

OKR adoption programme

A fixed price 3-month programme of workshops and coaching designed to assist teams to adopt **objectives and key results** (OKRs) as part of agile style working.

Who is this for?

This programme is designed to involve whole teams - it is teams which will agree and deliver OKRs so this programme is aimed at equipping all teams members to play a full role.

Product Owners and similar roles (e.g. Business Analysts and Product Managers) are given extra attention, both to help ensure delivery of OKRs and prepare them for future OKR cycles.

Other key roles (e.g. Scrum Masters, Project Managers and Delivery Managers) who will play a role in helping the team deliver and liaising with stakeholders are also given particular attention.

Programme objectives

This programme aim to accelerate OKR adoption and reduce risk by improving practice within teams.

At the end of this programme teams can expect to:

- Following a regular OKR cycle
- Collaboratively define objectives and quantify key results
- Integrated OKR planning and execution with agile sprints, roles and practices

As a result of following an OKR structure teams will be able to:

- Communicate with stakeholders and peers using a common format.
- Attain greater clarity of team goals and progress thereby reducing time spent on minor backlog items and non-strategic work.

- Create greater focus within teams and alignment between teams to deliver company goals and strategic objectives.
- Deliver more benefit to stakeholders and customers.

The OKR approach will enhance team level authority and accountability.

Structure

The best way to improve OKR setting and delivery is to undertake end-to-end OKR cycles. Under this programme the team aim to complete two short (6 week) OKR cycles back-to-back. During this period the team will supported and coaches in the use of OKRs and agile.

Following completion it is expected the team will move to longer cycles, e.g. three months.

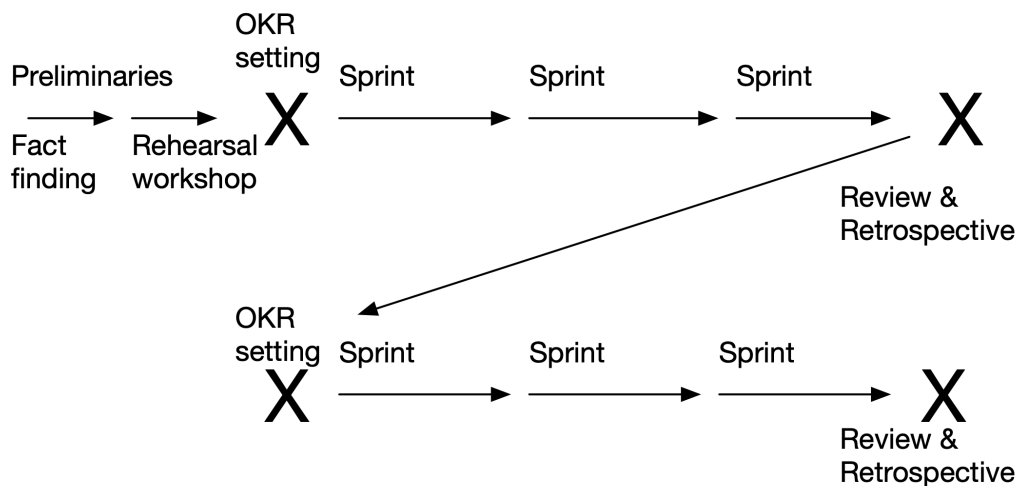


Figure 1: OKR programme adoption runs two short cycles to maximise team experience of setting and closing out OKRs

Stage 1: Investigation

Before the programme formally begins there is a short fact-finding exercise to understand the current team structure, areas of concern, stakeholder priorities and key team members.

Time is dedicated the Product Manager/Owner and to ensure this key role is ready for the first OKR cycle.

Duration: Approximately 3-day (dependent on stakeholders)

Stage 2: Rehearsal workshop

The rehearsal workshop serves to formally start the programme, introduce team members to the concepts behind OKRs, understand the nature of OKRs and practice setting OKRs.

Duration: 2-half days

Stage 3: Cycle 1

The cycle begins, as do all OKR cycles, with setting the OKRs. The setting meeting will involve all teams members and may be spread over several days. At the end of which the team will have a limited number of OKRs to pursue for the next six weeks (three Sprints).

During regular sprint ceremonies support is provided to help team members integrate OKRs into existing routines and practices. Between ceremonies team members are coached in working with OKRs as part of an agile process. Additional coaching is provided to the Scrum Master so they are able to support OKRs on an ongoing basis, and to the Product Owner to ensure they are prepared for future OKR setting sessions.

The first cycle will be a rapid learning process as team members adjust to agile with OKRs. At the end of the period OKRs will be reviewed - including stakeholder consultations - and a retrospective held with the aim of improving future OKR cycles.

Stage 4: Cycle 2

The second cycle follows the same pattern as the first, the key change is the focus is now on handing over the process to the team members and ensuring that the programme benefits are both realised and maintained.

Prerequisites

Teams should already be familiar with and working in an Agile fashion, most probably Scrum style sprints with a designated Product Owner.

Where teams are not already working agile it may be better to use the *Agile Adoption Programme* with OKR modifications.

Programme creator

Allan Kelly, BSc, MBA is a keynote speaker and author of several books including “Succeeding with OKRs in Agile” and “Business Patterns for Software Developers”. He has 20 years experience at the code face and 15 years helping companies improve the way they work through agile approaches.

Past clients have included Virgin Atlantic, Reuters, geospatial data experts Fugro, SWIFT payment network and the Grow Cornwall programme where he introduced agile working to many smaller companies in the county.



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