

# SUCCESSING WITH OKRS IN AGILE

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## 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

TAKE SURVEY



### TIME-BOXES

EXPERIMENT SOMETHING FOR N WEEKS



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

## WHY ?

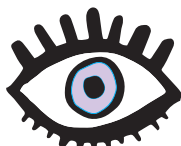
FILL A NEED AT THE MID-TERM  
PLANNING LEVEL



**LATER**  
LOOK MONTHS / YEARS INTO THE FUTURE

**SOON : OKRS**  
LOOK TO THE NEXT FEW MONTHS

**NOW : SPRINT PLANNING**  
FEW WEEKS INTO THE FUTURE



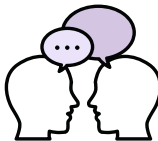
**CREATE FOCUS**  
TELLS YOU WHEN TO STOP



## 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

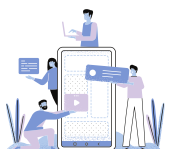


DECIDE WHAT YOU WANT : OBJECTIVE



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



#SHARINGISCARING