Goal Setting for PMO Teams… with OKRs

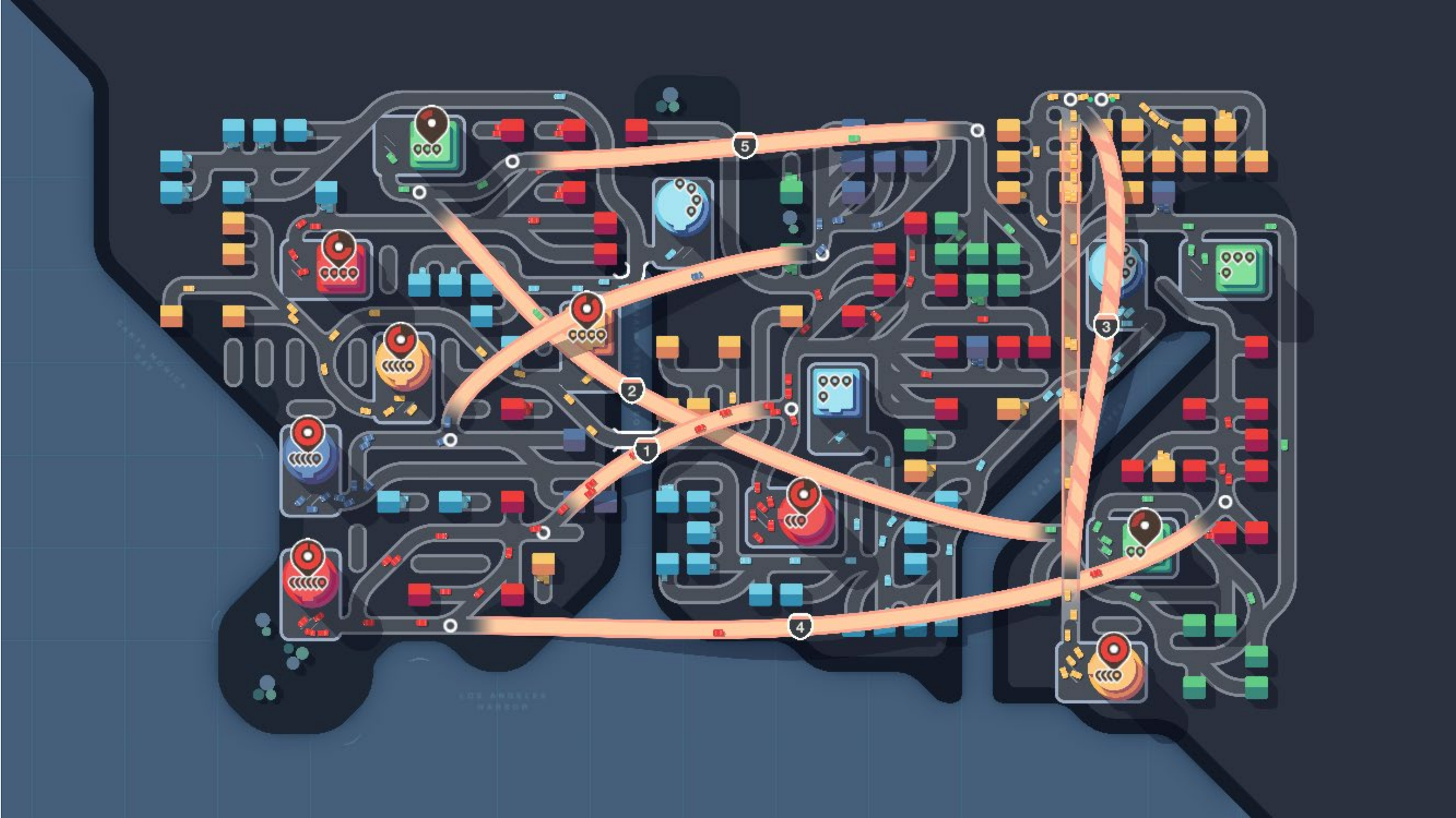
John McIntyre, HotPMO

Sharper, Faster, Smarter

HOTPMO

We all know how to measure projects, but how do we measure whether the PMO is meeting the needs of the organization?

1. What OKRs are
2. How OKRs can be used to align and accelerate PMO Performance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to join the
he growing
capital.

Zürich

Best: **1300**

Tunnel through mountains and bridge the Limmat river to keep Zürich moving.

Manila

Best: **2059**

Tame the roads of Manila, the most densely populated city in the world.

Rio de Janeiro

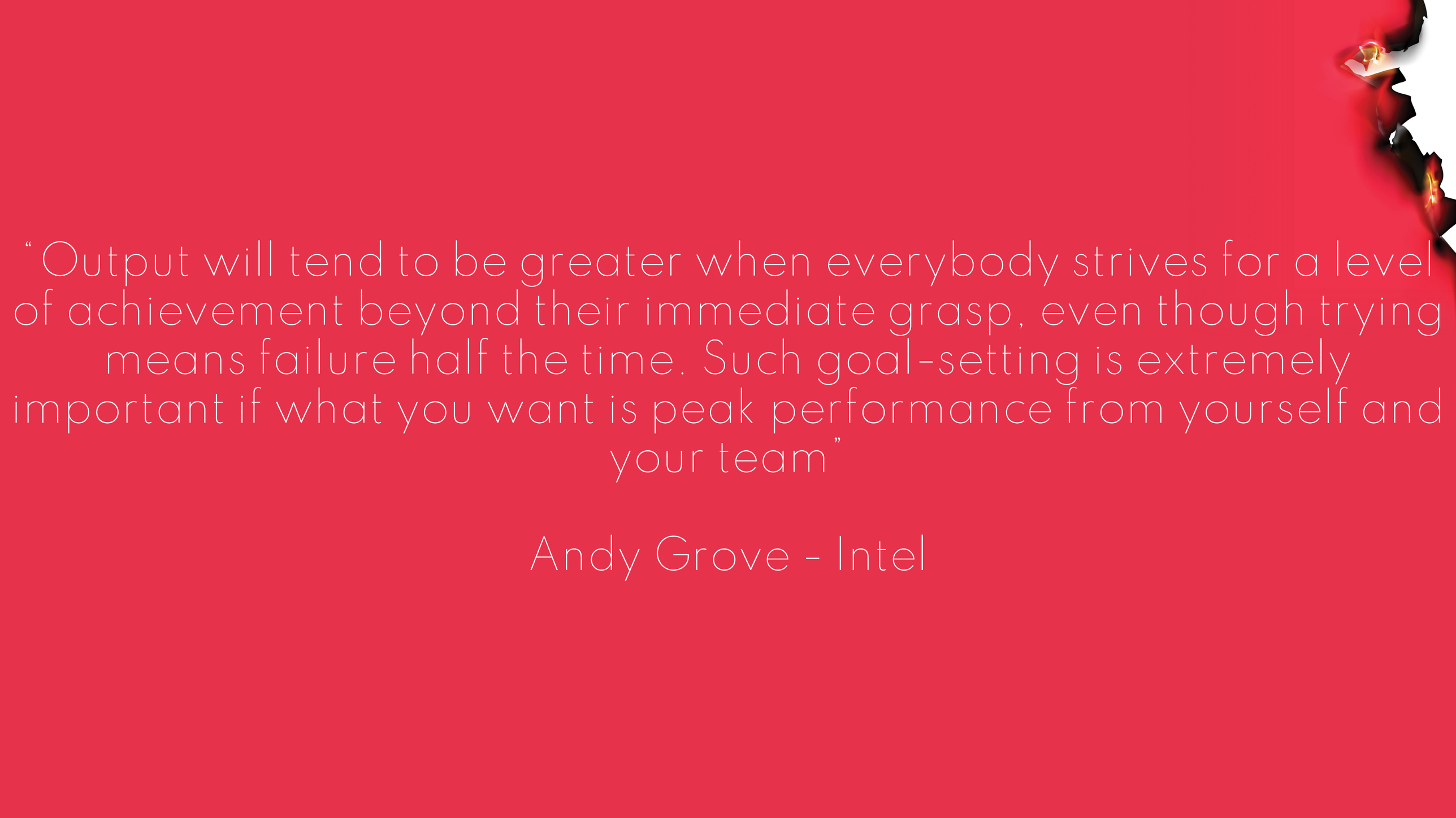
Best: **2017**

Thread your roads between mountains and sea in vibrant Rio de Janeiro.

Play

“Objectives should be set at a point high enough so that even if the individual pushes himself hard, they will still only have a 50-50 chance of making them..”

Andy Grove - Intel


“Output will tend to be greater when everybody strives for a level of achievement beyond their immediate grasp, even though trying means failure half the time. Such goal-setting is extremely important if what you want is peak performance from yourself and your team”
Andy Grove - Intel

OKR

OBJECTIVES

KEY RESULTS

OKR

OBJECTIVES

Inspirational
Attainable
Doable in a quarter
Controllable by the team
Provide business value
Qualitative

KEY RESULTS

Improve our test procedures and become the team that all others aspire to be

Switch from Story points to flow metrics to improve predictability and team learning

Refactor our user management module and make it blisteringly fast

All programme workstreams resourced and delivering value by the end of the quarter

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Vertically and horizontally aligned
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- Implement test-driven development
- Increase unit test coverage to 75% of code
- Discover at least 100 bugs and open issues in old code not reviewed in 6 months
- Routinely conduct security assessments of our codebase using automated tools
- Product satisfaction score of at least 7.5

Objective:

Get real fans from within the organisation testing our new My Account and providing a rich seam of data that will ensure our launch is AMAZING!

Key Results:

1) 100 unique visitors
2) 20 feedback on design
3) 70 unique devices / browsers tested

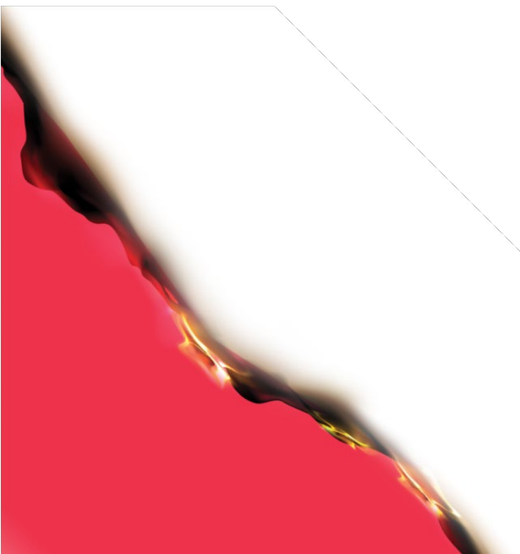
Can you give me a PMO Example?

Objective	Develop the PMO as a centre of excellence that people want to engage with	Score = 59%
KR1	All members of the PMO complete 15 hours of personal development	50%
KR2	Fresh, informative content added to the PMO business facing wiki every day	60%
KR3	Run three lunch 'n' learn sessions with an attendance >10	33%
KR4	Satisfaction survey score of 8.0	70%
KR5	'Drop ins' increase by 10%	80%

Over to you

First Breakout session:

Craft your own PMO OKR!



Vision
Mission
OKRs
Tactics and
Tasks (Projects?)

OKRs first, projects and milestones second

Portfolio planning and management in place, aligned with 2021 business plan

Default to Open

Feedback loops in place

Our people are trained

OKR

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Portfolio planning and management in place, aligned with 2021 business plan

100% of projects that have passed the inception gateway can be defined by their contribution to the 2021 Business plan

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Regular cadence of meetings and decision points in place

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Unless there is a compelling reason, all project data is transparent and unrestricted in Confluence

OKR

Weekly Showcases are happening weekly

Roadmap and milestones accessible to all

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Feedback loops in place

Weekly reporting on all projects (we value delivery over comprehensive and polished reports)

OKR

Weekly Showcases have broad attendance

All projects have defined gateways in place

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Our people are trained

Online training for Confluence and our Projects Framework

OKR

All team leads and designated team members have completed online training

Three project-related lunch and learn sessions

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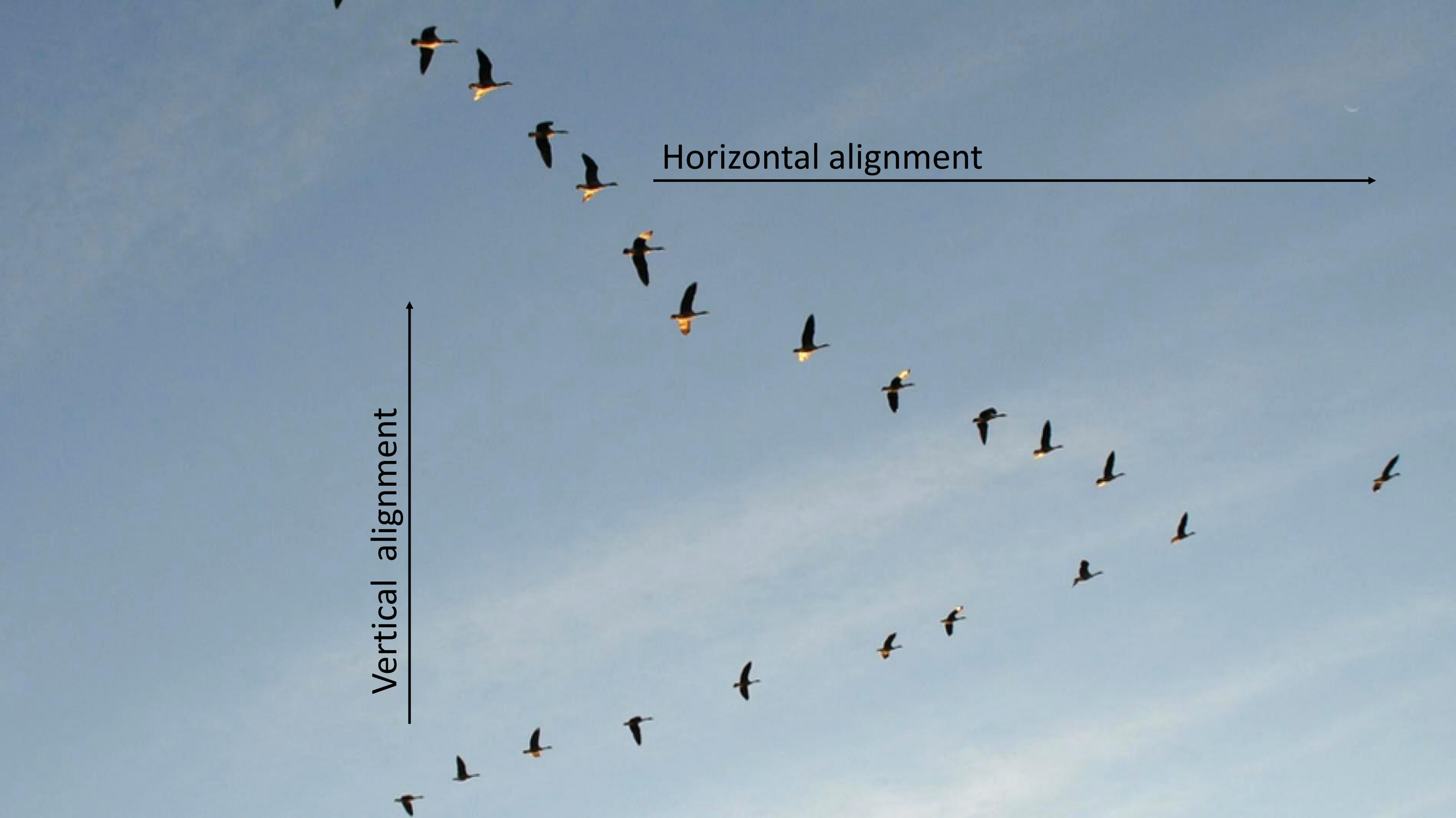

Horizontal alignment
Vertical alignment

OKRs first, projects and milestones second

Clear line of sight where we are going

Deceptively Easy
(like Agile)

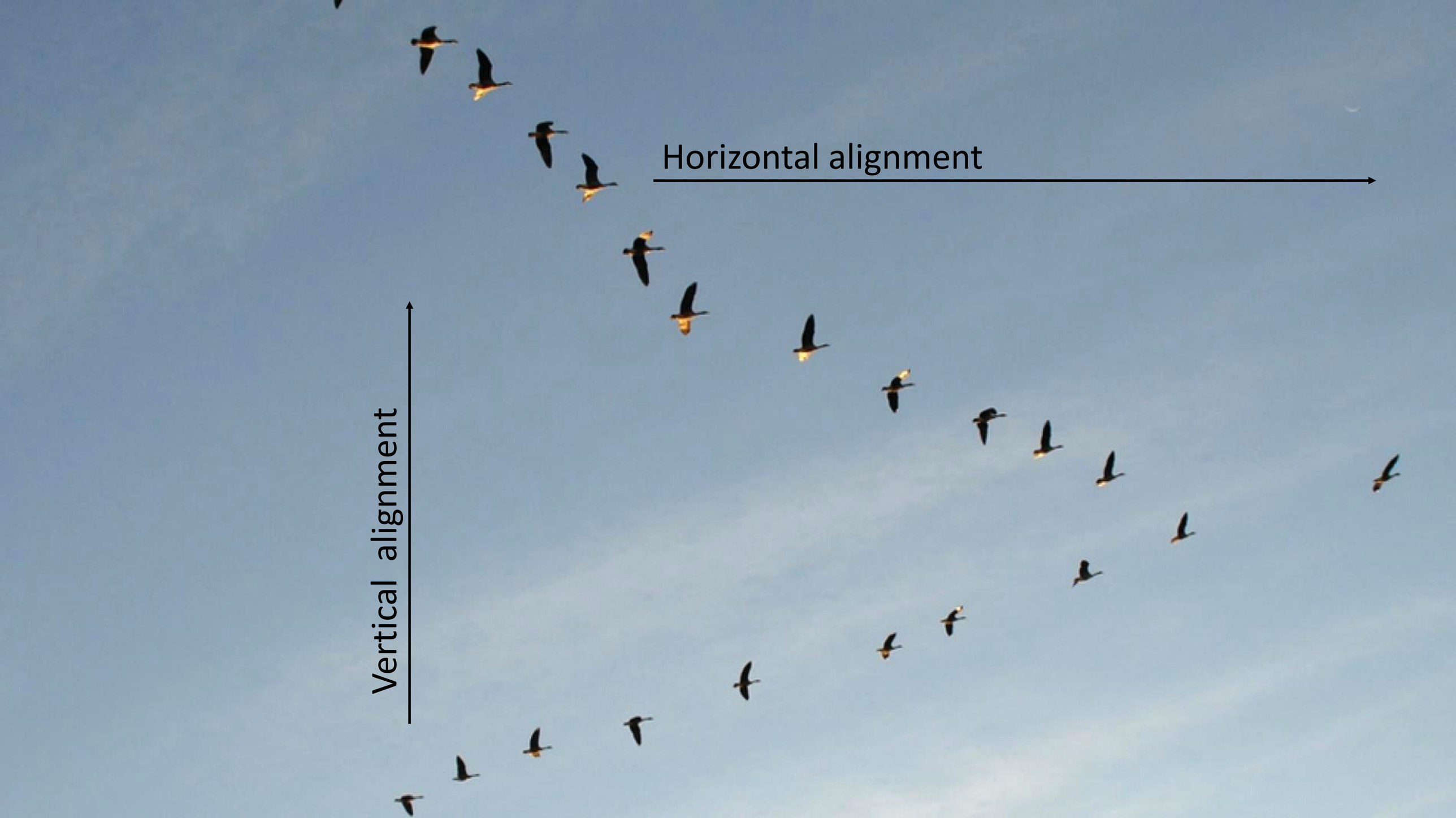
Thin Slices of value over milestones

You won’t hit your goals every time, and that’s okay.

Data flows two ways.

1. What OKRs are
2. How OKRs can be used to align and accelerate PMO Performance

Let me tell you a secret:
Nobody in the business cares about
your PMO Metrics


Horizontal alignment
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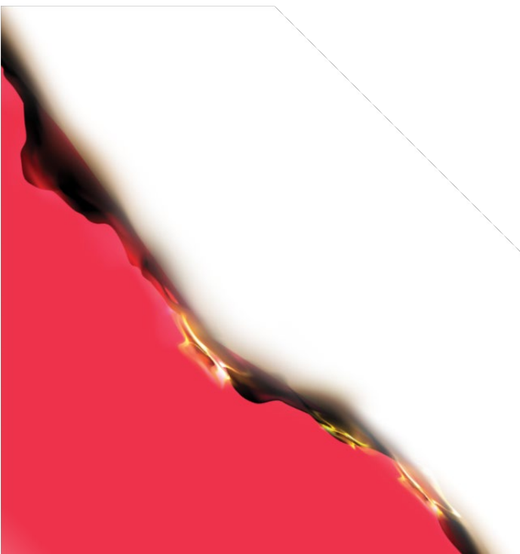
Over to you

Second Breakout session:

Which of your business objectives can your PMO move dials on?



Leadership with OKRs

1. Spark intrinsic motivation
2. Maximise your people
3. Progress-driven goals = Continuous improvement
4. Employees to define their own aligned goals