Reawakening Agile with OKRs

Objectives & Key Results
or Outcomes & Key Results

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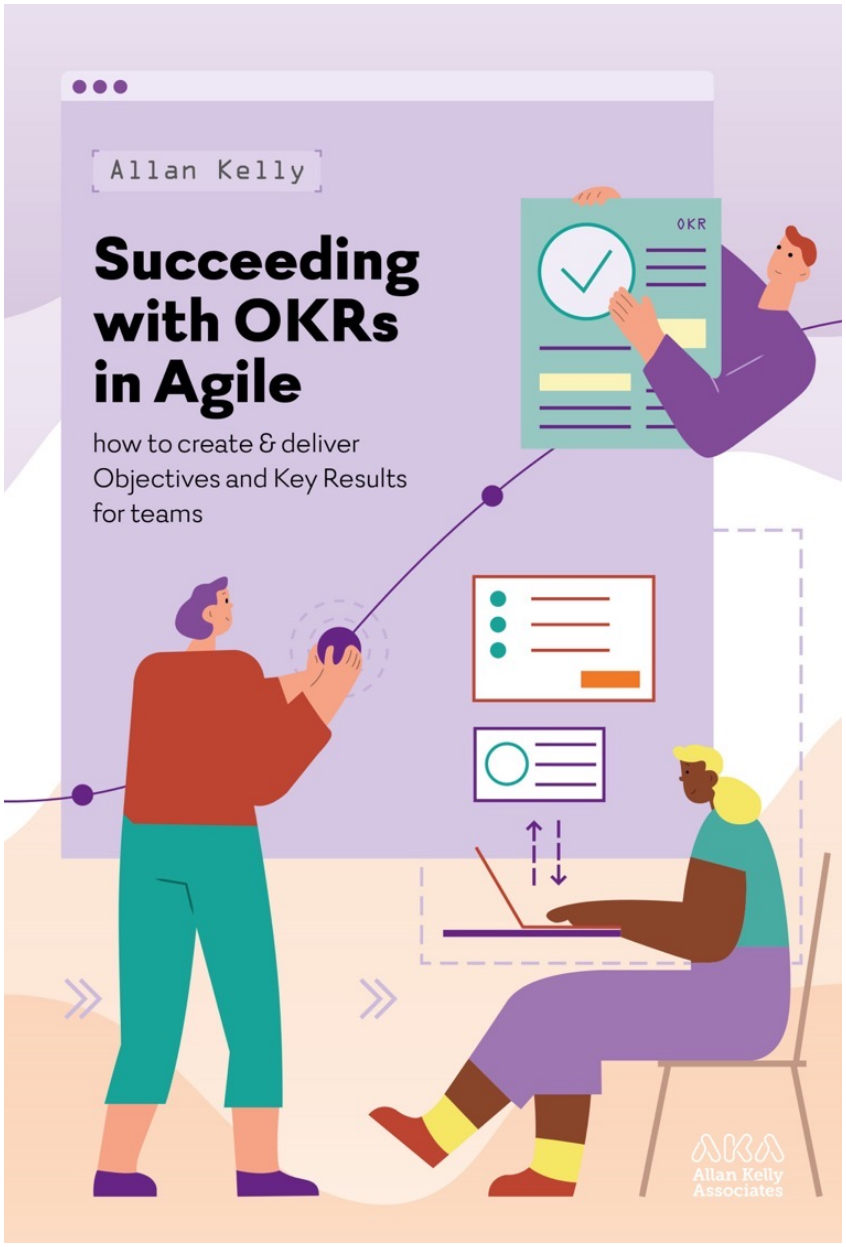
September 2021



Book draw (2 copies)

http://allankelly.net/book-draw

1 signed copy by post

1 e-book by email

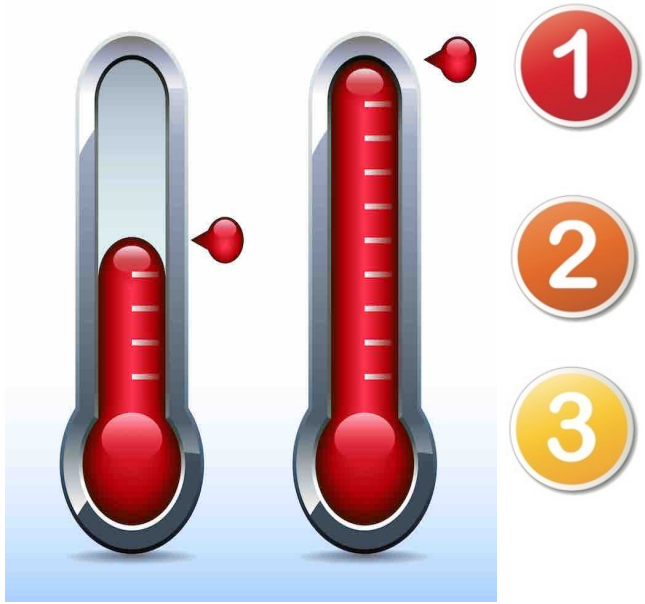
What are Objectives and Key Results?

Google

intel

What is you really really want?	Important contributors
A goal	Bounding criteria
An outcome	Acceptance criteria
Delivers benefit – to someone	Smaller goals which build toward objective

Quantified

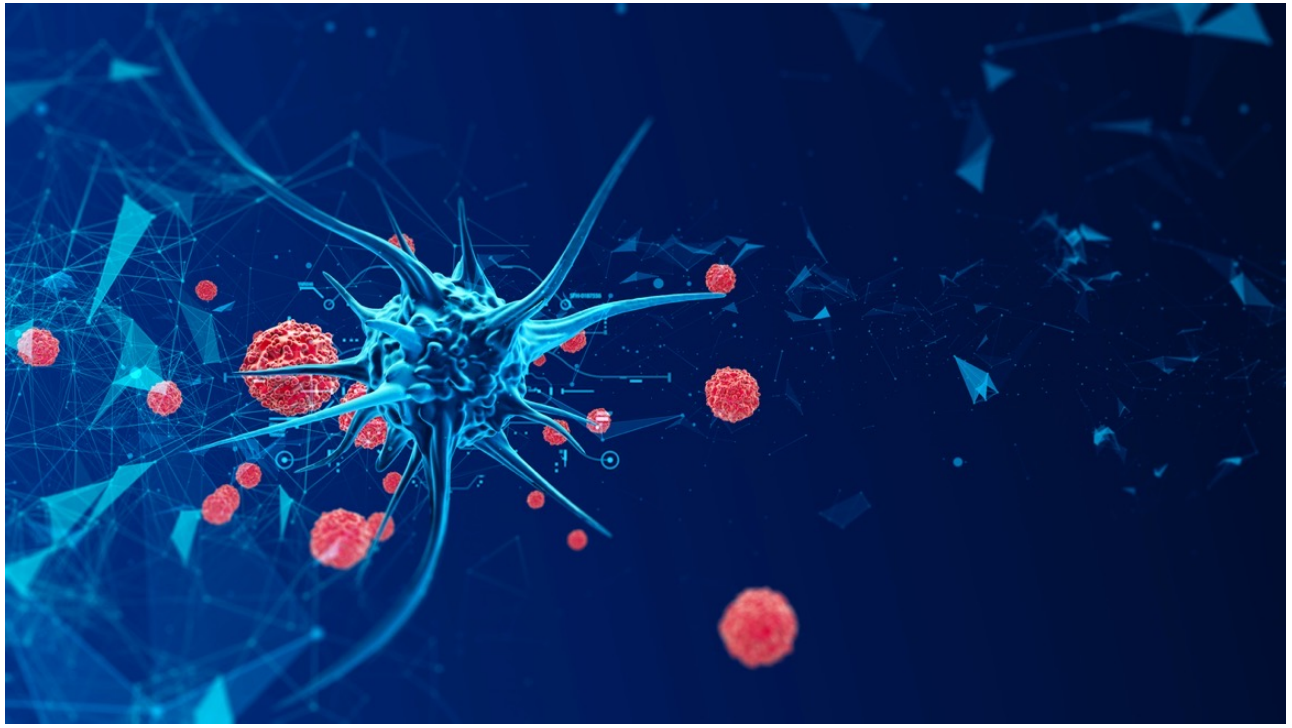


Outcomes

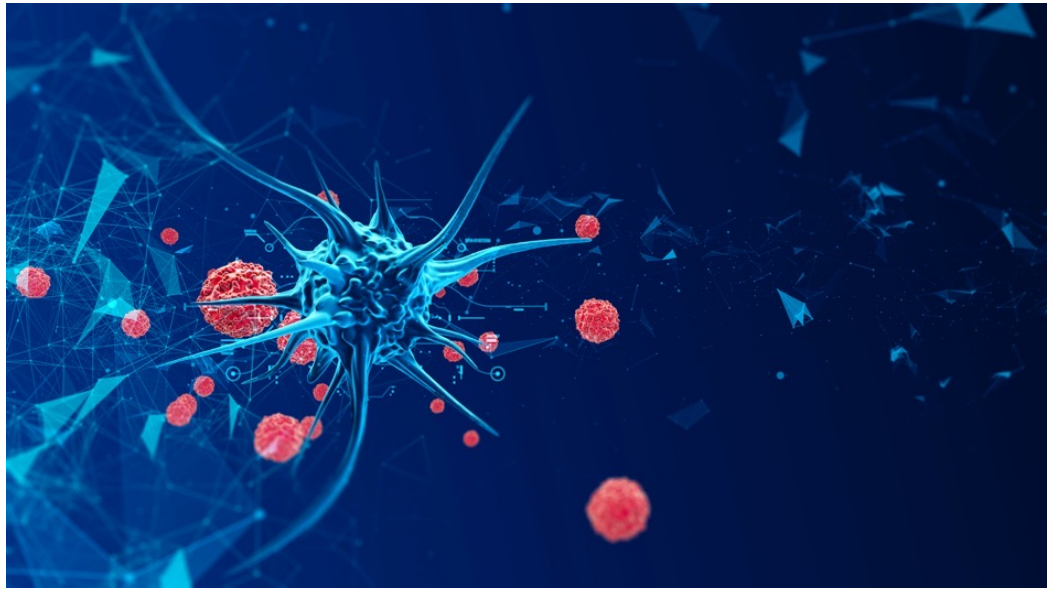
- something beneficial
- something which adds value

Not: milestones, progress markers, tick-in-box

First, the Virus



The Agile virus



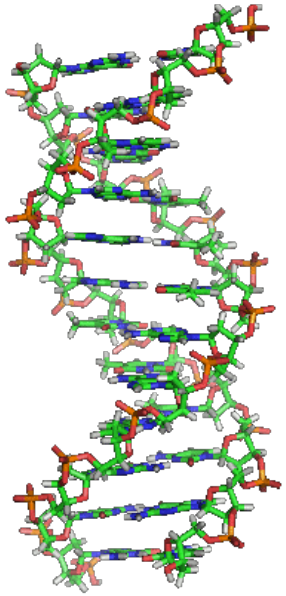
First identified 2001

- Circulating earlier
- Spread by digital technology use

Mutates

- For better
- For worse

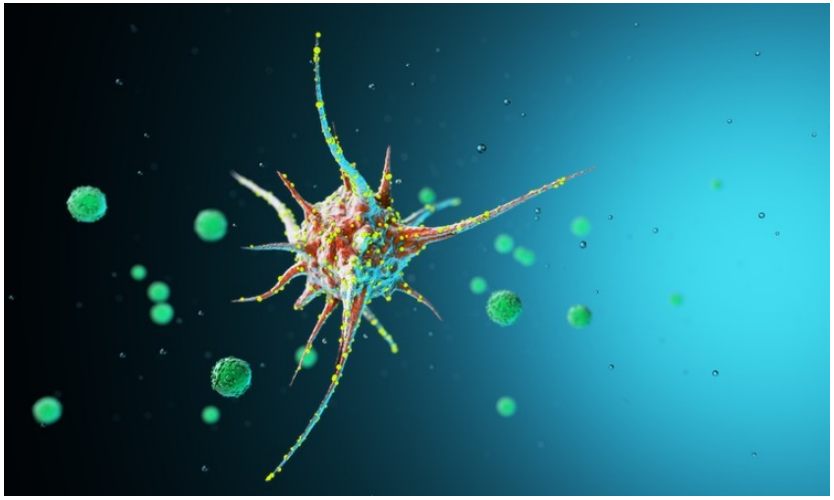
Recent mutation sees teams adding OKRs



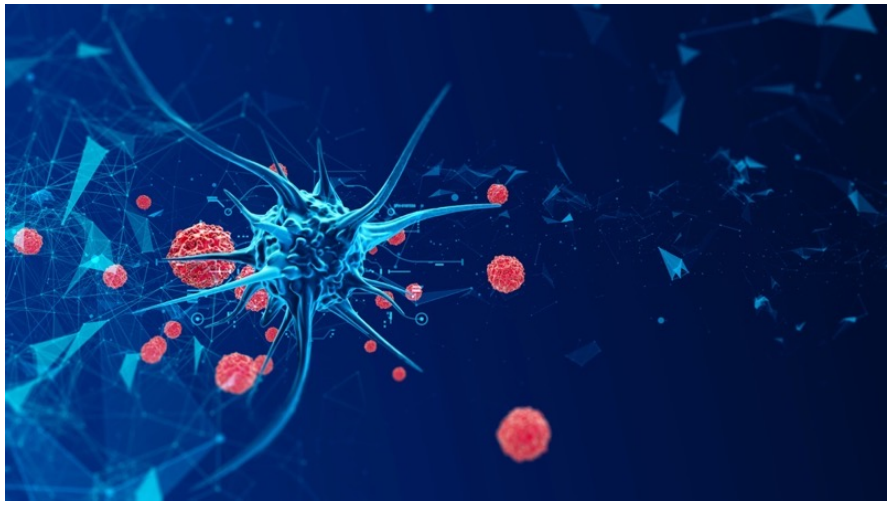
DNA Image © Zephyris CCL
https://commons.wikimedia.org/wiki/File:DNA_orbit_animated.gif

2 strains of Agile virus

Corporate Agile (Mild Agile)

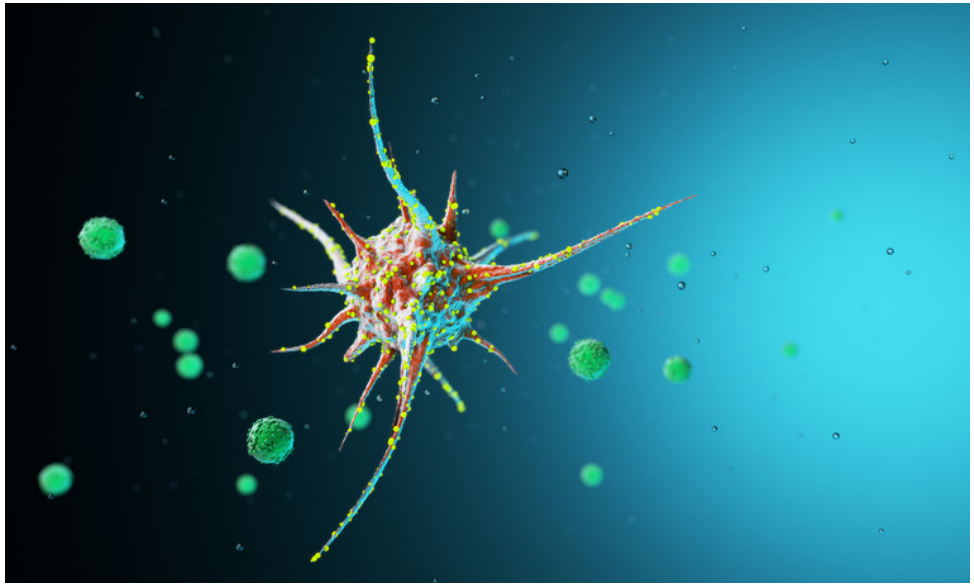


Radical Agile



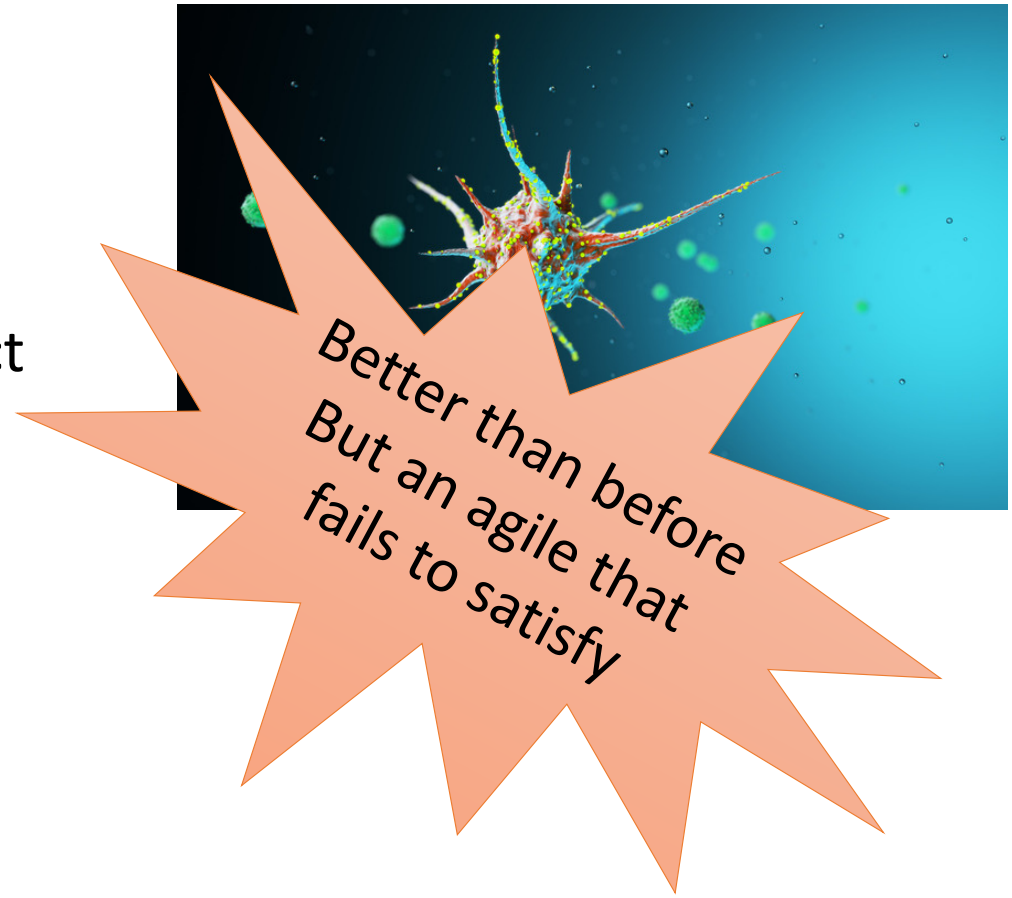
Corporate Agile

- Weakened form of the virus
- High R value (reproduction)
- E (effectiveness) often left lagging



Corporate agile

- Administrative processes remain intact
- Faith in planning remains
- Lack of motivation in staff, lack of fun
- Lack of experimentation
- Lack of learning
- Lack of unlearning



Commoditization undermines effectiveness & competitive advantage

Can OKRs help?

- Alternative to the project model
  - Autonomy enhancing
  - Fills “middle planning” need
- Established (Intel, Google, Bono, etc.)
  Liked by consultants
- Fits well with agile:
  - iterative
  - test driven
  - support independent units, devolve authority, enhance autonomy
  - **outcome oriented**
- Failure is an option

#NoProjects
Continuous Digital
Value Streams
Product Over Projects
Teams over Projects
Spotify

Objectives are not epics

Objectives are a hypothesis of outcome needed

Key Results are not stories

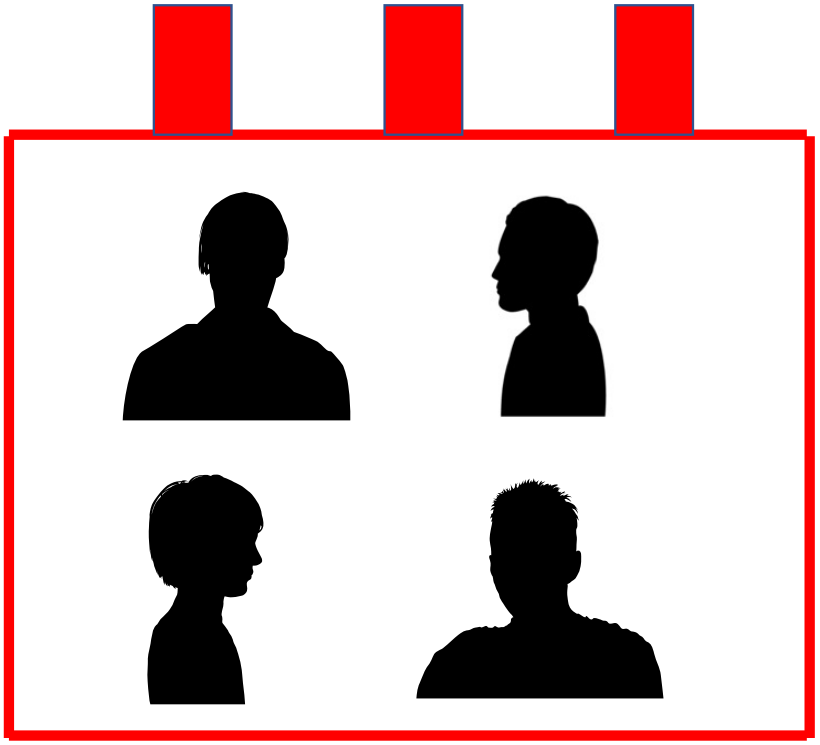
Key results probably Acceptance Criteria

Make testable

Test First Management

Enhance team autonomy

Space for autonomy



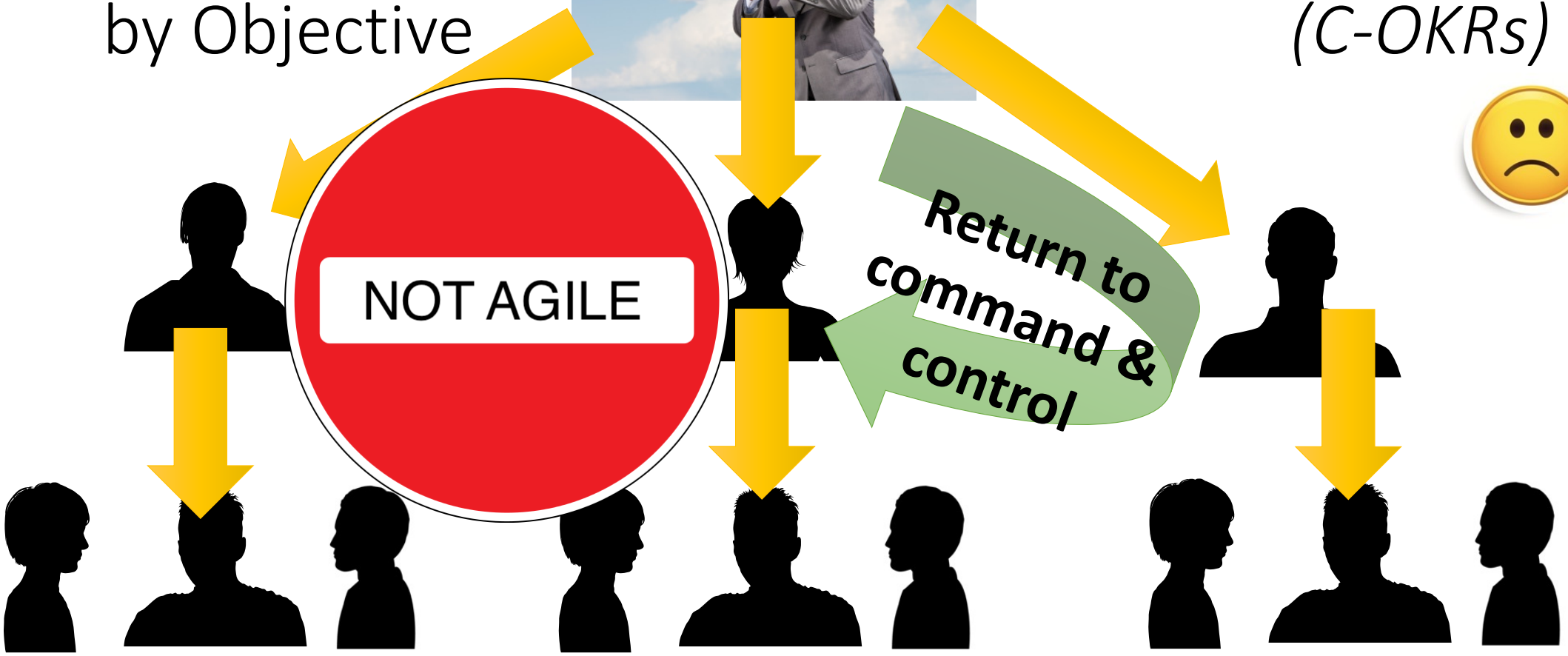
"This is what you can expect from us this quarter"

An API for the team

- OKRs allow teams to define their own space
- Team have space for autonomy
- **Outcomes matter**
  - How you get there doesn't
  - Outcomes & Key Results

Management
by Objective

Cascading OKRs
(C-OKRs)



How can you help?

White Space OKRs

White space and standing teams

This is quarter we will
Objectives 1, 2, 3

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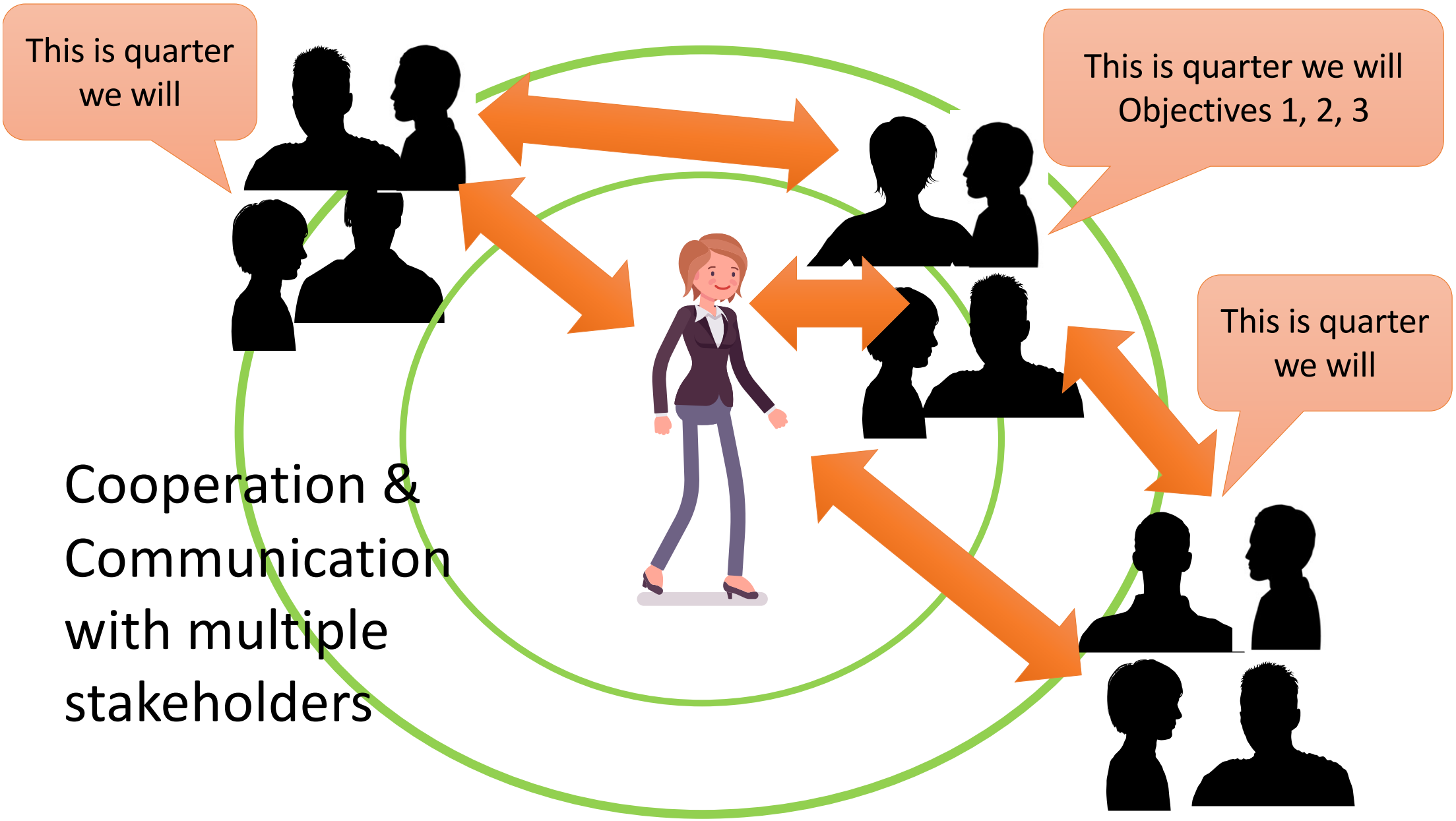
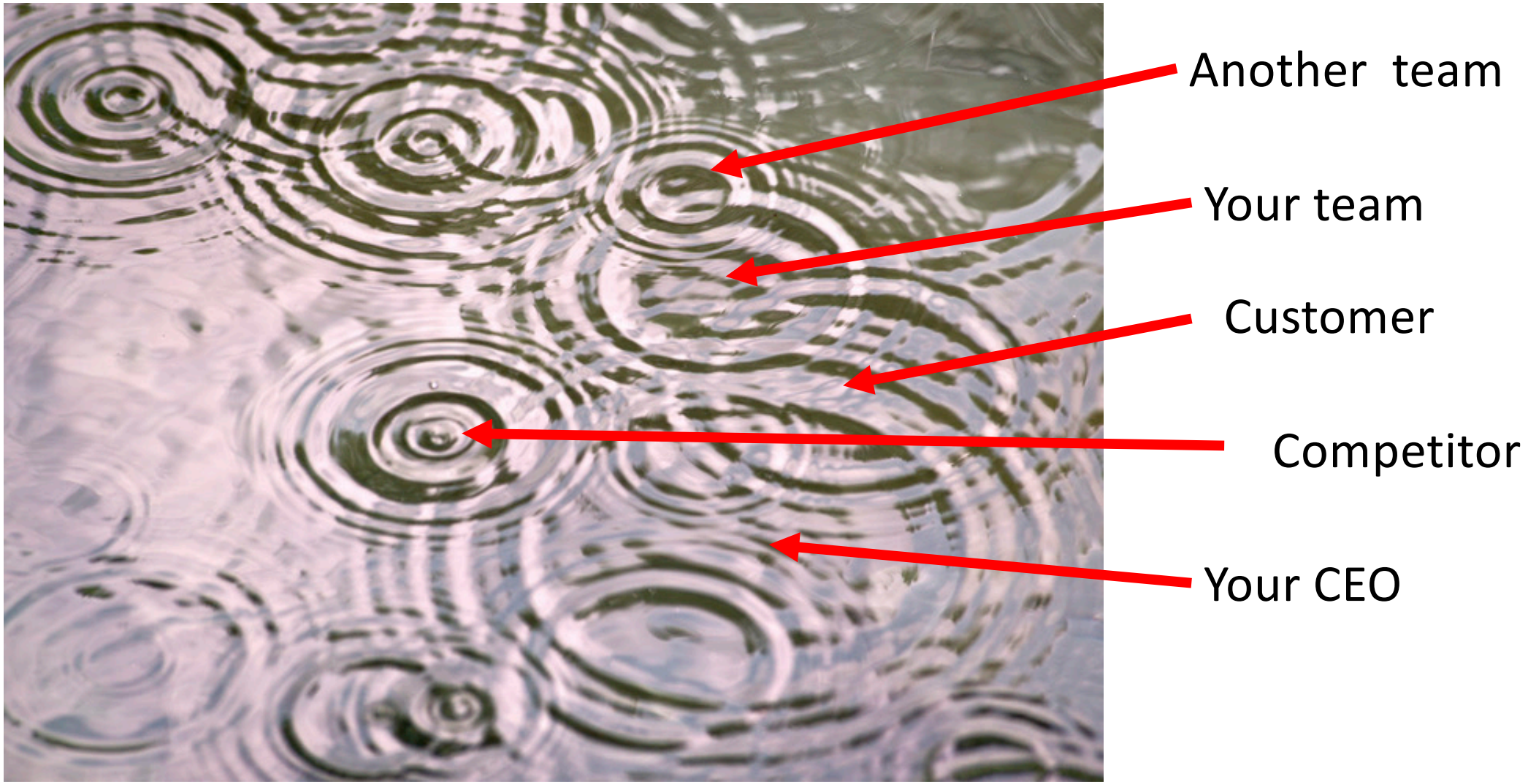
Objectives 1, 2, 3

This is quarter we will
Objectives 1, 2, 3


This is quarter we will
This is quarter we will Objectives 1, 2, 3
This is quarter we will
Cooperation & Communication with multiple stakeholders


Another team
Your team
Customer
Competitor
Your CEO

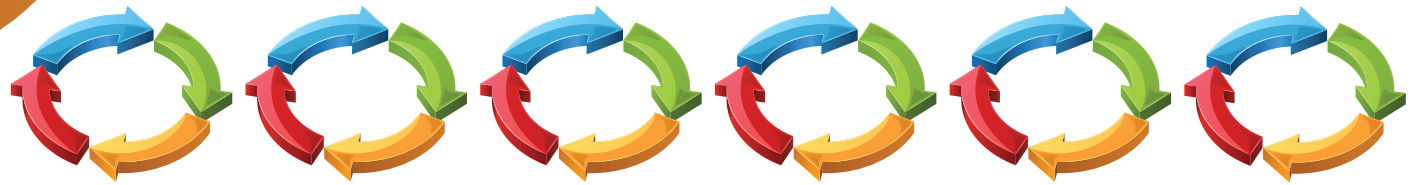
Purpose
(invariable)

Why does the company exist?
How do we benefit society?

Mission(s)
(come & go)

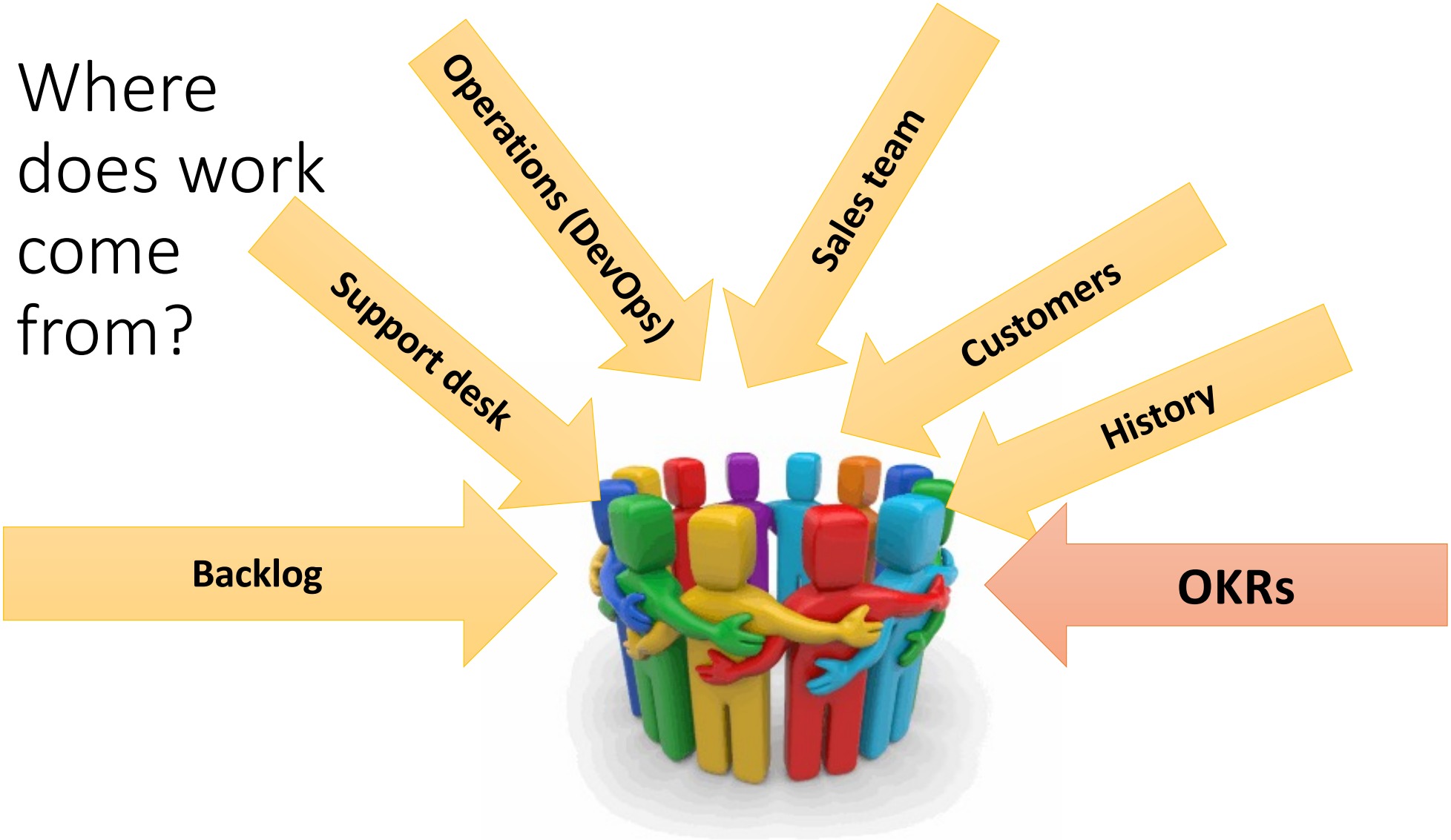
What is our mission?
Or missions?

Every 3 months
Clean sheet "Day-1"
Hoes does team aid the mission?
How will team deliver benefit?

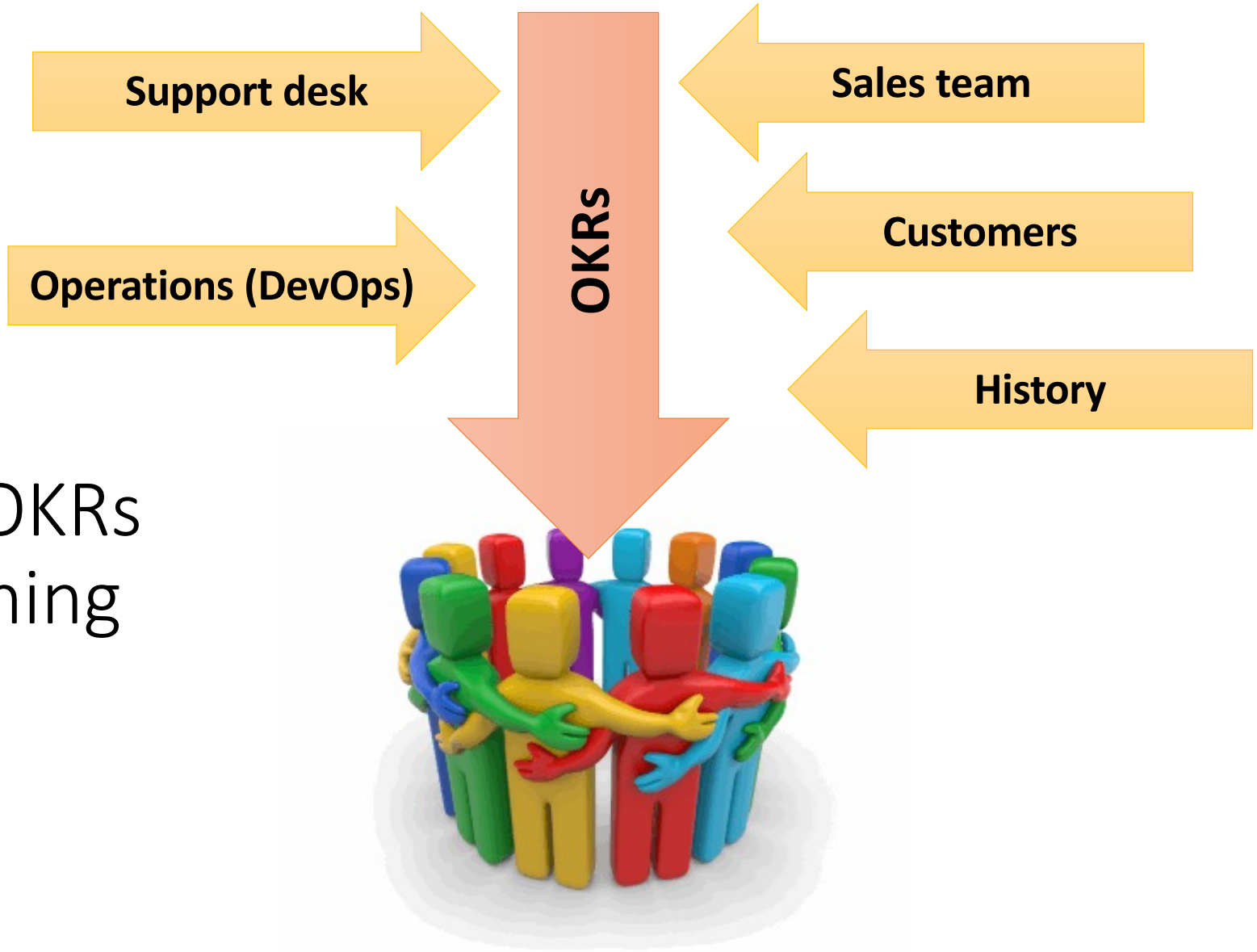


Supercharge prioritization

Where does work come from?



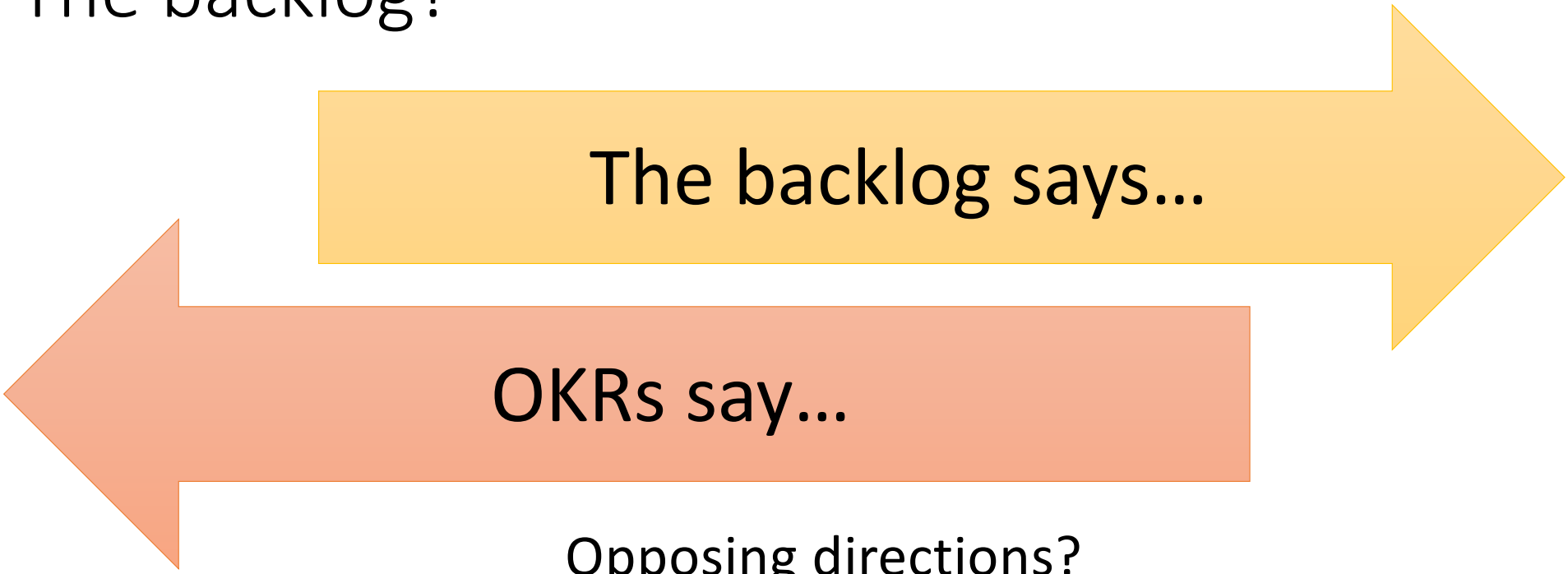
Make OKRs everything



Make everything subservient to OKRs

Don’t get out of bed if its not in your OKRs

The backlog?

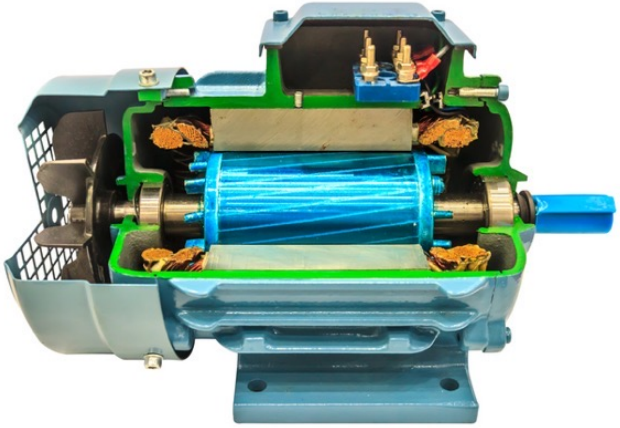


Opposing directions?
Conflicting goals?
Which gets priority?

Throw your (product) backlog away

Let OKRs drive all work

Use OKRs as a story generator



Think strategically
Outcomes not output

End *the tyranny of the backlog*

Purpose driven development – PDD
Put purpose over backlog

Every sprint: Team + Product Owner/Manager

1. OKR status
2. Highest priority OKR
3. What can we do to advance?
4. What stories do we need?

Success?

- Step back
- Success is not hitting 100% of OKRs
- Success is not hitting 70% of OKRs
- Success is outcome
  - Value added
  - Benefit creating
  - Advancing the mission
  - Bettering society
  - Learning & knowledge created
    - Hypotheses tested

Reawaken agile ambition

Outcomes & Key Results

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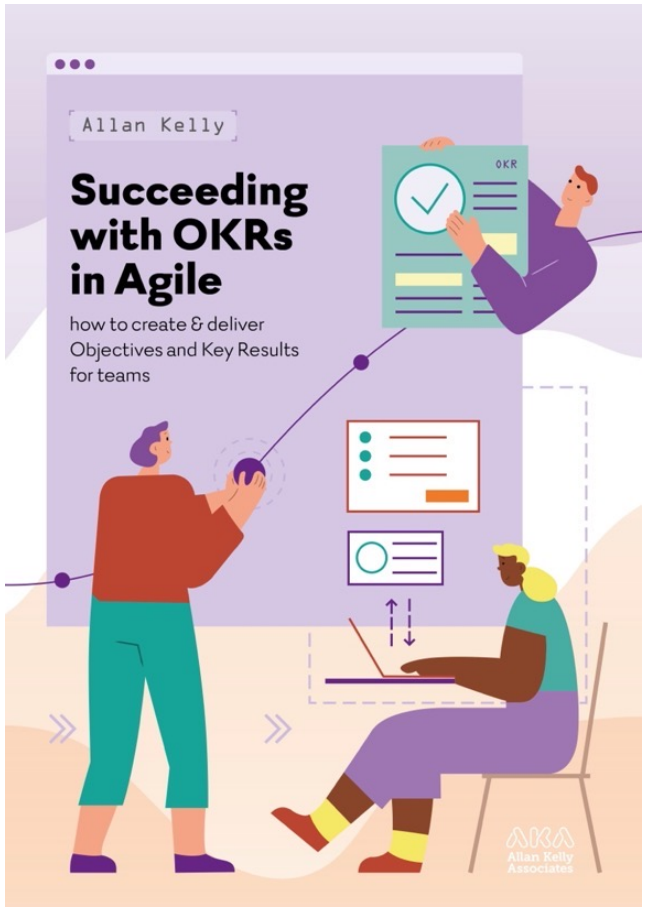

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