the required skills. The Start Protégé has the possibility to apply practical knowledge they have learned during their studies while having the opportunity to develop other essential skills, such as time management, organisation, adaptability, problem-solving, collaboration and teamwork. During the internship, STPs have the chance to identify their interests, creating new interests for their future career

- Consolidate knowledge in the internship project.
- Act as a competent and reliable technical team member.
- Acquire knowledge of the methods related to the area they are working in.
- Able to manage complexity and break a problem down into smaller problems.
- Develop autonomy to carry out technical tasks.
- Implement and deliver technical and non-technical tasks as agreed with the team.
- Participate in improving the value delivered by the team.
- Open to learn and receive lessons from more experienced team members.
- Acquire knowledge and experience in Delivery and Operations principles.
- Learn the practical side of the agile framework and the Scrum guide.
- Show the infinite sense of continuous learning and improvement.
- Establish professional and valuable interactions with team members.
- Able to ask for support.

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 DevOps 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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