



September 13-14, 2022

Flow-based OKRs

Tying Strategy to Key Results

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Agenda

- Introduction
- OKRs: What are they and why do they matter?
- How are OKRs different from traditional performance management?
- OKRs + VSM: a complete toolkit
- Flow-based OKRs: Real life examples
- Suggested Sessions
- Q&A

Introductions

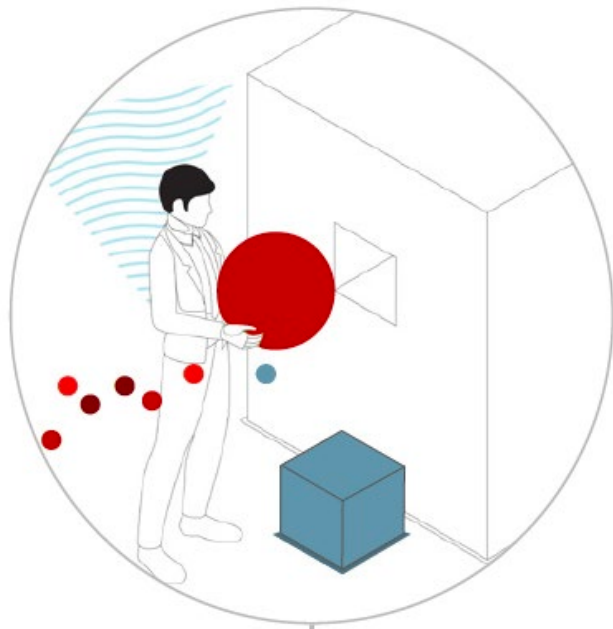


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What are OKRs and why do they matter?



You can't simply take a part of how Google works, apply it to your company and become Google."

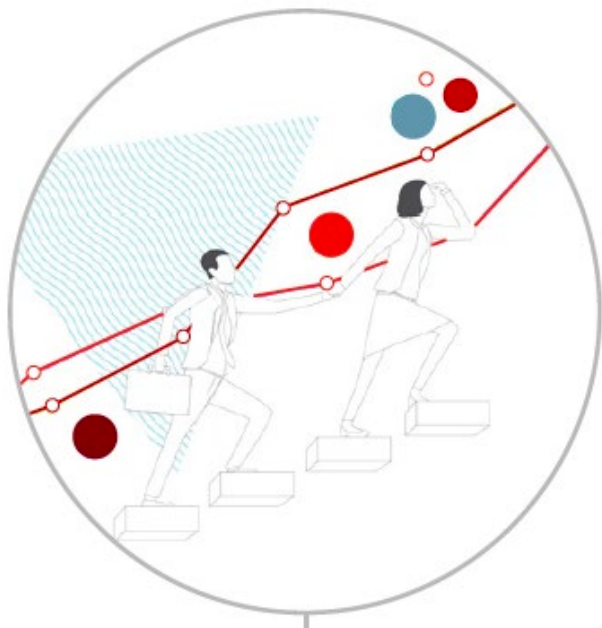
- Felipe Castro, OKR consultant and trainer

Traditional performance management vs. OKRs

- OKRs are connected to strategic, business outcomes and goals
- OKRs measure outcomes, value, or flow instead of activity or dates
- OKRs are focused on learning, quick feedback loops, and incremental improvement



VSM + OKRs: a complete toolkit



Value Stream Management lets organizations measure **end-to-end flow** and **customer-focused outcomes**

OKRs drive performance when they're **accompanied by changes to work habits and culture.**

Flow Metrics: Leading Indicators for OKRs



Flow
Framework®  OKRs

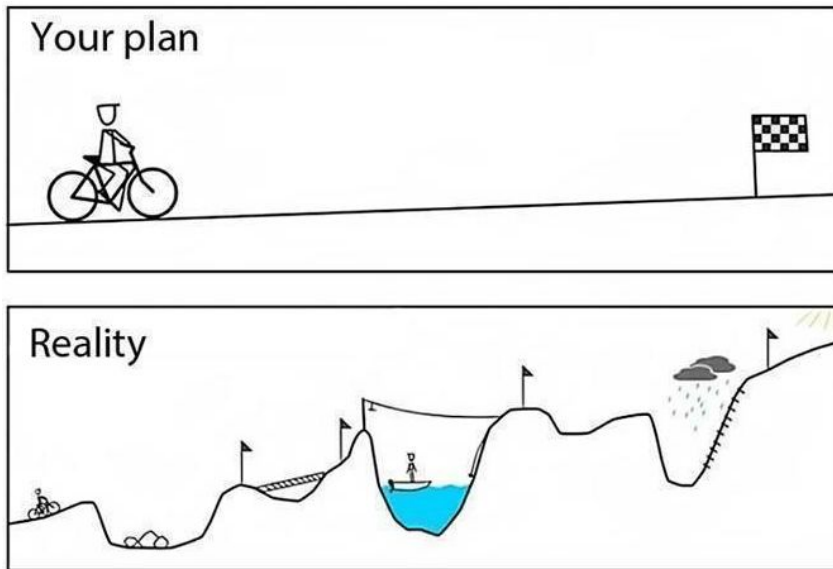
Flow Metrics center around the principle that **all software-related work**—design, development, and delivery—**must create value for the business**:

- **Flow Velocity:** Is value delivery accelerating?
- **Flow Efficiency:** Is waste decreasing in our processes?
- **Flow Time:** Is time-to-value getting shorter?
- **Flow Load:** Are we balancing demand vs. capacity?
- **Flow Distribution:** Are we investing in line with business priorities?

Customer examples of Flow-based OKRs

OKRs *sound* easy but are often more difficult than you think.

OKRs are more about *learning*, *building habits*, and *alignment* than they are about how good we are.



Credit: <https://twitter.com/kenradio/status/1411680545436672000>

Example #1: Flow Distribution

Objective:

Increase time to value

Key Result:

Improve key Flow Metrics

(Time, Efficiency, Distribution, Load, Velocity)

Key Learning:

- Select **one** Flow Metric to focus on
- Measure your **true baseline**
- Be **proactive**—you're in the driver's seat!
- OKRs should create **alignment, discussion, learning**

Target appropriate distribution per lifecycle stage

01 Incubation



02 Introduction



03 Growth



04 Maturity



05 Decline



Example #2: Neglected WIP

Objective:

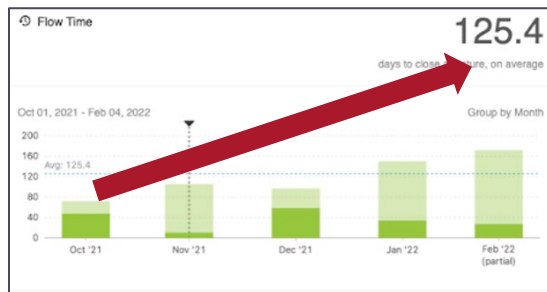
Address neglected WIP

Key Result:

Decrease flow time by 20%

Key Learning:

- Things may get **worse** before they get **better**
- It won't be pretty
- **Stabilize first**, improve later



Flow Time

Objective:

Keep Flow Time under one sprint

Key Result:

Flow Time of 14 days or less

Key Learning:

- **Start!** Even if it's at the team level
- Maintain a view of the **entire system**
- Your success may cause problems for others
- Development may **not** be the bottleneck

Cycle Time: Analysis to Dev Done



Flow Time: Analysis to Customer



Suggested Sessions

- Recipe for Planning Success - Align, Revisit, Measure and Adjust with OKRs
 - Dominique Trimino, Senior Product Manager, Planview
- P2P Maturity Assessment
 - Naomi Lurie, VP Product Marketing, Planview
- Set Yourself Up for Success with VSM
 - Melissa Dade, Lead Scrum Master/Agile Coach, TIAA
- Join Flow Framework Community to keep the discussion going!

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Thank you!

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