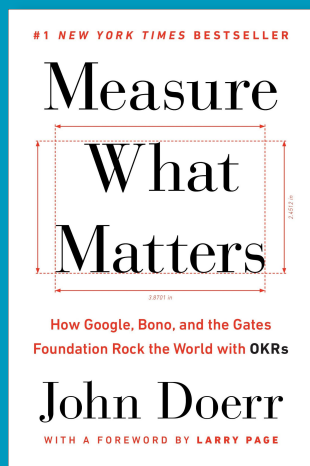


# OKRs & DevOps: From Micromanagement Misery to Finding Flow

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Tasktop*



## Objectives & Key Results (OKRs)

- Goals with measurable results of value
- Objective: the “what”, informs actions
- KR: 3-5 benchmarks for the “how”

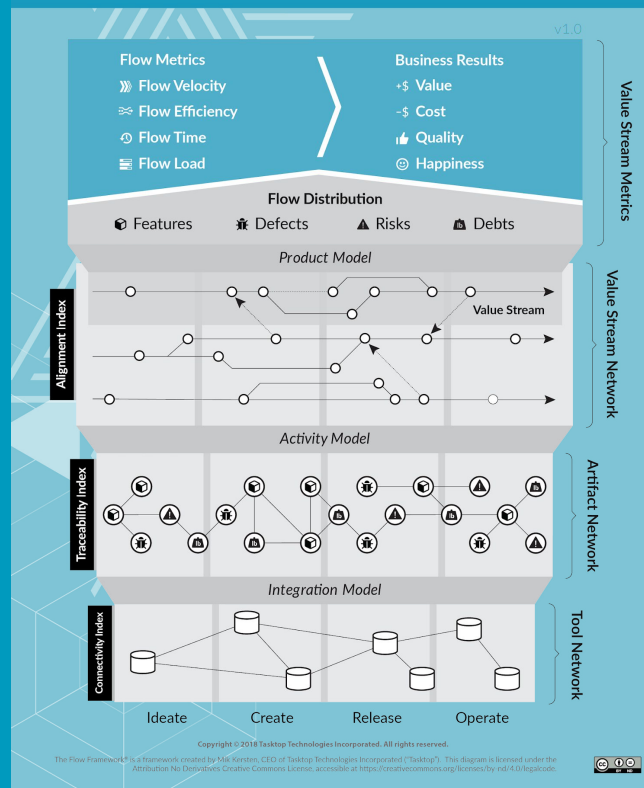
*How do we measure the “how” for software delivery?*

## Flow Framework®

- Flow Metrics are KRs for improving the flow of value
- Combined with Business KRs allow you to measure end-to-end value delivery



# Flow Framework®



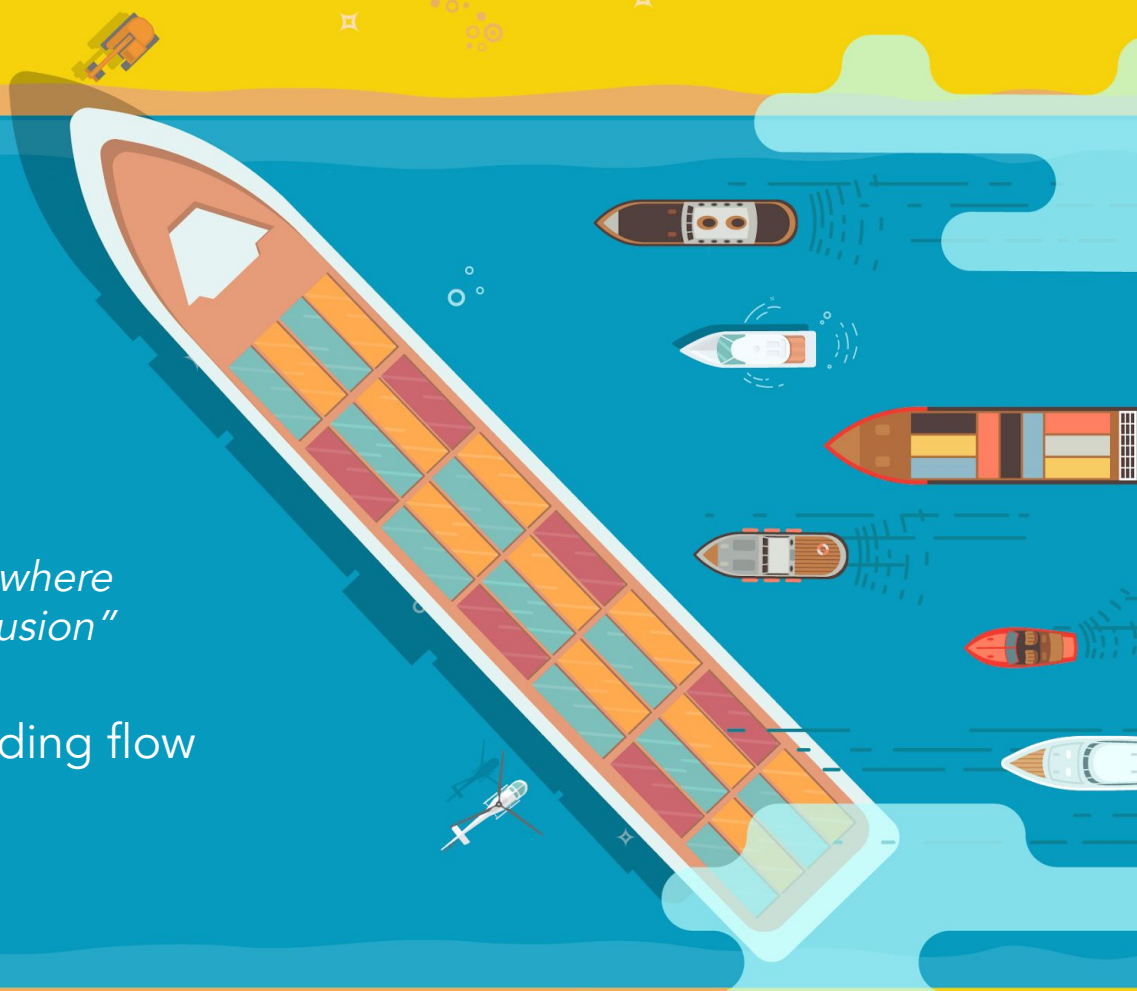
# Why Flow?

## #1 job is improving flow

- To increase flow, we must know the bottleneck
- *"Any improvements made anywhere besides the bottleneck is an illusion"*  
– Gene Kim, Phoenix Project

## OKRs should be used for speeding flow

- Why are they slowing it down?



# How things go wrong

OKRs are used as tool for micromanaging value streams & teams

Waterfall planning via multi-level OKR cascades

Use only business and financial metrics as only KRs

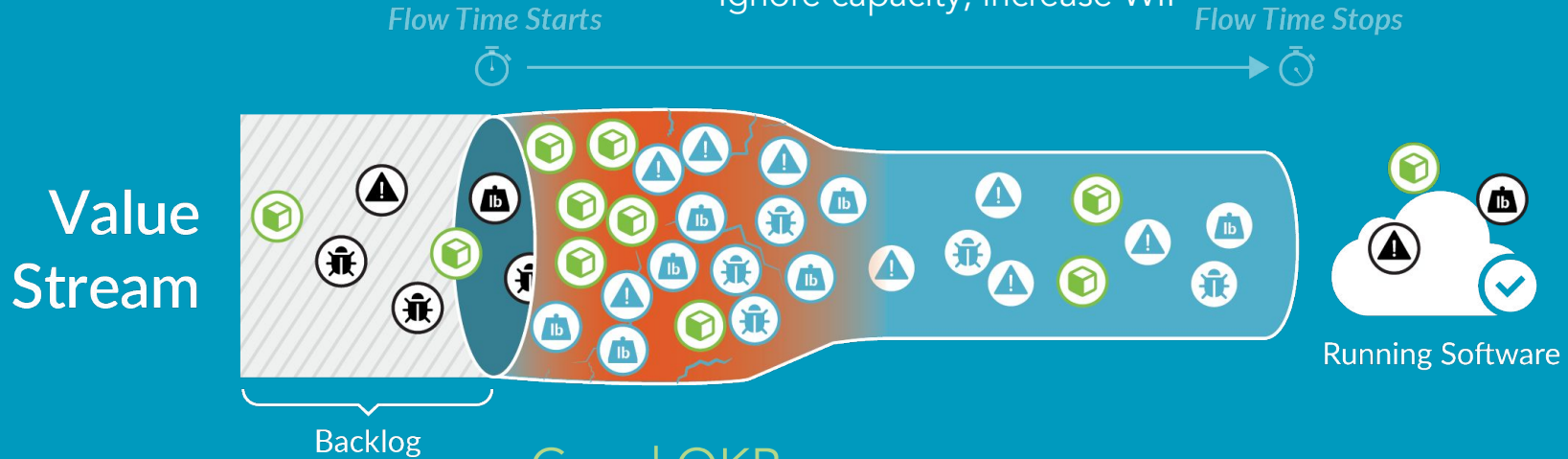
Use only team or proxy metrics as KRs

Conflate OKRs with roadmaps

*In each case, OKRs are working against you*

## Bad OKRs

- Micromanage teams & deliverables
- Do not account for flow & bottlenecks
- Ignore capacity, increase WIP



## Good OKRs

- Make business goals and prioritization clear
- Measure flow of value, surface bottlenecks
- Support learning and improvement

# Planning dynamics

## Roadmaps and plans

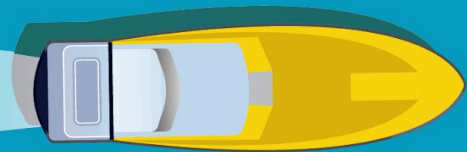
- Define what gets delivered and in which order
- *Eg, order of the container ships to minimize delays*

## Value Stream OKRs

- Accelerate the flow, surface systemic bottlenecks
- *Eg, widen the canal to get more ships through*

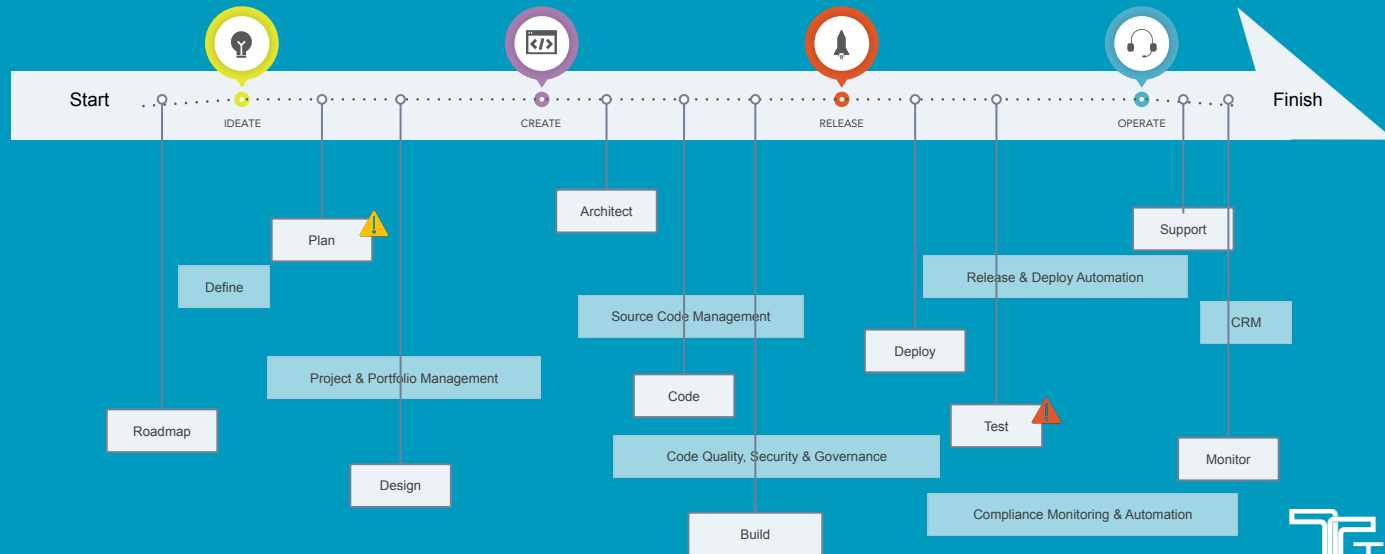
## Organizational OKRs

- Create conditions and organizational structures to enable flow
- *Eg, build a new canal*



# Types of metrics

- Business Metrics: track value stream outcomes (lagging indicator)
- Flow Metrics: track value stream improvement (leading indicator)
- Team Metrics: telemetry for fast problem solving (avoid for top KRs)



# Example OKR

*Become the most innovative insurer in our industry*



*30% Market share growth*



*50% Reduction in time to provision policy*



*10% Flow Efficiency improvement*

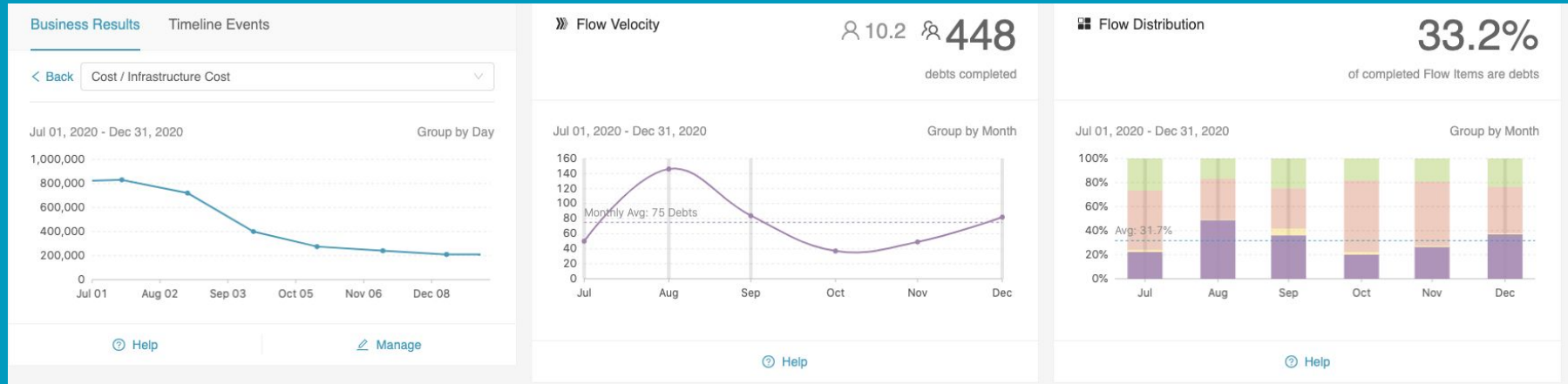




# Example: Platform Value Stream

Market share growth KR limited by cloud hosting cost

- Platform team focused on reducing tech debt from initial launch
- Better of use of storage services cost bubble by 75%



# Example: Policy Value Stream

*Customers love our mobile experience*



*20% Mobile customer NPS improvement*



*30% Flow Time reduction for features*

- Flow Efficiency experiments with process improvement
- Verification turned out to be the bottleneck
- Team targeted “0 days wait state on business input”
- Flow Time reduced by 70%, NPS started climbing
- Helped company KR of 50% less time to provision policy

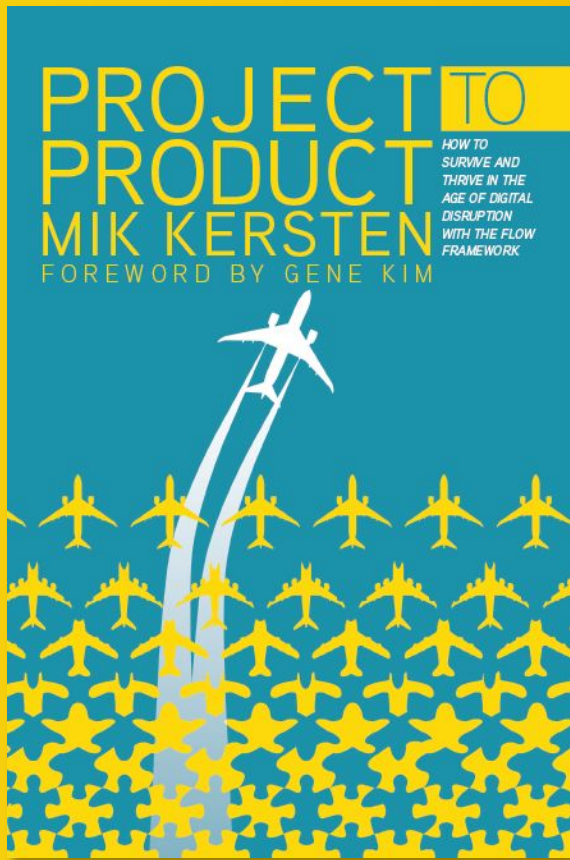


# Measure Flow

OKRs work if you can measure the end-to-end flow of value

- 1) Use Flow Metrics for organizational KRs to remove impediments for teams
- 2) Empower Value Streams to set their own OKRs
- 3) Let teams use their own metrics, let value streams use their own roadmaps & keep separate from OKRs!





# *Project to Product*

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