



**MARIYA BREYTER**

**WORKING BACKWARDS FROM OBJECTIVES AND KEY RESULTS**

A photograph of a busy Nashville street at night, likely Broadway, with numerous neon signs for businesses like "Robert's Western World", "Jack's Bar-B-Que", and "The Stage". The scene is filled with cars and a bus, creating a vibrant, urban atmosphere.

**AGILE 2022** JULY 18-22  
**NASHVILLE**



**MARIYA BREYTER**

## WHY I AM HERE?

### Large-Scale Transformation Enthusiast For 20 Years

- › Nine enterprise-level Agile transformations created positive change.
- › One failed.

### Passionate About Delighted Customers

- › Working backwards from customer needs.
- › Passionate about building and launching.

**I did not find my story, it found me**



# WHAT DOES IT MEAN TO BE INTENTIONAL?

At the End of This Workshop, We Will



Define Working Backwards and Learn How to Apply It in Our Everyday Activities to Achieve Success

*Understand the Power of Working Backwards from Customer Needs*



Review the Patterns of Writing Impactful OKRs

*Understand Why OKRs Help Define Success and the Path to Achieving It*



Analyze OKR Anti-patterns That Impede Working Backwards from Customer Needs

*Identify and Quantify Blind Spots for Your OKR Implementation*

**Have Fun!**





# WHAT IS IN COMMON BETWEEN THESE PRODUCTS?



01



02

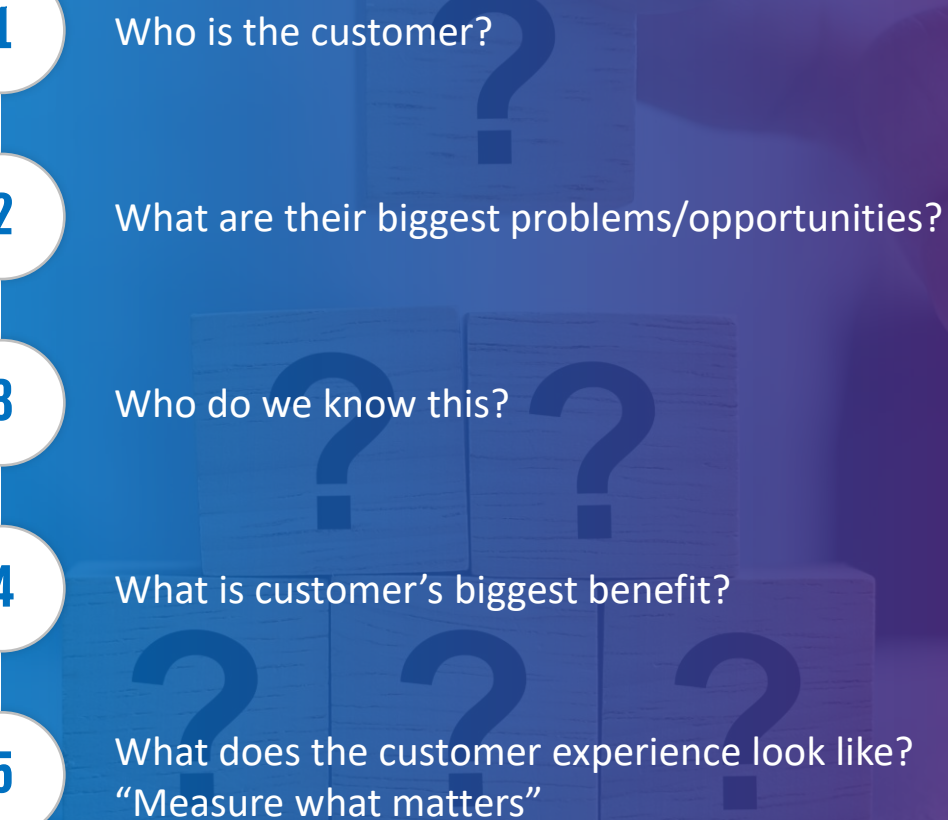


03

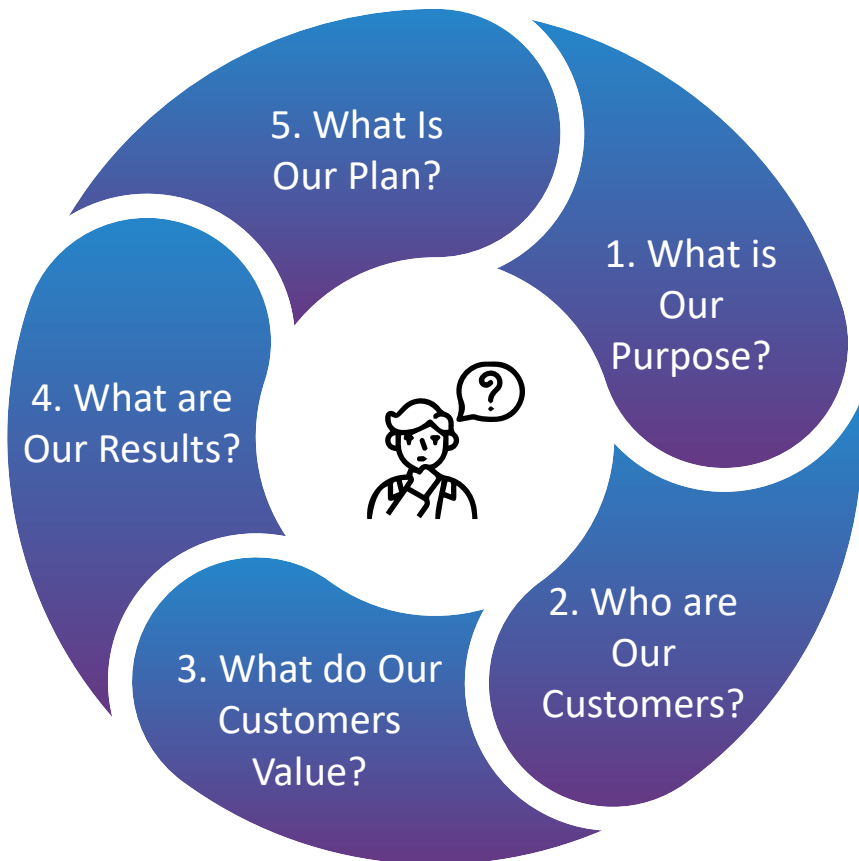
# WHAT DOES IT MEAN TO WORK BACKWARDS?



# WHAT ARE THE RIGHT QUESTIONS TO ASK?

- 
- 1 Who is the customer?
  - 2 What are their biggest problems/opportunities?
  - 3 Who do we know this?
  - 4 What is customer's biggest benefit?
  - 5 What does the customer experience look like?  
"Measure what matters"

## DRUCKER'S FIVE MOST IMPORTANT QUESTIONS





# WHY DO OKRs MEASURE WHAT MATTERS?

Objectives and Key Results Is a Goal Setting Framework Used by Individuals, Teams, and Organizations to Define Measurable Goals and Track Their Outcomes

WE WILL (**OBJECTIVE**) AS MEASURED BY (**THIS SET OF KEY RESULTS**)

**EXAMPLE:**

Objective: We will grow product engagement of new and existing users		
Key Result 1	Increase Monthly Active Users (MAU)	by 8%
Key Result 2	Increase Monthly User Retention Rate	by 50%
Key Result 3	Expand the product into one new geography	quarterly
Key Result 4	Achieve product's Net Promoter Score	of 50 or higher



# WHAT ARE THE BENEFITS OF OKRS?

An Internal Campaign Defined by OKRs Run By Intel in 1980s Allowed Them to Address the Rising Competition from Motorola

**Objective: Establish the 8086 as the highest-performance 16-bit microprocessor family.**

Key Result 1	Develop and publish five benchmarks showing superior 8086 family performance.
Key Result 2	Repackage the entire 8086 family of products.
Key Result 3	Get 8MHz part into production.
Key Result 4	Sample the arithmetic coprocessor no later than June 15.

Example from John Doerr's "Measure What Matters: OKRs: The Simple Idea that Drives 10x Growth," 2018





# WHAT EXAMPLES ARE PROVIDED IN ONLINE TUTORIALS?

**1**

**OBJECTIVE:** Develop Our Reps into the Best Sales Team in the Industry

**KEY RESULTS:**

- › Implement a better onboarding process
- › Ensure we do regular sales coaching every week
- › Bring in the new sales training company to improve our training
- › Do regular monthly anonymous surveys of customers and get their feedback

**2**

**OBJECTIVE:** Maintain an Agile Process

**KEY RESULTS:**

- › Create workflow diagram of Agile delivery and implement enhancements
- › Implement customer feedback for two of our products
- › Create knowledge base documentation

**3**

**OBJECTIVE:** Drive Quality for Features in Our New Release

**KEY RESULTS:**

- › Identify 30 bugs by the end of Q2
- › Implement the new QA automation tool and the related process
- › Ensure no more than 1 critical bug reported in Q3
- › Have zero regressions in Q4

**4**

**KEY RESULTS:**

- › Ensure we update our new sales technology stack
- › Implement the new process for measuring Outbound vs. Inbound
- › Revise all the email sequences and upload it into the new sales messaging tool
- › Update the CRM based on the new sales pipeline review process
- › Help the VP of Sales with the new data to finalize the new compensation plan



# WHY DO OKRs FAIL?

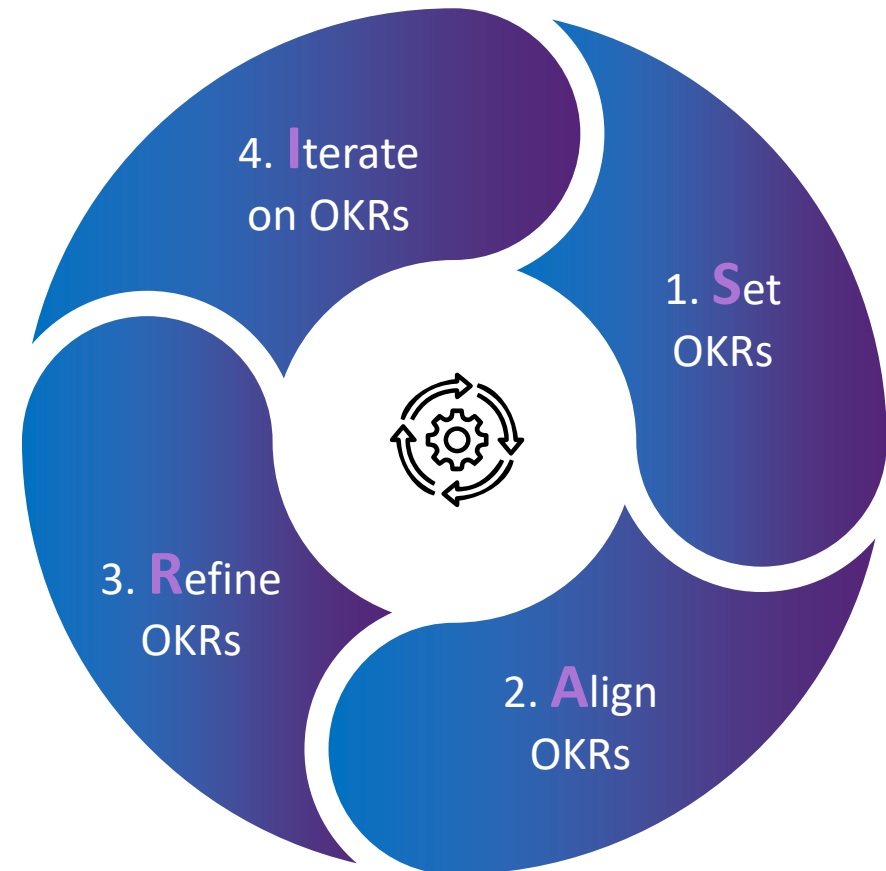
OKRs Do Not Work for Us



# ENTERPRISE-LEVEL ANTI-PATTERNS

- 
- 1 Top-down OKR implementation
  - 2 Tying OKRs to compensation and performance
  - 3 Absence of OKR cadence
  - 4 Lack of focus
  - 5 Focusing on activities vs. Outcomes
  - 6 Lack for leadership commitment
  - 7 Lack of data-driven decision making culture

## SARI FRAMEWORK FOR OKR IMPLEMENTATION





# OKR ANTI-PATTERN 1

**Objective: We will ship a new feature to our customers every quarter as measured by**

Key Result 1	Enable password recovery feature	by March 2022
Key Result 2	Launch public API for user profile	by June 2022
Key Result 3	Enable custom training module creation	by September 2022
Key Result 4	Deliver grading functionality into production	by September 2022
Key Result 5	Create online training for each new feature	quarterly

**Anti-Pattern 1: Deliverables or Activities vs. Outcomes (a.k.a. Busy Work)**



## OKR ANTI-PATTERN 2

**Objective: We will become the best employer in the industry as measured by**

Key Result 1	Increase employee satisfaction	by 20%
Key Result 2	Increase the number of vacation days	to 10
Key Result 3	Encourage “work on your idea” Fridays	in 50% of locations
Key Result 4	Implement spot bonuses	by allocating 0.5% of revenue
Key Result 5	Provide training to 95% of employees	annually
Key Result 6	Hiring 50% diverse employees	by EOY
Key Result 7	Implement the new interview process	by September 2022
Key Result 8	Publish employee newsletter	monthly
Key Result 9	Launch monthly employee satisfaction survey	by December 2022

**Anti-Pattern 2: Lack of Focus (a.k.a. Laundry List)**



## OKR ANTI-PATTERN 3

**Objective: Customer service team will increase the quality of our customer service as measured by**

Key Result 1	Create four new training videos	quarterly
Key Result 2	Improve the quality of documentation provided by product managers to the customer support team	by conducting peer reviews
Key Result 3	Reduce cycle time to report high-priority issues	by 10% on average quarterly
Key Result 4	Automate customer service response tool to ensure full traceability	by launching a new automated tool

**Anti-Pattern 3: Lack of Alignment (a.k.a. Not My Fault)**



# OKR ANTI-PATTERN 4

**Objective:** We will become the best educational company in the world as measured by

Key Result 1	Developer innovative cutting edge courses	200 courses per quarter
Key Result 2	Hire faculty with advanced graduate degrees	80% of all faculty
Key Result 3	Our students will improve SAT scores	by 500 on average
Key Result 4	Increase in-person class attendance	by 100%

**Anti-Pattern 4: Unrealistic (a.k.a. Motivation Killer)**



# OKR ANTI-PATTERN 5

**Objective: We will extend company reach to new students as measured by**

Key Result 1	Perform A/B tests, learn, and iterate on way to acquire new students	
Key Result 2	Create internal tools to track key growth metrics	
Key Result 3	Launch features to enable instructors to create more engaging videos	
Key Result 4	Delight students with engaging high-quality modern courses	

**Anti-Pattern 5: Measures not Available or Ambiguous (a.k.a. You Can't Miss What Don't Measure)**





# OKR ANTI-PATTERN 6

**Objective: We will create reliable, extensible, and secure applications as measured by**

Key Result 1	Implement Scrum	for 75% Agile teams
Key Result 2	Roll out pair programming and test-driven delivery	for all engineers
Key Result 3	Implement GitLab to achieve continuous delivery	on all teams
Key Result 4	Hire cybersecurity team and train them in the National Institute for Standards and Technology (NIST) Cybersecurity Framework	8 people
Key Result 5	Establish an Architecture Council to move from legacy architectures to microservices	by November 2022

**Anti-Pattern 6: Binary, Unrelated, Bundled, or Combined OKRs (a.k.a. All Over the Place)**



# OKR ANTI-PATTERN 7

**Objective: We will establish our name in the industry as measured by**

Key Result 1	Get the first place in the Best Product competition	by EOY 2022
Key Result 2	Make it to Deloitte 500 growing businesses list	by July 2022
Key Result 3	Achieve brand recognition	at 70%
Key Result 4	Grow revenue 50% or higher	By EOU 2022

**Anti-Pattern 7: Not Working Backwards (a.k.a. Not Working Backwards)**



# EXERCISE 1: WHICH ANTI-PATTERNS ARE HERE?

We will increase our awareness in public relations efforts by

Achieving 60% SOV (Share of Voice) vs. main competitor

Having our company mentioned in 30 business press articles

Having at least one key marketing message included in 70% of feature articles

Conducting at least one marketing event each quarter

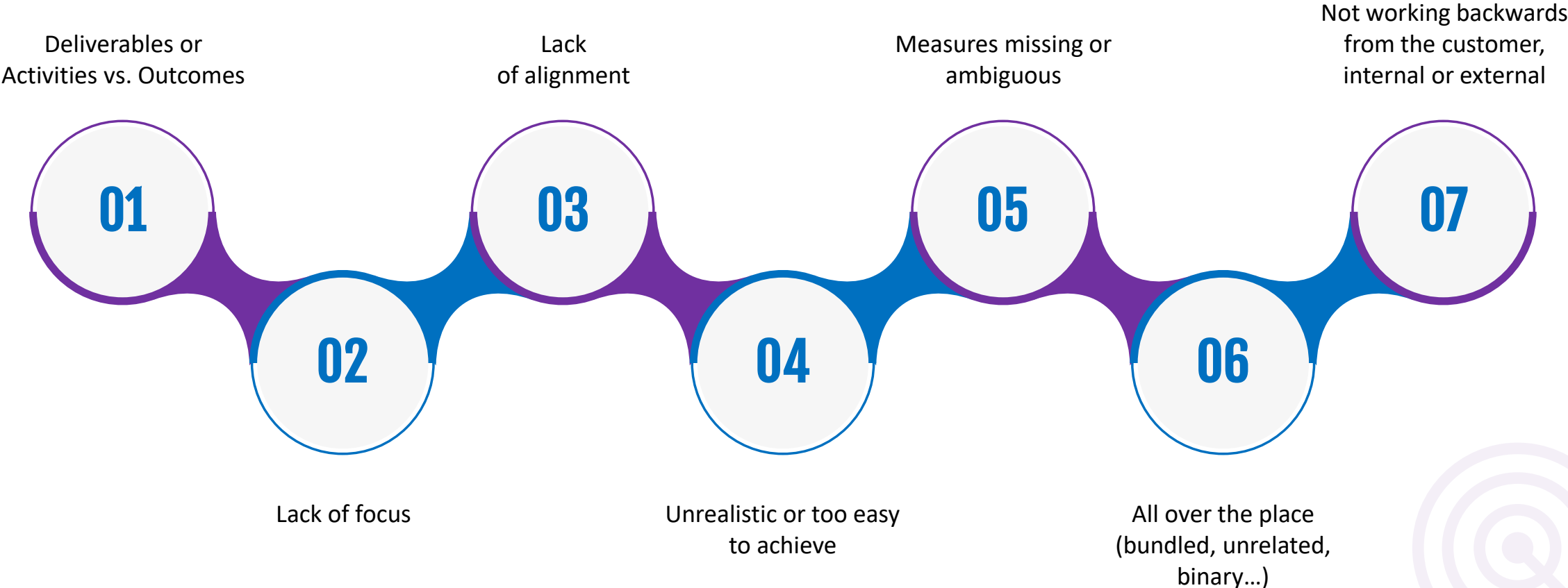


## EXERCISE 2: WHICH ANTI-PATTERNS ARE HERE?

### Improve User Engagement by

CEO KR1	Having 150 active contributors per month in this quarter.
CEO KR2	Implementing user certification Beta with 300 beta users.
CEO KR3	Achieving internal support SLA goals for a list of marquee customers, have recordings of internal fireside chats with 2 company customers viewed by 50% of team members, and have 50 team members outside of the Support Team work on support tickets.

# SEVEN OKR ANTI-PATTERNS





# OKR JEOPARDY

## OKR JEOPARDY!

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# THREE TAKE AWAYS

## 01

OKRs are a powerful framework. However, similar to Agile, they are easy to explain, hard to execute.

## 02

Executing OKRs with the Working Backwards mentality helps avoid blind spots, such as focusing on solution vs. customer problem.

## 03

Being aware of OKR anti-patterns is an intentional approach to succeeding with OKRs. Check your OKR implementation for these anti-patterns.





# Special Bonus: OKR Checklist

- ✓ Are all OKRs aligned to the company's mission, vision, and goal?
- ✓ Is the objective inspirational?
- ✓ Can you read the objective without catching your breath?
- ✓ Is each key result directly aligned to the objective?
- ✓ Are all key results measurable?
- ✓ Are all dependencies identified and aligned upon?
- ✓ Are the objectives pre-graded?
- ✓ Are all misinterpretations and ambiguities resolved?
- ✓ Is the ownership clear?
- ✓ Are the 3-5 objectives with 3-5 key results each?
- ✓ Are OKRs achievable?
- ✓ Is the company management supportive and aware?
- ✓ Is there a cadence in place to review OKRs and align on a regular basis?
- ✓ Is a person outside of the team able to understand the value?
- ✓ Are all acronyms and terms explained?
- ✓ What else?



# HOW TO GET IN TOUCH WITH ME?



## LinkedIn Profile

<https://www.linkedin.com/in/mariyabreyter/>



## Agile Web Site

<https://www.agileleantransformation.com/>

## Career Coaching Web Site

<https://www.100careertips.com/answers.html>



## This presentation

[https://www.agileleantransformation.com/uploads/7/2/5/8/72588817/mariya\\_breyter\\_working\\_backwards\\_from\\_okrs.pdf](https://www.agileleantransformation.com/uploads/7/2/5/8/72588817/mariya_breyter_working_backwards_from_okrs.pdf)



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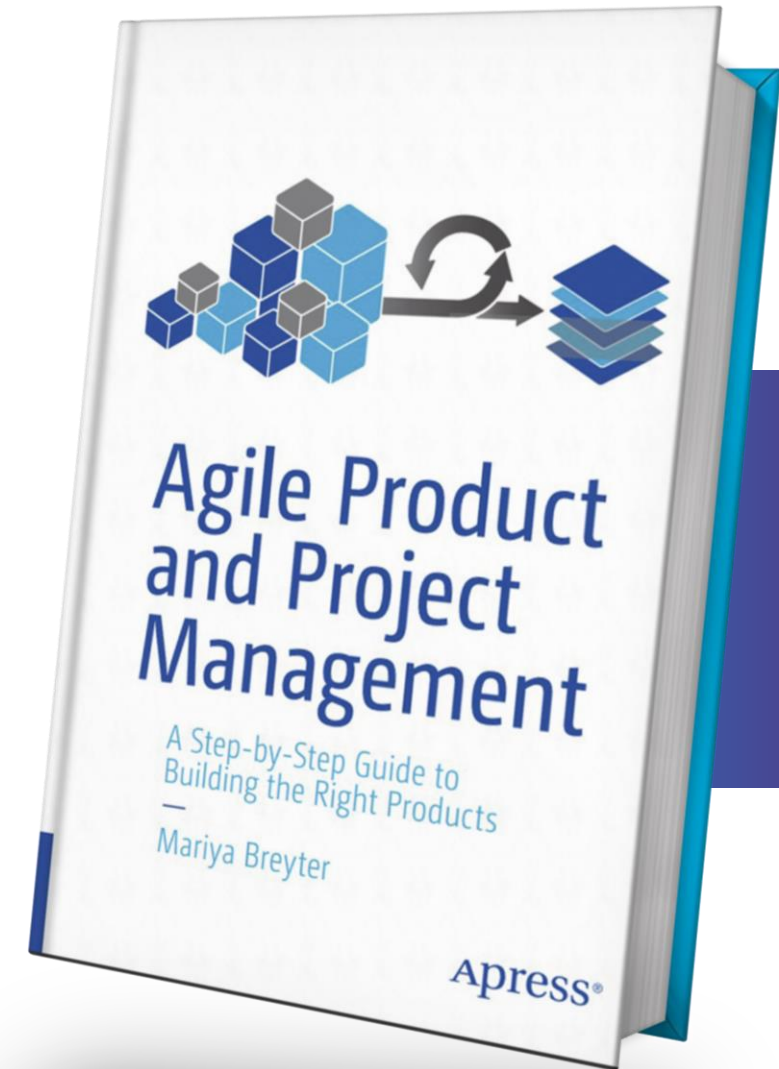
## OKR Manifesto Video

<https://www.youtube.com/watch?v=m5c3mRujfCc>



## Downloadable OKR Game

<https://www.agileleantransformation.com/okrs.html>



Book "Agile Product and Project Management" to be published by Apress in 2022