



# Achieving Success **with OKRs**

*Mariya Breyter, Enterprise Transformation Leader*



# *Why am I here?*

My specialty is transforming organizations, large and small, to a Lean and Agile mindset.  
[www.agileleantransformation.com](http://www.agileleantransformation.com)



Psychological safety



Alignment



Innovation



Measurement



Gamification



Fun

# WHY DO WE NEED OKRs?



yes



no

Everything is #1 priority – we're pulled in all directions.

How will we know when we're done?

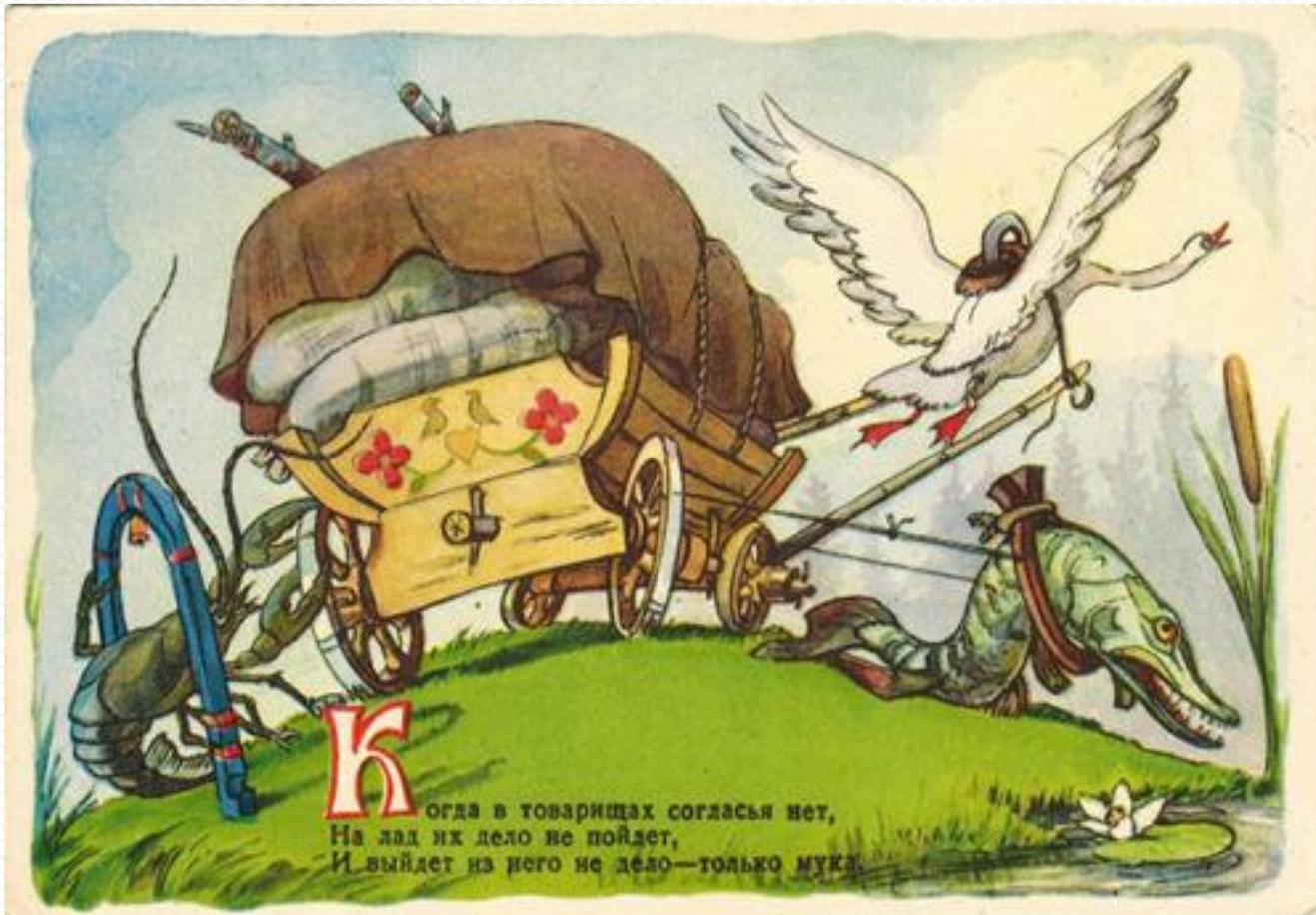
Why are we doing this?

Our dependencies are misaligned.

I did not know this was expected.

# WHY IS THIS IMPORTANT?

Ivan Krylov, “Swan, Pike, and Crawfish” (1814)



Once Crawfish, Swan and Pike  
Set out to pull a loaded cart,  
And all together settled in the traces;  
They pulled with all their might, but still the  
cart refused to budge!  
The load it seemed was not too much for  
them:  
Yet Crawfish scrambled backwards,  
Swan strained up skywards, Pike pulled  
toward the sea.  
Who's guilty here and who is right is not for  
us to say —  
But anyway **the cart's still there today.**

# WHAT ARE OKRs?

“I will (Objective” as measured by (Key Results)”

1

OKRs bring alignment and focus around measurable goals.

3

Key Results are a set of metrics that measure out progress towards the Objective.

2

Objectives are memorable qualitative descriptions and what we want to achieve.

4

OKRs set a simple cadence that engages each team’s perspective and creativity.

The goal is to ensure that everyone is going in the same direction, with clear priorities, in a constant rhythm.

# TAKING ENTERPRISE AGILITY to a new level with OKRs

OKRs cascade across the enterprise, thus aligning all functions and creating transparent outcomes.

## ORGANIZATIONAL GOAL PERSPECTIVE

OKRs help companies set goals at enterprise level and then focus on achieving the outcomes.

Agile programs manage dependencies by removing waste and reducing variation.

## PROGRAM GOAL PERSPECTIVE



## INDIVIDUAL GOAL PERSPECTIVE

Well-defined goals in an agile environment foster individuals' motivation and their ability to learn and grow.

Team-level objectives enables teams' collaboration and their ability to innovate and cross-pollinate.

## TEAM GOAL PERSPECTIVE



# Machine Learning Approach to OKR setting

A complex network diagram with numerous nodes and connecting lines, rendered in a light gray color against a white background. The lines vary in thickness and density, creating a web-like structure. A solid blue rectangular box is overlaid on the right side of the image, containing the text.

# OKR Anti-Patterns

# GOOD or BAD OKRs?



**OBJECTIVE - Improve efficiency with a data-driven approach to sales**

**KEY RESULT 1 – Complete Salesforce cutover to reduce cycle time by 15%**

**KEY RESULT 2 – Record all validated opportunities in Salesforce Enterprise Instance**

**KEY RESULT 3 – Achieve 4x pipeline coverage ratio**

**KEY RESULT 4 – Increase average deal size from 20.5K to 32K**

**KEY RESULT 5 – Qualify all sales-ready leads within 7 days**

# GOOD or BAD OKRs?

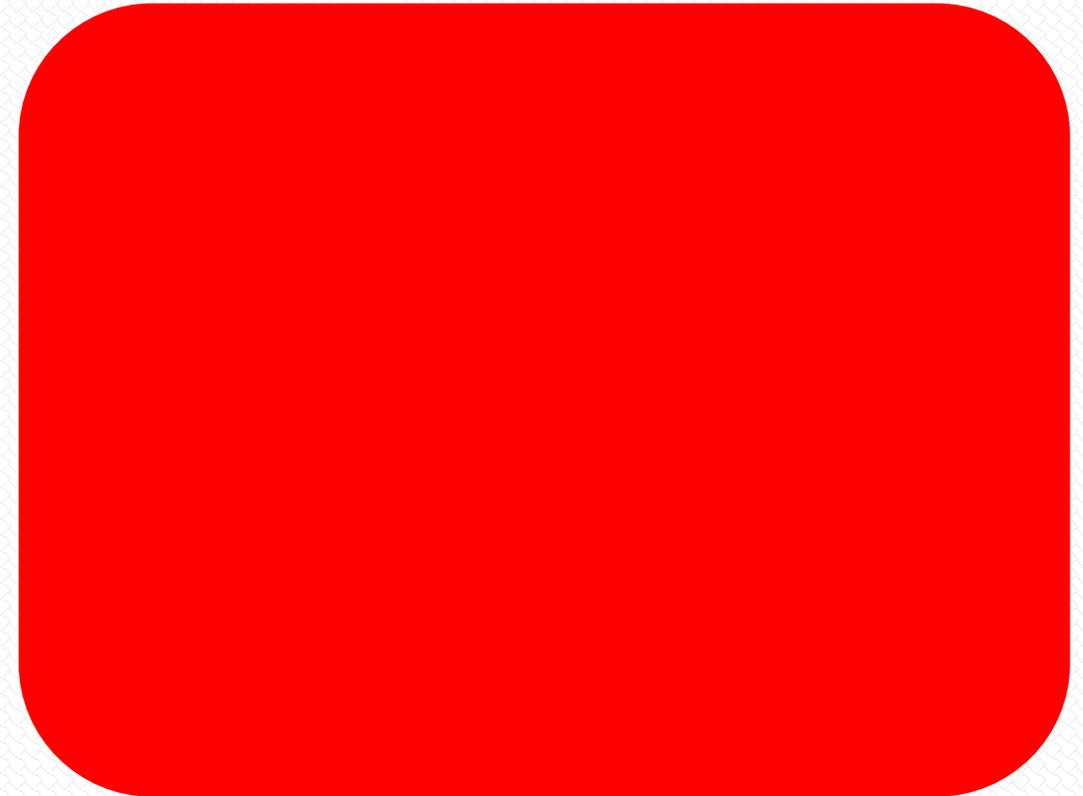
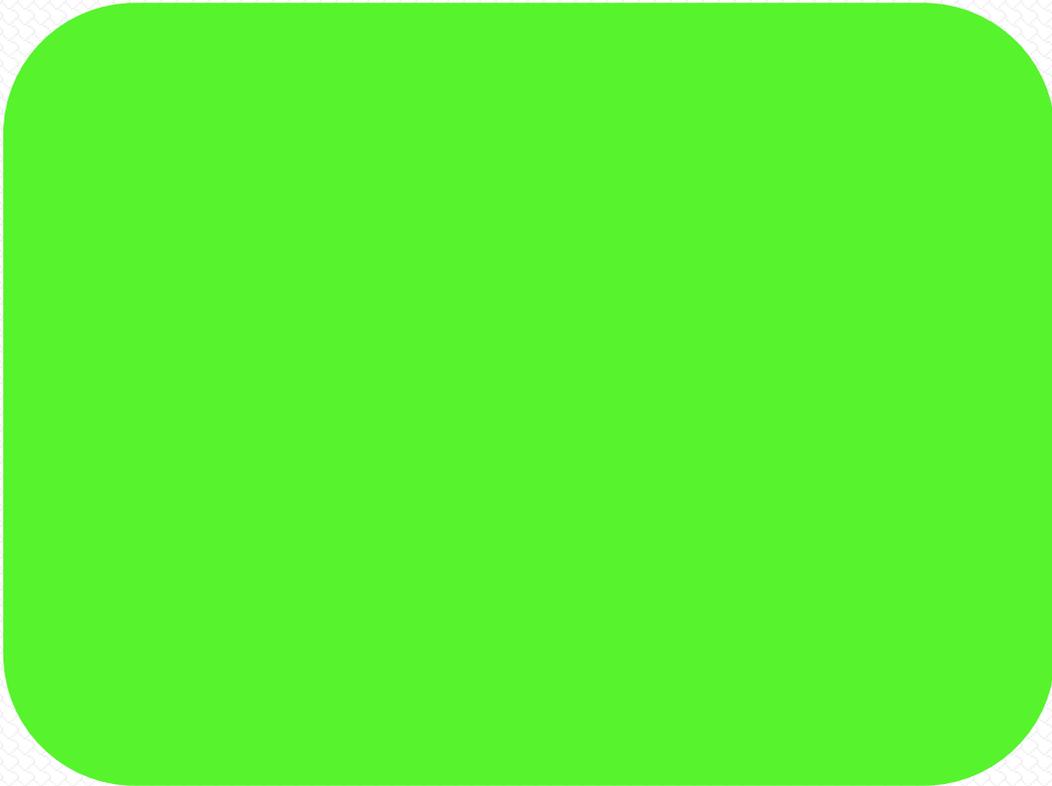


**OBJECTIVE** - Become #1 free mobile banking app in Europe by

**KEY RESULT 1** – Deploying three new features by October

**KEY RESULT 2** – Launching a marketing campaign in three languages by August

**KEY RESULT 3** – Redesigning visuals and layout of the website



# ANTI-PATTERN 1: “LAUNDRY LIST”



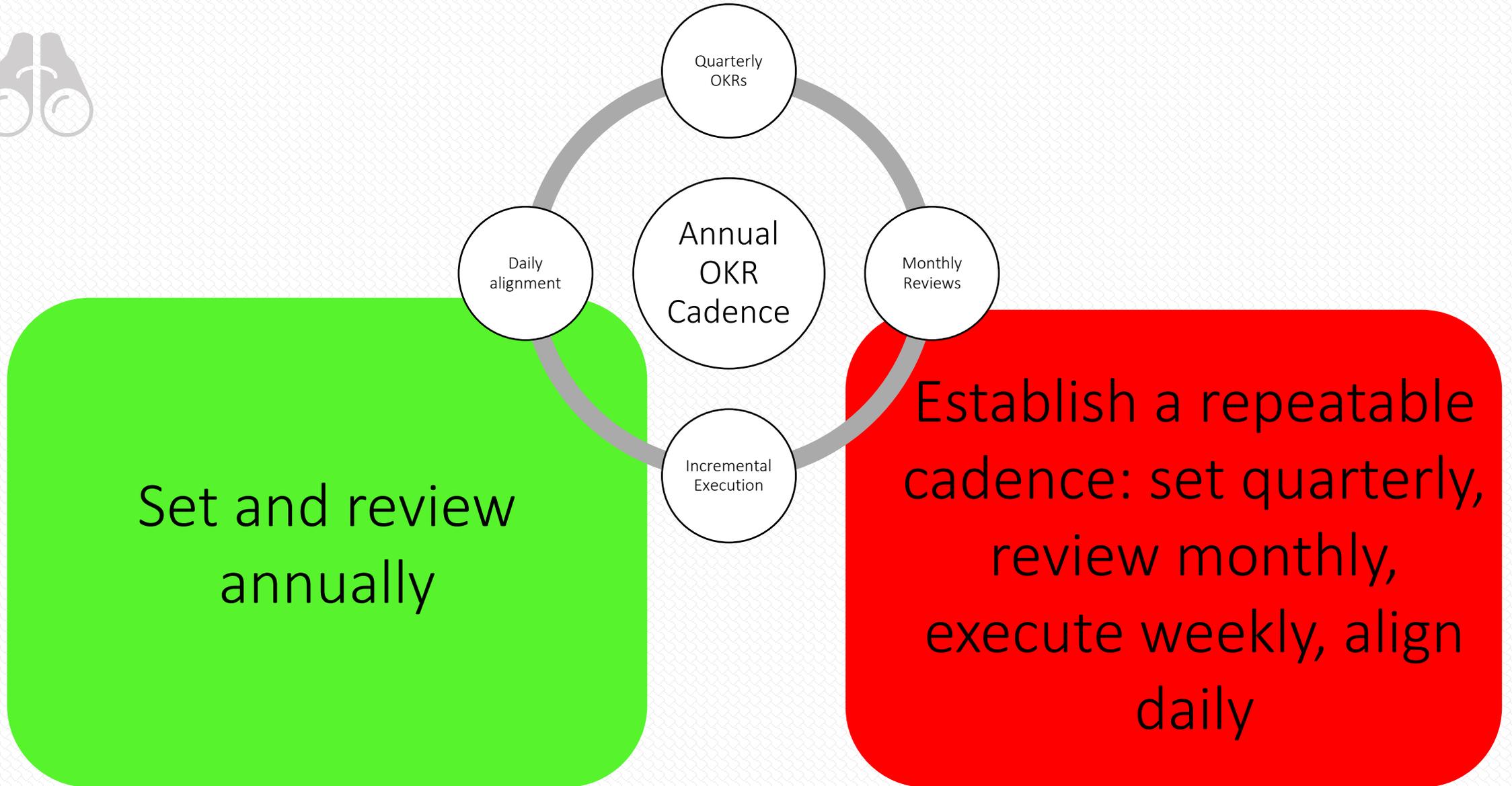
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## ANTI-PATTERN 2: "DON'T LOOK BACK"



Set and review annually

Establish a repeatable cadence: set quarterly, review monthly, execute weekly, align daily

# GOOD or BAD OKRs?



**OBJECTIVE - Support all internal systems by**

**KEY RESULT 1** – Following all operational procedures

**KEY RESULT 2** – Providing tracking and monitoring

**KEY RESULT 3** – Following all service level parameters

**KEY RESULT 3** – Ensuring proper uptime

**KEY RESULT 4** - Providing secure connections

**KEY RESULT 5** – Ensuring data security

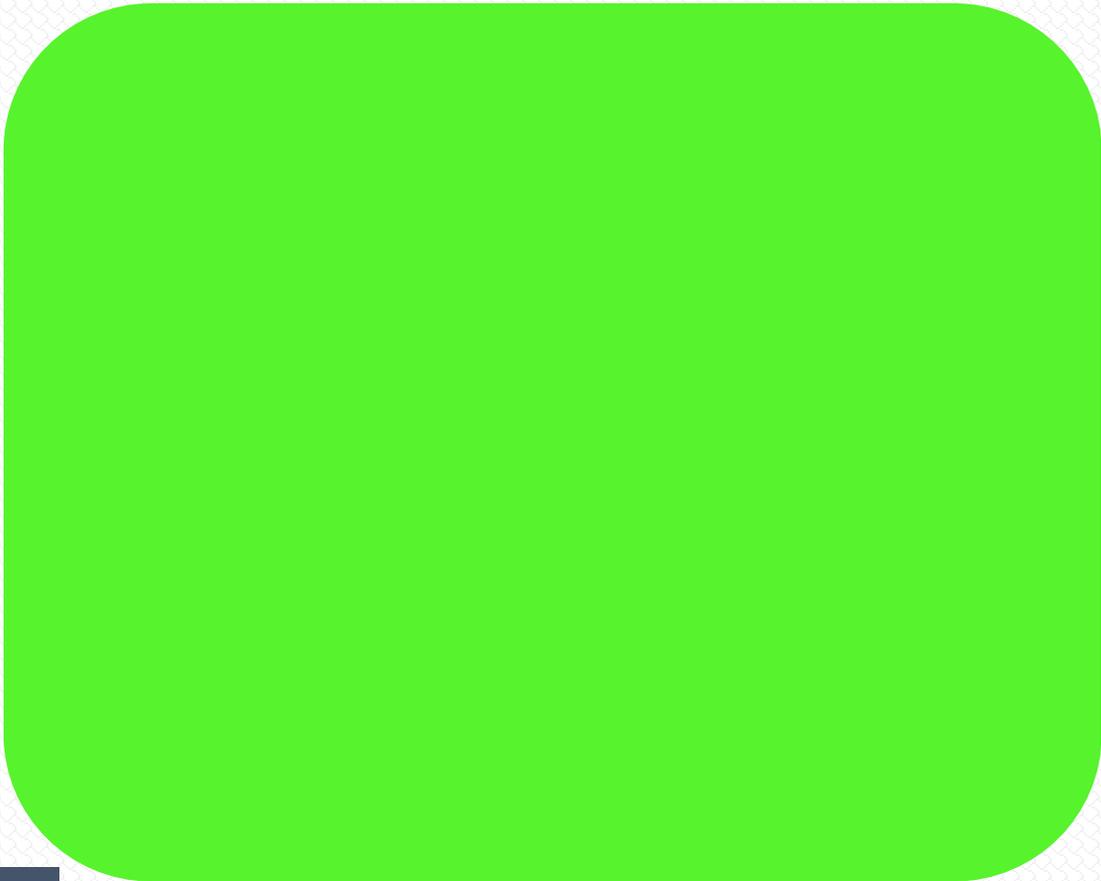
**KEY RESULT 6** – Enabling user logon

**KEY RESULT 7** – Cataloguing all systems on a regular basis

**KEY RESULT 8** – Providing proper documentation



# ANTI-PATTERN 3: “BAU SYNDROME”



**OBJECTIVE - Support all internal systems by**  
**KEY RESULT 1 – Following all operational procedures**  
**KEY RESULT 2 – Providing tracking and monitoring**  
**KEY RESULT 3 – Following all service level parameters**  
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# GOOD or BAD OKRs?



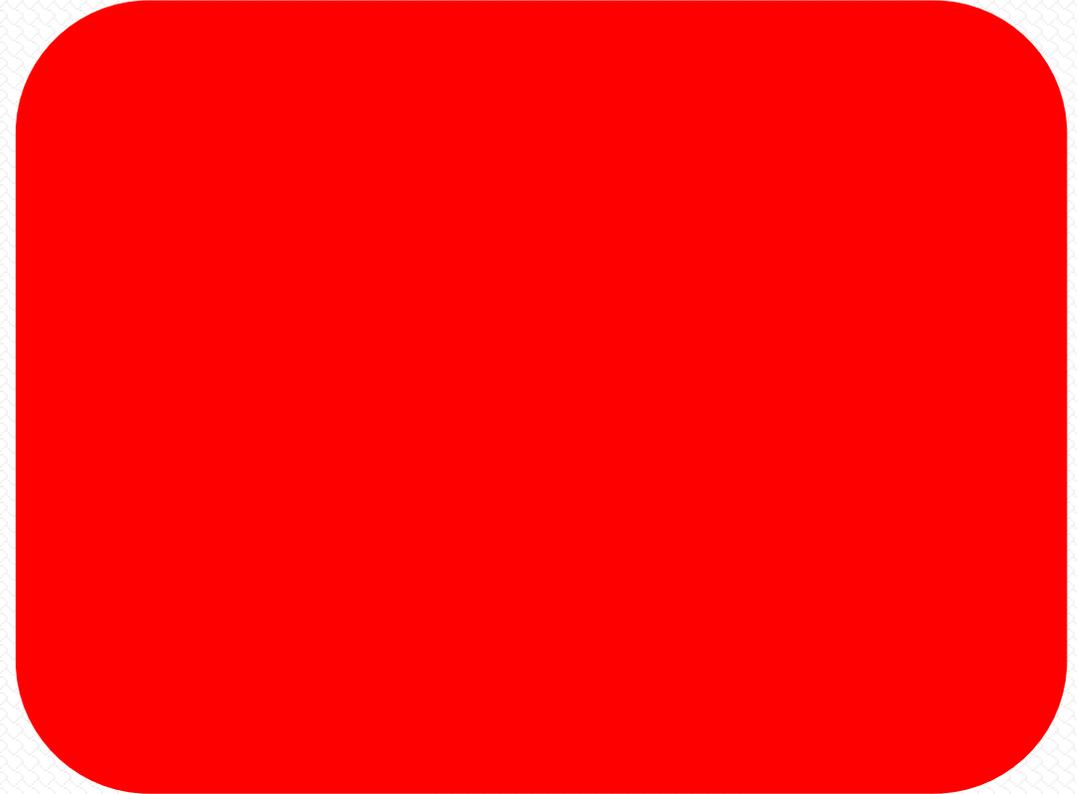
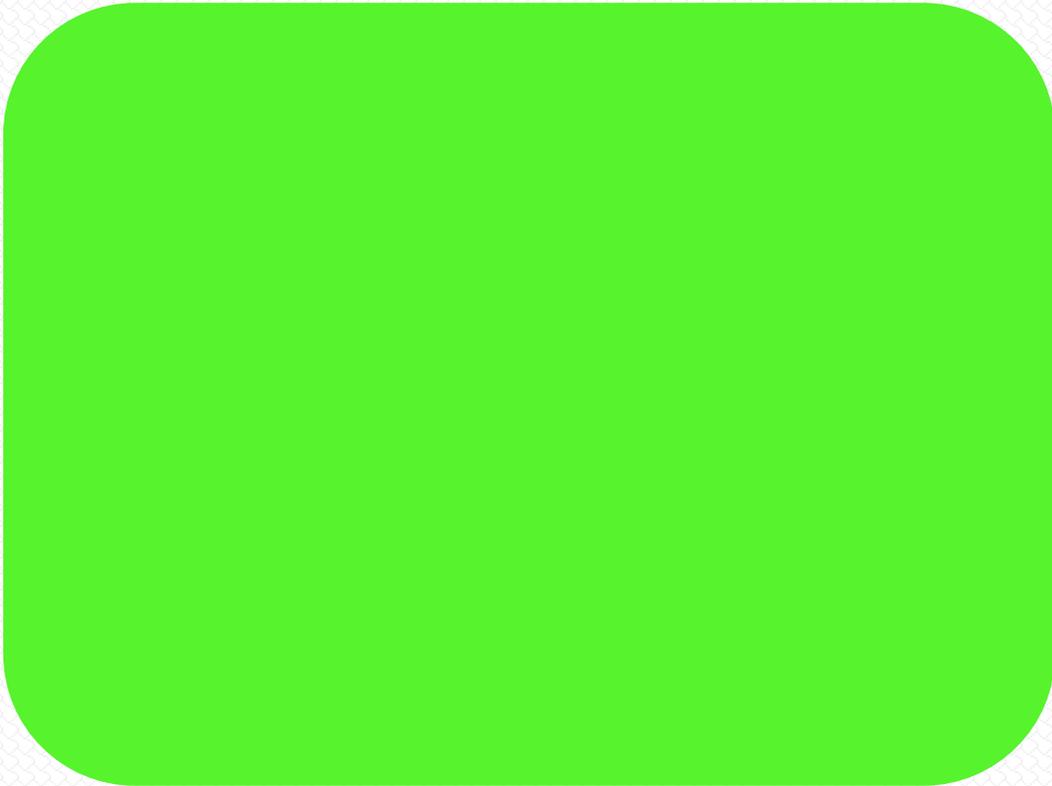
**OBJECTIVE** - Increase efficiency of QA processes

**KEY RESULT 1** – Test cases for all P1, P2 stories are completed & handed over to dev before development starts (compliance to be measured every sprint)

**KEY RESULT 2** – 1 week before release date, no blockers & critical bugs should be open

**KEY RESULT 3** – Bug leakage to production for critical issues is less than 1%

**KEY RESULT 4** – Less than 3 bugs reported by end users per release



## ANTI-PATTERN 4: “MISMATCHED O/KRs”



**OBJECTIVE** - Increase efficiency of QA processes

**KEY RESULT 1** – Test cases for all P1, P2 stories are completed & handed over to dev before development starts (compliance to be measured every sprint)

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# GOOD or BAD OKRs?



OBJECTIVE - Increase the number of stores by 10%

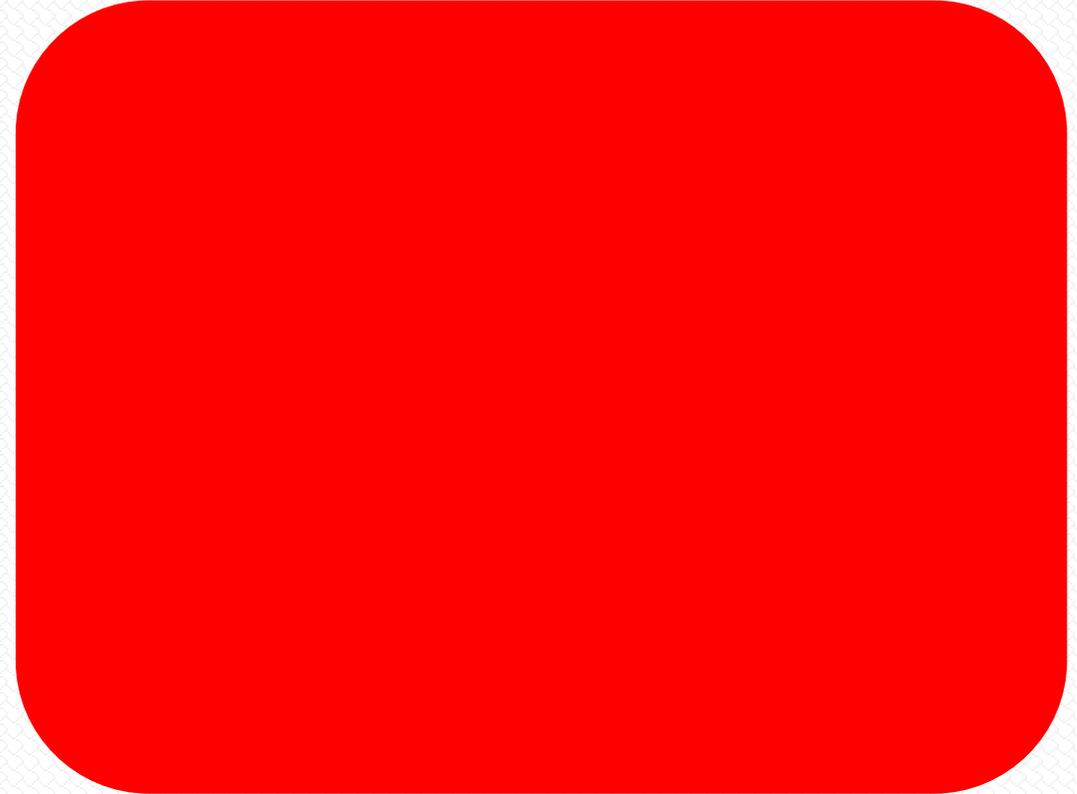
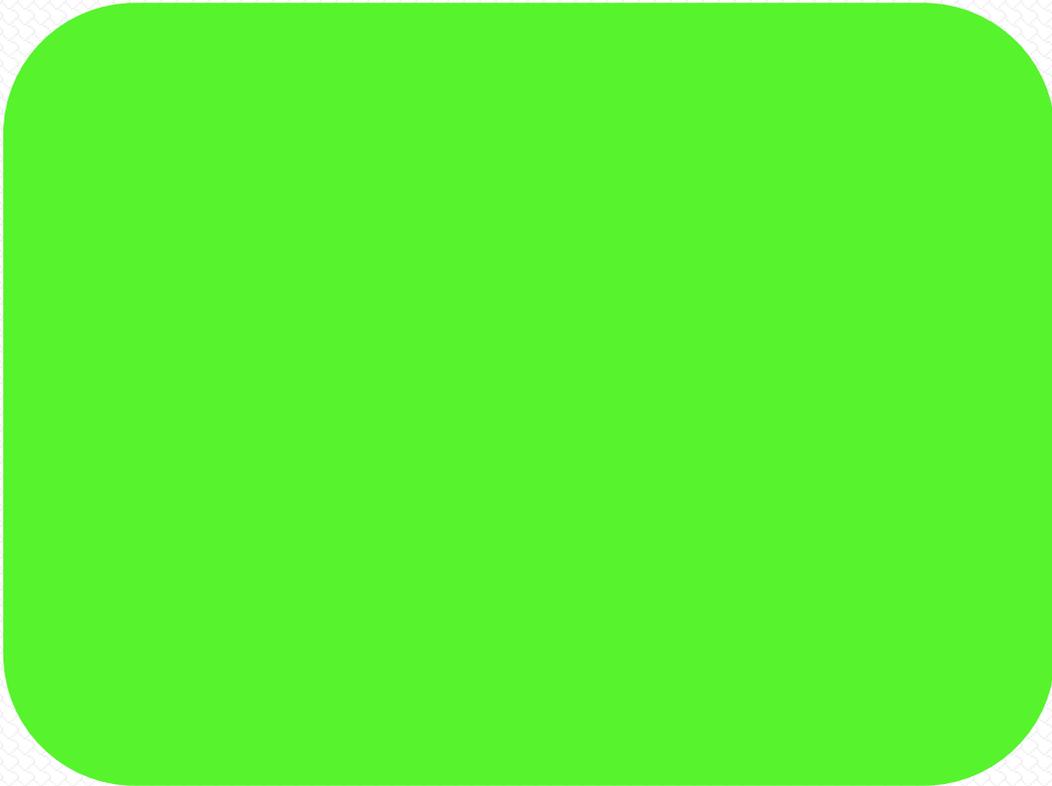
KEY RESULT 1 – Open new stores

KEY RESULT 2- Implement new store design

KEY RESULT 3 – Attract new shoppers in three new geographies

KEY RESULT 4 – Receive positive feedback from customers

KEY RESULT 5- Ensure no impact on online store profits



# BANTI-PATTERNS 5: VAGUE/HARD-TO-MEASURE OKRs



**OBJECTIVE** - Increase the number of stores by 10%

**KEY RESULT 1** – Open new stores

**KEY RESULT 2**- Implement new store design

**KEY RESULT 3** – Attract new shoppers in three new geographies

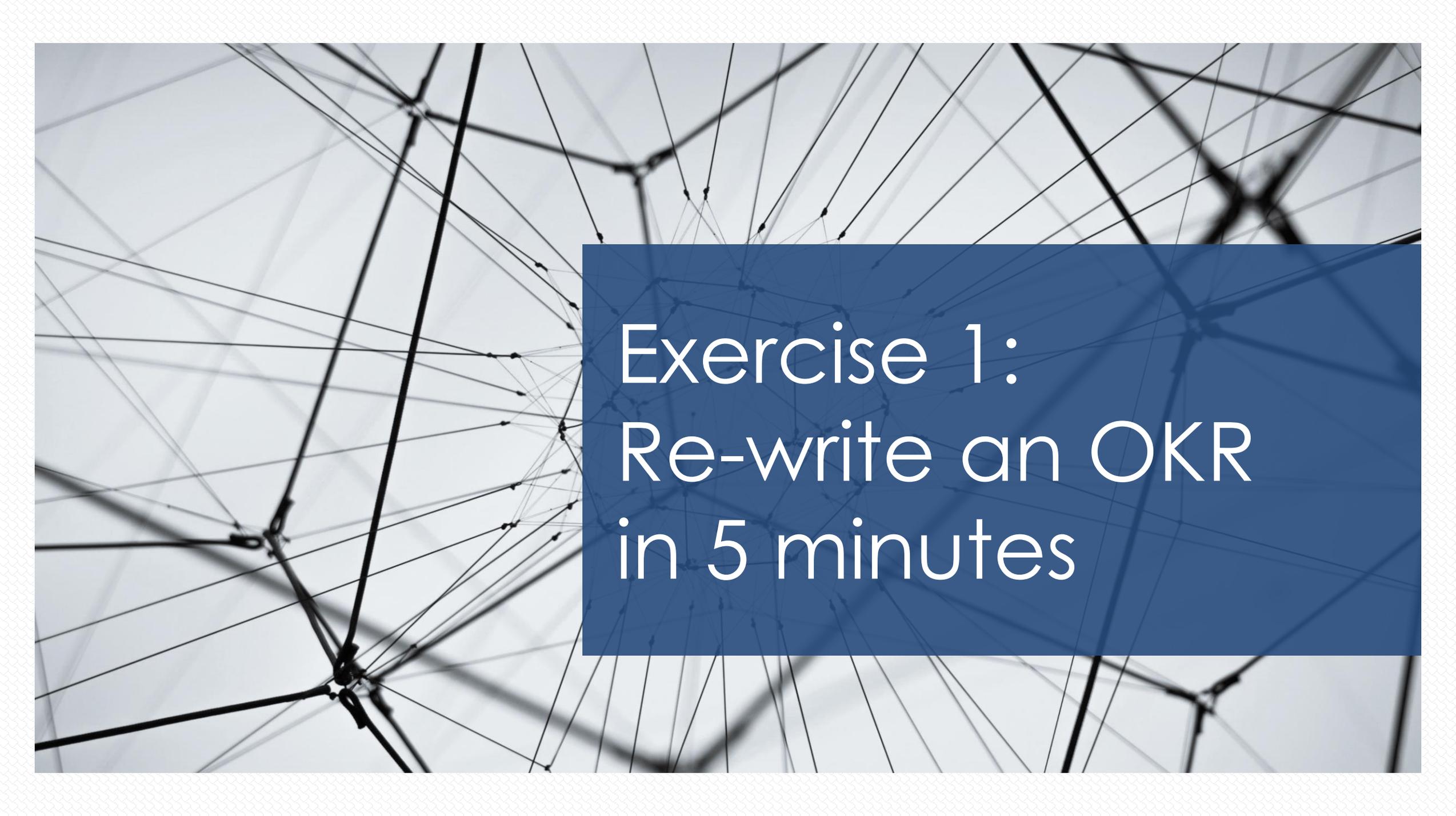
**KEY RESULT 4** – Receive positive feedback from customers

**KEY RESULT 5**- Ensure no impact on online store profits

## OTHER ANTI-PATTERNS TO WATCH FOR



Unrealistic OKRs  
Irrelevant OKRs  
Top-down OKRs  
Set-in-stone OKRs  
Performance OKRs



Exercise 1:  
Re-write an OKR  
in 5 minutes

# GOOD or BAD OKRs?



1

**OBJECTIVE** - We will achieve a higher operational availability and lower operational costs as measured by

**KEY RESULT 1** – Zero DevOps owned services in <Provider> (move everything to the cloud)

**KEY RESULT 2**- 10% reduction in <cloud implementation> operational cost

**KEY RESULT 3** – Zero single points of failure

2

**OBJECTIVE** - We will deliver working software to the customer every sprint with high quality by

**KEY RESULT 1** – Delivering to production every sprint (no single release is more than 1 day late)

**KEY RESULT 2**- Achieving over 80% regression test automation

**KEY RESULT 3** - Increasing unit test coverage to 75 % from current 45 %

**KEY RESULT 4** - Implementing a continuous monitoring tool to ensure “six nines” uptime for lower environments

**KEY RESULT 5**- Enabling engineers manage lower environments within required SLAs

# IMPROVING OKRs



Use this as an example

**OBJECTIVE** - We will achieve a higher operational availability and lower operational costs as measured by

**KEY RESULT 1** – Zero DevOps owned services in <Provider> (move everything to the cloud)

**KEY RESULT 2**- 10% reduction in <cloud implementation> operational cost

**KEY RESULT 3** – Zero single points of failure

What is wrong here?

**OBJECTIVE** - We will deliver working software to the customer every sprint with high quality by

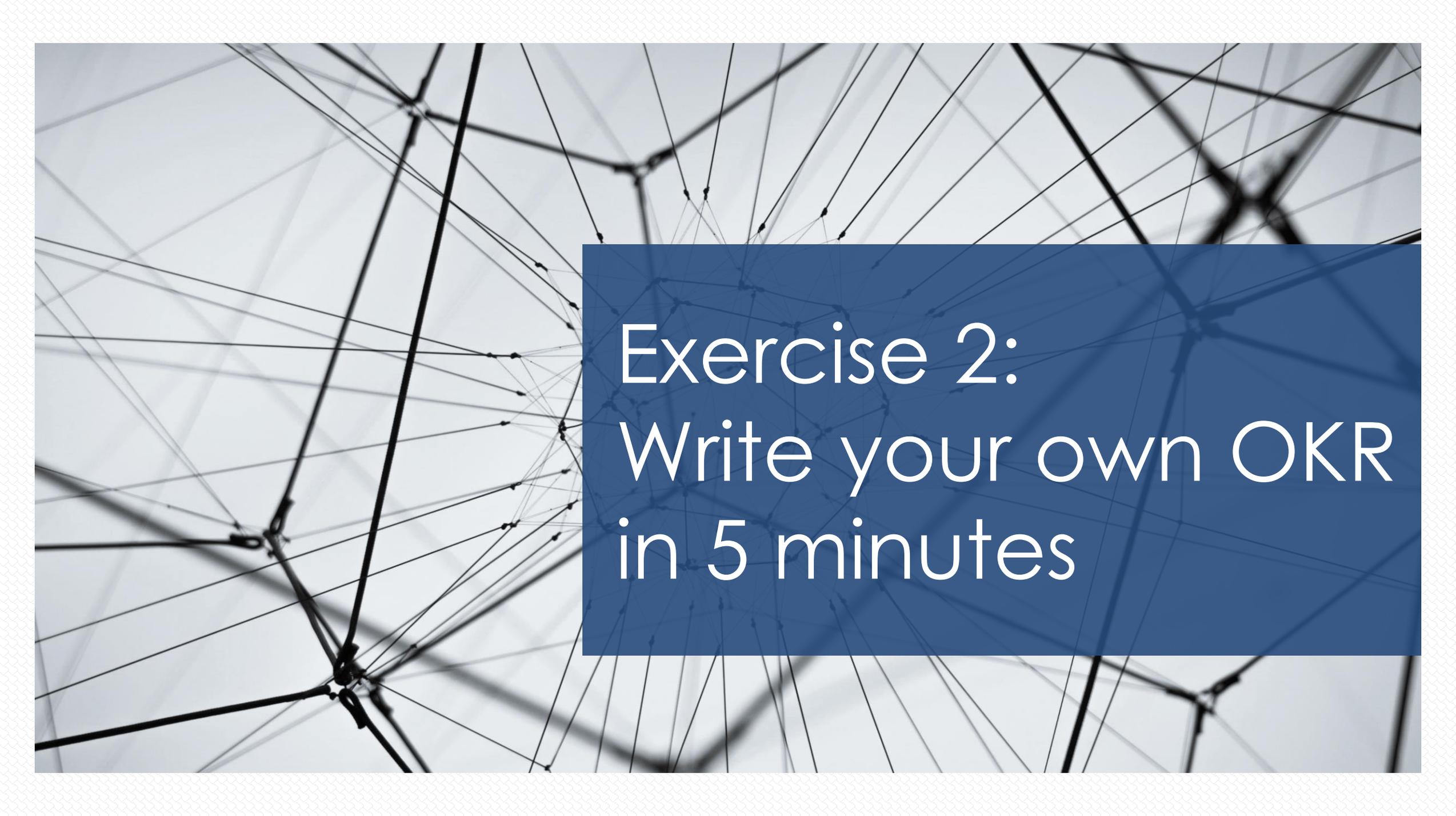
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A background image showing a complex network of black lines and nodes on a light gray background, resembling a web or a data network. The lines are of varying thickness and connect various points, creating a dense, interconnected structure.

Exercise 2:  
Write your own OKR  
in 5 minutes

# ZOOM VIDEO COMMUNICATIONS

## **Zoom Video Communications Mission Statement**

Our mission is to develop a people-centric cloud service that transforms the real-time collaboration experience and improves the quality and effectiveness of communications forever.

## **Zoom Video Communications Vision Statement**

Video communications empowering people to accomplish more

**Exercise:** In 5 minutes, create one hypothetical Zoom OKRs for 2021. Document your assumptions. Post in the chat.

# OKR WORKSHOP STEP 1: Define

## Company OKR

**Annual Objective:** \_\_\_\_\_  
KRI: \_\_\_\_\_  
KR2: \_\_\_\_\_  
KR3: \_\_\_\_\_



State your mission.



Formulate a compelling objective.



Split it into key results.



Share and get feedback.

The background features a complex network diagram with numerous nodes and connecting lines. A semi-transparent red rectangle is overlaid on the left side of the image, containing the text 'Step 2. ALIGN'.

# Step 2. ALIGN

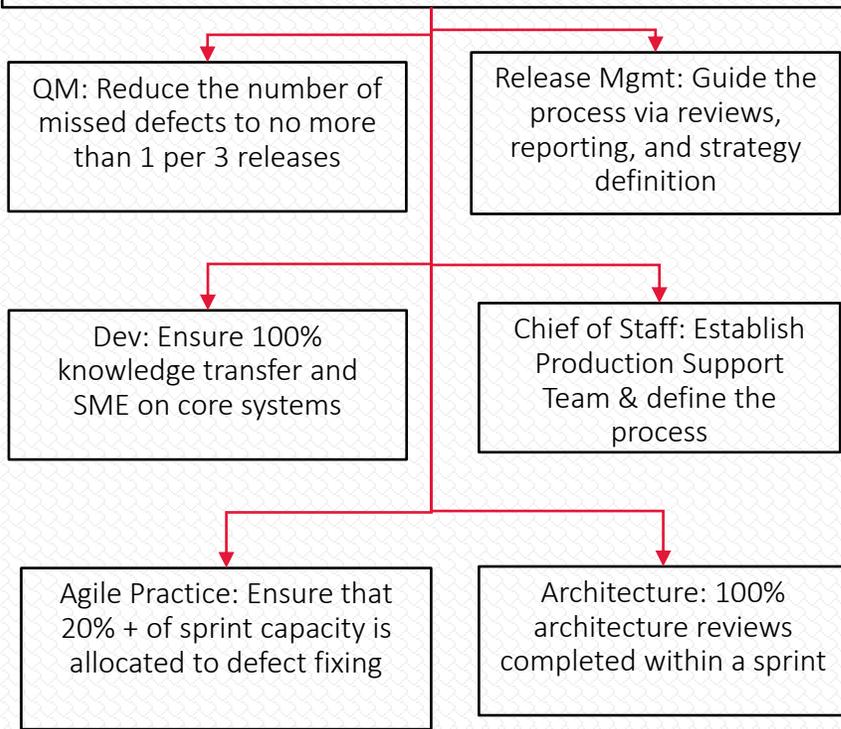
The background of the image is a complex network diagram consisting of numerous black nodes connected by thin black lines, creating a web-like structure. A semi-transparent blue rectangular box is overlaid on the right side of the image, containing white text. The text is a quote by Jerry Dunn, which reads: "Don't limit your challenges. Challenge your limits." followed by the attribution "- Jerry Dunn".

“Don't limit your  
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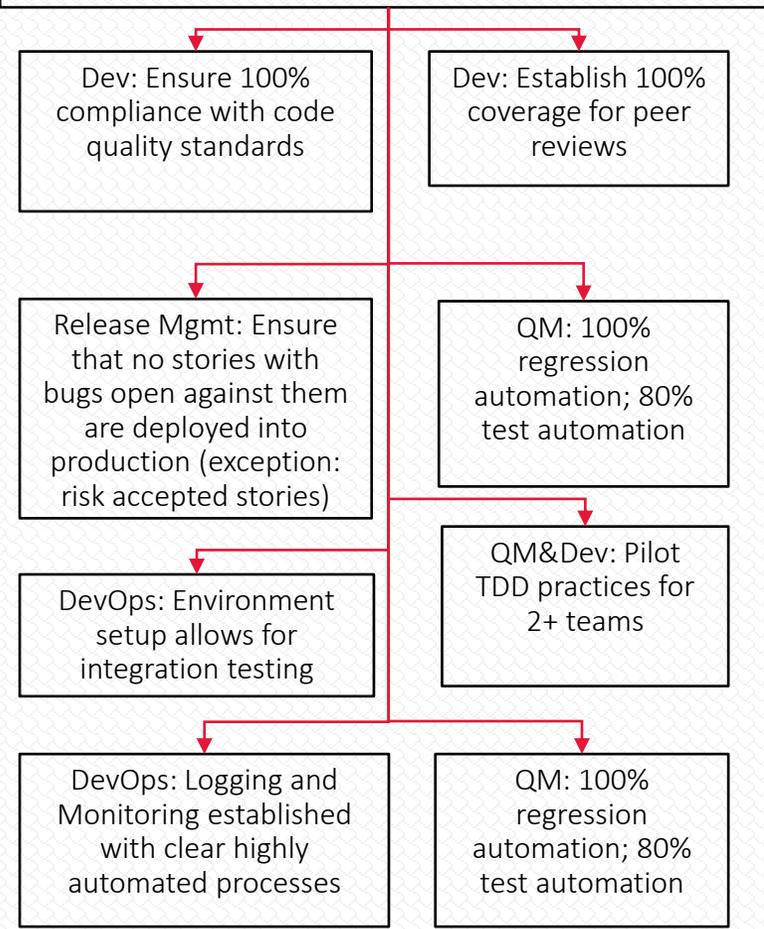
- Jerry Dunn

# Sample Objective: Improve Application Quality, Stability and Reliability

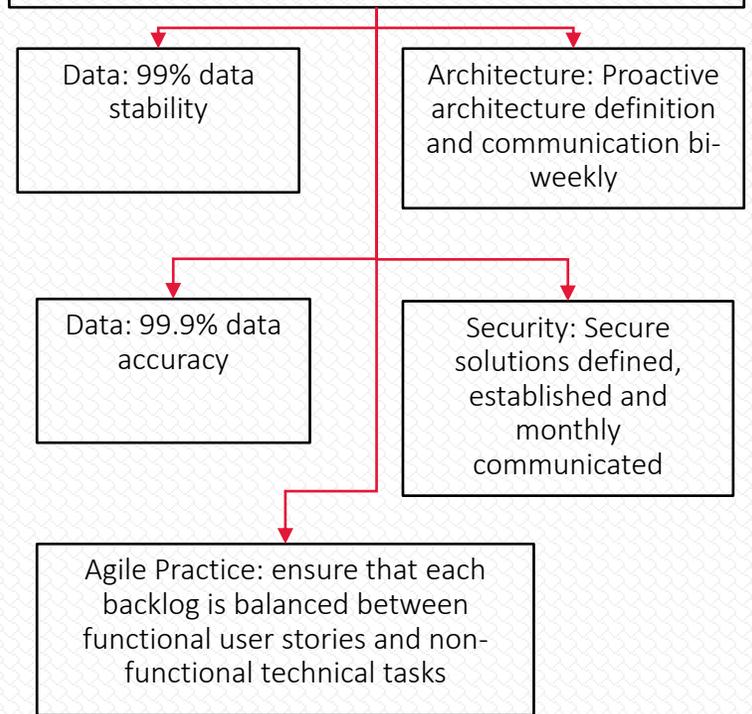
## Key Result 1: Reduce number of production defects by 50%



## Key Result 2: Improve quality of delivery within a sprint

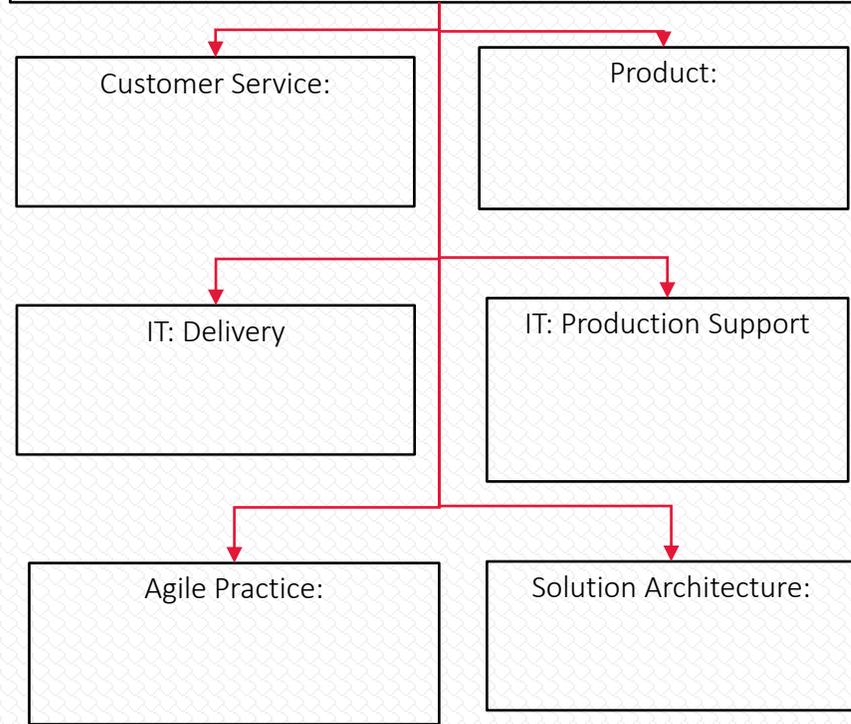


## Key Result 3: Increase System Stability and Reliability by 30%

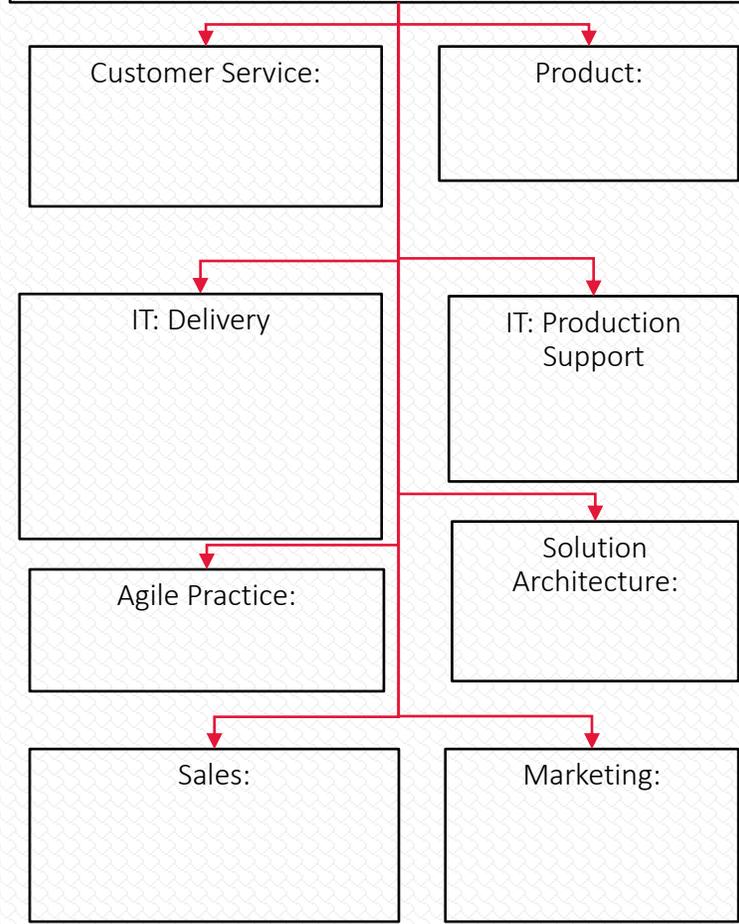


# Objective: Improve Customer Experience

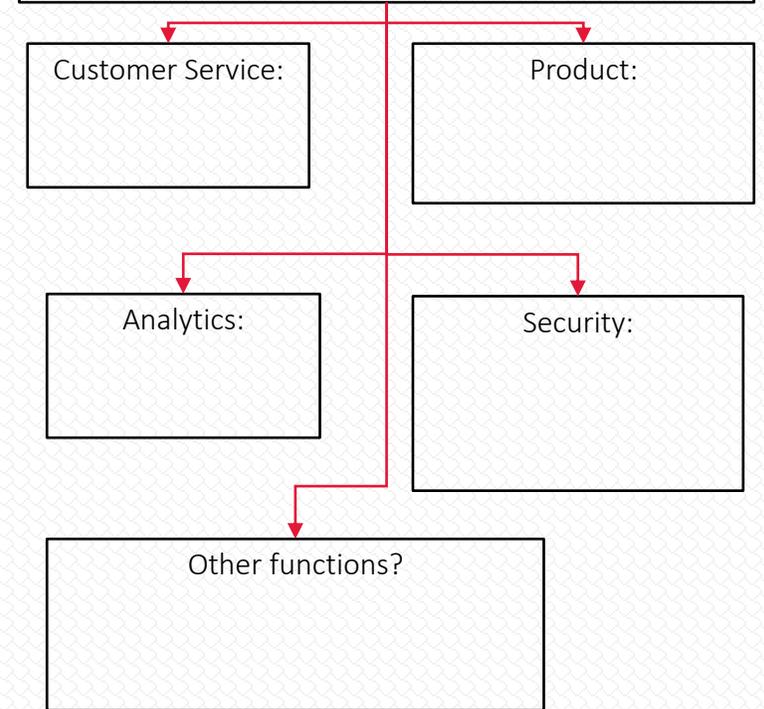
**Key Result 1: NPS score goes 2 points up**



**Key Result 2: Implement 10 highest priority features on a quarterly basis**

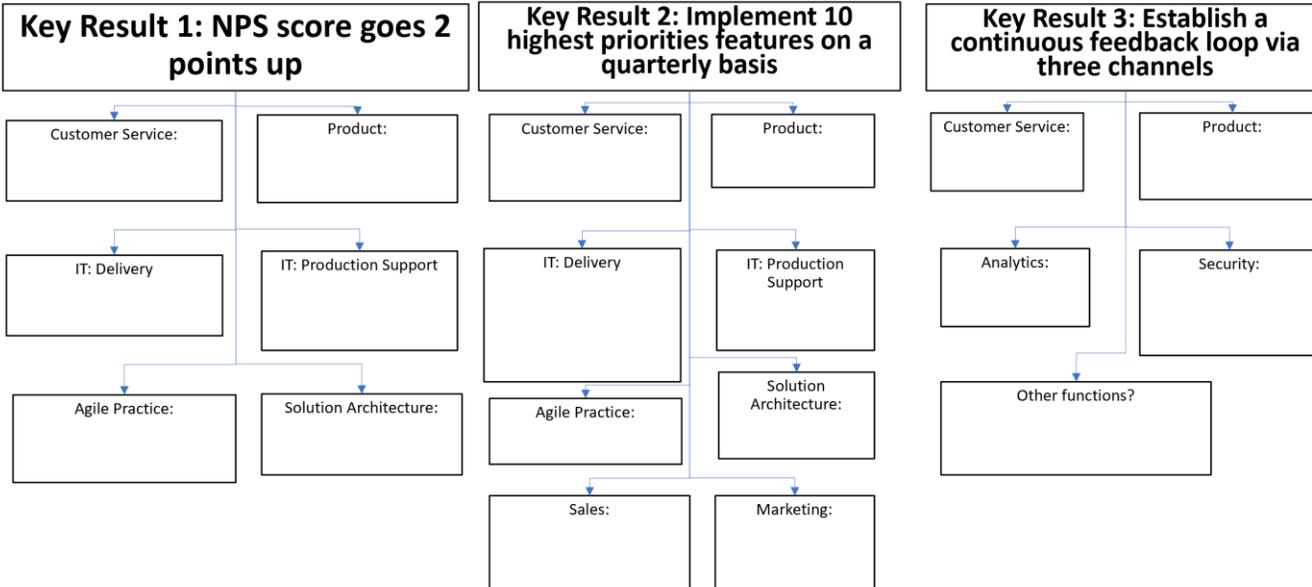


**Key Result 3: Establish a continuous customer feedback loop via three channels**



# OKR WORKSHOP STEP 2: Align

Objective:  
Improve Customer Experience



1 Select an alignment area.



2 Define your org structure and related OKRs.



3 Create a cascading view of your OKRs with clear ownership.

The background features a complex network diagram with numerous nodes and connecting lines. A prominent red rectangular overlay is positioned on the left side of the image. The text 'Step 3. REFINE' is written in white, sans-serif font across the red area.

Step 3. REFINE



“Measure what is measurable and make measurable what is not.” - Galileo Galilei

# Company OKR: Respond to market needs by delivering new functionality to global customers daily

**Objective:** We will enable daily production deployments to global customers with high quality at no additional expense by

KR1: Performing 80% of application testing without requiring an integrated environment.

KR2: Enabling daily deployments with full regression testing.

KR3: Reducing high priority and critical production defects to no more than one per 20 deployments.

Objective	Key Results	Score
Q1: Improve application architecture to decouple solutions for testing and deployment purposes	Perform 80% of application testing without requiring an integrated environment	0-integrated environment is required in 100% of testing; 0.5 – 50%; 1- integrated environment is required in 20% of testing
	Deploy the application independently from other services/applications it depends on	0 – deployments are tightly coupled; 0.5 – deployments are loosely coupled; 1 – components can be deployed independently on demand
Q2: Ensure that all delivery teams are cross-functional	All delivery teams have skills necessary to design, develop, test, deploy, and operate the system on the same team	0 – none of the teams are cross-functional; 0.5 – 50% of teams, 1- 100% of teams are cross-functional
	Each team has access to manage relevant lower environments with a dedicated team member authorized to perform production deployments	0 – no access, all done by a dedicated team; 0.5 – lower environments only, 1 – all environments including production within agreed upon process
Q3: Ensure proper deployment tools and related skills	Optimize deployment tools and frameworks to enable daily deployments with full regression testing	0 – no changes; 0.5 – implement daily deployments with some manual testing; 1- full regression automation
	Ensure necessary skills are in place on each team	0 – no training; 1- train everyone
	Ensure all technologies are correctly licensed	0 – no audit; 1- internal audit, 100% confirmed
Q4: Build quality in by implementing BDD for 100% of regression testing	Reduce high priority and critical production defects to no more than one per 20 deployments	0 – more than 5 defects per 20 deployments (current data), 0.5 – no more than 3 defects, 1 – no more than 1 defect

# OKR WORKSHOP STEP 3: Refine



For each of your objectives, create quarterly KR.



For each external dependency, get a handshake. If not possible, refine until it is achievable.



Come up with pre-grading for each KR.



Agree on ownership.

**Annual Objective:** \_\_\_\_\_

KR1: \_\_\_\_\_

KR2: \_\_\_\_\_

KR3: \_\_\_\_\_

Q1 Objective	Q1 Key Results	Pre-grading/Score

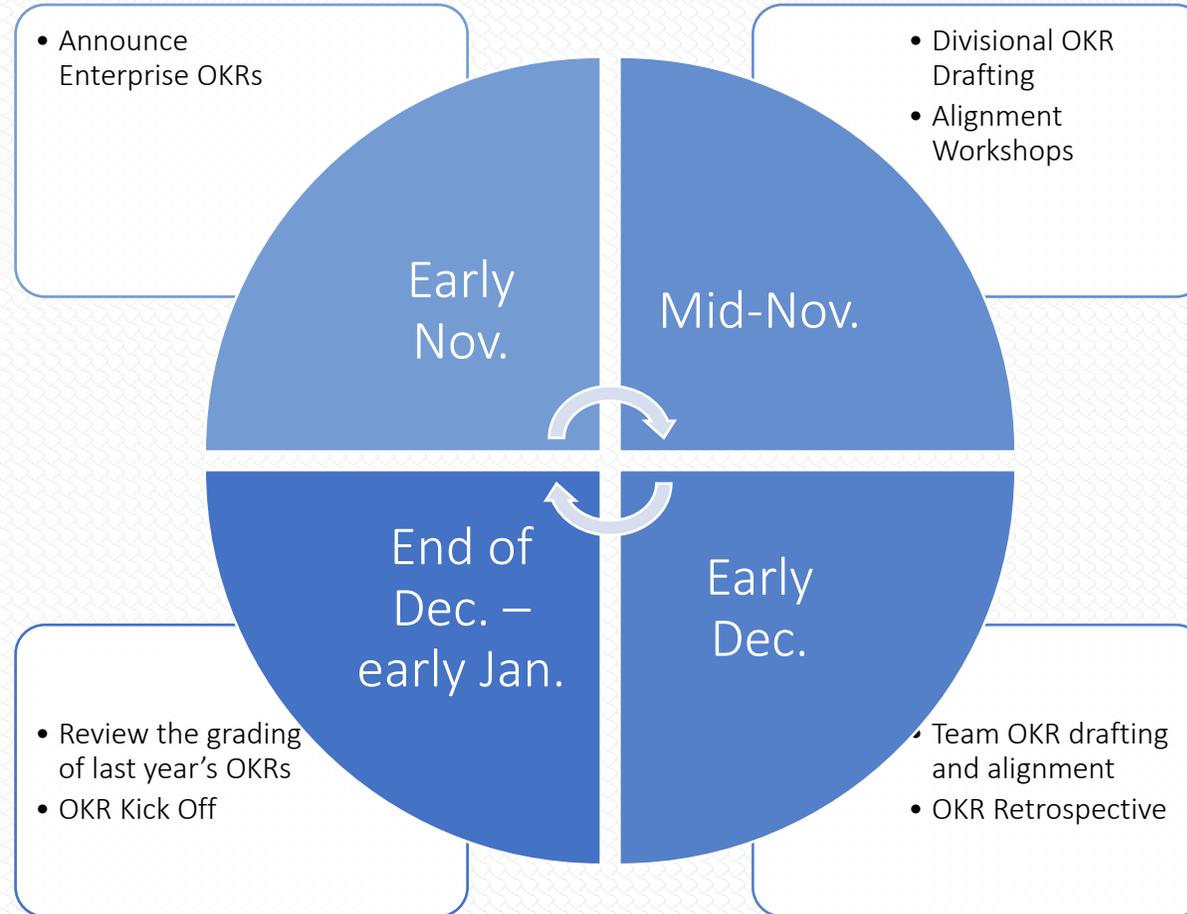
The image features a complex network diagram with numerous nodes and connecting lines, set against a light gray background. A prominent red rectangular overlay is positioned on the left side of the image. The text "Step 4. ITERATE" is written in white, sans-serif font across this red area. The network lines are black and vary in thickness, with some nodes appearing as small black dots. The overall composition suggests a technical or process-oriented theme.

Step 4. ITERATE



“Continuous improvement is better than delayed perfection.” - Mark Twain

# Sample Annual OKR Cadence



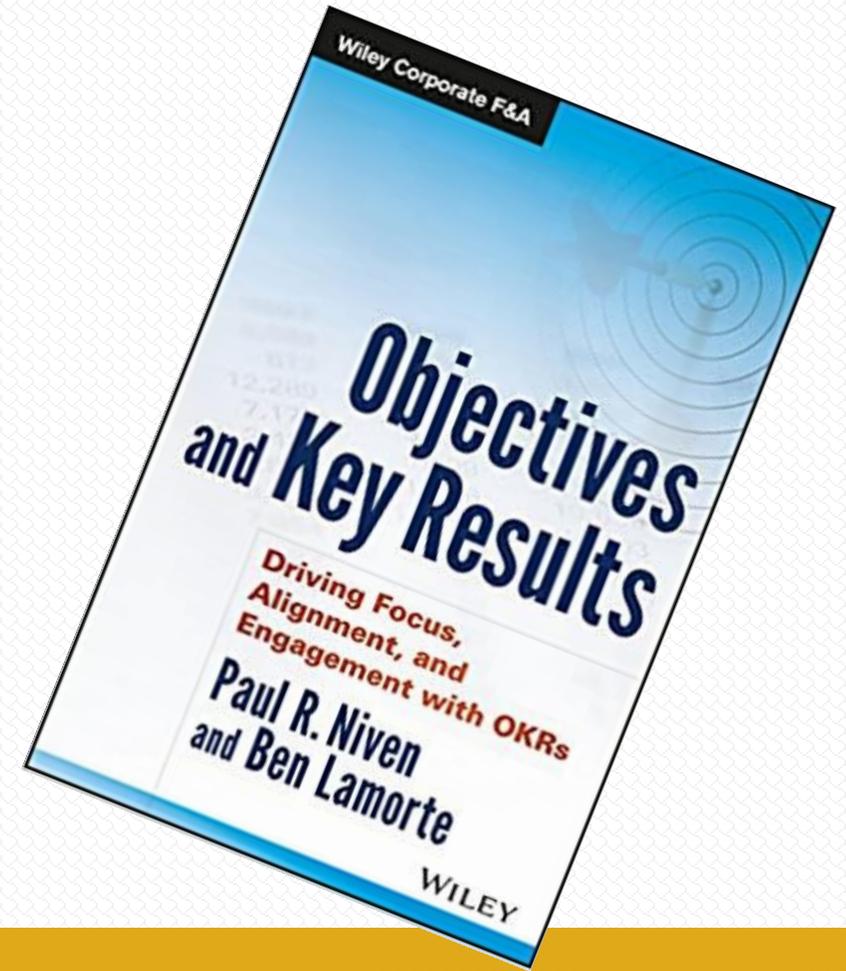
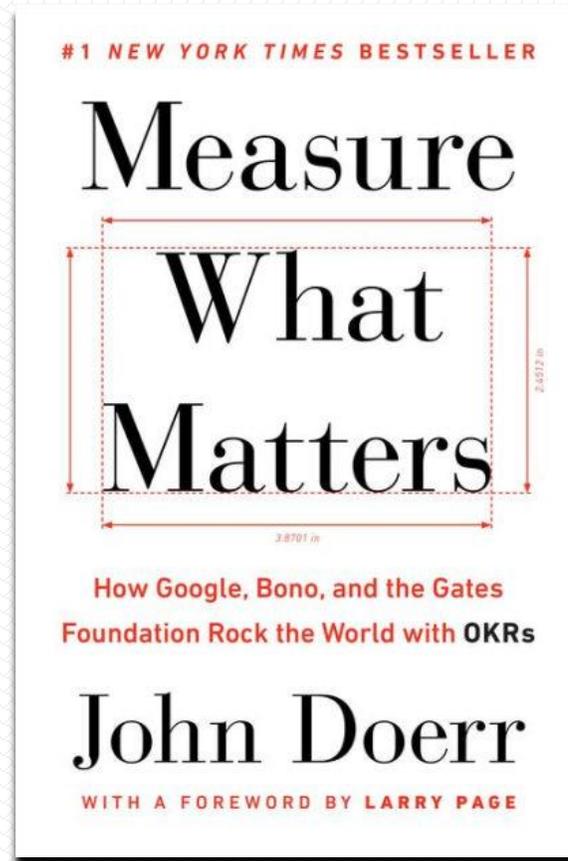
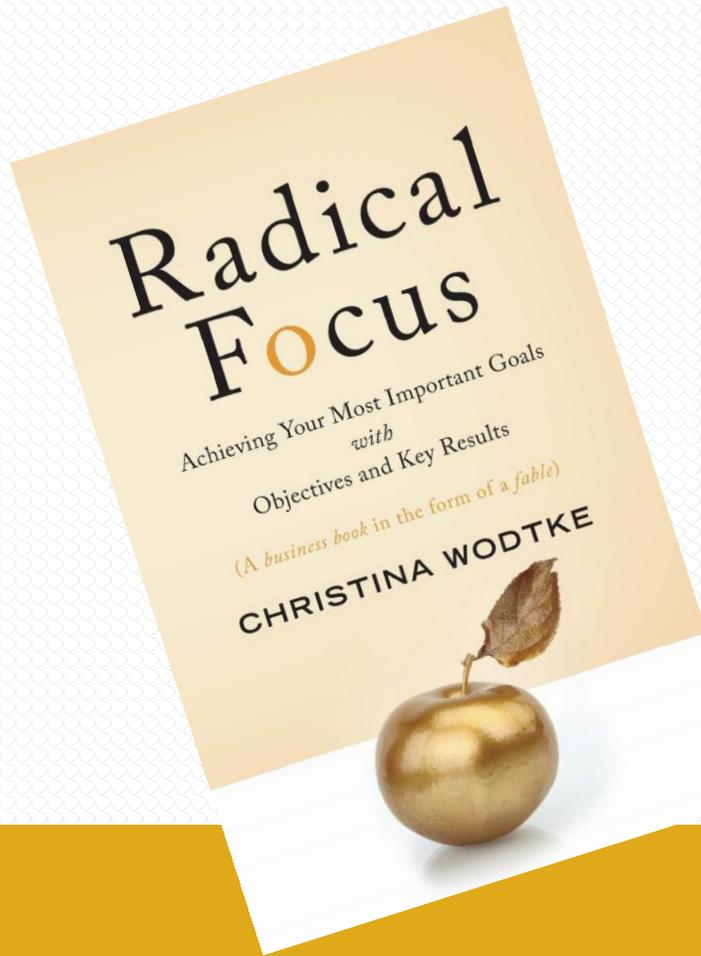


# OKR BIGGEST SECRET



Let's Play OKR Jeopardy:

<https://jeopardylabs.com/play/okr-jeopardy-by-mariya>



## [OKR Manifesto](#)

You can find me at:

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