

# SUCCESSING WITH OKRS IN AGILE

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## OBJECTIVES

### BIG GOALS

SOMETHING THE ORGANIZATION WANTS / VALUES

### DESCRIBE GREAT OBJECTIVES

MAKE THE VALUE THAT BRINGS OBVIOUS  
SO THAT...



AVOID BOXING YOURSELF  
INTO A SPECIFIC APPROACH OR SOLUTION



## KEY RESULTS

SMALLER GOALS THAT BUILD TOWARDS THE OBJECTIVE  
EACH RESULT SHOULD BE USEFUL IN AND OF ITSELF (DELIVER VALUE)

### FIGHT AGAINST DOMINOS

DON'T ACCEPT DEPENDENCIES



EACH ONE MUST DELIVER VALUE



## WHY ?

FILL A NEED AT THE MID-TERM PLANNING LEVEL  
OKRS ENHANCE COMMUNICATION  
CREATES FOCUS

- HELP DECIDE WHAT NOT TO DO (NOT NOW AT LEAST)
- EVERYTHING THAT IS NOT IN THE OKRS : LOWER PRIORITY



### TRUE NORTH

GUIDE AND FIGHT TO STAY ON COURSE  
DON'T STICK BLINDLY TO OKRS AS THE WORLD AROUND CHANGES



## MANY FORMS OF VALUES

### LEARNING

KNOWLEDGE ON NEW TECH FOR EXAMPLE

### FEEDBACK

EXTEND OUR EXISTING KNOWLEDGE

### RISK REDUCTION

INCREASES THE PROBABILITY OF DELIVERING VALUE



### MONEY

MONEY IS THE BEST FORM OF FEEDBACK

"Some things are more important than OKRs and sometimes those things can't be measured."

## HOW TO ?

OBJECTIVE VALUE > Σ (KEY RESULTS VALUES)



### BOTTOM UP

DON'T IMPOSE OKRS FROM ABOVE  
TEAM RESPONSIBLE FOR SETTING THEIR OWN OKRS AND DELIVERING THEM



### LIMIT THEIR NUMBER

3 OBJECTIVES  
3 KEY RESULTS PER OBJECTIVE



### LEADERS

BUILD PSYCHOLOGICAL SAFETY / MAKE FAILURE AN OPTION  
MAKE COMPLETELY CLEAR WHAT THE PRIORITIES ARE



### PRIORITY : ALL OKRS ARE NOT EQUALS

SOME MIGHT BE HIGHER PRIORITY

## TEST DRIVEN APPROACH

### DECIDE WHAT YOU WANT : OBJECTIVE



### SERIES OF ACCEPTANCE CRITERIA : KEY RESULTS

EACH KEY RESULT SHOULD BE MEASURABLE

### GET ON AND DEVELOP



DON'T CONSIDER YOURSELF DONE  
UNTIL YOU CAN PASS THE TESTS



## OKRS AND BACKLOG

### BACKLOG FIRST

SUCCESS : BURN DOWN THE BACKLOG  
OKRS : ONE OF SEVERAL INPUTS



### OKRS FIRST

SUCCESS : DELIVER OKRS  
OKRS ARE EVERYTHING

## TIMELINE

SET OKRS A FEW WEEKS BEFORE NEXT QUARTER  
2 OR 3 SHOULD BE FINE



REVIEW AT THE END OF EACH QUARTER

"As with agile, you need to find you own way to OKRs [...] be prepared to experiment."

## AMBITION OVER ESTIMATION

### UTILITY MODE

OKRS SET BASED ON WHAT IS ACHIEVABLE  
PREDICTABILITY IS VALUED  
TEAMS AIM TO ACHIEVE ALL OKRS



### ASPIRATIONAL MODE

MOONSHOT OKRS : BASED ASPIRATION  
IMPACT IS VALUED  
TEAMS EXPECT TO FAIL STRETCH OKRS

TEAMS ARE NOT NORMALLY EXPECTED TO COMPLETE 100% OF THEIR OKRS  
70% IS MORE COMMON



### AIM HIGH

NOT IMPOSSIBLY HIGH  
BUT HIGH ENOUGH TO BE CHALLENGED

WHERE ARE YOU ?

## CULTURE

### DELIVERY CULTURE

VALUE DELIVERY (WORKING PRODUCTS USED BY CUSTOMERS)  
NOT HOURS WORKED, NOT PARTIALLY DONE WORK



### SUPPORTIVE CULTURE

PSYCHOLOGICAL SAFETY  
FAILURES WILL HAPPEN



### DO NOT LINK OKRS TO BONUSES AND REMUNERATION

- IF MONEY ATTACHED TO OKRS :
- PEOPLE FEEL COMPELLED TO CHASE 100% SUCCESS
- EASIEST WAY = REDUCE THE TARGET

"if you aren't failing, you aren't trying"