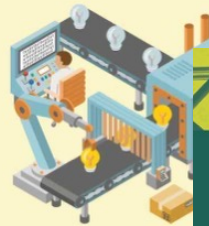


# Untangling Estimates, Goals and Plans

Business  
Patterns  
for  
Software  
Developers



The Art of  
Agile Process  
Ownership

A Guide for Product  
Managers, Business  
and Entrepreneurs  
—  
Allan Kelly

Allan Kelly

**Xanpan**

Team centric Agile software development

Combining Kanban and XP – inspired  
creating your own hybrid

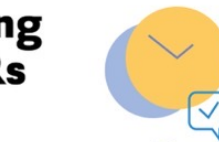
Allan Kelly

SECOND EDITION

Foreword by Mike Burrows

**Succeeding  
with OKRs  
in Agile**

how to create & deliver  
Objectives and Key  
Results for teams



Allan Kelly  
[allan@allankelly.net](mailto:allan@allankelly.net)

October 2023  
*Engineering Leadership*

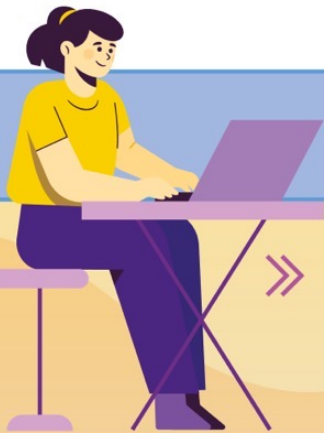
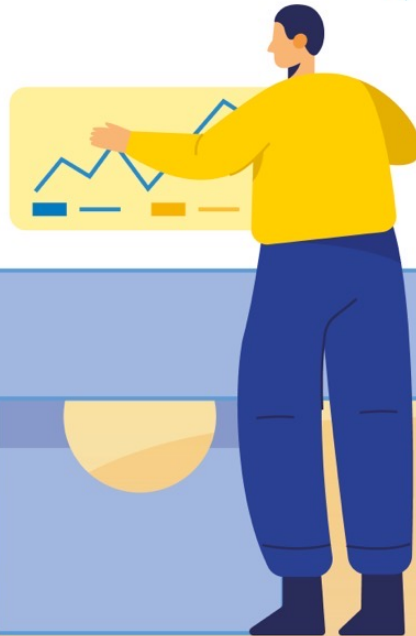
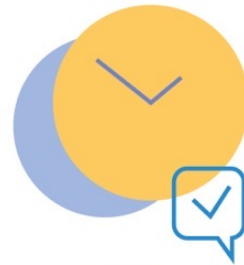
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# Succeeding with OKRs in Agile

how to create & deliver  
Objectives and Key  
Results for teams



w.allankelly.net/book-draw/

Book draw  
(and slides)

[https://www.allankelly.net  
/book-draw/](https://www.allankelly.net/book-draw/)

***Second edition!***

# Writing OKR Masterclass

Monday, November 6, 2023

<https://www.eventbrite.co.uk/e/492479839457>

Code: LeadersHalfPrice



<https://www.allankelly.net/book-draw/>

As a widget maker

I want an online sales platform

So that I can sell widgets direct to customers

# Exercise in teams

5 minutes networking

Problem hand out

15 minutes discuss

- How much money do you bid?
- How long will it take?



# Report back



# Debrief

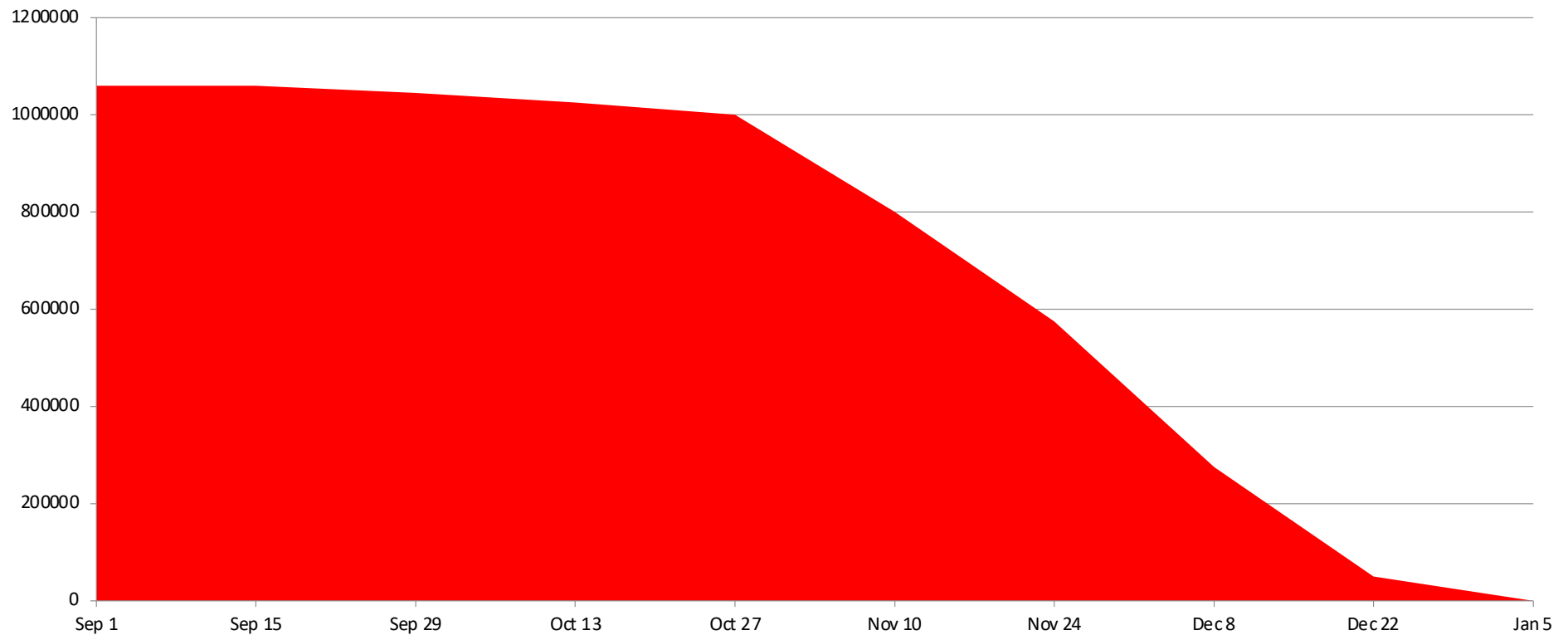


# Lessons

- There are multiple solutions to any one problem
- We make assumptions
- Numbers anchor our thinking (and feed assumptions)
- If you want an “MVP” divide everything by 10 and ask again
- If you know a client has \$1,000,000 why wouldn't you bid \$1m ?
- Cost based pricing is the wrong way to think
  - Therefore, effort estimates are irrelevant
  - Understand business parameters & work back to a solution



# Time-Value Profile: Value changes over time



<https://www.allankelly.net/book-draw/>

# Deadlines are analogue

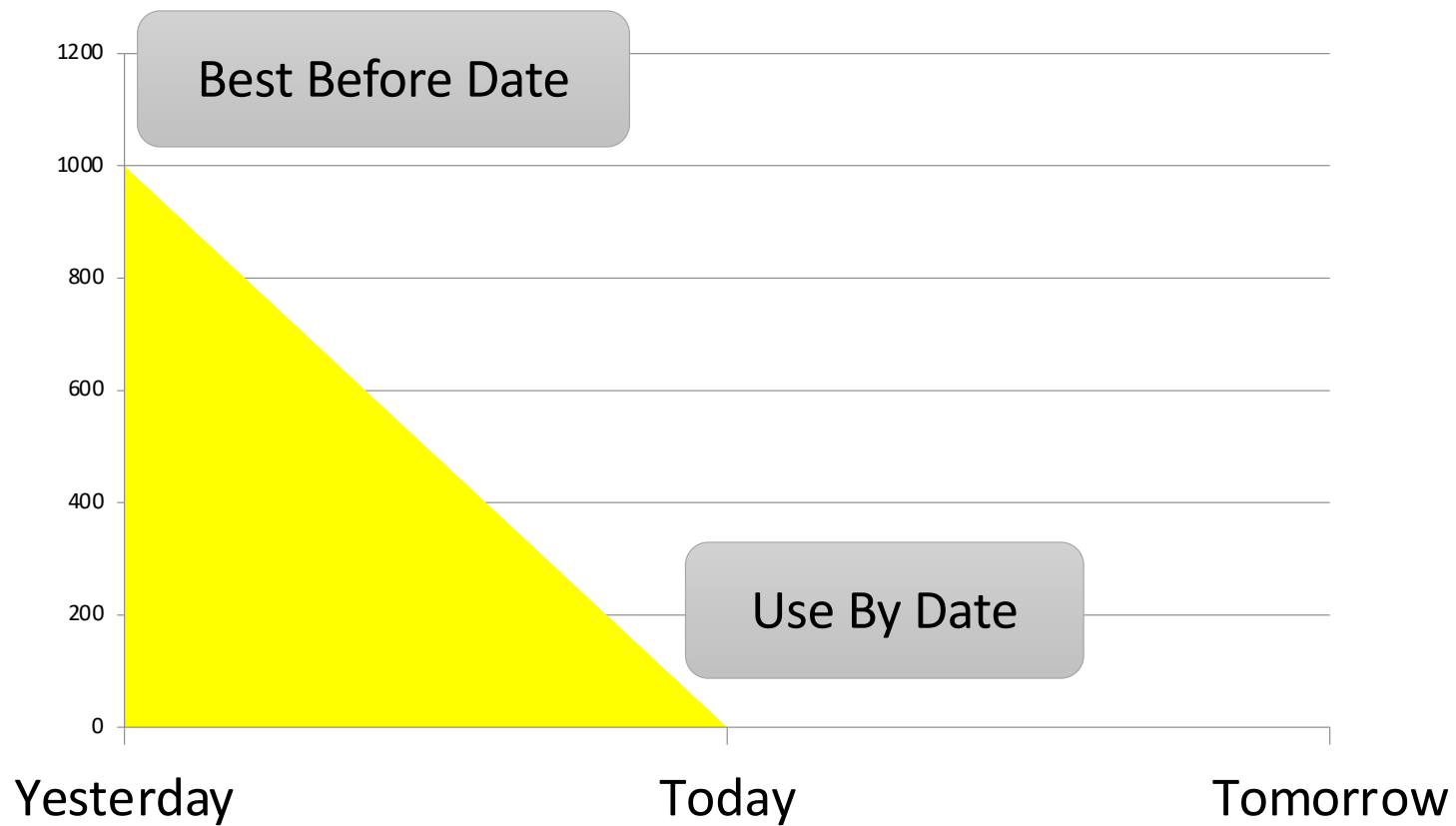
*Different dates result in different values*

*Deadlines are not binary  
(all or nothing)*

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# Yesterday...



Thank you

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