

# OKRs for Product Managers & Software Engineers

⚠ Purpose provides direction and guidance. keeps you motivated and committed

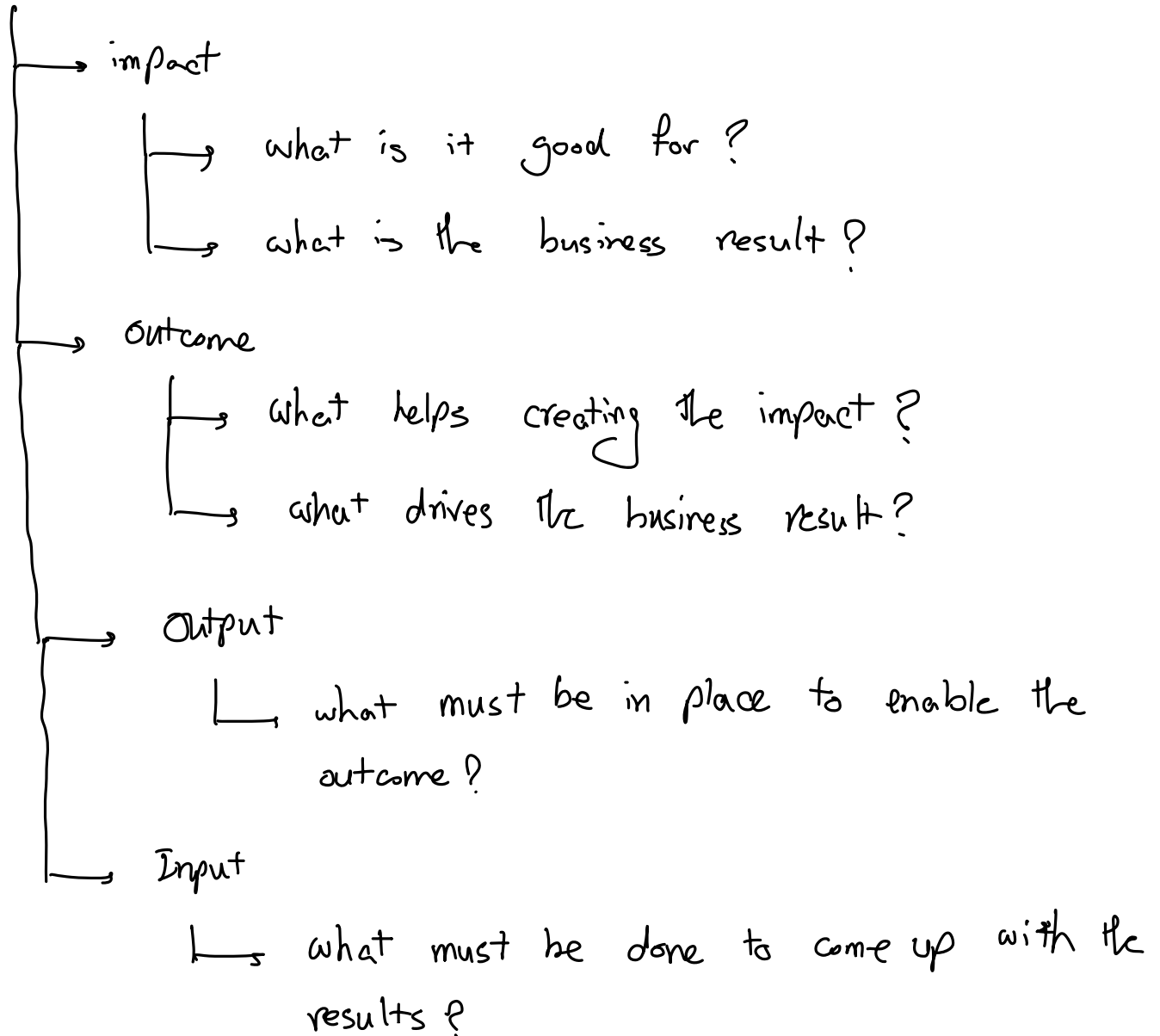
⚠ Consequences of having no goal or too many goals

- high work load
- lack of commitment
- being busy vs. doing work
- ineffective multi-tasking
- urgency over importance
- demotivation

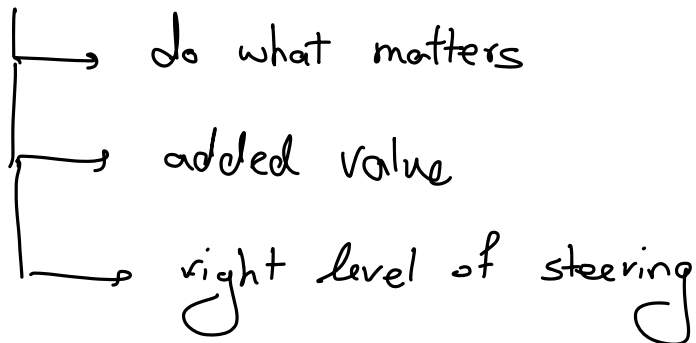
⚠ Case: reduce support tickets by 25%

bad way	good way
① Brainstorming	① what is it good for? (impact)
② setup plan or project	② what makes a positive contribution? (outcome)
③ execute plan	③ results needed for creating outcomes (output)
④ monitor execution	④ Tasks needed for results (input)

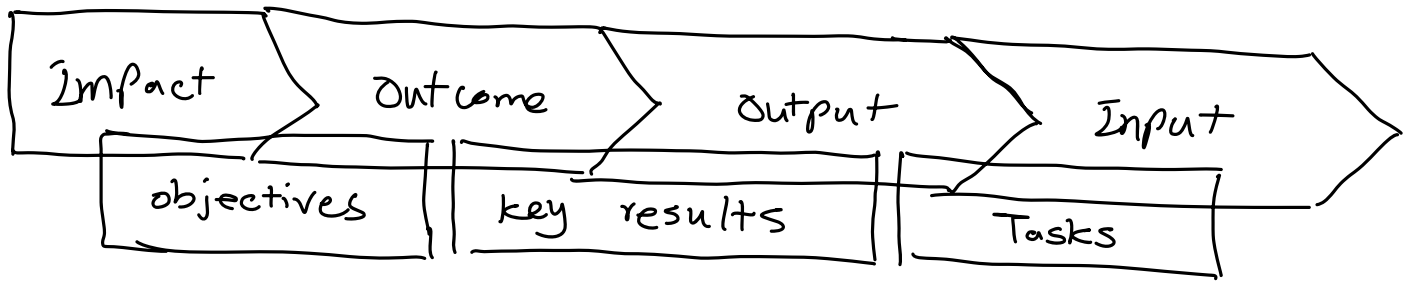
⚠ Always start with "why"



⚠ why focus on outcomes



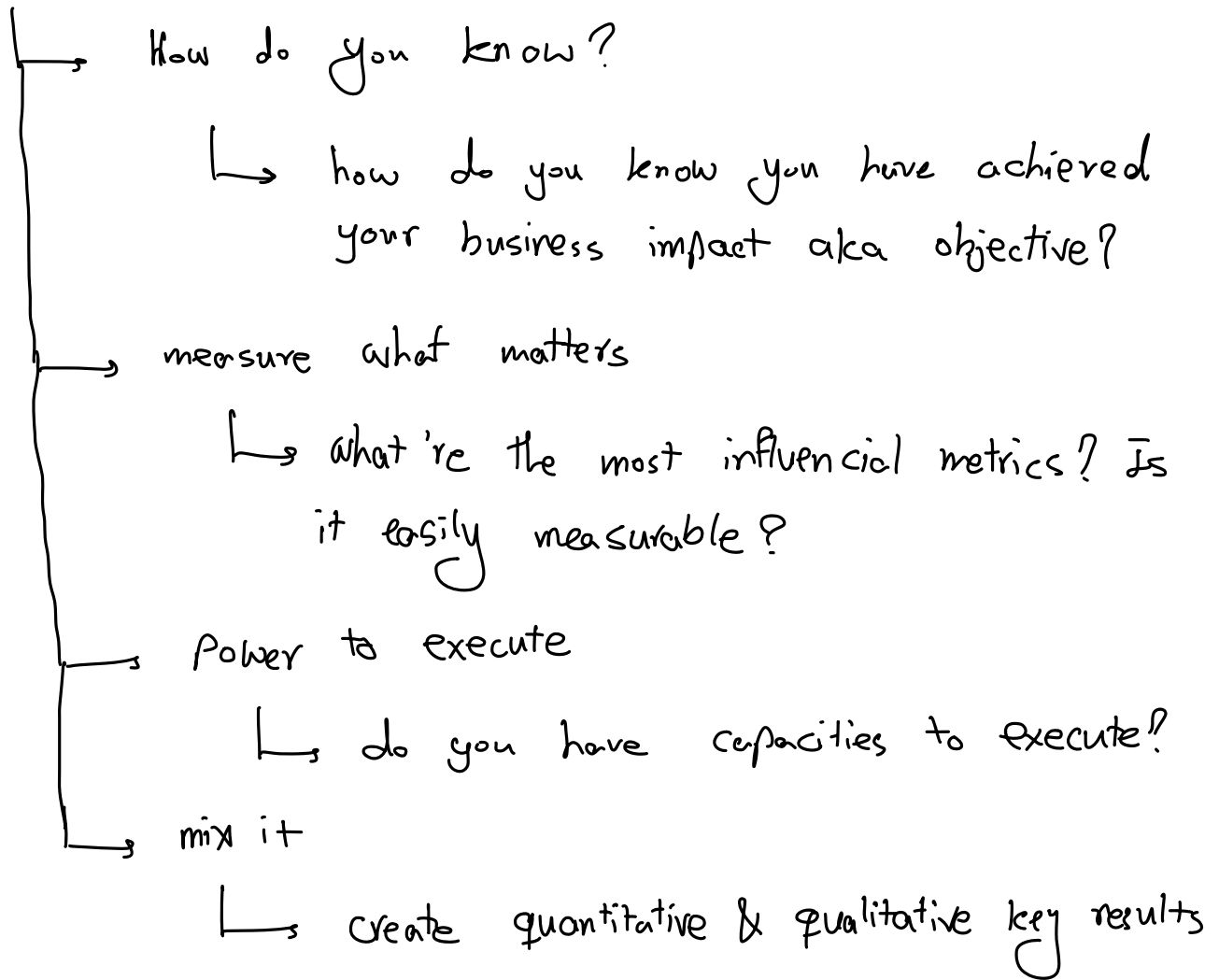
## ⚠ Mapping ORR to outcomes



## ⚠ How to craft terrific objectives

- where do i need to go?
  - ↳ describe the target state as precise as possible. Avoid describing on how to get there.
- what is it good for?
  - ↳ what's the benefit or value add of having achieved this target?
- Focus on outcomes
  - ↳ what drives the business result?

# ⚠️ How to craft terrific key results?



## ⚠️ OKR checklist

### Objectives

- 1) "Does your objective describe a desirable state in the future in a qualitative way?"
- 2) "Is your description easy to understand?"
- 3) "How does the objective contribute to adding business value?"
- 4) "Do you have a legit balance between strategic (top-down) and operational (bottom-up) objectives?"
- 5) "How does your objective contribute to your superior objectives?"
- 6) "Does the objective seem highly unlikely to be fully achieved?"

### Key Results

- 1) „Does your Key Result reflect a final state or just a to-do?"
- 2) "How do you measure the progress of your KR?"
- 3) "How does your KR contribute to the objective in one sentence? How can you verify it?"
- 4) "Can it be processed within the given time frame? If not, how can it be broken down in smaller KRs?"
- 5) "Is your KR described in a clear and easy understandable way?"
- 6) "Does other stakeholder understand your KR and how it contributes to your objective?"

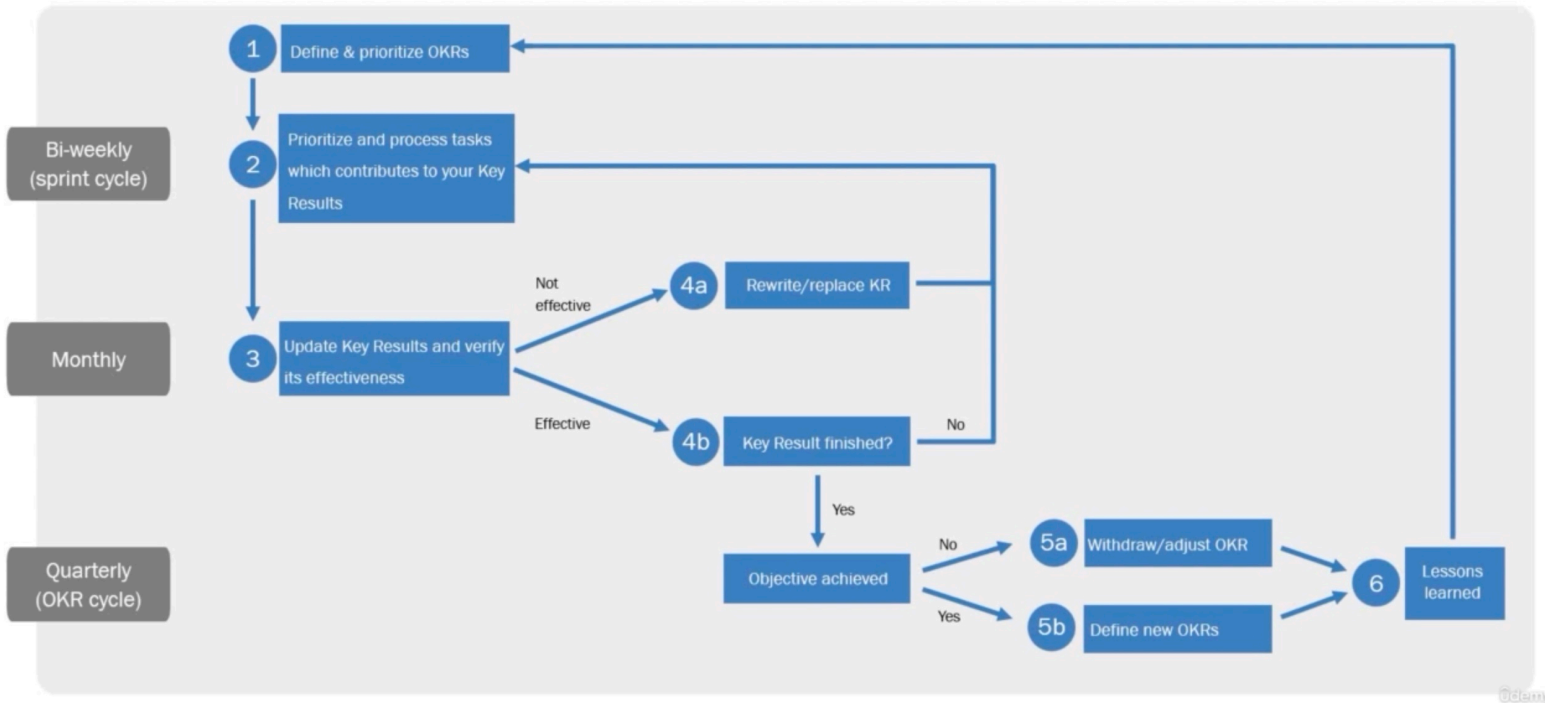
## ⚠️ How to shape great OKR culture?

- always start with "why"
- think in outcomes and exercise outcome-thinking on a regular basis
- start small & apply OKRs to strategic targets
- give your team enough time and space to adopt the methodology
- critical thinking is your best friend

## ⚠️ How to get organized

- plan work packages in bi-weekly sprints
- conduct daily standups to resolve impediments
- use sprint planning to elaborate on key results
- use retrospectives for efficiency checks
- track your key result progress frequently

## ⚠️ How to process OKRs



## ⚠️ what are KPIs

- measured which are used to track your operations
- if you don't measure it, you can't improve it
- focus on metrics which drives your business
- Ask as much as necessary and as little as possible
- key results are heavily relying on KPIs

## ⚠ How to lead teams with OKRs

- set goals for the entire team
- discuss goals with your team
- ask for individual contribution
- establish and persist on regular feedback sessions
- transparency is key