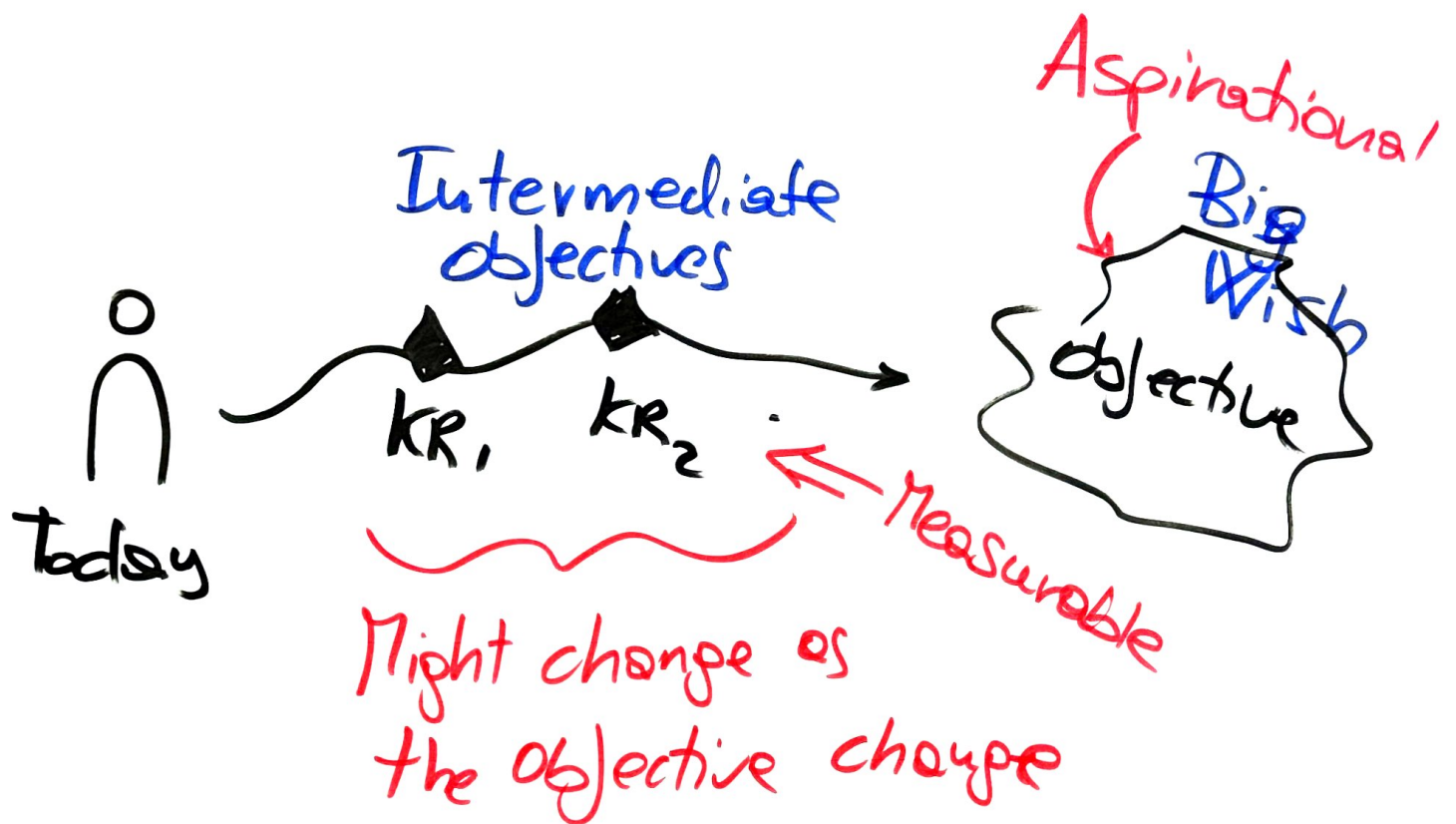


The Survivor's Guide to OKR...™

Pierluigi

O → Objectives

KR → Key Results



Agile: Short cycles!

OKR: Objectives and Key Results

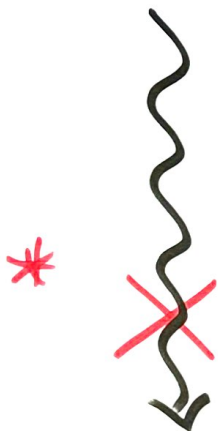
- Objective: What we would like to achieve
- Key Results: Measurable achieved steps along the way

OKR: Pierluigi's description

- Objective: What we WISH to achieve
- Key Results: Intermediate smaller objectives along the way

Management by
Objectives
does not work *

1. Set objective

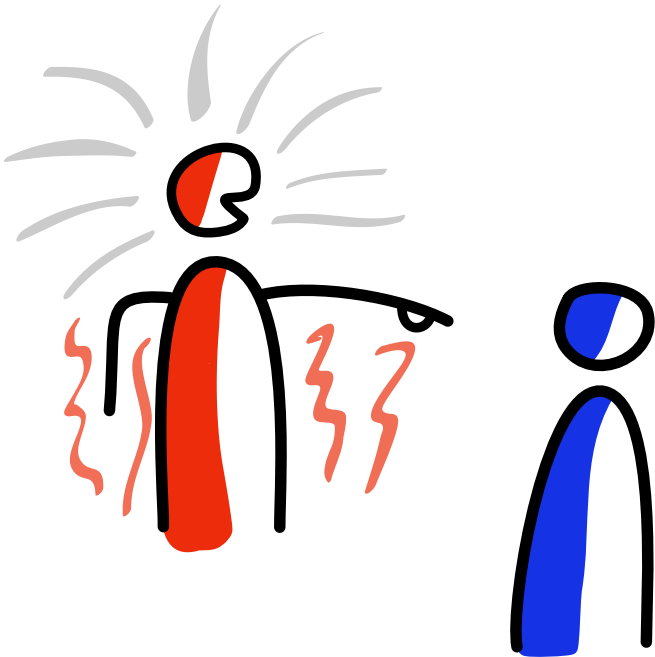


2. Good/bad?

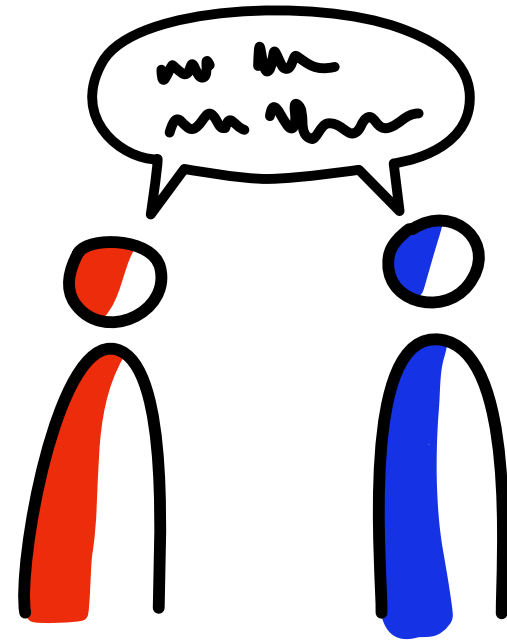
↳ last: { career
...

Motivation - Historic Perspectives: McGregor

Theory X



Theory Y



Latham, Locke - Goal Setting

- Clarity
- Challenging
- Accepted
- Feedback “system”
- Goals + performance evaluation is effective
- Deadlines help

Clarity: Language Precision

- Analyse this:

Objective:

Achieve market dominance with our product
CBS before the end of next year so that we
can increase customer and employee happiness

Objective: Achieve ^{how?}

Subj? Verb

^{which?} market dominance ^{what?} ^{metric}

A With our Product CBS
^(control?) ^(defined?)

^{31.12?} ^{earlier?} before the end of next ^{fiscal?} ^{calendar?} year

^{really?} so that we can increase ^{how exactly} ^{by how much?}
^(verb)

^{what?} Customer & employee ^{what?} ^{contractors?}

^{measure?} happiness ^{for how long?} ^{why?}

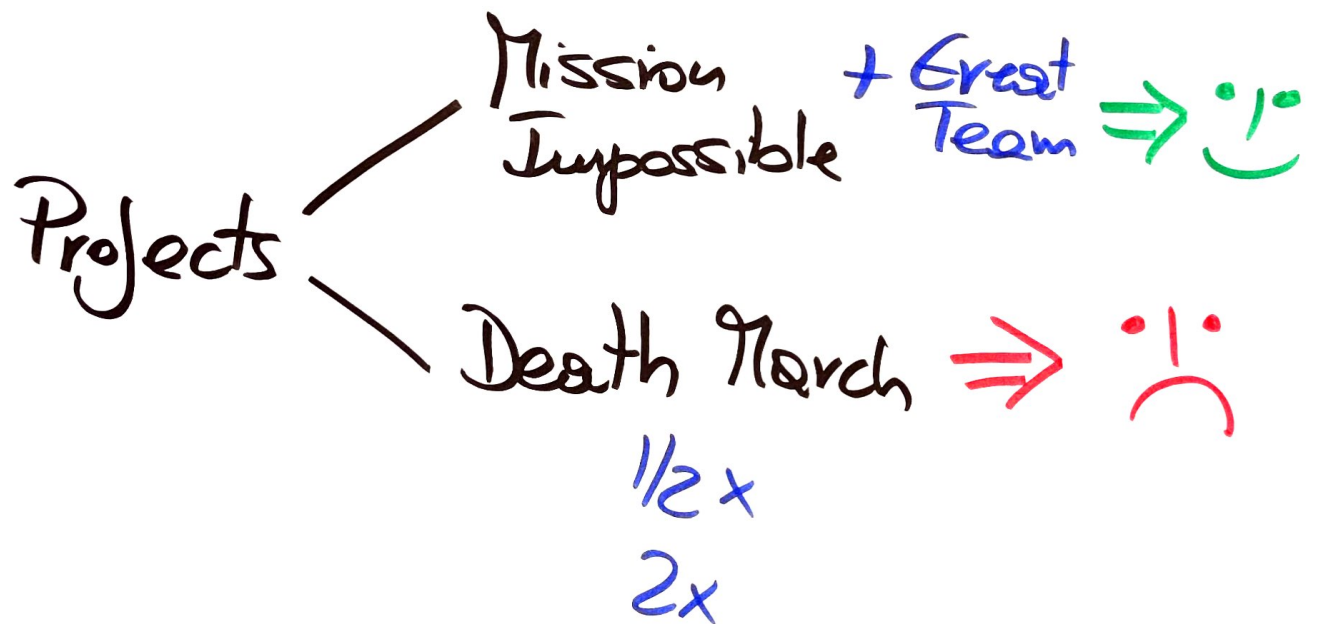
Challenging: Bandura - Self-Efficacy

“Do I believe I can make it?”

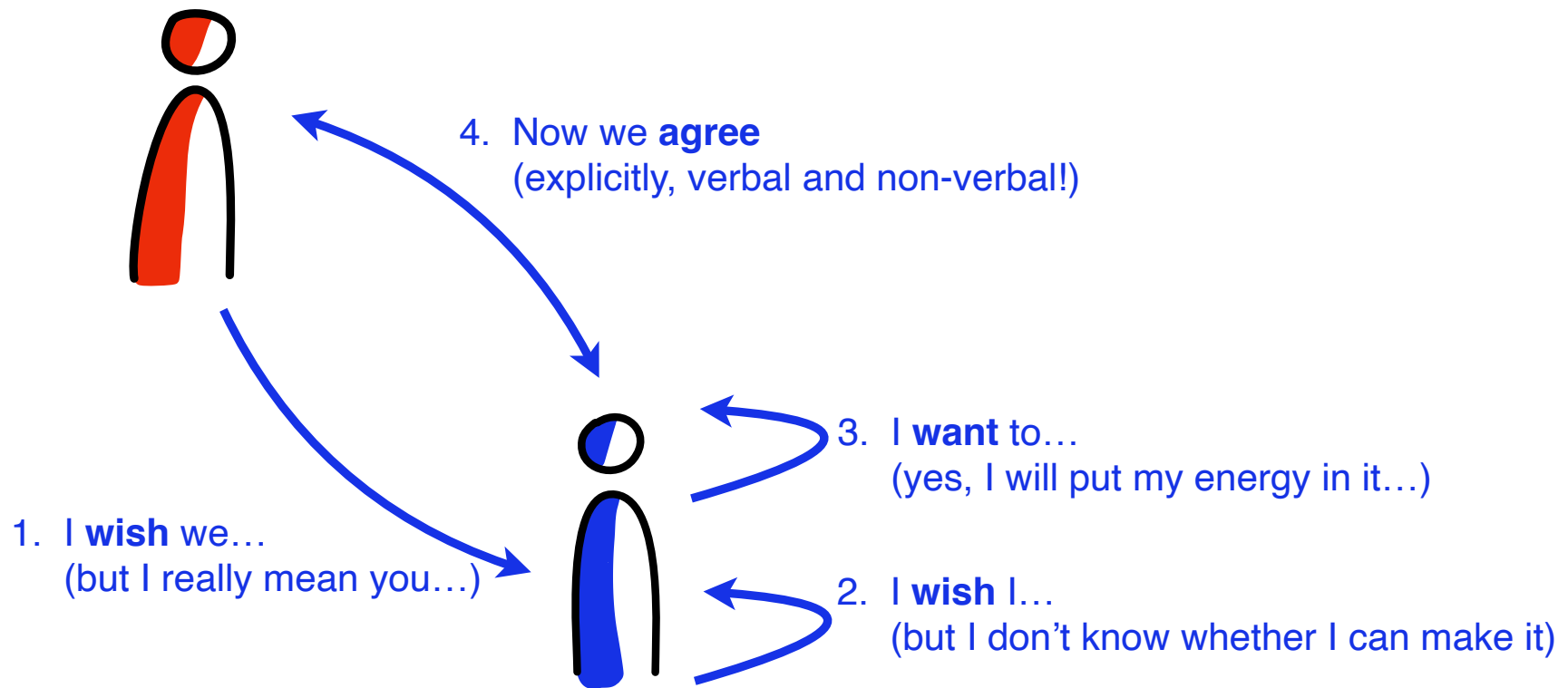
- Personal experience of success: “Mastering experiences”
- Vicarious Experience: Team grows together
- Social Persuasion: Teamwork
- Physiological and psychological states

Ed Yourdon

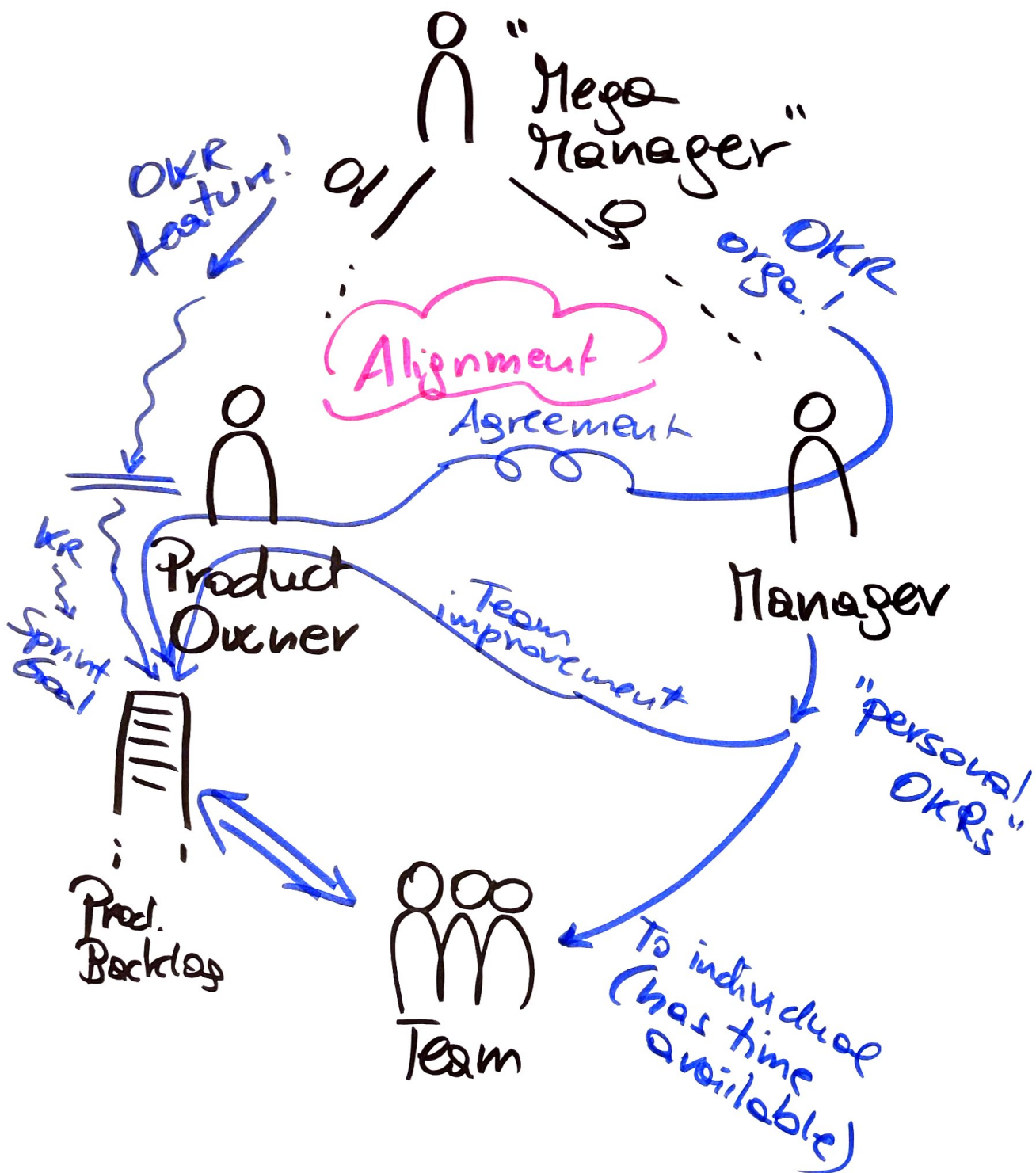
Book: "Death March"



Accepted: Wish, wish, want, agree

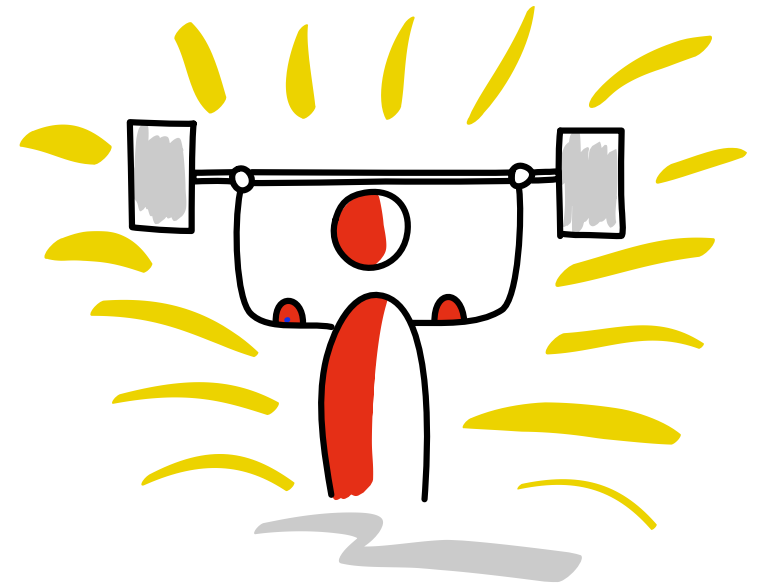


Reference: Wittgenstein - Wunsch, Wille



Feedback system

- What feedback options do we have?



Feedback system

- “Say”
- Inspect & adapt processes (human & tools)
- TDD, ...
- CI, ...
- MVPs, ...
-

Latham, Locke: Goal Setting

- Learning goal orientation > performance goal orientation
- Group goal-setting as important as individual goal-setting