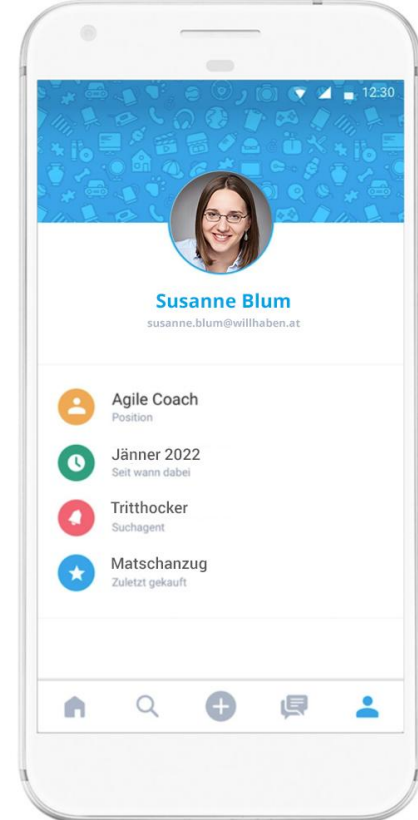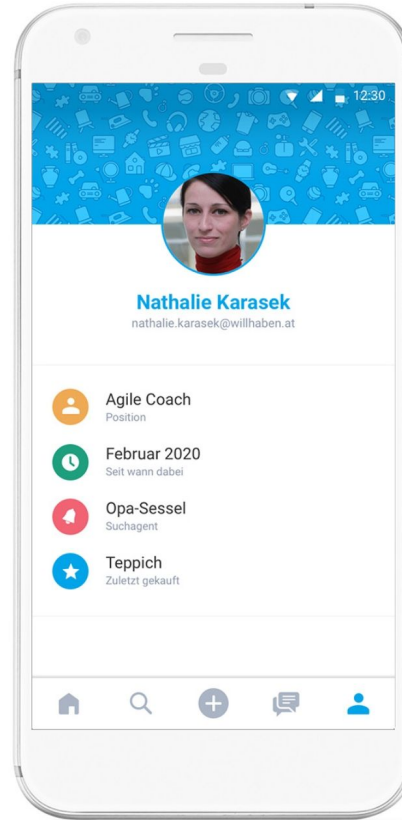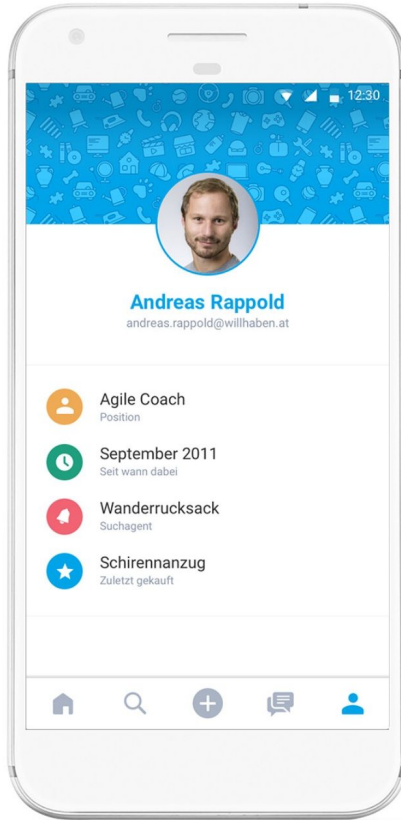**Introducing Willhaben**

OKR Challenges and Key Learnings

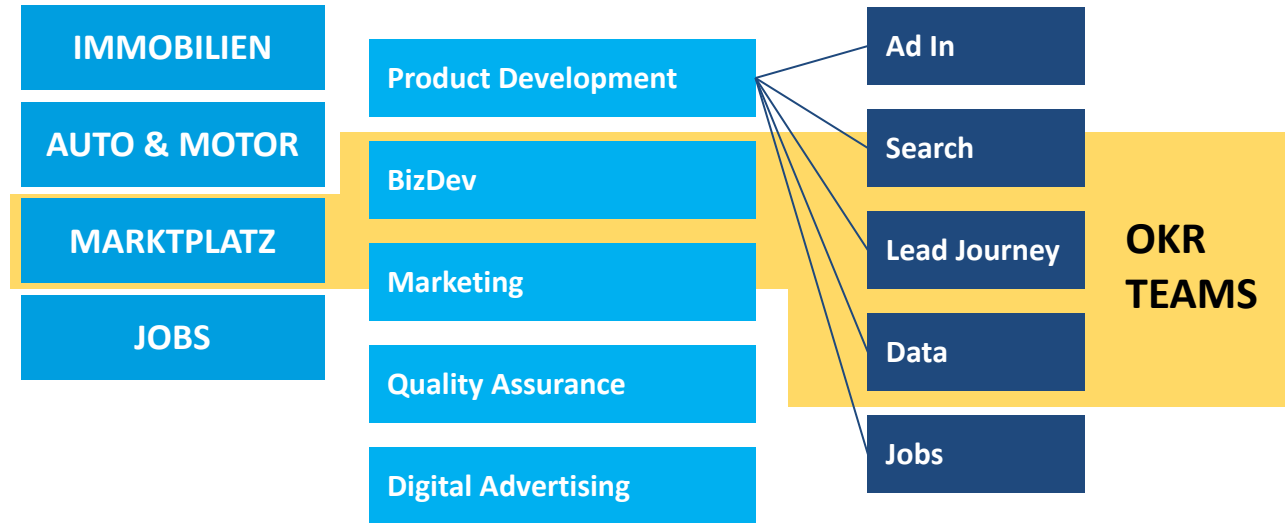**3 Key Result Improvement Deep Dives**

Honest Challenges and Learnings

willhaben & OKRs

Q1 2021 started with OKRs	**40** company health metrics*	**3** agile coaches 0 Scrum Masters	**300+** employees
41 slides in the Q4 company-wide guidance	**84** OKR sheets in 2022	**1** Google sheet for all OKRs	**30 TEAMS** using OKRs
			10 OKR Teams
			20 ORG Teams / Tribes

Stand: September 2022

*health metric = not an objective, but a kpi that is monitored and acted upon if it violates a threshold
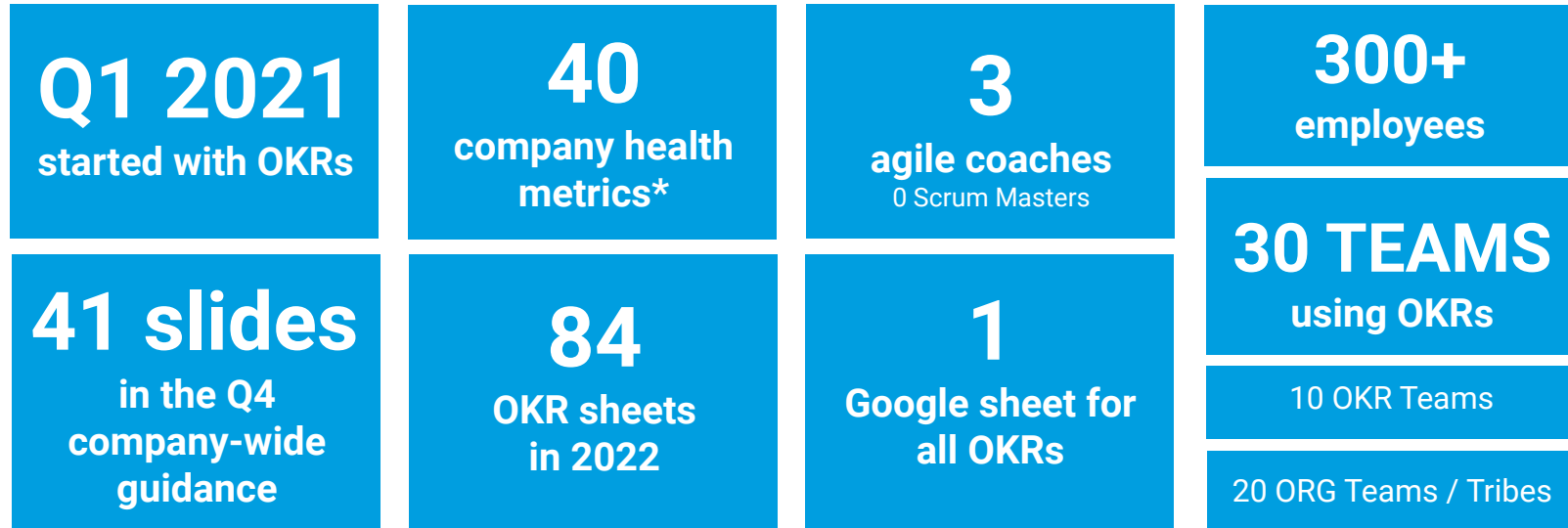
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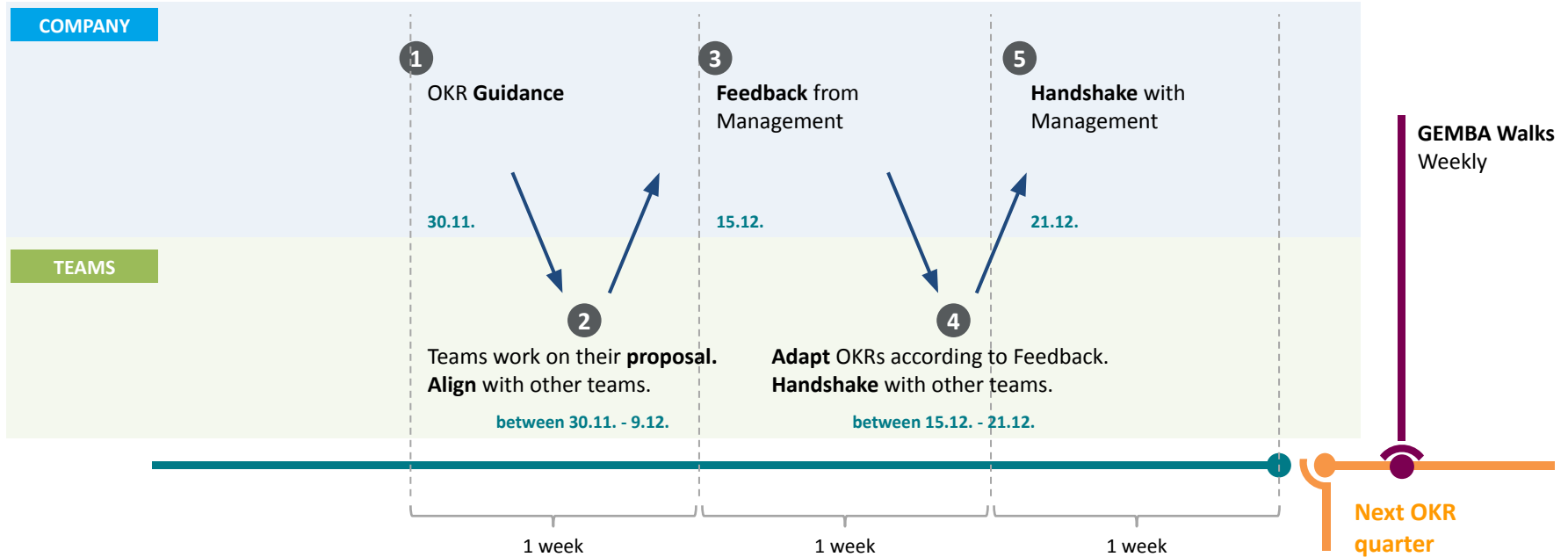
Key Results & HEALTH METRICS

OBJECTIVE	KEY RESULTS	INITIATIVES	HEALTH METRICS
THE DESTINATION Where do we want to get?	**THE COMPASS** Are we progressing as needed to get there?	**THE PATHS** What path do we need to follow now?	**VITAL SIGNS TRACKER** Is everything ok to keep moving?
Home Seekers choose us over competitors on sell option	Increase regions where we are #1 from X to Y.	Launch Y with presence on +15 regions by [date]	Profit > XX Frauds/ad < X

Leads — Threshold OK

GPW — Threshold KO
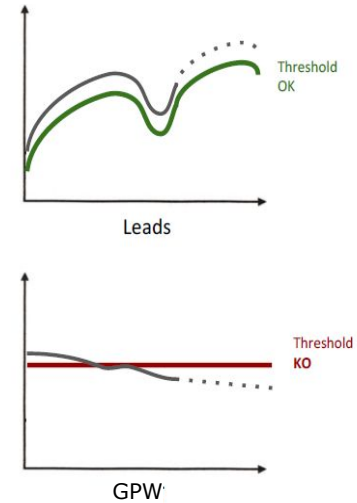
OKR Challenges & Key Learnings

What we learnt about creating useful OKRs

Our challenges & what worked for us

Sense of Ownership

Creating OKRs as a teamsport, based on management guidance without initiatives

First OKRs

A session to practice changing "bad" OKRs to "good" OKRs

OKR Tooling

Google sheet for all company OKRs, open to see for everyone and with explicit contribution

3 Key Result improvement deep dives

1 From output-driven to outcome-driven Key Results

2 Key Result Baseline Crutch

3 Key Result Subdomain Crutch

From output- to outcome-driven KR

Challenge #1

Output to outcome: Challenge

Challenge for OKR TEAM MEMBERS:

At the start it is sometimes **difficult to create OUTCOME based Key Results**;instead of OUTPUT based Key Results

Challenge for LEON:

- Discovery phase is done
- **Goal: implement and release "Paylivery MVP" feature**
- has never worked with OKRs before and is used to work outPUT based

KR – Output to outcome: Solution

WILLHABEN

First Draft: paylivery MVP is released → increase from 0 to 1

How can you track the progress before everything is done?
What would be a first sign of success after the first release?

Use increase or decrease and consider measuring in % and not in absolute numbers.

WILL

New Key Results:
- Increase percentage of paylivery categories to X%
- 100 paylivery transactions have been processed in category "baby clothes" from 0 to 100
  - Increase the number of daily transactions from x to y
- Number of pay livery support tickets is less than X per week
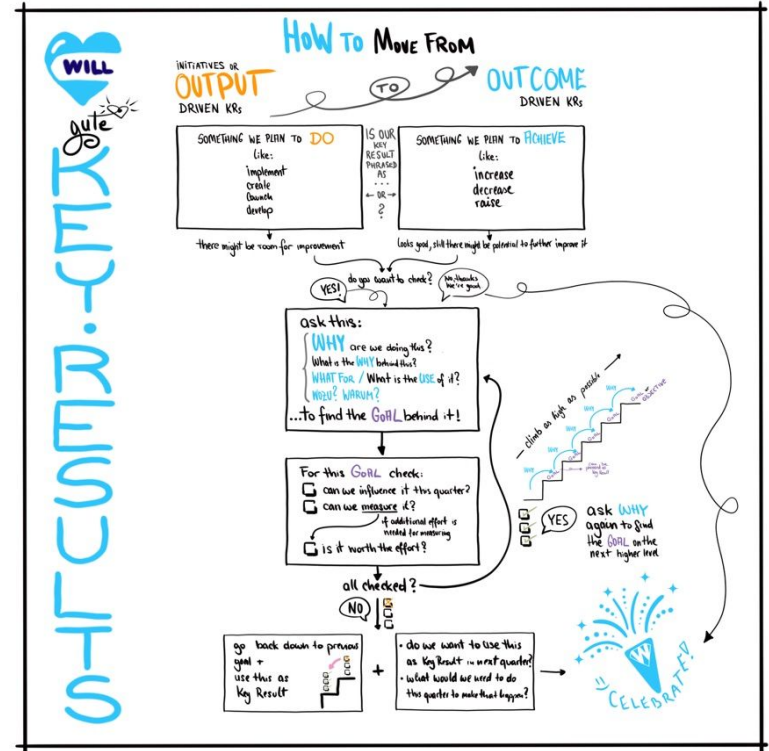
Output to outcome: Summary

💡 From "something we plan to do" to "something we plan to achieve" → from release to usage

💡 Consider what is the goal behind tasks and topics → continue asking Why

💡 Reflect what would be success and create value for users

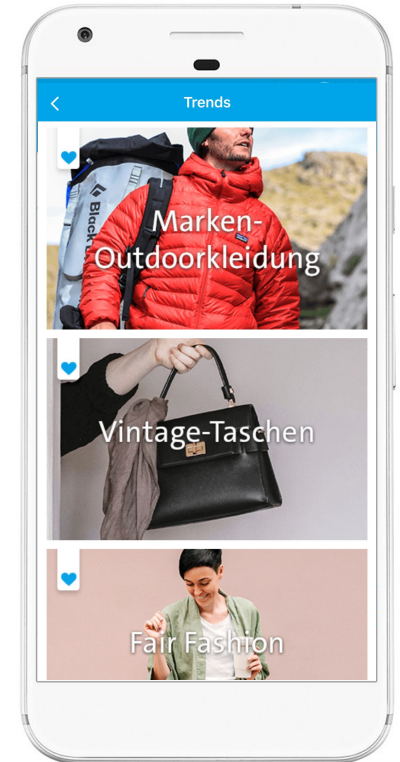# Key Result Baseline Crutch

Challenge #2

KR - Baseline Crutch: Challenge

Challenge for OKR TEAM MEMBERS:

It is **difficult to measure Key Results at the start** because they maybe don't know how to measure it or they have no baseline

Challenge for LEON:

- new team and teammates
- little knowledge about OKRs
- **KR "increase the leads of our heavy sellers"**

KR - Baseline Crutch: Solution

What do you start with?

With understanding what a heavy seller is for us and increasing knowledge for user segmentation.

How do you measure your progress to understand what a heavy seller is?
- number of open questions
- confidence survey

New Key Results:
- Increase knowledge about our heavy sellers by answering X open questions - from 0 to X
- Improve our confidence level regarding knowledge (via survey) from 2.8 to 4

KR - Baseline Crutch: Summary

Reflect your work on the metrics in your first OKR Quarter (even with workarounds)

1) define the main questions and measuring how many are answered
2) confidence survey on the gained knowledge

Key Result Subdomain Crutch

Challenge #3
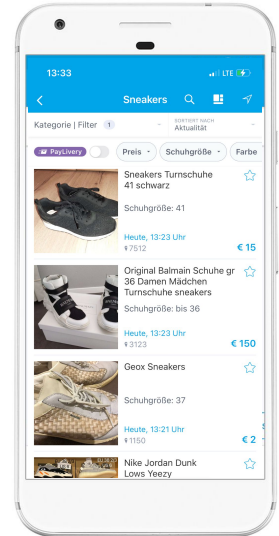
KR- Subdomain Crutch: Challenge

Challenge for OKR TEAM MEMBERS:

Teams have a key result that can already be measured, but every action the team does will **move the KR only slowly and hardly measurable**

Challenge for LEON:

Goal "increase the visits and leads of the fashion category"

difficult to determine whether the team is on the right track

KR- Subdomain Crutch: Solution

How did you decide your next move in the discovery phase?

- think in MVP and test a prototype
- take a look at a smaller part

How can you transfer this MVP thinking to OKRs?

- have a look at one sub-category within fashion
- use the sub-categories with the biggest leverage

New Key Result:
- Increase # of visits in the subcategory "sneakers - women's wear"

KR- Subdomain Crutch: Summary

Break down your overall goal to focus on sub-categories where you can see impact regularly and in short intervals and where you have the biggest leverage.

1) identify a subcategory (or sub-domain, sub-sum)
2) measure the impact of your initiatives and transfer your learnings to other categories

Honest Learnings & Current Challenges

What we are still improving

Honest learnings

Onboarding too many teams at the same time is tough.

Also management is learning how to create **guidance and priotities** and not a To-Do-List of Initiatives or Backlog.

OKR teams need time to reach a **maturity** where they create great OKRs with clear priorities and aligned contributions without close coaching.

As everywhere the eternal struggle for more **focus** is real.

Current challenges

Onboard all teams and ensure enough **support**.

Empower the teams to **pushback** if the scope of the guidance is to broad, there are too many topics in a team and priorities are unclear.

Make creating the guidance a **true collaboration** ie increase the input and ownership of teams.

Q&A

Time for your questions

Willhaben OKR Process

Past OKR Challenges and Key Learnings

Outcome Driven KRs, Baseline & Subdomain Crutch

Current Challenges and Learnings

THANK YOU

… that's all folks …