

SUCCESSING WITH OKRS IN AGILE

BY ALLAN KELLY [HTTPS://WWW.ALLANKELLYASSOCIATES.CO.UK/](https://www.allankellyassociates.co.uk/)



OBJECTIVES

BIG GOALS

SOMETHING THE ORGANIZATION WANTS / VALUES



AVOID BOXING YOURSELF
INTO A SPECIFIC APPROACH OR SOLUTION



MAKE THE VALUE THAT BRINGS OBVIOUS
SO THAT...

RETOOL THE DELIVERY PIPELINE TO FACILITATE CONTINUOUS DELIVERY



INCREASE ROI BY REDUCING TIME TO MARKET WITH
A NEW DELIVERY PIPELINE AND CONTINUOUS DELIVERY PRACTICES

KEY RESULTS

SMALLER GOALS THAT BUILD TOWARDS THE OBJECTIVE



FIGHT AGAINST DOMINOS
DON'T ACCEPT DEPENDENCIES



EACH ONE MUST DELIVER VALUE
ALL ABOUT DELIVERING OUTCOMES THAT ADD VALUE



KEY RESULTS TRICKS

EXPERIMENTS

SAFER FOR THE TEAM TO TAKE ON RISK
SUCCESS = DOING THE EXPERIMENT ITSELF AND ABSORBING THE LEARNING

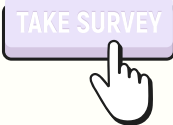


HYPOTHESIS-DRIVEN DEVELOPMENT

WE BELIEVE <THIS CAPABILITY>
WILL RESULT IN <THIS OUTCOME>
WE WILL HAVE CONFIDENCE TO PROCEED WHEN <WE SEE A MEASURABLE SIGNAL>

USE SURVEY

MAKE CHANGES TO PEOPLE
TEST IT WITH SURVEY



TIME-BOXES

EXPERIMENT SOMETHING FOR N WEEKS



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

WHY ?

**FILL A NEED AT THE MID-TERM
PLANNING LEVEL**



LATER
LOOK MONTHS / YEARS INTO THE FUTURE

SOON : OKRS
LOOK TO THE NEXT FEW MONTHS

NOW : SPRINT PLANNING
FEW WEEKS INTO THE FUTURE



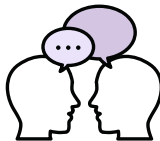
CREATE FOCUS
TELLS YOU WHEN TO STOP



TRUE NORTH

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

OKRS ENHANCE COMMUNICATION



- EASIER TO COMMUNICATE WHAT A TEAM IS DOING
- A MEANS OF COMMUNICATING STATUS AND PROGRESS
- SUCCESS MOTIVATES CONTINUATION

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



ALL OKRS ARE NOT EQUALS
SOME MIGHT BE HIGHER PRIORITY



WHAT NOT TO DO

EVERYTHING THAT IS NOT IN THE OKRS IS LOWER PRIORITY



STRATEGY

- WHAT ARE THE STRATEGIC PRIORITIES FOR THE NEXT QUARTER ?
- WHAT DOES THE TEAM AIM TO DO ?
- WHAT TARGETS WILL THE TEAM SET FOR ITSELF ?

TEST DRIVEN APPROACH

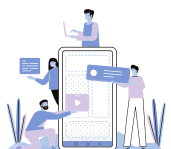


DECIDE WHAT YOU WANT : OBJECTIVE



SET A 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

YOU MEET THE OBJECTIVES

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

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

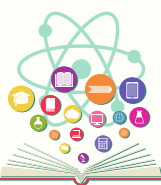


REVIEW AT THE END OF EACH QUARTER

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

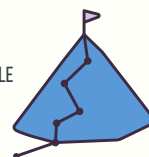
MONEY IS THE BEST FORM OF FEEDBACK

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

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

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

DELIVERY CULTURE

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



SUPPORTIVE CULTURE

PSYCHOLOGICAL SAFETY
FAILURES WILL HAPPEN



DON'T LINK REMUNERATION TO OKR OUTCOMES

IF MONEY ATTACHED

- PEOPLE FEEL COMPELLED TO CHASE 100% SUCCESS
- EASIEST WAY = REDUCE THE TARGET