

Objective Driven Agile programme

A 12-week programme for software companies and teams wishing to take an outcome-based approach to modern working. The programme utilises lectures, exercises and coaching at individual and group level.

Objective Driven Agile (ODA) combines agile working methods, like Scrum and Kanban, with the objectives and key results (OKRs) framework to:

- Create **alignment** between leaders and delivery teams.
- Deliver game changing **outcomes** rather than merely backlog items.
- Enhance team **effectiveness** and get more “bang for your buck”.
- Improve **visibility** into work and **communication** with teams.



ODA is derived from Allan Kelly’s best-selling book *Succeeding with OKRs in Agile*. The programme aims to enrol all team members in the pursuit of agreed objectives.

Companies following ODA can expect to meet deadlines and achieve regular product updates. Originally created for software engineering teams other digital teams will benefit from ODA.

ODA in a brief

ODA combines the popular *Objectives and Key Results* planning and delivery framework with tried-and-tested agile working practices in a stripped down, efficient super sprint cycle derived from Scrum.

Teams agree objectives with stakeholders and leaders at the start of each super sprint to advance team missions and company purpose. The team then executes objective focused Sprints within the super sprint. Clear objectives are used to create feedback and enhance alignment iteratively.

With regular deliveries of working product sunk costs are minimised and agility enhanced. This fail-safe protocol allows for change and reprioritization with minimal loss of investment, consequently return on investment will increase significantly.

Unlike some other approaches ODA allows for unplanned work, e.g. DevOps and other "business as usual" activities in parallel with new initiatives. The balance between planned and unplanned is explicitly agreed in team level OKRs.

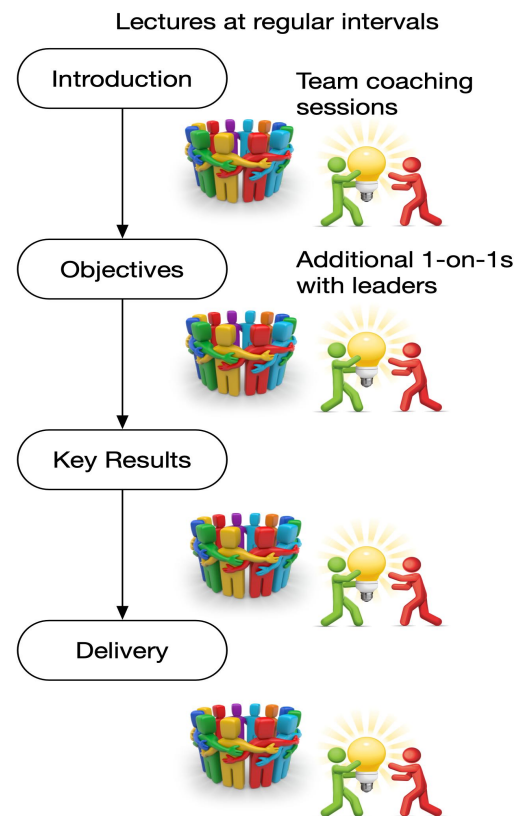
ODA embraces agile principles of team autonomy and self-organization while allowing leadership to set high level priorities and missions.

Programme

A series of lectures describe the ODA process with OKRs including setting objectives, writing key results, the delivery process and using feedback to create alignment. Lectures are supplemented by team specific coaching and one-on-one sessions with leaders.

In addition, an executives briefing is included for leaders outside of the delivery teams. The 1-on-1 sessions are also available for executives who must work with teams following ODA and make organizational changes to align with this approach.

Each client is different so the basic programme format can be modified once the starting point and specific aims are understood.



Delivery

When delivered online four lectures normally occur every 2-weeks with team sessions between lectures.

At the end of the 12 weeks teams will be executing against a set of OKRs set during the programme.

On-site delivery accelerates the programme with 1 day, or two half days, starting the programme with lecture and exercise material. During the following weeks teams receive coaching and 1-on-1 sessions as required.

Other delivery schedules are possible with the mix of online and in-person available. Equally, the number of additional sessions, and the intensity of support can be varied depending on the number of teams and desired pace of adoption.

Sample delivery schedule over several weeks

Who is it for?

The ODA programme is intended for whole teams and their leaders who are struggling with delivery deadlines, effectiveness, and strategy alignment. The team are considered a whole unit for both objective setting and execution.

While this programme is intended for software engineering teams, other technology and digital teams can expect to benefit when using agile approaches.

Attendees typically include software engineers, software testers, product specialists (product managers, business analysts and other product owners), project and development managers plus other leaders and stakeholders who work closely with the team.

Collateral

In addition to lectures, team and any 1-on-1 sessions attendees will receive:

- Slides for all lectures and recordings (when delivered online)
- Certificate of attendance
- Copy of Allan Kelly's book *Succeeding with OKRs in Agile* (second edition)

Prerequisites

A pre-programme readiness assessment is advisable to identify areas the team wish to work on and company goals both for the programme and more widely.

Teams should already be following a basic agile like process – commonly a form of Scrum. Where necessary this can be introduced as part of the programme. Similarly, it is assumed product owners, or similar, are already in place.

Team leaders, and more senior executives, should be available for consultation and wherever possible available to attend training and coaching sessions.

Programme designer



The ODA programme has been designed by Allan Kelly who will normally lead delivery. The programme builds on his work with dozens of teams over the last 10 years and closely follows his books *Succeeding with OKRs in Agile* and *Xanpan: Team centric agile software development*.

In addition to consulting and writing Allan is a popular conference keynote speaker and co-founder of the *Agile on the Beach Conference*.

More information

To learn more about the programme and discuss how it can improve your business please contact Allan Kelly at Software Strategy Ltd., contact@softwarestrategy.co.uk, <http://www.softwarestrategy.co.uk>.