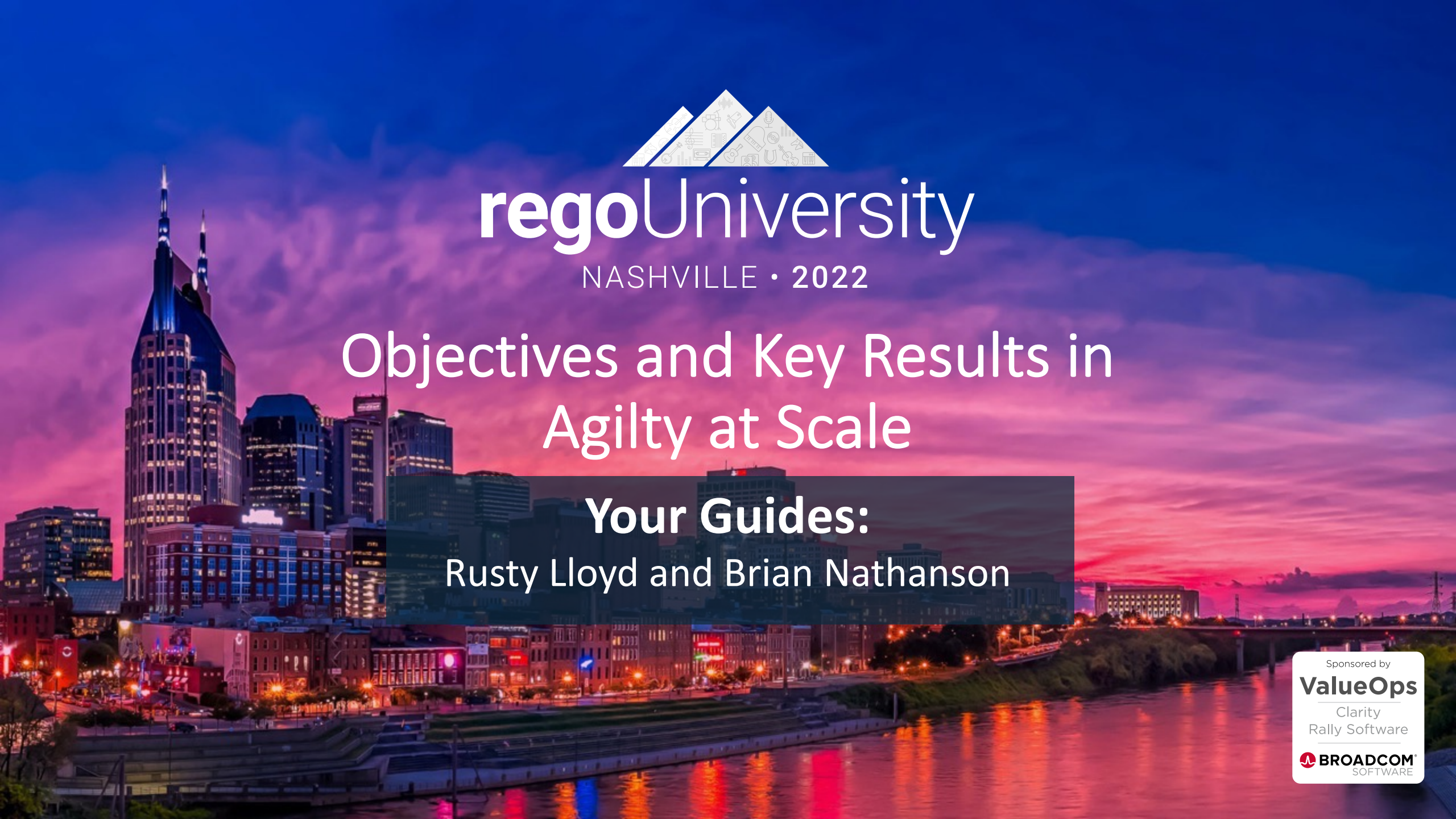
regoUniversity
NASHVILLE · 2022
Objectives and Key Results in Agilty at Scale
Your Guides:
Rusty Lloyd and Brian Nathanson
Sponsored by
ValueOps
Clarity
Rally Software
BROADCOM
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# Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself
- Business Cards

# Agenda

- What are OKRs? Why are they important?
- Why ValueOps for OKRs?
- How do we do this?

# Part I:
# What are OKRs &
# Why are they Important?

# Objectives & Key Results (aka OKRs)

- It is a **collaborative goal-setting methodology** used by **teams and individuals** to set challenging, ambitious goals with measurable results*. OKRs are how you **track progress**, **create alignment**, and **encourage engagement** around **measurable goals**.

Objectives are **memorable qualitative descriptions of what you want to achieve**. Objectives should be short, inspirational and engaging. An Objective should motivate and challenge the team.

Key Results are a set of metrics that **measure your progress towards the Objective**. For each Objective, you should have a set of 2 to 5 Key Results.

# Examples of Objectives & Key Results (Value Based!)

**Deliver high value to our customers** ← Qualitative

Quantitative → **NPS Scores for our top 10 customers increase by 10%**

**Make corn production profitable**

**Revenues from corn production improve from X to Y**

**Produce higher quality software**

**Defect rates for our platform decrease by 30%**

**How does OKRs differ from the MBO approach?**

| Traditional MBO's | OKRs |
|---|---|
| "What" | "What" and "How" |
| Annual | Quarterly or Monthly |
| Private and Siloed | Public and Transparent |
| Top-down | Bottom-up or Sideways |
| Tied to Compensation | Mostly Divorced from Compensation |
| Risk Averse | Aggressive and Inspirational |

# Why do Customers feel OKRs are so Important?

*"We've been talking about OKRs for several years and working on them at an LPM level. Enterprise and LoB Sr. Leadership has made progress in 2021 but* **we're still trying to connect to the work."**

*"Some of the major strategic initiatives we have use Rally as the source of record. We have to leverage that OKR to capture the trackable metric within that OKR. Ultimately, we want to be able to ask,* **'How can we move the needle within the OKR?' The challenge we face in bubbling that up is consistency in being able to compare apples to apples."**

*"Our team is managing their OKRs via Excel spreadsheets that then get put into a relational database that they then associate with the work items that are in Rally… So this is where we have a ton of opportunity for OKRs.* **We do not have a centralized system to capture those objectives. And then the measurable key results**."

*"We really identify which opus is contributing to which higher key results. That helps us also to look a little bit at* **which initiatives are bringing the most value in terms of the delivery to the organization** *so that in terms of priorities, when we come to capacity issues, we know which one should come first, if there is competition for the same resource."*

*"We have begun building out Power BI dashboards for the tracking of our Key Results.* **We will marry OKR data from Rally to provide cost details that, paired with KR trending, will help us assess if we should continue to fund, pivot, or kill the investment entirely.** *We use our cost per team model to transform point roll-up at the portfolio level to cost per investment."*

*"When I talk about value outcomes, there are outcomes that we define at a platform level that ideally would cascade down to the fleet level. And those would cascade down to the individual squad level.* **And so, at each level, they should be able to align their work and say, 'This work is going to contribute to an outcome.'** *That's going to feed up to the broader fleet outcomes and then each fleet will be able to define a set of outcomes and say, 'We have aligned all of our work of the respective squads up to the overall outcomes of the platform.'"*

*"We have a need to operationalize OKRs at all levels of our organization, particularly at the lower levels.* **We want to offer full transparency"**.

*"We have recently established Enterprise OKRs.* **Usage of lower level OKRs is taking off across the organization.** *We use PI Objectives at PI Planning and are now focused on helping people/teams understand the differences between OKRs and PI Objectives."*

# Pain Points that our Customers Experience

## 1 Siloing of Information

Teams are really fiefdoms on different hills. The business is on one, development is on another. It's very hard to share.

## 2 OKRs are separated from the actual outcomes and work!

OKRs are here. Some work is there. What the business wants is somewhere else. Chaos in bringing everything together!

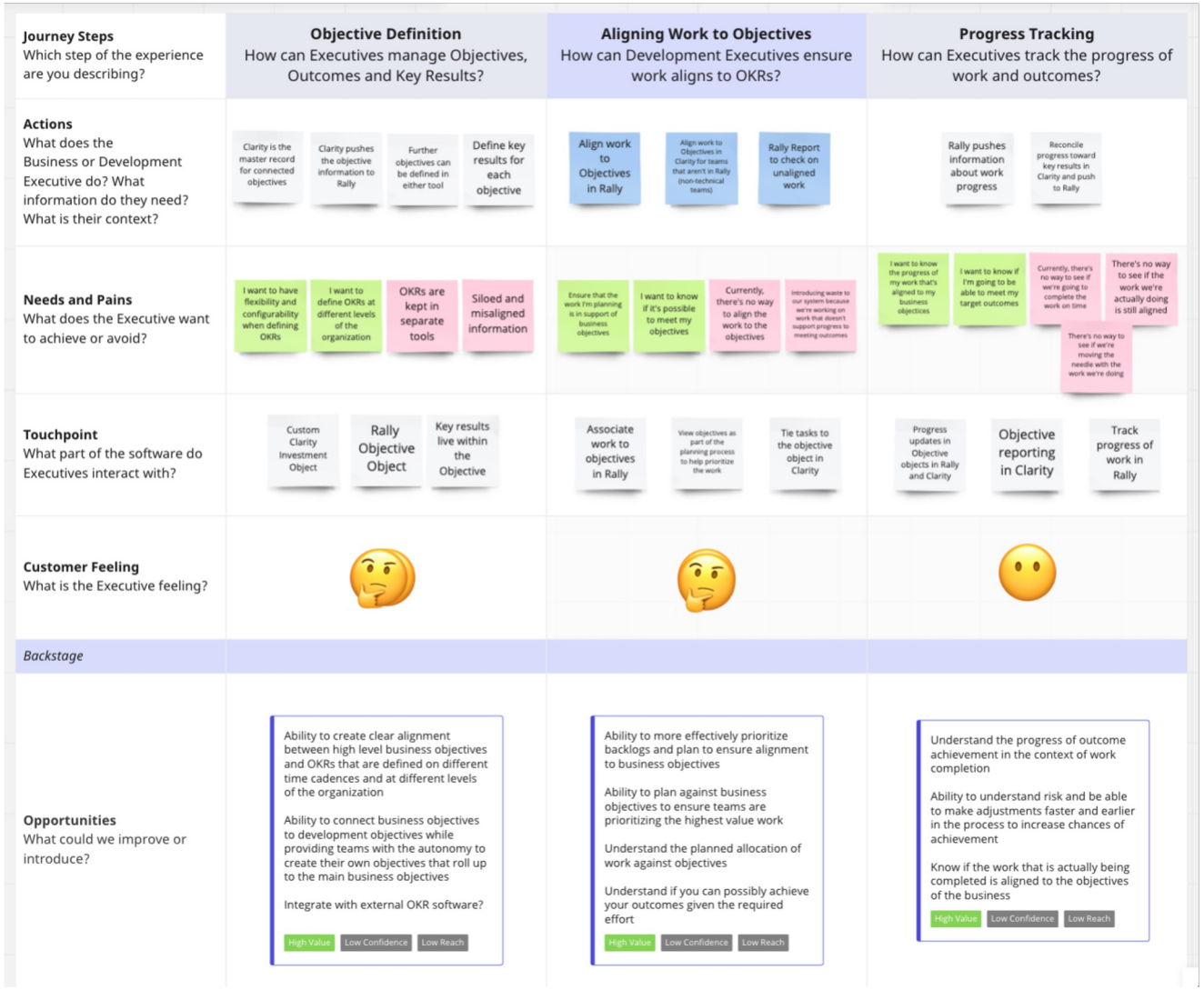
## 3 Lack of Clarity and Scope

What do we mean by Objectives and Key Results? How should we use them?

# Part II:
# Why ValueOps for OKRs?

# Align Business AND Development

- ValueOps leverages both Clarity & Rally to connect and align both Business AND Development executives in an organization
- Most OKR solutions just focus on one group or the other – missing key context that each group wants to have

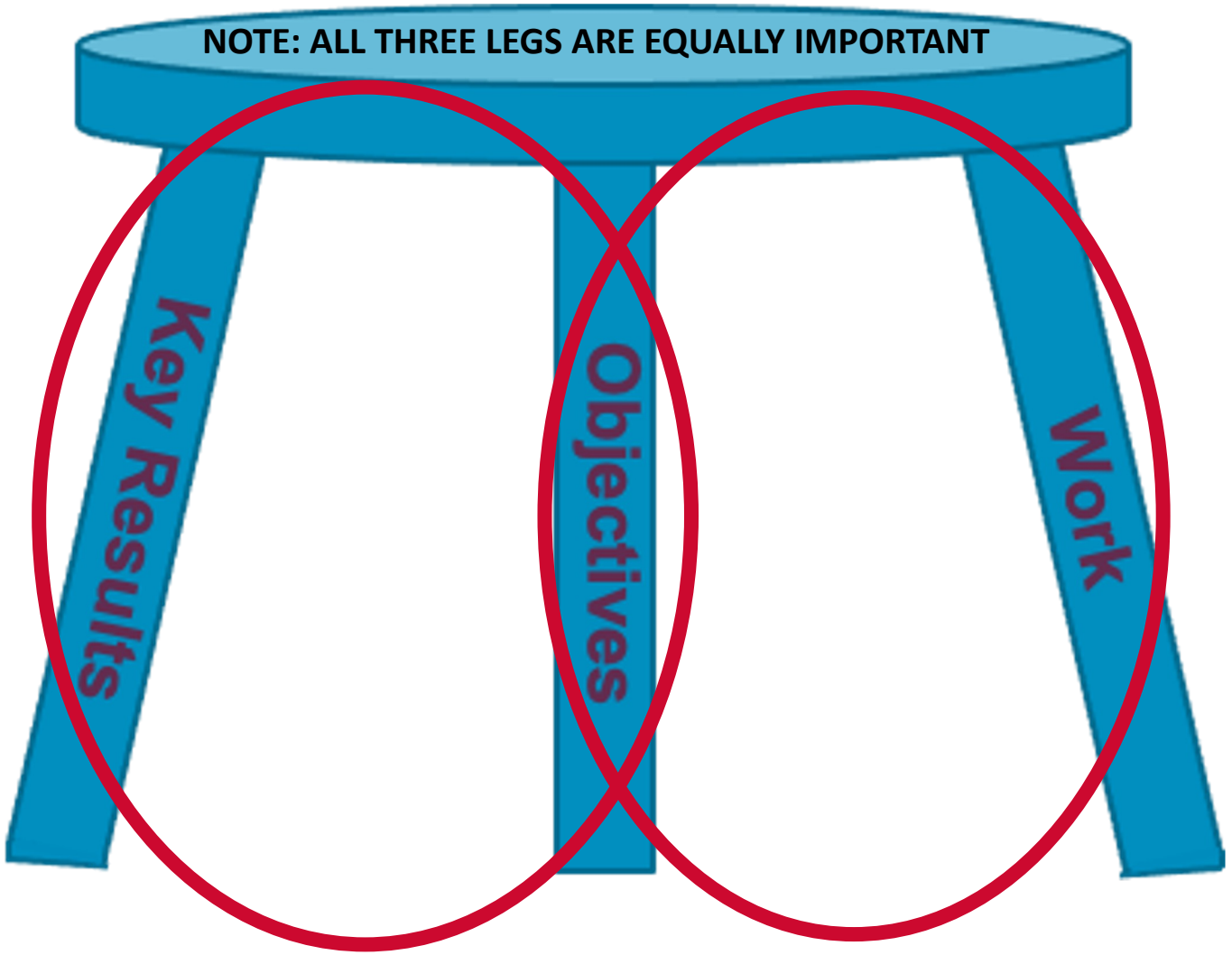


# Full Enterprise Visibility Across OKRs

- Objectives can be defined in either solution & associated to the investment/strategy tied to their delivery
- Clarity allows for planning and cataloguing of OKRs for the entire organization, including those for business stakeholders that do not use (and have no interest in using) an Agile solution, like Rally.
- Rally enables cataloguing of OKRs by Agile delivery organization stakeholders in the context of the environment in which they spend most of their time with seamless forwarding to the overall organization's repository as needed – eliminating the need for dual entry or tracking
- By tracking all of the work done to satisfy an OKR, Rally can also provide real-time status of execution

# Our Approach Is Different & Better

**Traditional OKRs focus more on Objectives and Key Results; this is good, but it doesn't capture the "effort" required**




**We focus on Key Results and the effort required to achieve them – the "Work."**

***Why? Because value is not realized until results are achieved – and results will not be achieved without work being applied.***

# Part III:
# How Do We Do This?

# ValueOps: Adaptive Strategy Planning & Execution

clarity

**Key Persona(s):**
Business Execs,
Product Managers

Rally

**Key Persona(s):**
Product Owners,
R&D/Engineering

**Customer Engagement**

**Adaptive Roadmap Planning**

**Business Prioritization to Optimize Delivered Value**

**Business Outcomes**

**Business OKRs**

**Objectives and Key Results**

**Outcomes to Portfolio Items**

**Portfolio Items to Outcomes**

**Estimates & Delivery Status**

**Delivery Process**

**Agile Execution**

**Portfolio Items**

Area of focus for Clarity and Rally Integration

# Use Cases 1 & 2

1. As **a business leader** creating **business objectives and key results for my organization in Clarity**, I know they will be **automatically made visible in Rally to the Agile teams**, ensuring **full transparency of business OKRs for the engineering organization**.

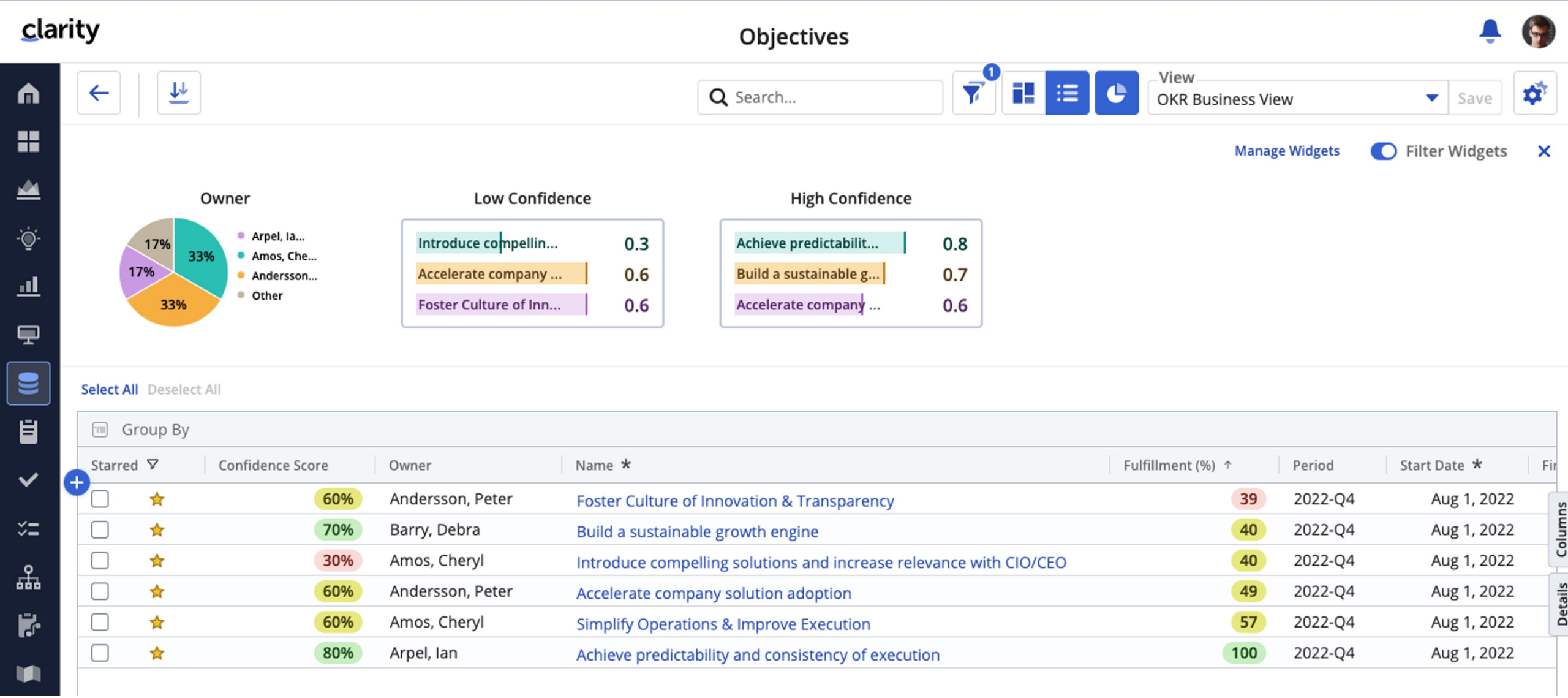
2. As an **engineering leader** creating **engineering objectives and key results for my organization in Rally, I know they will be automatically made visible in Clarity for the business leaders**, ensuring **full transparency of the engineering OKRs for the business stakeholders.**

# Flow

- Business Objectives are in Clarity
  - Only those that have a direct impact on Engineering* Objectives
  - They are pushed to Rally (along with any pre-existing Engineering Objectives in Clarity)

- Engineering Objectives are created in Rally
  - They are pushed to Clarity

- As Objectives/Key Results are updated on either side, they are updated on the other to insure full transparency

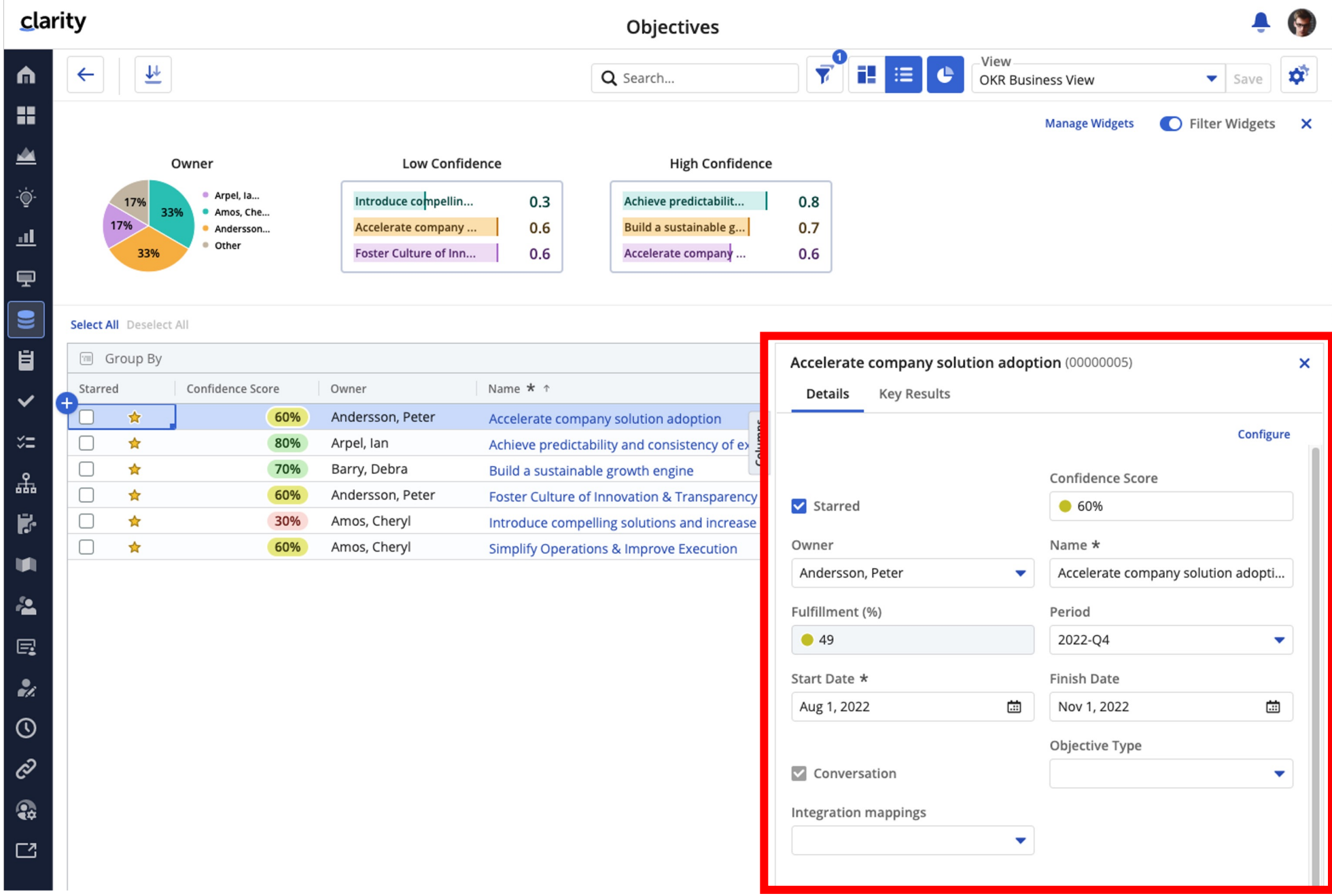


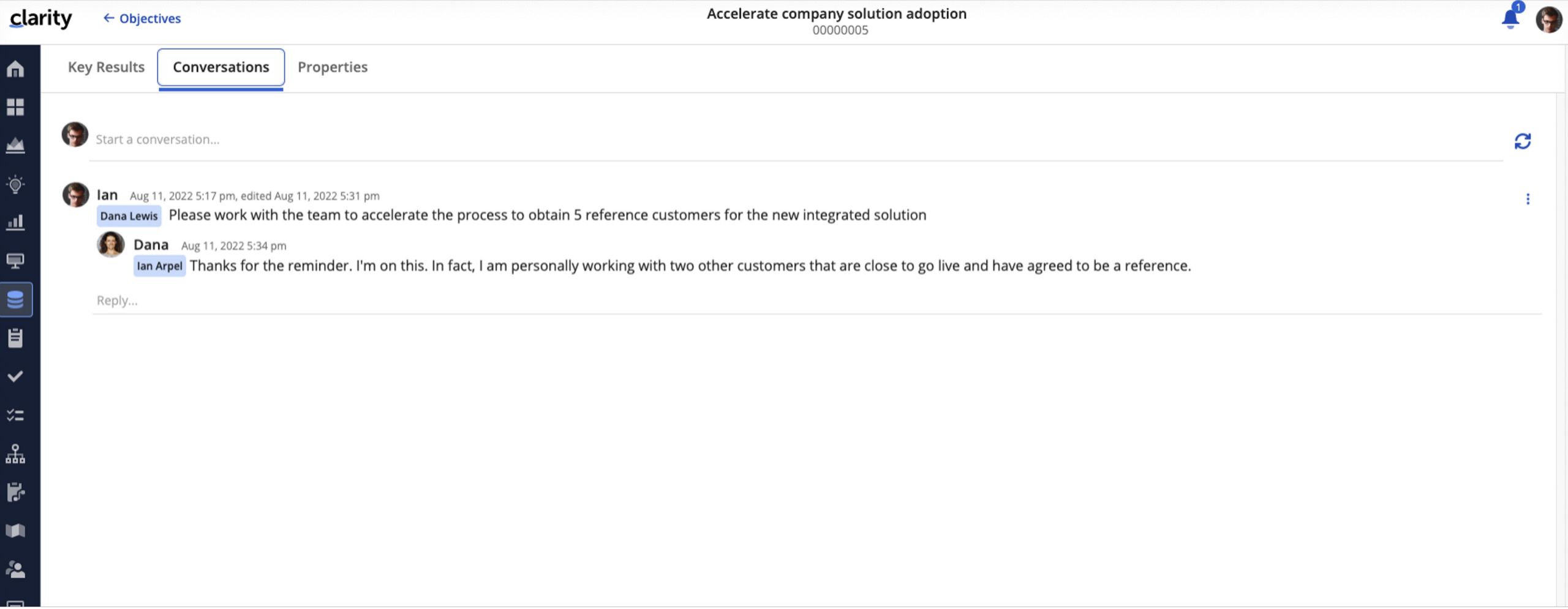

This is a **Custom Object** in Clarity. You can configure whatever you like onto the object and call it whatever you want.
(e.g. Objective, Goal, KPI, Measure)

*A Cooking with Clarity guide for OKRs is available if you want to use the configurations that are part of this presentation.*

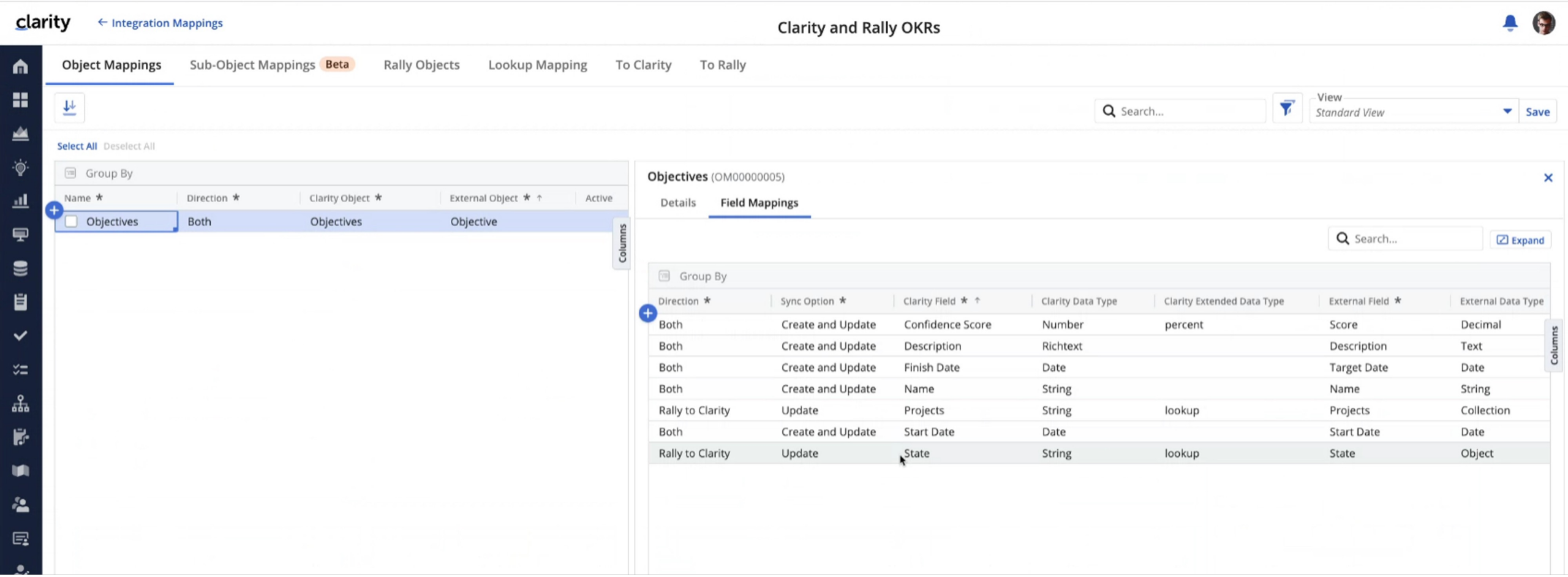
- Capture whatever details you want about your objectives using the configurable flyout

- Includes quick access to the Key Results subobject (**custom subobject**)





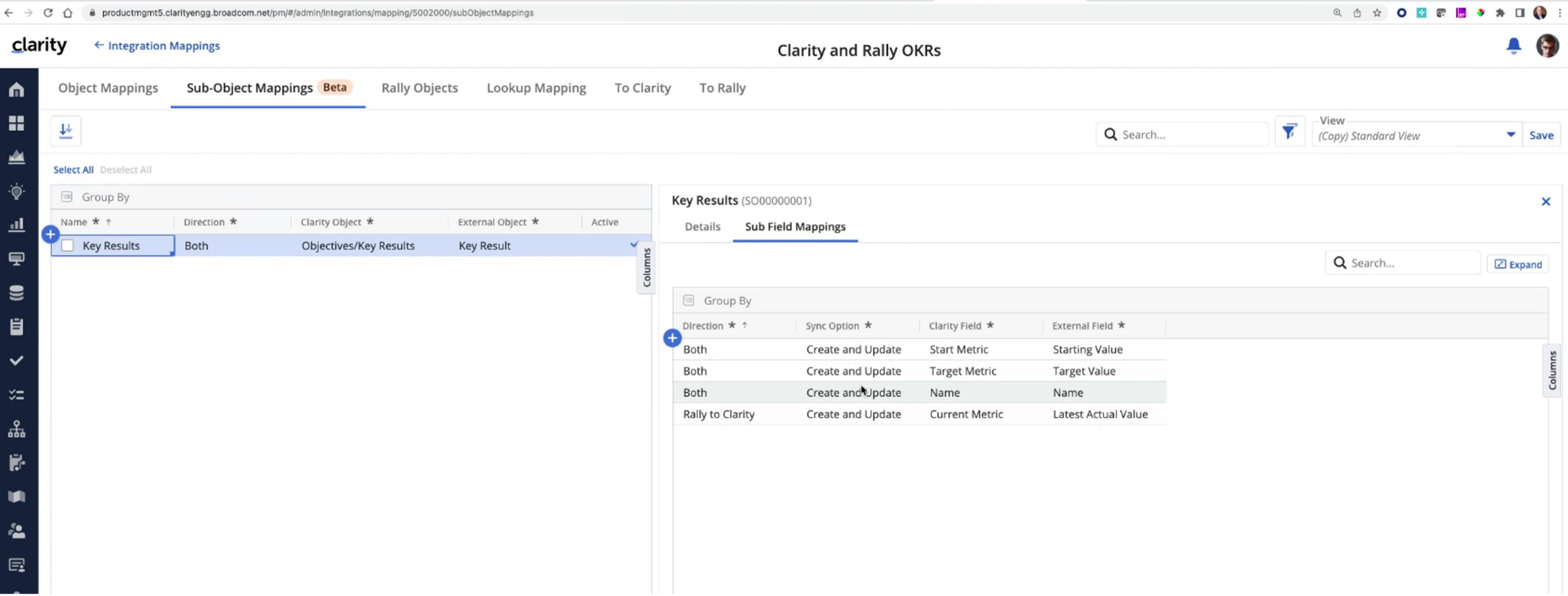

Conversations module is (optionally) available to have on-the-record discussions about each objective.




# Clarity Connections

*Custom Objects are now available for mapping*

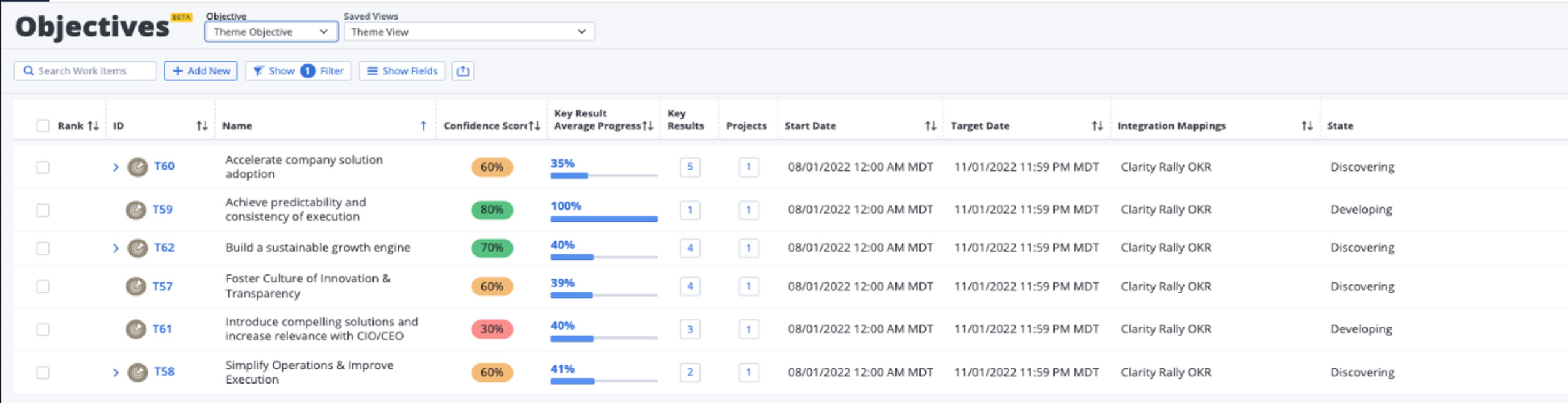
"Objectives" in Clarity can map to the Objective object in Rally.




# Clarity Connections

*A Custom Object/Subobject combo in Clarity can map to the Key Result object in Rally*

"Key Results" in Clarity can map to the Key Result object in Rally.




Objectives are brought over from Clarity to Rally (and vice versa) via the Integration sync

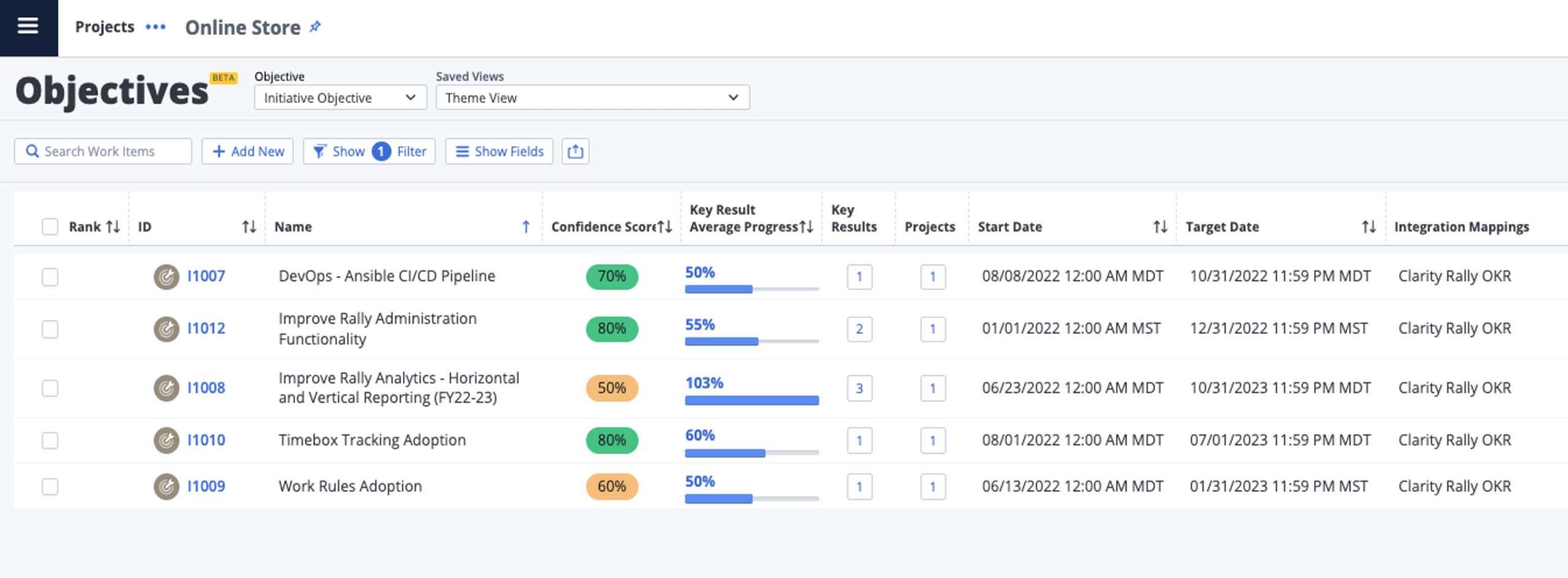
# Use Cases 3 through 6

3. As **a Product Manager,** I can **see objectives and key results in Rally and relate portfolio items I have defined to those they support**, enabling me to **verify the work I'm planning for the coming PI is supporting the organization's OKRs.**

4. As **a Team Member,** I can **easily see the objectives and key results that my team is contributing to in the current PI,** enabling me to **ensure my work is fully aligned in helping achieve them**.

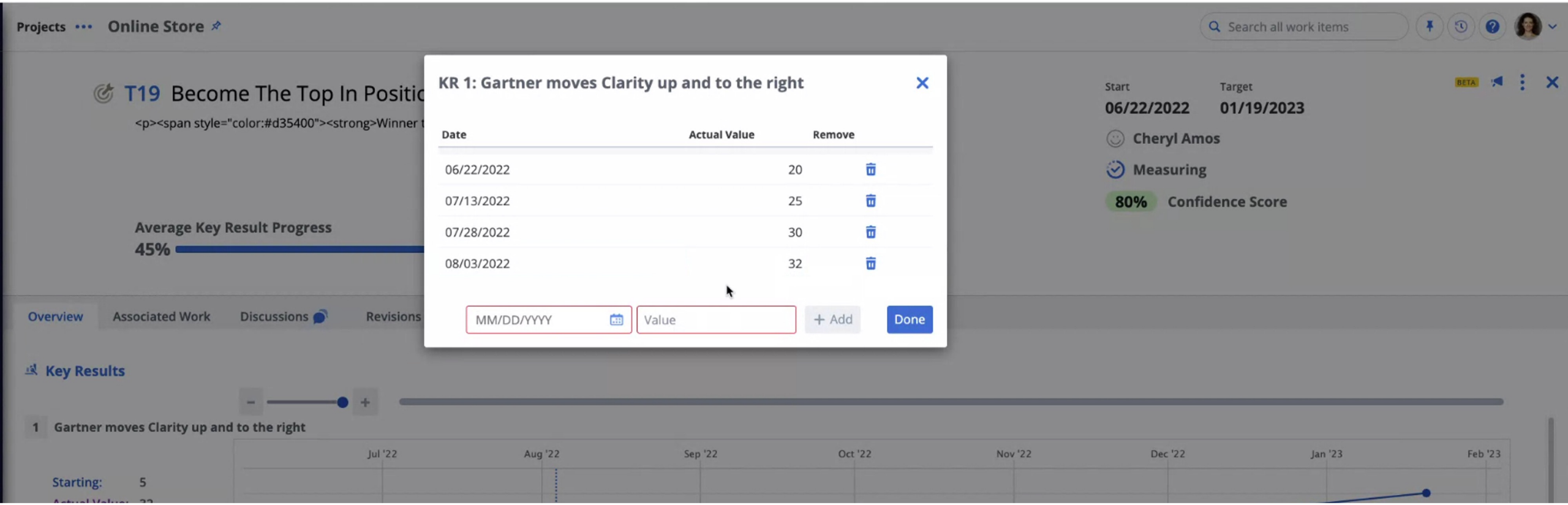
5. As **an Engineering Leader**, I can **easily see the supporting PI work/commitments for each of the objectives**, enabling me to **verify my release train is appropriately supporting business objectives and key results**.

6. As a **Product Owner,** I can **relate my team commitments for the PI to the objectives/key results they support**, **providing business context for the planned work**.

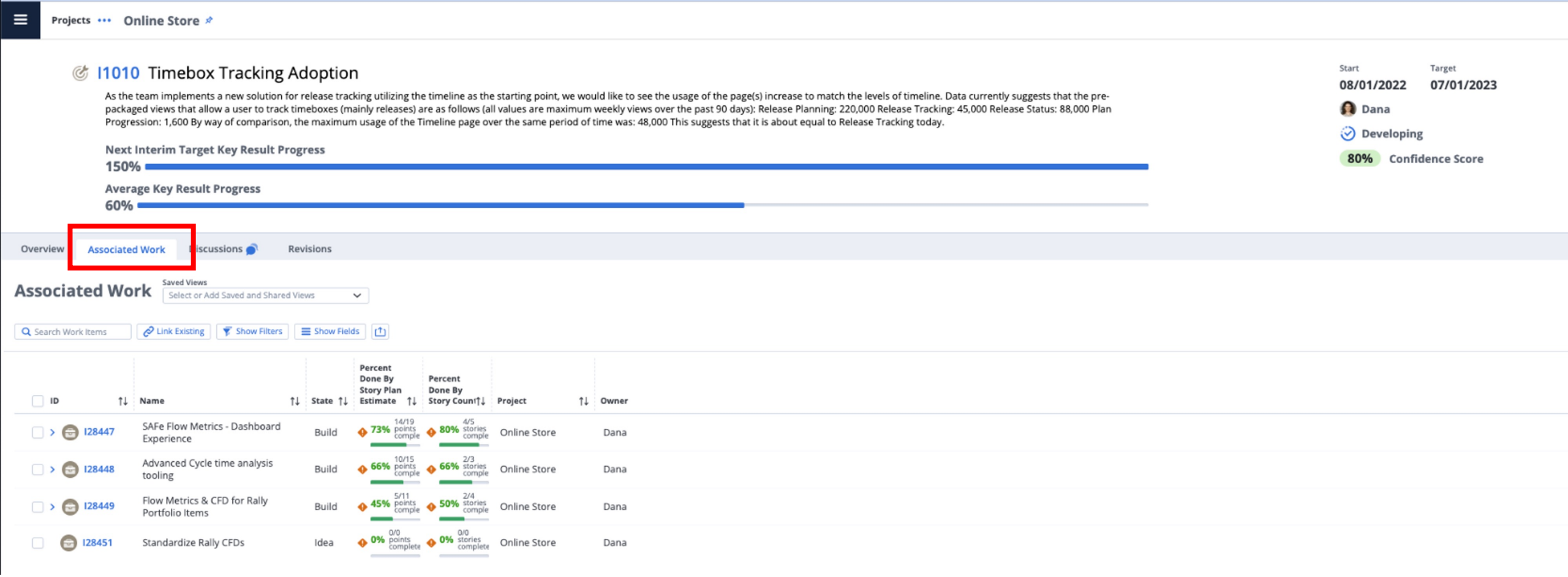



# Add or Update Objectives in Rally

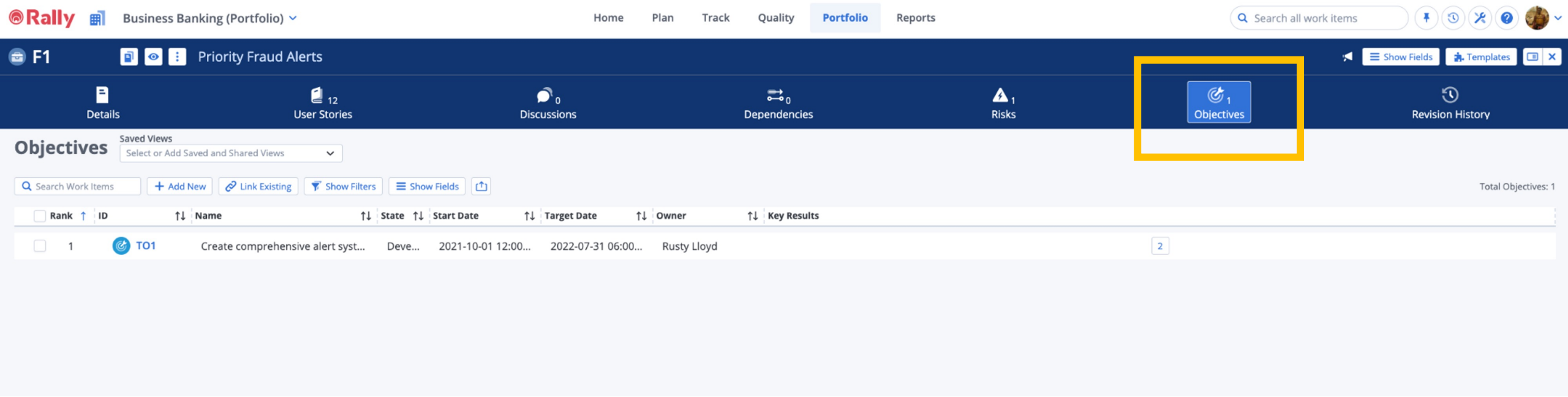
# View Details of Key Results



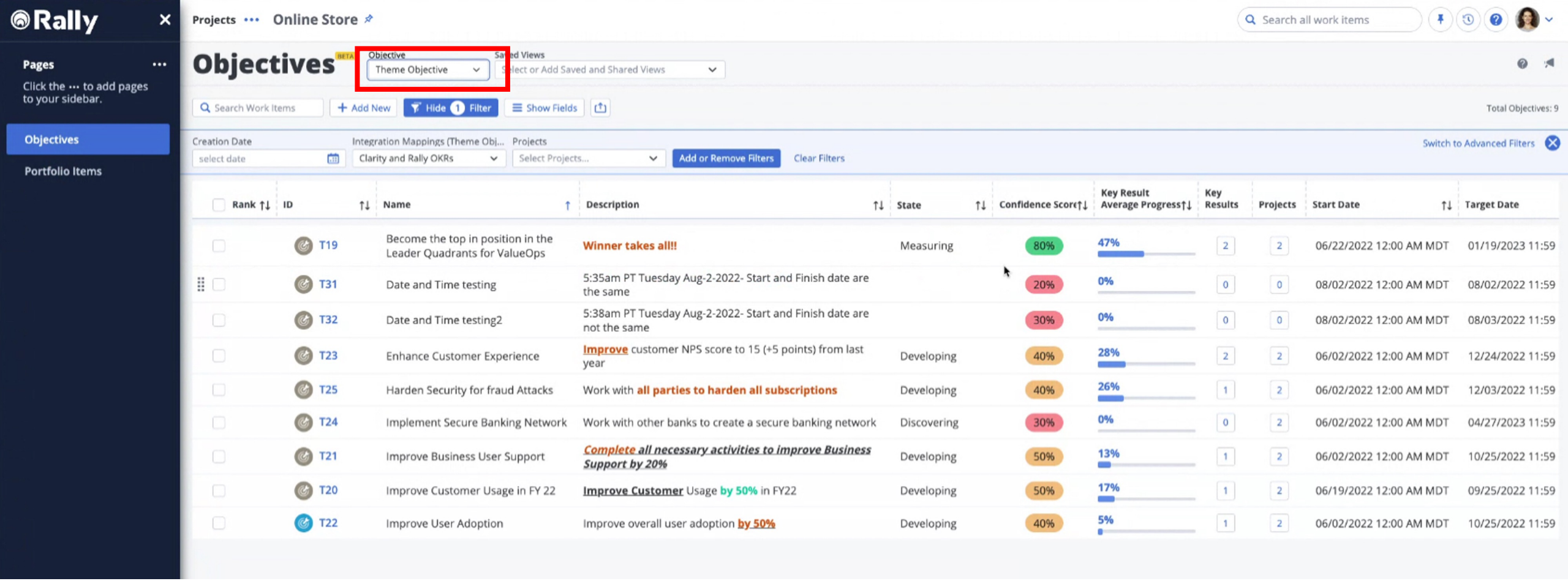

# Capture New Actuals for Key Results



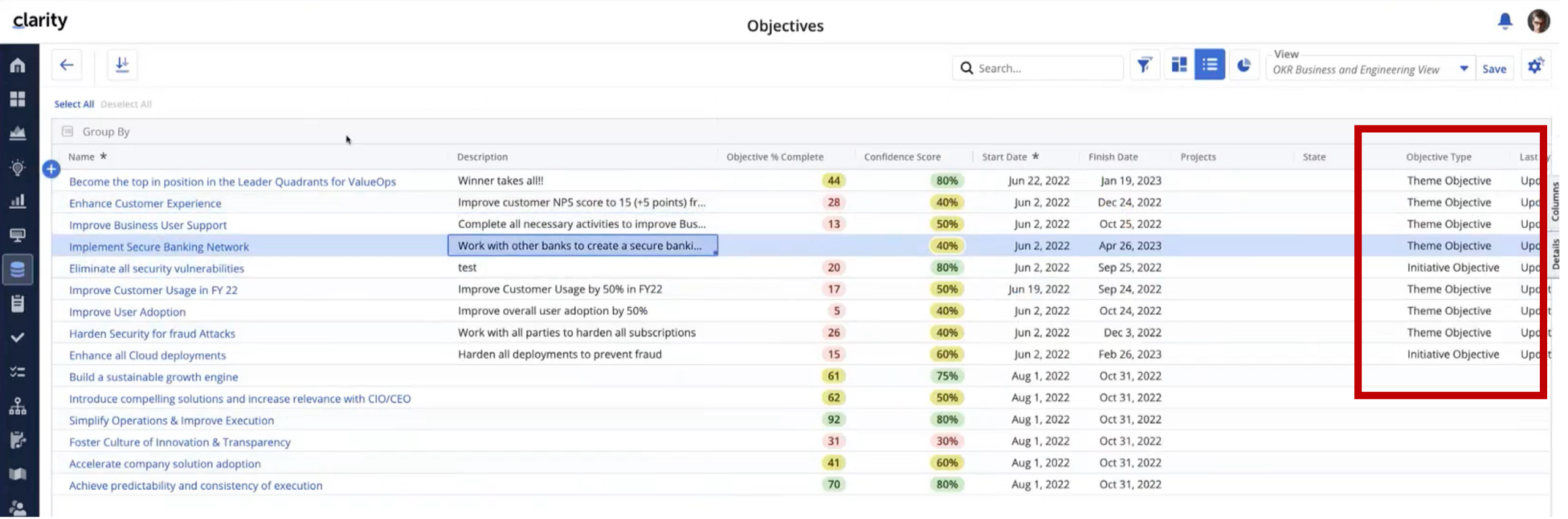

# Show what Work is Associated to the Objective




# Objectives can be Accessed from the Work Side too




# Objectives can be of Different Types/Levels in Rally




Those levels get “flattened” in Clarity

You use view the Objective Type and regroup as necessary

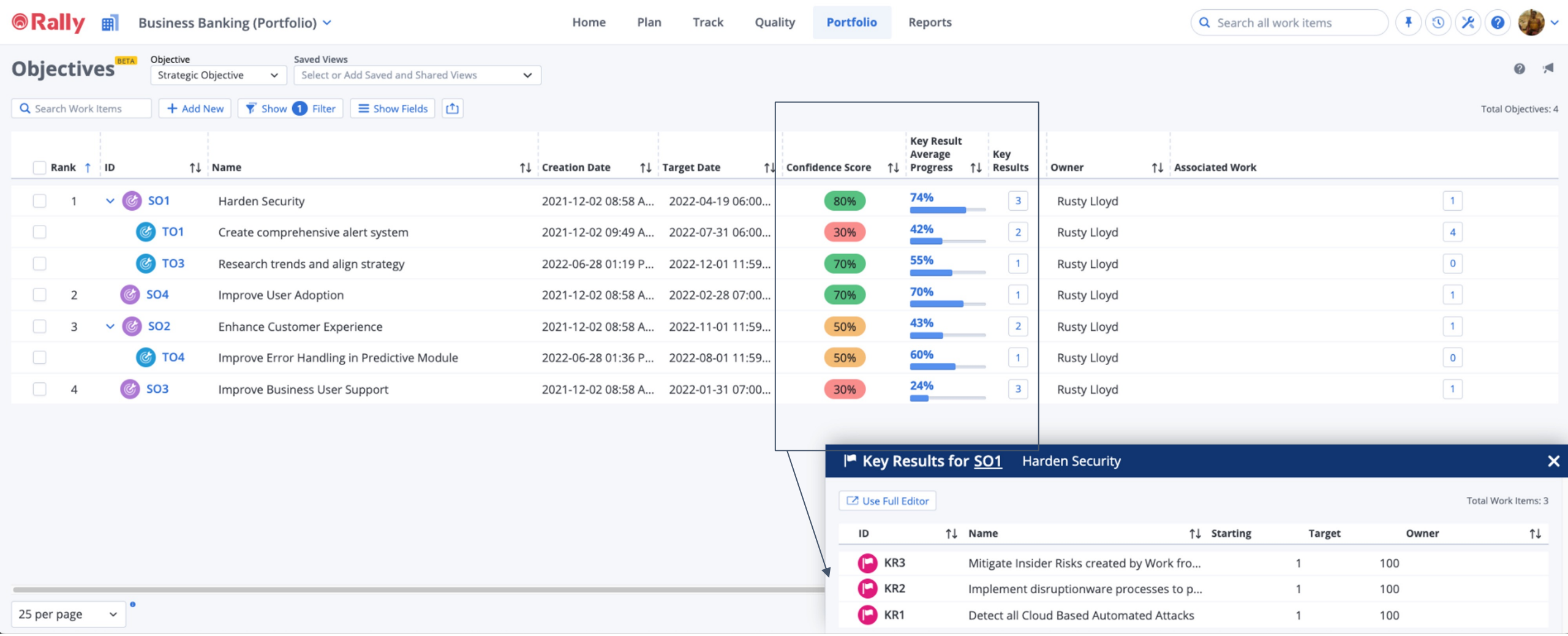
*(Custom attribute using a provided cross lookup to Rally Objective types)*

# Use Cases 7 through 9

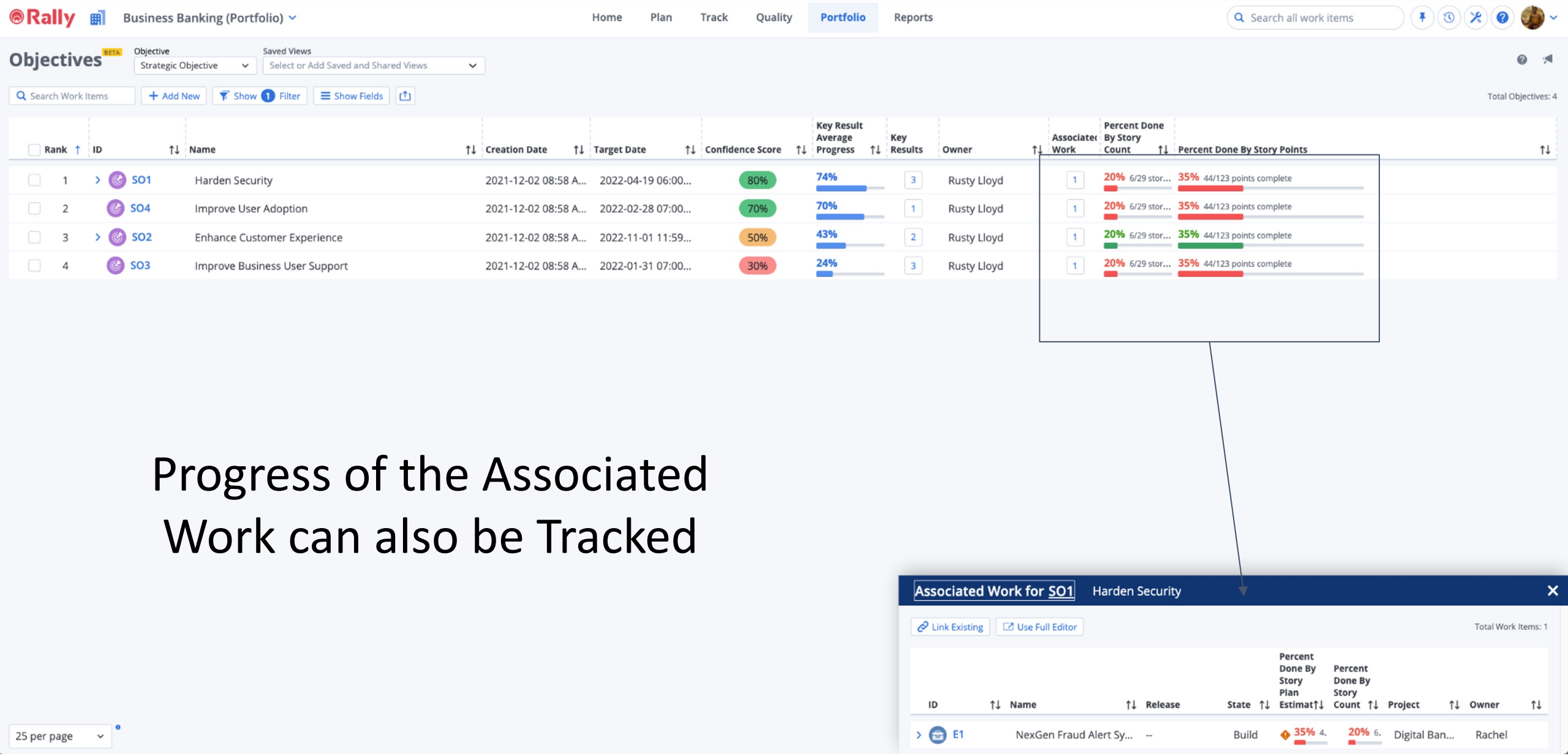
7. As a **Product Owner**, I can **continuously review progress on the key results my team has committed to**, enabling them to **see if the in-progress work we are completing is supporting our objectives positively and help me determine if we should pivot or persevere.**

8. As an **Engineering Leader,** I can **easily see the progress of teams and trains in completing their objectives and key results in Rally,** enabling me to **quickly react and address issues if I see the possibility that we will miss business objectives and key results in the current PI**.

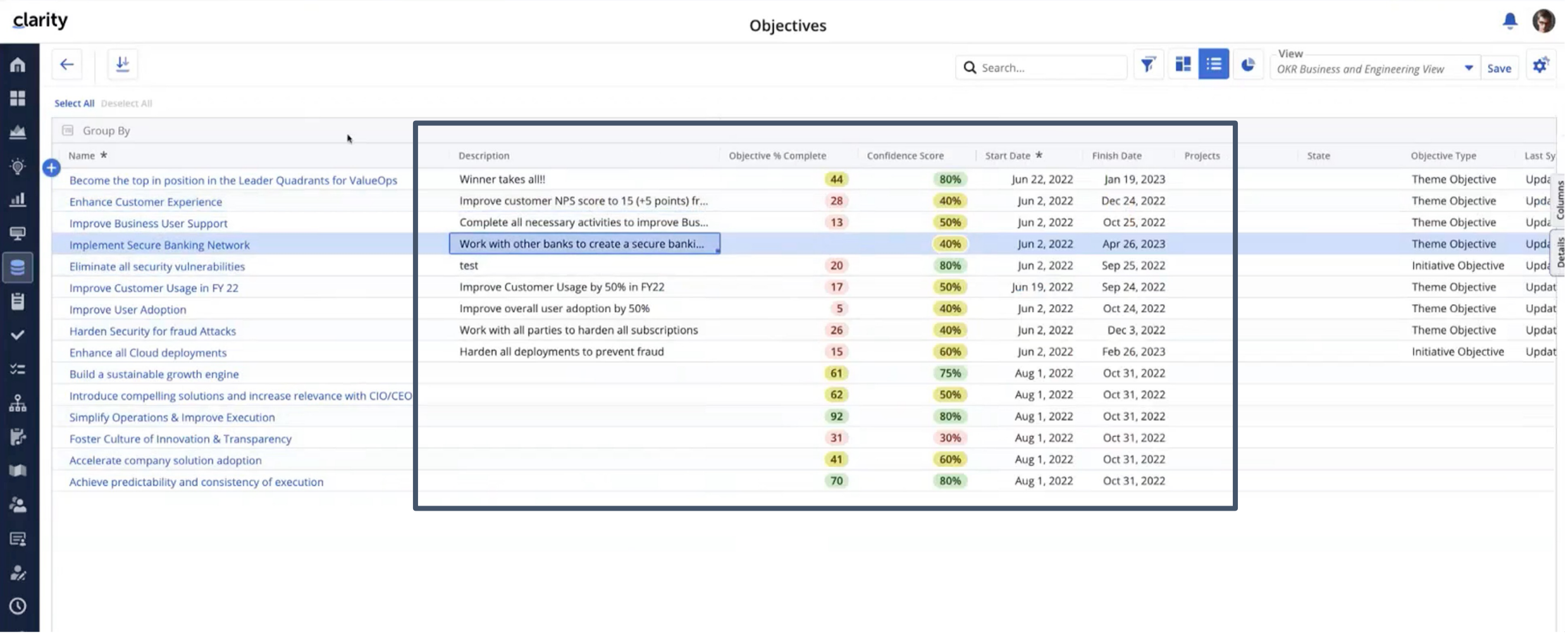
9. As a **Business Leader**, I can easily **see engineering progress on their OKRs in Clarity**, enabling me to **ensure the overall organization is progressing appropriately against both quarterly and yearly objectives and help resolve issues as they arise.**




# Key Results Rollup to Calculate Progress Against each Objective




# Progress of the Associated Work can also be Tracked




# Pass back Engineering updates to Clarity
# (% Complete, Confidence Score, Start & Finish dates)

# In Conclusion

- Using Clarity and Rally together allows your organization to capture OKRs in either solution and mirror those records to the other side

- Occurs seamlessly through the out-of-the-box integration mapping utility (requires Clarity v16.0.3 for OKRs)

- Progress updates made in either solution can be passed to the other side… although usually it is Rally updates being passed back to Clarity

- All this helps to **Track Progress, Create Alignment,** and **Encourage Engagement** around **Measurable Goals**.

# Questions?

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- Class Name = **regoUniversity**
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