

Reawakening Agile with OKRs

*Objectives & Key Results
or Outcomes & Key Results*

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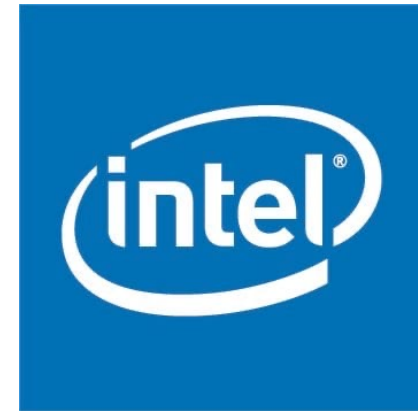
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What are Objectives and Key Results?

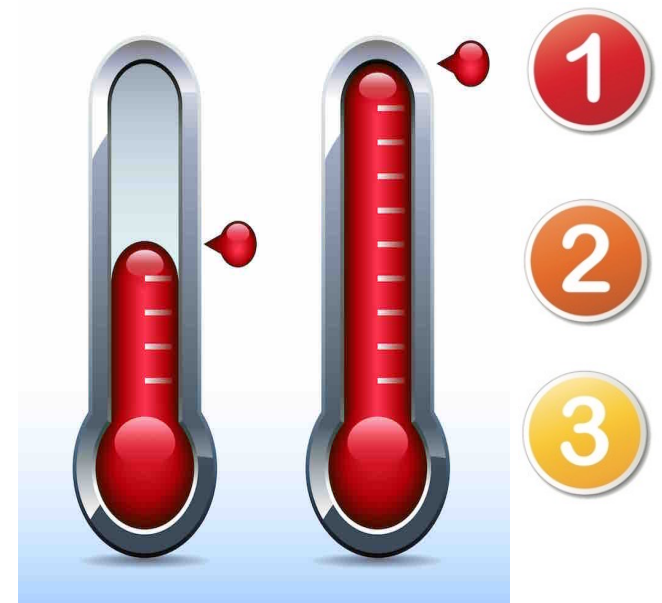


What is you really really want?
A goal
An outcome
Delivers benefit – to someone

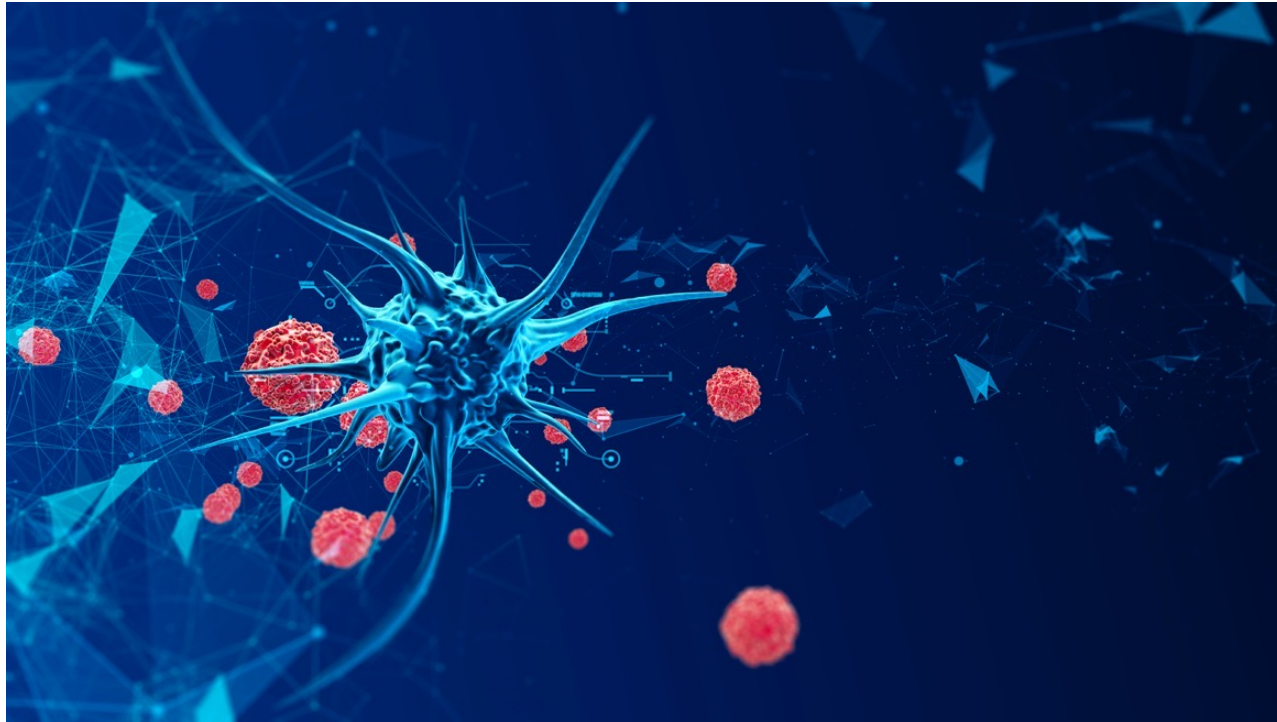
Important contributors
Bounding criteria
Acceptance criteria

Not: ticks on a project plan
Avoid: Smaller building block
goals objective

Quantified



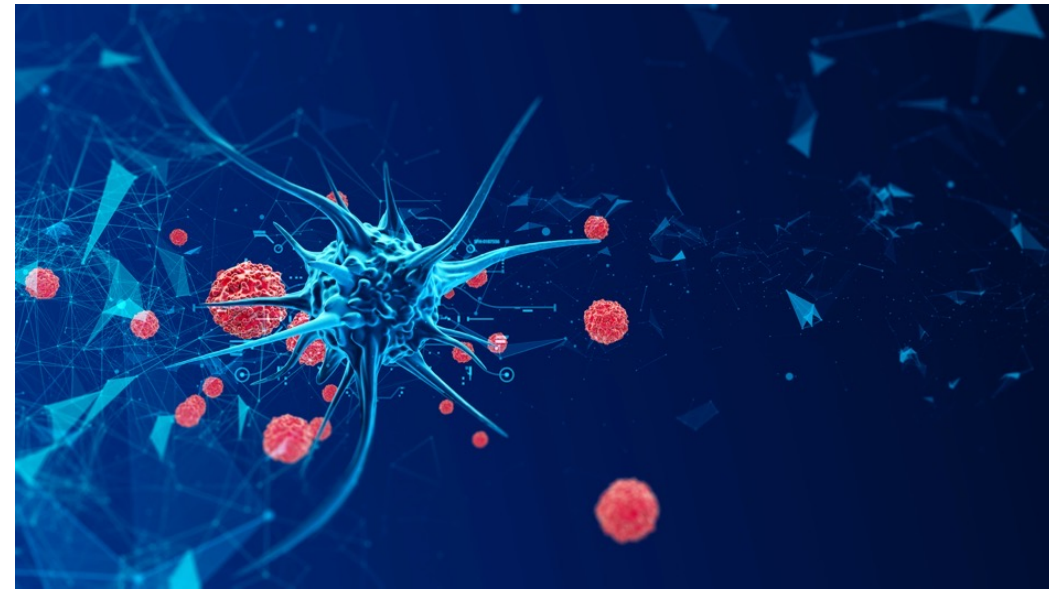
First, the Virus



The Agile virus

First identified 2001

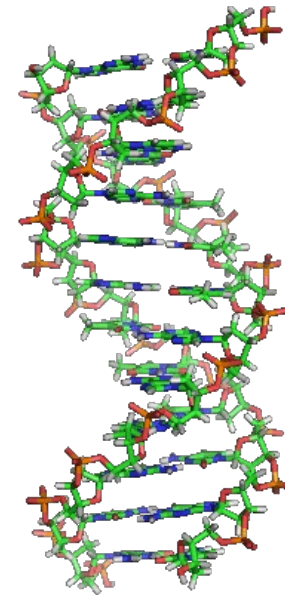
- Circulating earlier
- Spread by digital technology use



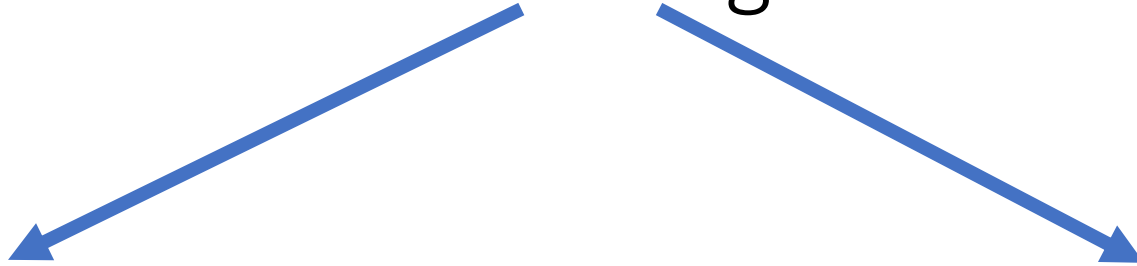
Mutates

- For better
- For worse

Recent mutation sees
teams adding OKRs

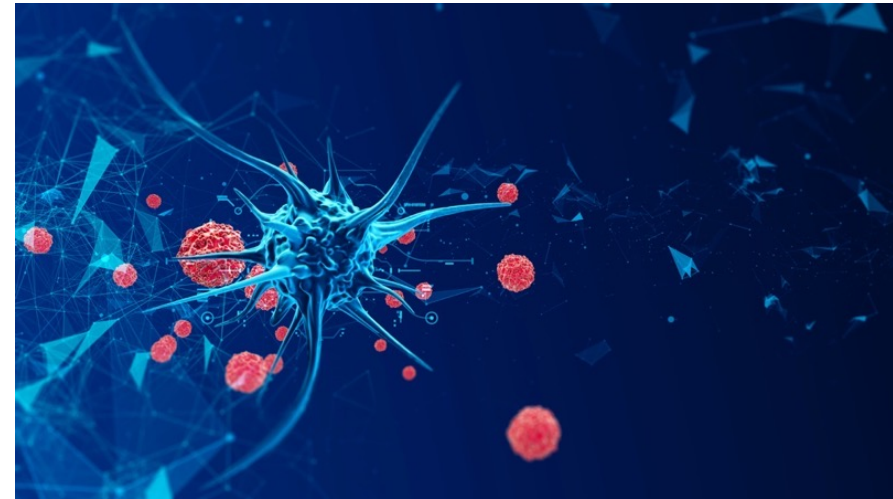
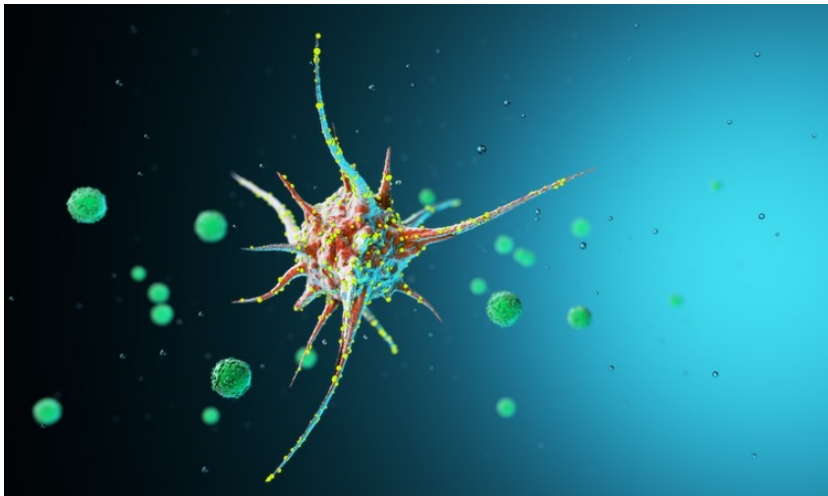


2 strains of Agile virus



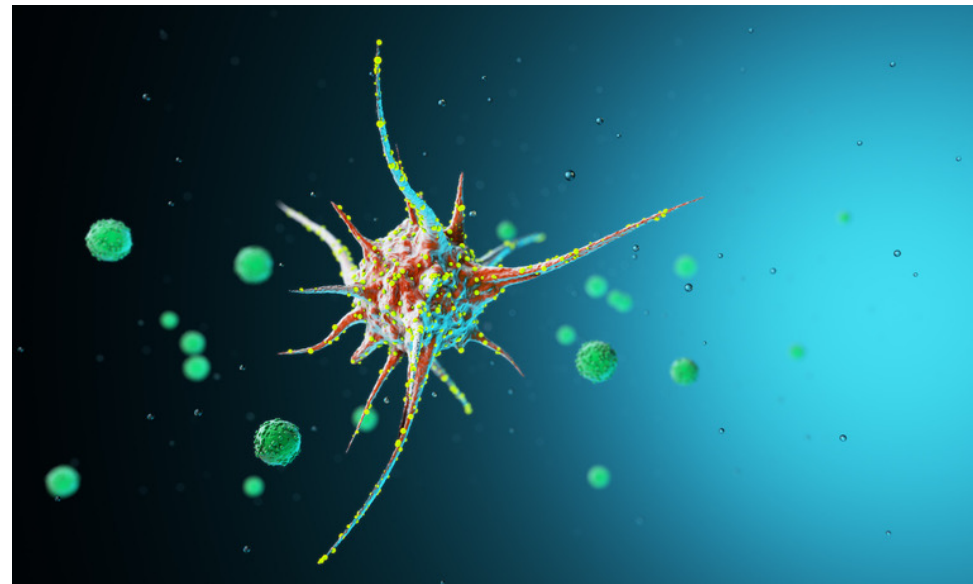
**Corporate Agile
(Mild Agile)**

Radical Agile



Corporate Agile

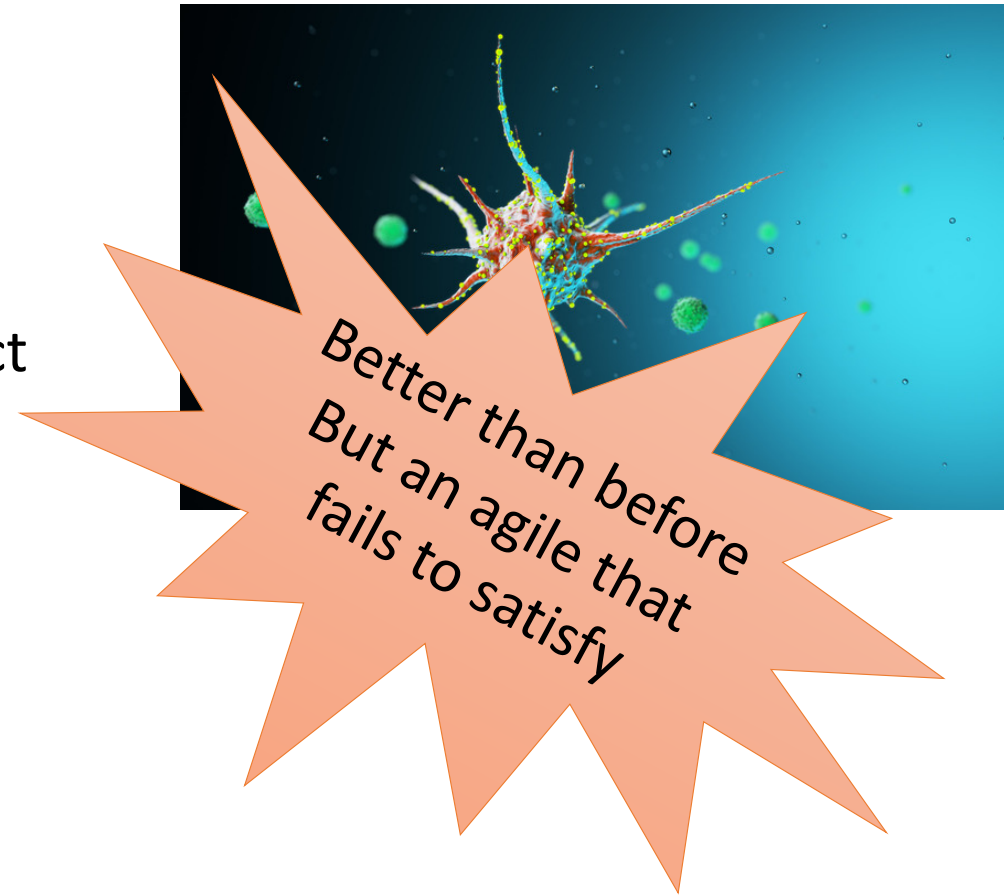
- Weakened form of the virus
- High R value (reproduction)
- E (effectiveness) often left lagging



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

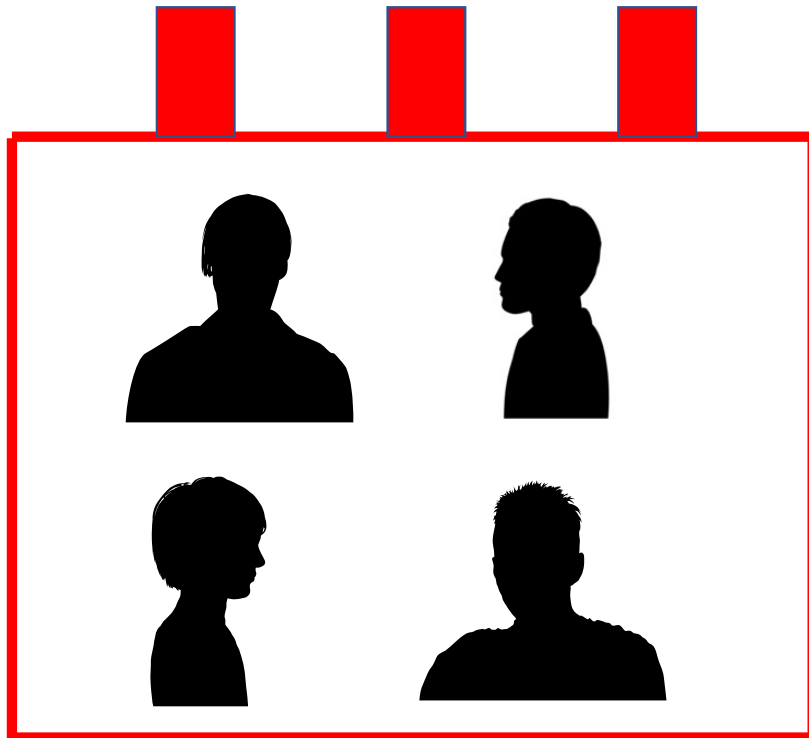
Test First Management

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

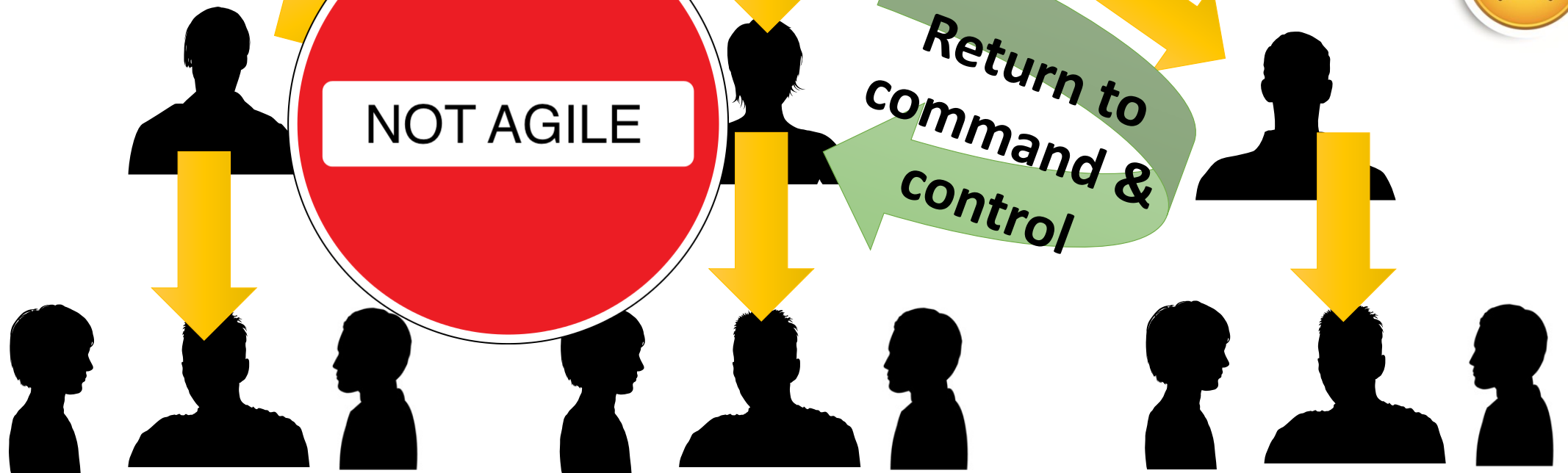
Management
by Objective



Cascading OKRs



*Return to
command &
control*



How can you help?

Destination



White Space OKRs

White space
and standing teams

This is quarter we will
Objectives 1, 2, 3

This is quarter we will
Objectives 1, 2, 3

This is quarter we will
Objectives 1, 2, 3

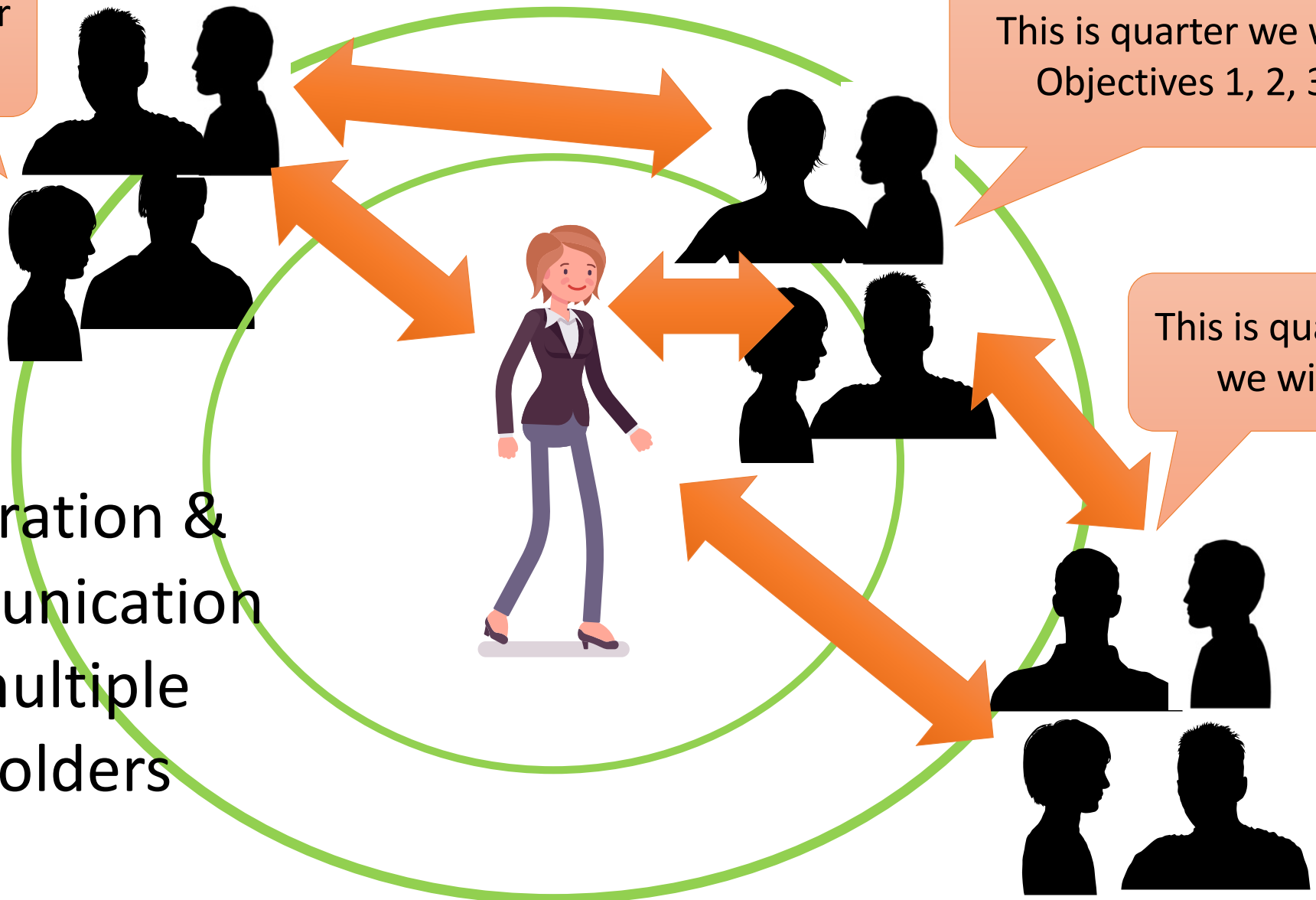


This is quarter we will

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?

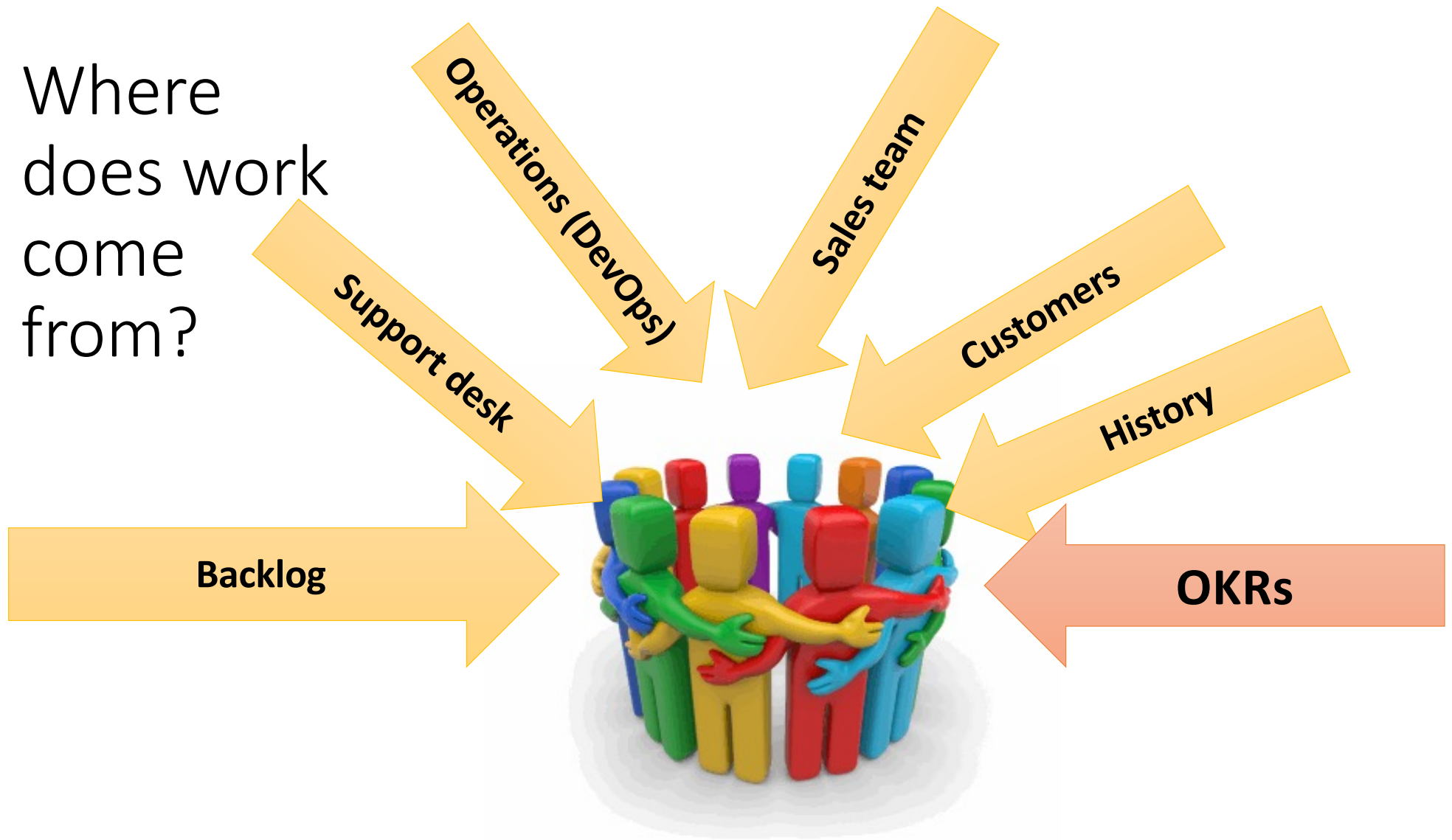


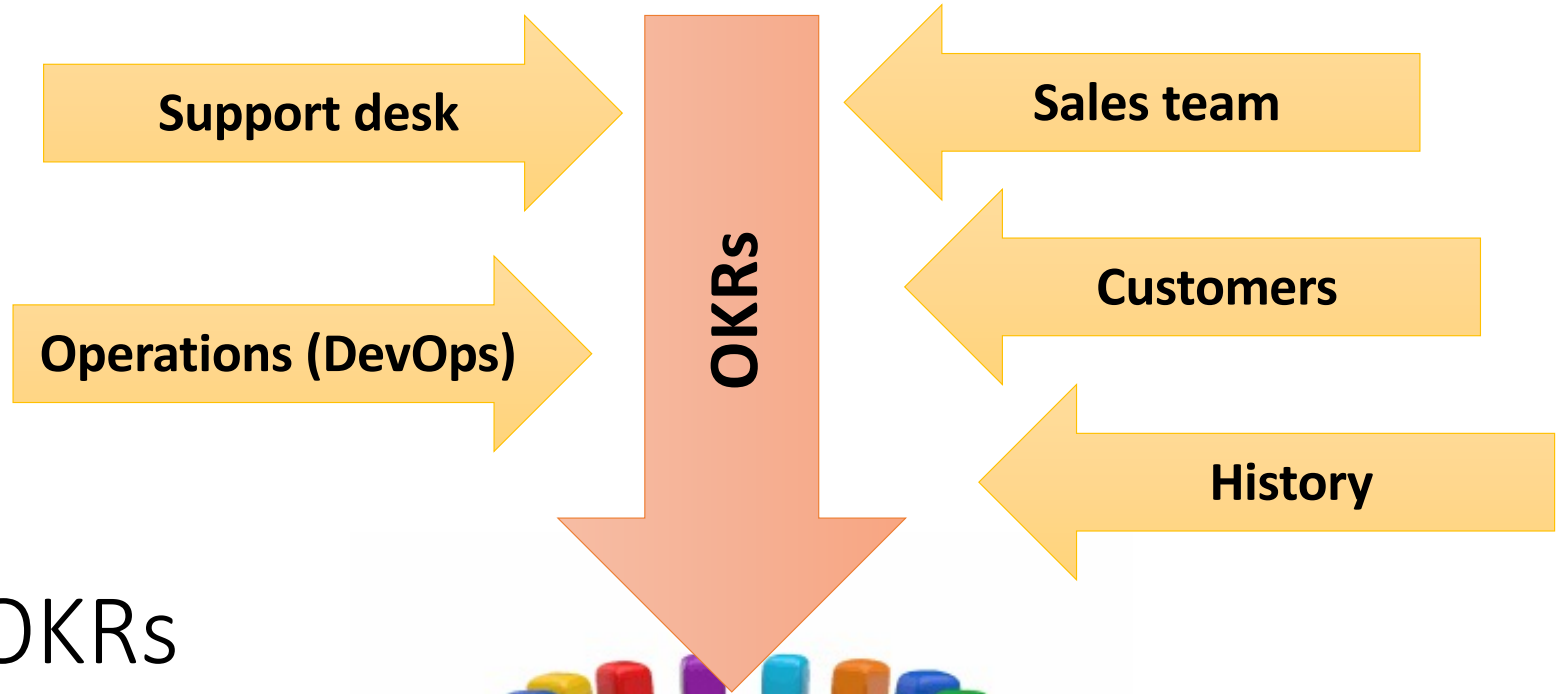
Every 3 months
Clean sheet “Day-1”
Hoes does team aid the mission?
How will team deliver benefit?



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?



The backlog says...

OKRs say...

Opposing directions?

Conflicting goals?

Which gets priority?



Throw your (product) backlog away

Let OKRs drive all work

Use OKRs as a story generator



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

- Think strategically: Outcomes not output
- Embrace *Objective Driven Agile*
 - and end *the tyranny of the backlog*

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