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Strategic Alignment and Beyond (The OKR Journey)

Your Guides:
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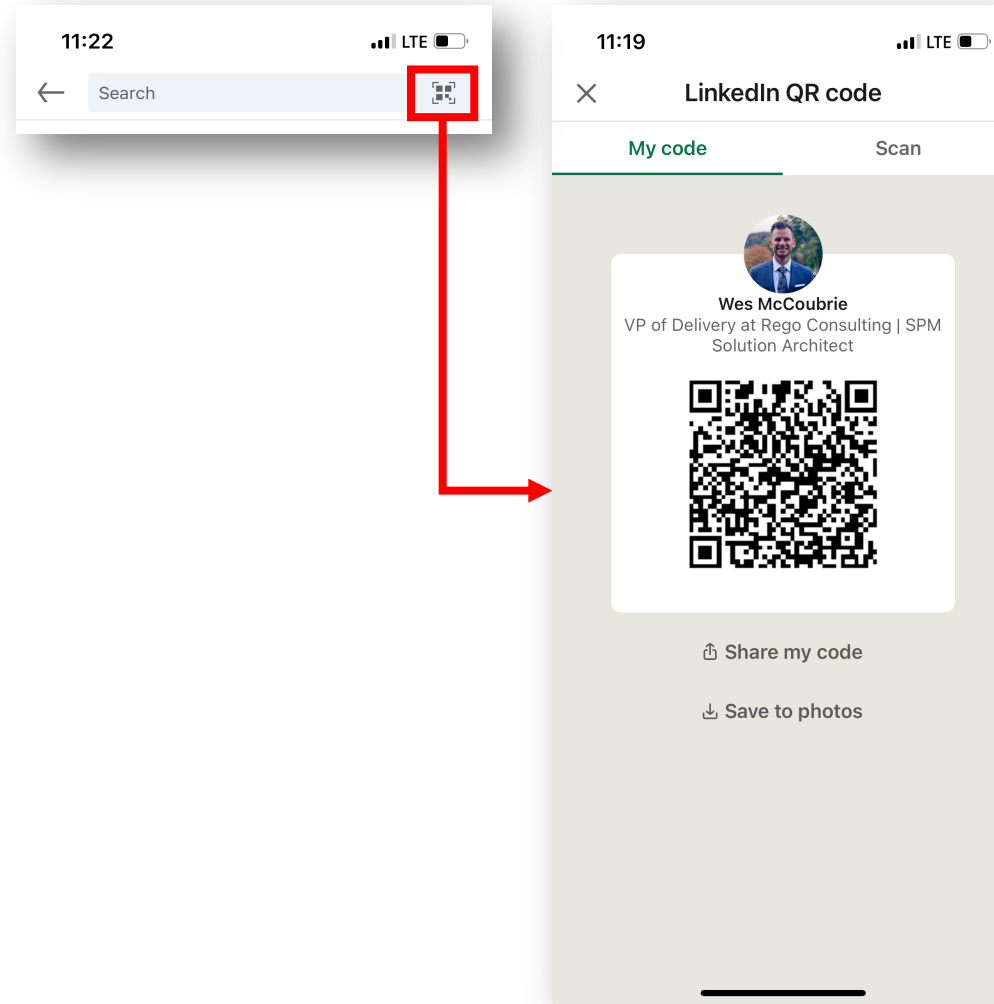


Agenda

- Introduction
- Defining and Structuring OKRs
- Aligning the Work
- Tracking Attainment
- Reporting
- Demonstration
- Questions
- Additional Resources

Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself
- LinkedIn!



OKR Structure and Overview



Strategic Alignment

Strong strategic frameworks that allow for quick shifts within well-defined strategic guardrails are major differentiators for organizations.

- All work should be tied to an enterprise strategy, but this is nothing new. The focus here is on decomposing that strategy into measurable objectives that are specific to a line of business or department.
- We should be measuring benefits in business terms, monitored and tracked by business resources. PPM metrics remain important but target tactical project execution and are not designed to continuously revalidate the purpose behind our work.



Strategic Alignment

- OKRs are more important than ever, with a growing focus on quantification and measurement against expectations (e.g., baseline, target, actual).
- As markets shift, a flexible strategic framework allows companies to pivot quickly, reallocating resources to the most valuable work.
- Capabilities that support the connection of these dots is becoming an important differentiator for major SPM platforms, especially as execution methodologies become more disparate.



Are you actively measuring alignment to strategies? If so, what are you using?



Is your organization using Objectives and Key Results (OKRs)?

- a. Yes, we use them across portfolios and projects.
- b. Yes, some teams are using them.
- c. No, but we are planning to leverage them.
- d. No, our organization is not currently planning to use them.

How well are your projects aligned with your organization's strategic goals?

- a. Completely aligned
- b. Partially aligned
- c. Minimally aligned
- d. Not aligned

OKR Definition & Best Practice

- First, standardize terminology. Typically:
 - OKRs are elements of a strategic framework that support goal setting and management.
 - KPIs are specific measurements used to evaluate performance.
 - In that light, “Key Results” can be considered KPIs.
 - KPIs are almost always quantitative in nature. Whereas Key Results can be more flexible (e.g., implement a customer rewards program).
- Effective OKRs are **collaboratively developed**, well-communicated, and visible.
- Depending upon the size and complexity of the organization, you may need to introduce **multiple OKR levels** that include Team or Organization-Driven Objectives.
- Key Results needs to be **simple to measure** and to communicate. (ROI, NPV, Payback can become over complicated)
- Use **CRIB** for Key Result setting: Clarity | Results Oriented | Important | Big.
- Aim for **70% attainment** (John Doerr, Measure What Matters). Should drive FACTS: Focus | Alignment | Commitment | Tracking | Stretching.

OKR Definition & Best Practice

- Limit OKRs: **3–5 objectives with 3–5 KRs each** to avoid dilution.
- Make KRs **outcome-based, not task-based** (what was achieved, not what was done).
- **Align vertically and horizontally** so team OKRs support org priorities and reduce silos.
- Review and **refresh OKRs regularly** — they're not “set and forget.”
- Celebrate and share **progress and wins** to keep engagement high.
- Use OKRs as a **learning tool**, not just performance evaluation.

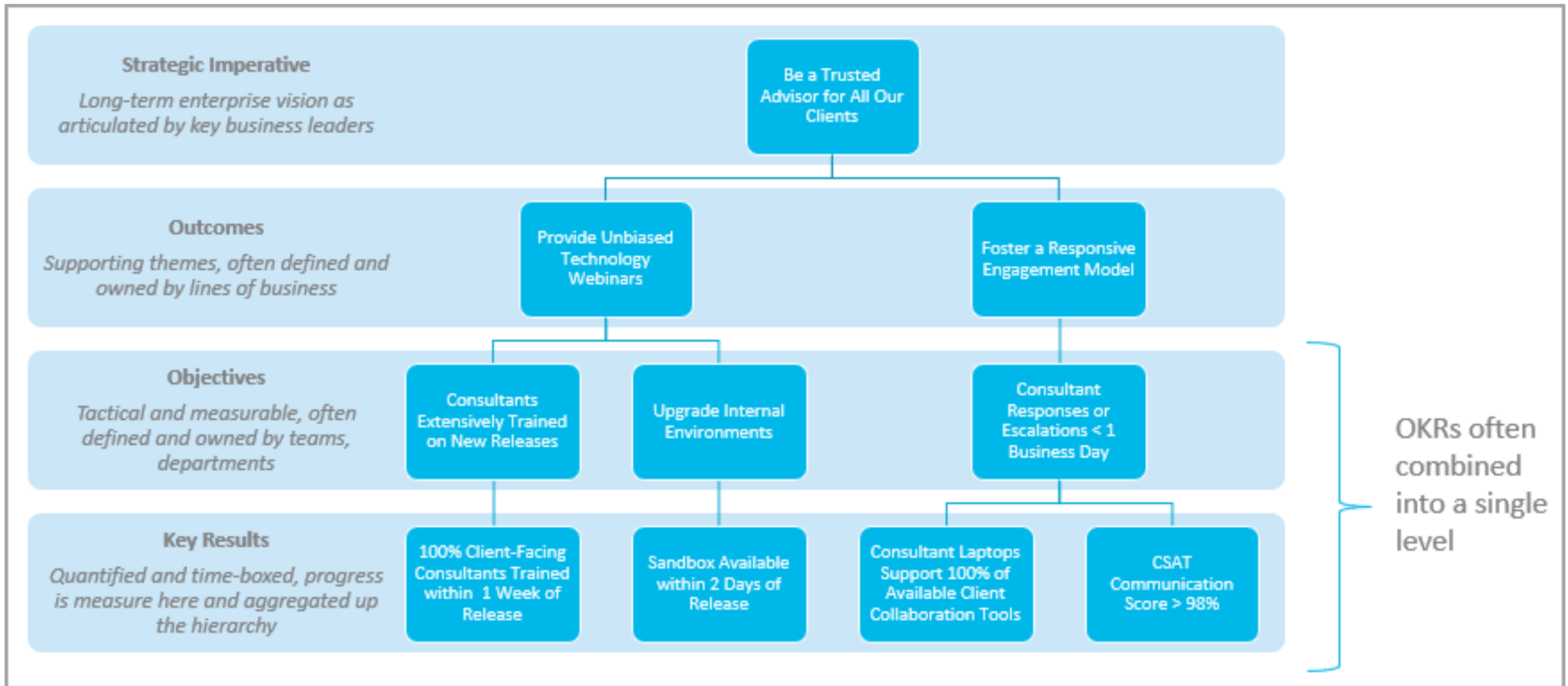
Example

Goal: Deliver a top-tier Las Vegas Grand Prix that boosts fan experience, execution, and city impact.

Objective: Run a seamless event that strengthens the race's global reputation.

- **Key Result #1:** Complete **95% of race ops milestones on time** (track readiness, safety certifications, traffic flow planning) before race weekend.
- **Key Result #2:** Achieve **90%+ fan satisfaction** (measured through post-event surveys on accessibility, amenities, and overall experience).
- **Key Result #3:** Drive **\$1.2B+ in economic impact** during the event period.

Example Hierarchy



Aligning the Work

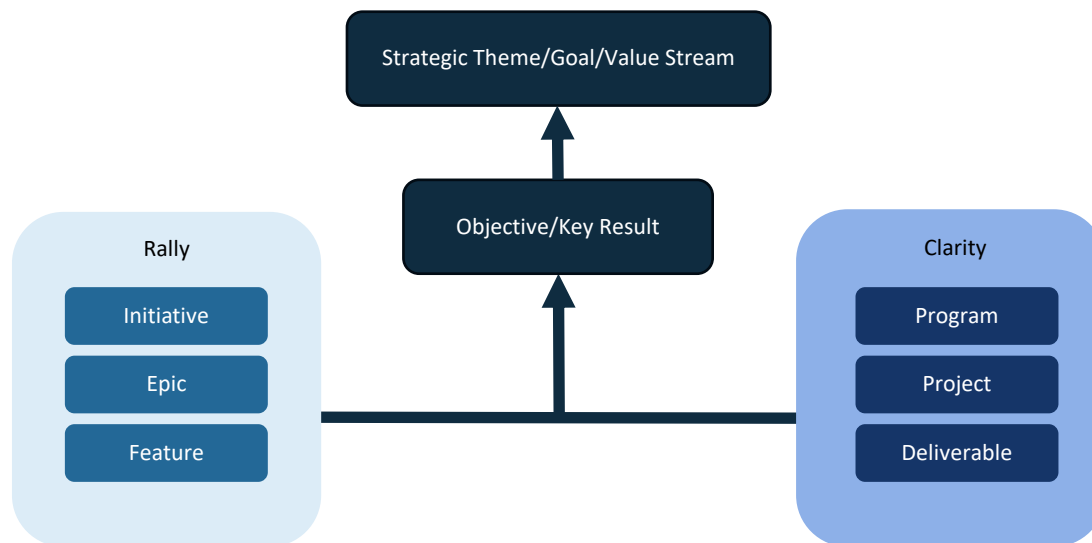
Strategy Framework – Aligned to Clarity PPM



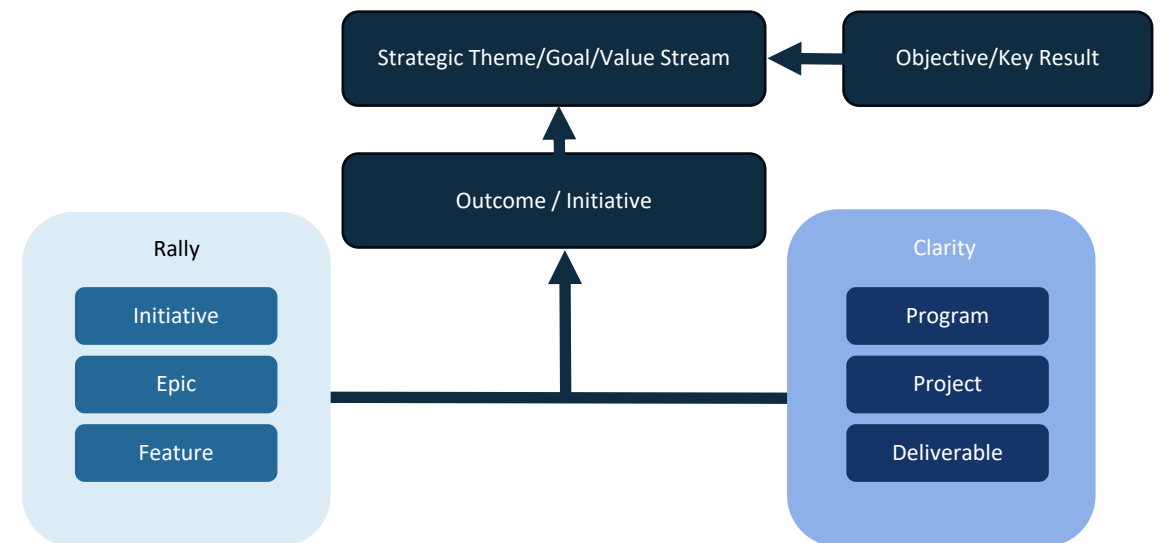
OKRs are Methodology Agnostic

- Work can be executed in Agile, SAFe, Waterfall, etc.
- The work can be tied directly to the objective (Option A) or, for larger and more complex organizations, to an initiative or outcome (Option B).

OPTION A



OPTION B

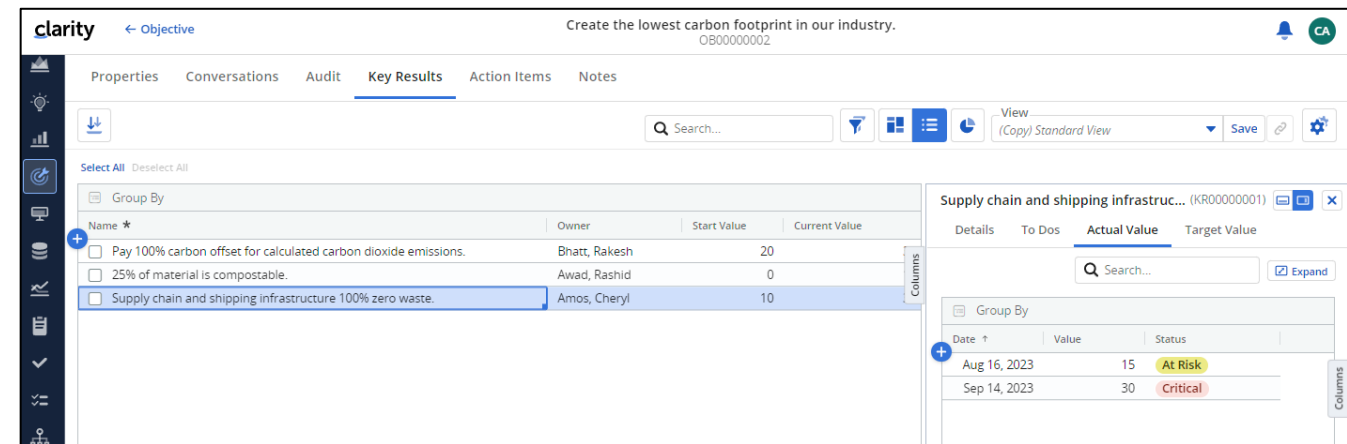
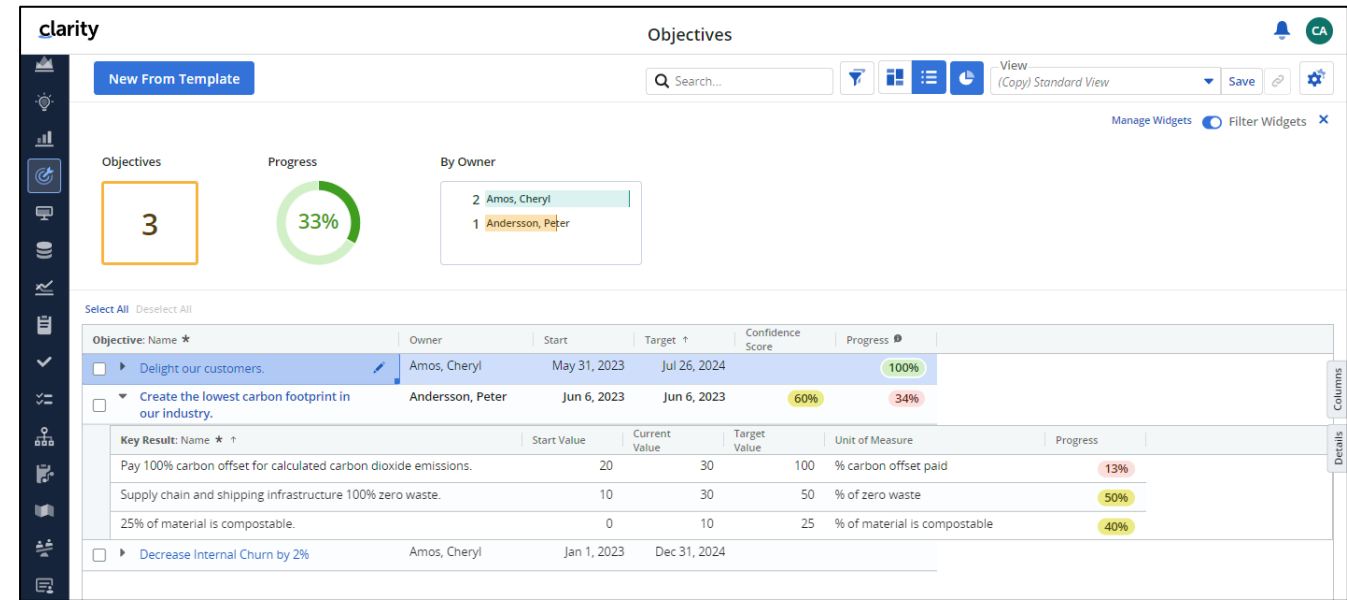


If you are aligning work to strategies, are you using one of these approaches?

Tracking

Objectives Module

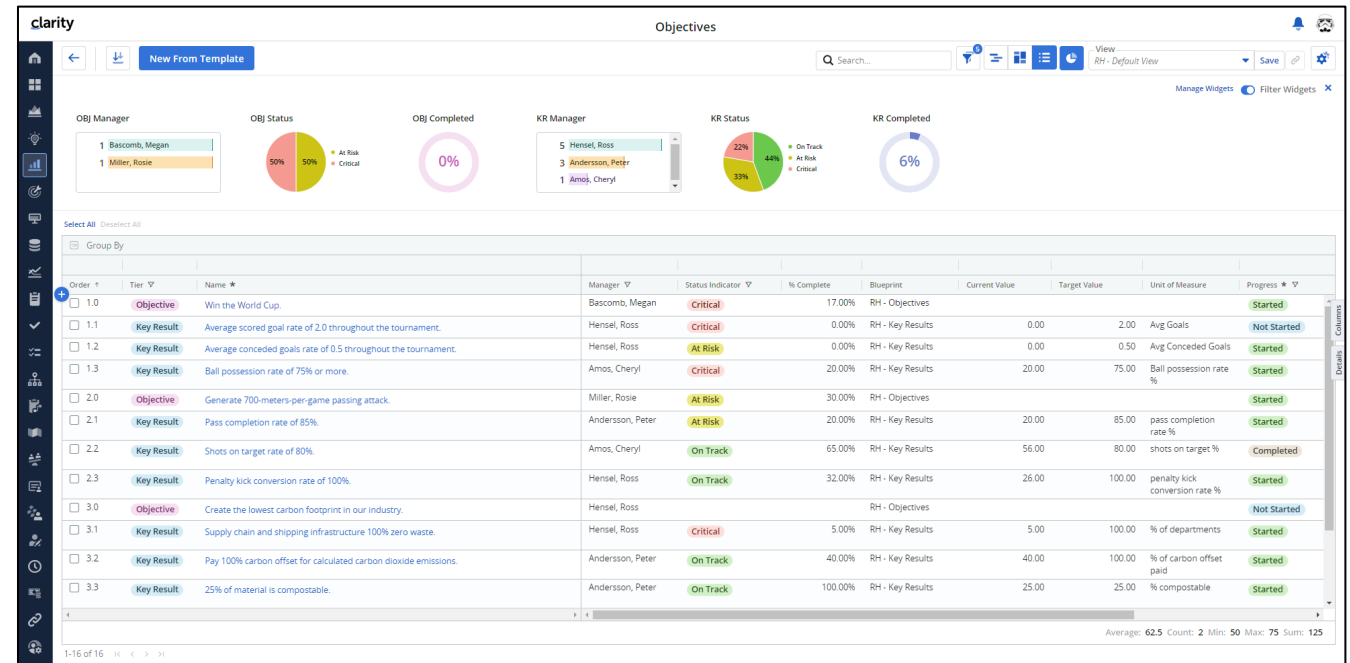
- Out-of-the-box module.
- Three-tiered system with Objectives as the parent object, Key Results as a subobject and Actual and Target Values as a subobject of Key Results.
- Allows direct connection with Rally for updates from Agile teams.
- Nested grid allows visibility into Objectives and Key Results in a single view.



****Broadcom will update this module to an investment in a future release.****

Custom Investment

- Usually, a two-tier system of Objectives and Key Results at the custom investment level and Measures/Actual Values at the sub-object level.
- Great if you want to pair with any OOTB investment object like Tasks, Risks, or Issues.
- Associate projects to Objectives or Key Results using the parent field or a custom attribute variation.



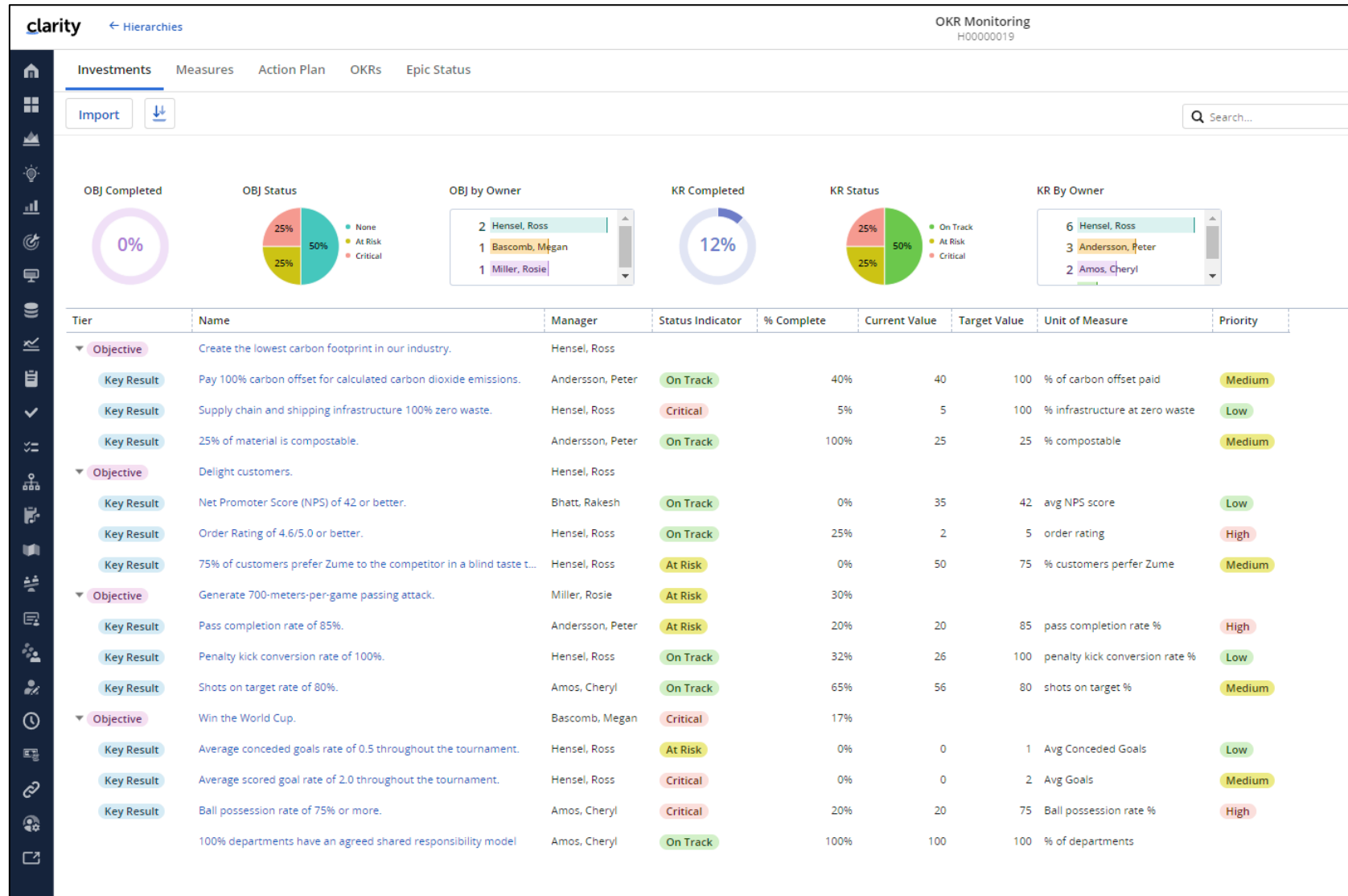
The screenshot shows the Clarity Measures dashboard for the objective 'Supply chain and shipping infrastructure 100% zero waste.' The table displays measures with columns: Date, Status, Actual, Unit of Measure, and Comments.

Date	Status	Actual	Unit of Measure	Comments
Aug 18, 2023	Critical	5	% infrastructure at zero waste	No real progress made. Will need management to escalate out to managers.
Jul 14, 2023	At Risk	5	% infrastructure at zero waste	Slower progress than expected due to Summer vacations. Hoping to see some good progress over the next month. We may need to escalate otherwise.
Jun 14, 2023	On Track	0	% infrastructure at zero waste	No issues yet. Just kicked off program.

Reporting

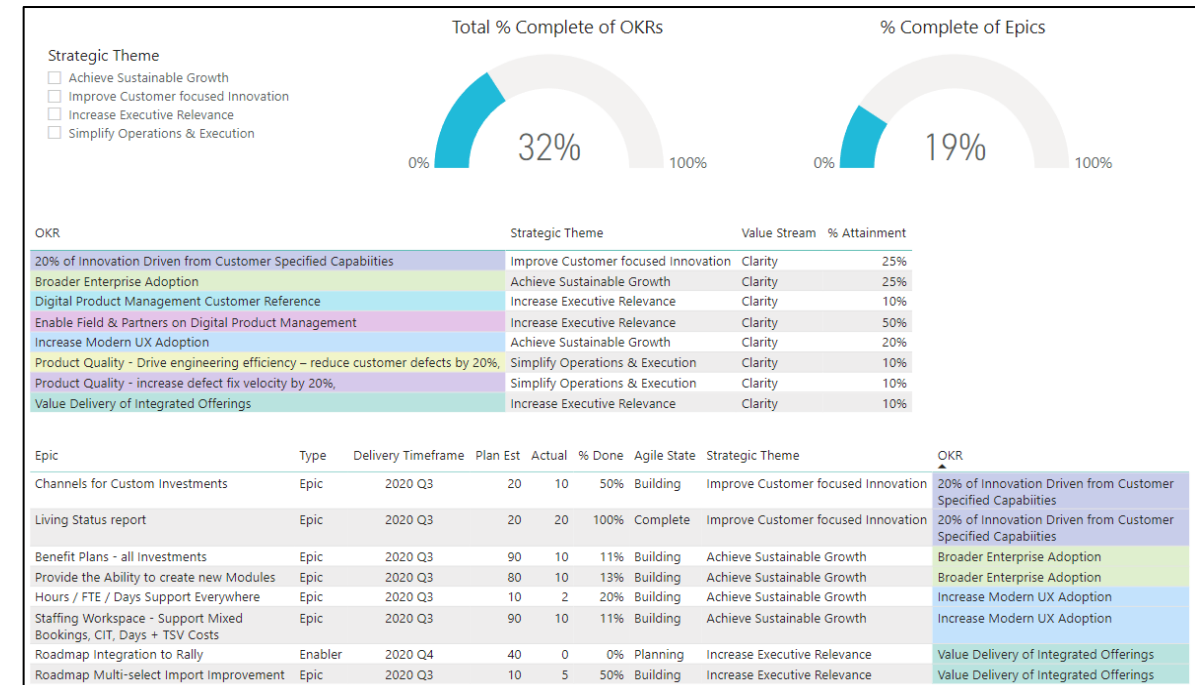
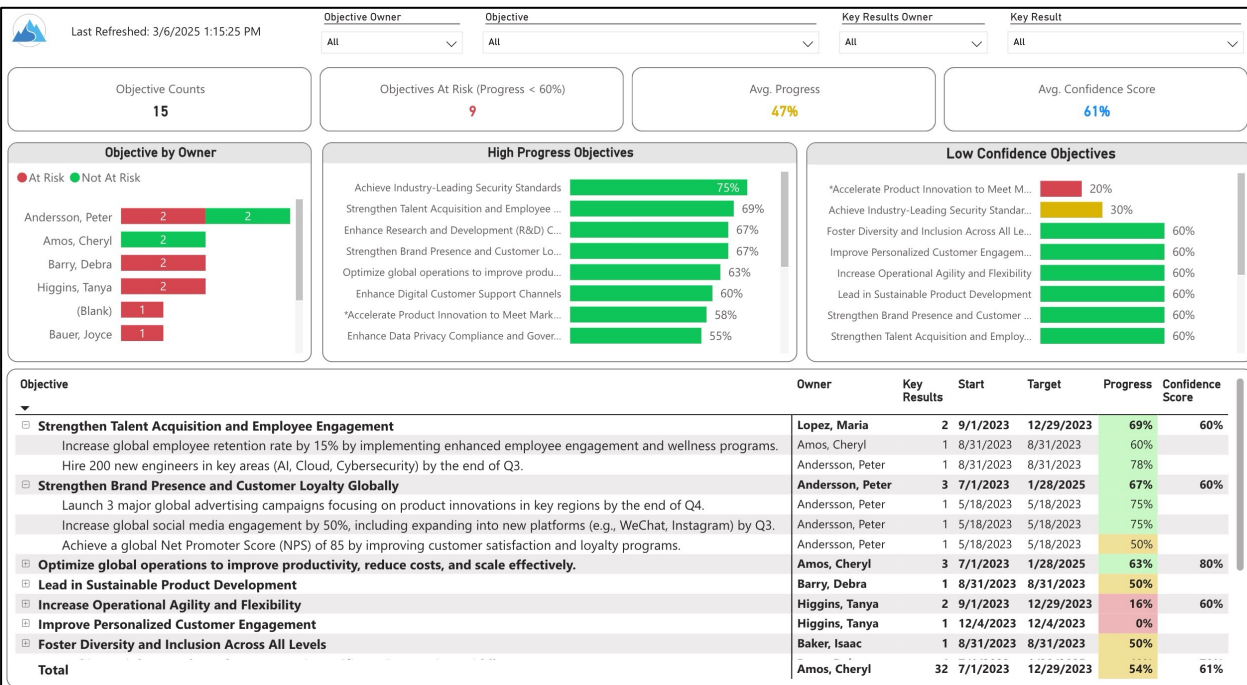


Hierarchies



PowerBI/Tableau

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Demonstration

Questions?



Additional Resources

- Rego Whitepapers:
 - [Measuring Value with OKRs](#)
 - [Leveraging OKRs Using Clarity Hierarchies](#)
- Broadcom:
 - Objectives and Key Results in Agile at Scale.pdf
 - [Clarity Cookbook: Objectives and Key Results \(OKRs\)](#)
- Books:
 - Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs - John Doerr
 - Moving the Needle with Lean OKRs – Bart Den Haak



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- Click on **Visit CCR's** button under the **Report PDU's**
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