Agenda

- Welcome and Icebreaker (5 min)

- How to Build OKRs into Your Business Rituals– Liz Pierce & Tamara Taylor (15 min)

- Breakout rooms (10 min)

- Viva Goals Product Deep Dive: Azure DevOps integration (10 min)

- AMA (15 min)

Icebreaker

Icebreaker

What are you most looking forward to in 2023? Type it out or share a GIF that represents it in the chat! We'll go first!

How to Build OKRs into Your Business Rituals: The Four C's to Ensure Success

Building OKRs into your business rituals

Getting started

How do you set up OKR program expectations in context of your organization's existing business processes?

Getting value

How do you weave OKRs into your existing business rhythms to derive maximum value?

Getting started: Key Questions To Ask

1. What are the existing planning "centers of gravity" in your organization?

2. Who runs planning for that "center of gravity'" today?

3. Which cadence/rhythms do you use for planning?
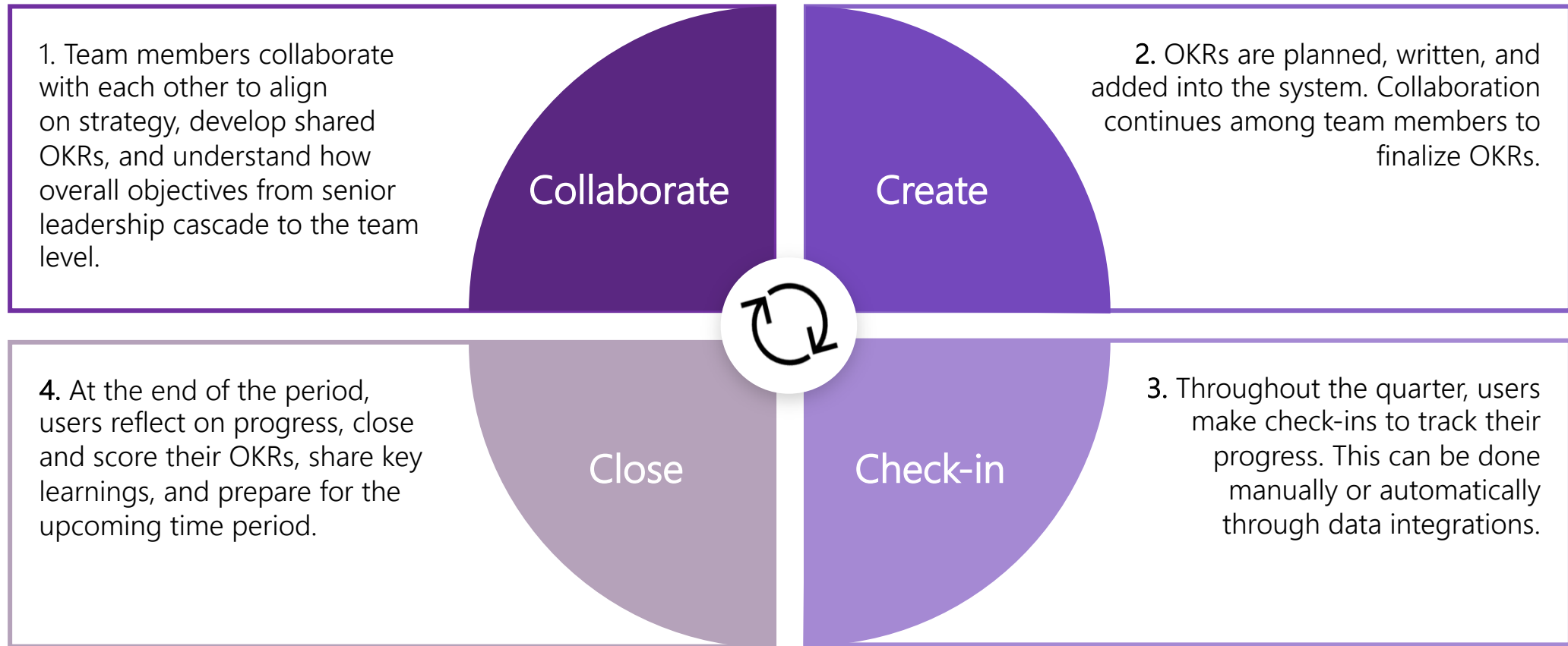
Example: OKR Program Expectations

_____ OKR Program Expectations			
	Leadership Team ("L1s")	**L2s**	**L3**
OKR Expectation	Required	Recommended	Recommended
OKR Champ / Program Lead	_____	_____	_____
Tool	Viva Goals		
Rhythm of OKR Program	• OKRs set _____, revisited _____, and reviewed _____ • OKRs checked in biweekly		

Planning Center of Gravity

Planning lead(s)

Planning ROB

Getting Value: The Four Cs to Ensure Success

Collaborate

1. Team members collaborate with each other to align on strategy, develop shared OKRs, and understand how overall objectives from senior leadership cascade to the team level.

Create

2. OKRs are planned, written, and added into the system. Collaboration continues among team members to finalize OKRs.

Close

4. At the end of the period, users reflect on progress, close and score their OKRs, share key learnings, and prepare for the upcoming time period.

Check-in

3. Throughout the quarter, users make check-ins to track their progress. This can be done manually or automatically through data integrations.

Business Rituals to Drive Value

OKR Value Driver	OKR Superpowers	Business Rituals
Strategic and Priority Alignment	• Engages key stakeholders early; establishes ownership • Identifies macro dependencies (vertical and horizontal) • Surfaces early constraints (budget, bandwidth, priorities) • Reports up to sr. leadership on overall progression at the org level *Key milestone: Provides transparency and reports up to leadership on opportunity and risk.*	Annual Strategic Planning Program Incremental Planning Quarterly reviews with Sr. Leadership
Organizational Visibility	• Using OKRs to 'report out' to your broader organization about successes, learnings, and next steps *Key milestone* : What did we accomplish as an organization, what can we celebrate together, what were the key lessons learned, what are we doing next?	Monthly All Hands Monthly newsletter
Team Ownership and Accountability	• Drives ownership and accountability in the flow of work • Surfaces key areas of collaboration across departments and/or teams • Surfaces key opportunities for course correction at the project/program level • Leverages OKRs to 'report up/across' to key contributors on overall progress at the team level *Key milestone*: What did we accomplish as team, what challenges exist that might keep us from achieving our short-term and long-term goals (ie KRs provide rigor, focus and help teams zoom in)	Weekly Team Meetings Cross-functional Project Meetings Scrum Meetings
Division/Department Execution	• Drives progress against commits during planning process • Maintains clarity against shared objectives / dependencies / priorities • Provides continuous and real-time adjustments on progress *Key milestone*: Where are the areas for improvement, collaboration and mitigating risk.	Quarterly Business Reviews (QBRs) Quarterly Planning Monthly Department Meetings

Breakout Rooms

Breakout Room Conversation Starters

1

In which value driver area does your organization have room to improve your approach?

- *Strategic & priority alignment*
- *Division/Department progress*
- *Team ownership & accountability*
- *Organizational visibility (on priorities)*

2

What business rituals does your organization use today that could be evolved to leverage OKRs?

Product Feature Deep Dive:
Viva Goals Azure DevOps Integration

Customer Problem Statements

- **OKR mental shift in-progress** – people are learning to differentiate "Outcomes" (OKRs) vs "Outputs" (Deliverables)
    - **Teams' work should drive impact/value** – by aligning work to OKRs, teams ensure their work is supporting Organization goals leading to increased value and team satisfaction
    - **Disconnect between Organization strategy and work** - ROB discussions should address OKR and supporting work status (e.g., is our work driving the impact we want)
- **Lack of clarity & integration** across Azure DevOps and Viva Goals tooling
    - **ADO users "live" in ADO** - "tool fatigue"; another tool adds friction
    - **OKR tracking within ADO** - historical precedent at C0 for tracking OKRs using custom ADO work item types:
        - One tool for work and ADO tracking - Users do not have to leave ADO for tracking/managing OKRs
        - OKR work items used to roll-up ADO KR supporting work

ADO <> Viva Goals Integration Design Principles

- **Focus tools on their strengths:**
  - Viva Goals excels at OKR Management / tracking
  - ADO excels at work management
- **Keeps the ADO users in ADO** by bringing Viva Goals OKR processes into ADO UX and workflows ("single pane of glass")
- **Data Segregation:**
  - OKR Data in Viva Goals
  - Work Data in ADO data

Viva Goals ADO Integration Demo

AMA

Thank you!

Please make sure to take our exit poll so we can better serve you next time!

Have questions? Reach out to GoalsOfficeHours@Microsoft.com