

A black and white photograph showing the lower legs and feet of several people walking on a subway platform. The ground is covered with tactile paving, which consists of rectangular tiles with raised patterns. The people are wearing various types of shoes, including loafers and sneakers. The image is slightly blurred, suggesting movement.

OKR:s in SAFe demystified

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WE ARE MOVEMENT

*“There is nothing quite so useless
as doing with great efficiency
something that should not
be done at all”*

– Peter Drucker

Strategic Themes

The background of the slide is a dark, grayscale photograph of several large industrial storage tanks. The tanks are cylindrical with vertical corrugations and dark, domed tops. They are arranged in a row, with some in the foreground and others receding into the background. The lighting is dramatic, with highlights on the tops of the tanks and some vertical lines, while the rest is in deep shadow.

Strategic Themes are differentiating business objectives that connect a Portfolio to the strategy of the organisation.

Strategic Themes expressed as **Objectives and Key Results (OKR:s)** offer a way to align the business strategy of an organisation with a SAFe Portfolio and its Development Value Streams and Agile Release Trains.

What are OKR:s?






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

An **Objective** should be short & motivate and challenge the organization to move towards a future state.

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

OKR:s in SAFe – Strategic Themes

Strategic Themes

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Objectives	Key Results	Status
Increased revenue from an awesome e-commerce site	Listed as one of the top 3 recommended stores	
	10 % higher sales increase than the industry standard online	
	Maintain in-store sales levels	



Moving the authority
to where the information is...

**Given our strategic decisions and prioritizations,
how far do you think you can take us towards our
common goal during the upcoming period of time?**

Moving the authority to where the information is...

...gives us an informed answer...



We will [objective]...as measured by [key results]

Objectives	Key Results
Increased revenue from an awesome e-commerce site	Increased NPS from 70 to 80 online
	Decreased # abandoned carts from 15 to 5 %
	Maintained in-store EBITA

Moving the authority to where the information is... gives us an informed answer...

with Qualitative and Quantitative progress Metrics

We will [objective]...as measured by [key results] – right now we are at:

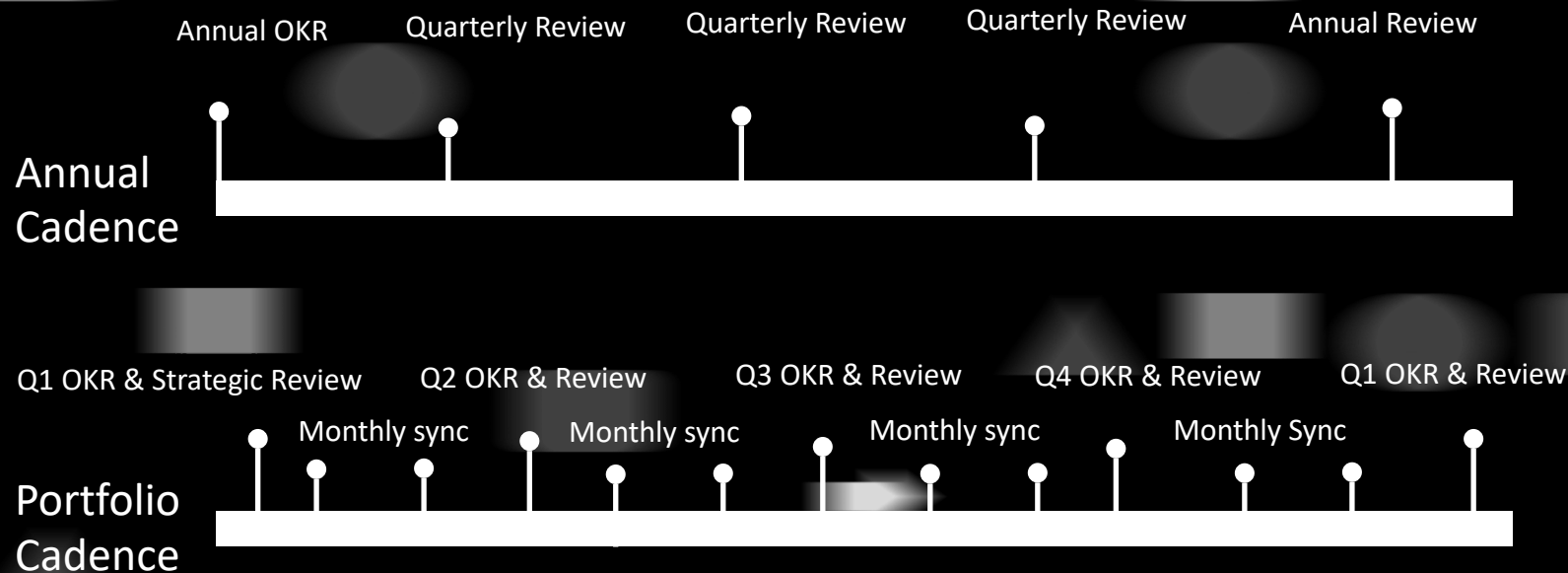
Objectives	Key Results	Confidence	Status
Increased revenue from an awesome e-commerce site	Increased NPS from 70 to 80 online	😊	72
	Decreased # abandoned carts from 15 to 5 %	😞	30
	Maintained in-store EBITA at 10%	😊	100
		😐	

Strategic Themes as OKR:s inform and inspire our Epic formulation

Objectives	Key Results
Increase revenue from e-commerce	Increased NPS from 70 to 80 online
	Decreased # abandoned carts from 15 to 5 %
	Maintained in-store EBITA

Epic Hypothesis Statement	
Funnel Entry Date:	Today
Epic Name:	Add financed subscription model
Epic Owner:	Me
Epic Description:	<p>For users with limited budget</p> <p>who wants to watch all seasons of a series</p> <p>the ad financed subscription model</p> <p>is a monetization solution</p> <p>that allows "watch for free"</p> <p>unlike our current month based subscription</p> <p>our solution opens up our services to new user segments and households with low income</p>
Business Outcomes:	<ul style="list-style-type: none">• Reduced churn• Increased customer base
Leading Indicators:	<ul style="list-style-type: none">• Number of signups on a unique ad financed "Friends" offering in Sweden is 10% more than normal• Net promoter score from the ad financed user group is > 70
Nonfunctional Requirements (NFRs):	Available in all markets

Revisit our OKR:s in the QBR & Portfolio cadence



Making the Key Results major Development Value Stream KPI:s

Objectives	Key Results
Increase revenue from e-commerce	Increased NPS from 70 to 80 online
	Decreased # abandoned carts from 15 to 5 %
	Maintained in-store EBITA


Development Value Stream 1

Development Value Stream 2

Key Results
Increased NPS from 70 to 80 online
Decreased # abandoned carts from 15 to 5 %

Key Results
Increased NPS from 70 to 80 online
Decreased # abandoned carts from 15 to 5 %
Maintained in-store EBITA

Making sure we are not overloading the system



We limit the number of Strategic Themes actively & learn to pivot

We make sure that OKR:s are not treated as work items

We use the Guardrails from the Portfolio Collaborations

We practice connecting Epic Leading Indicators to Key Results

We use and trust the connected Kanban systems

We coach leaders and Management patiently

Thank you!

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