## How we use OKRs to empower teams

ProductTank Berlin, February 2016 William Gill @williamgill



Our mission is to make urban mobility ondemand, personal and stress-free.

Here

## WHAT MOTIVATES US



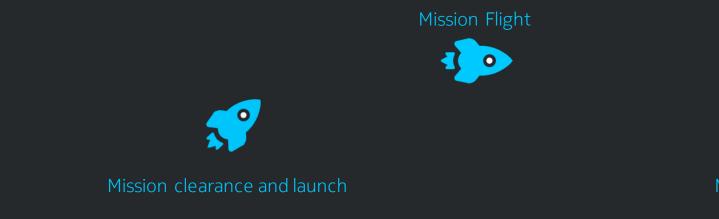








## MAGELLAN







- Research



- Mission clearance Mission reviews Provide environment for mission teams to



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- User insights
  Data science
  Analytics
  Marketing
  Creative Lead

### Mission Debrief



Launchpad



## MAGELLAN: TEAM CHARTER

### **TEAM OWNERSHIP**

Our team knows mobility. We love our product. We will take the business goals and design/implement amazing solutions to fulfill these goals.

#### **MEASURABLE AND TIME-BOXED PROJECT MISSIONS**

Project teams get a single 'project mission', project success metrics and a mutually agreed time-box. When the mission is completed, the team stops working on the project and gets staffed onto new missions.

#### **SELF-ORGANISED TEAMS**

We form self-organised teams for a specific mission. Different disciplines are added to the teams (or available "as a service") as the teams decide.

### WORK HOW YOU WANT BUT KNOW WHERE YOU ARE

Mission teams can chose their way of working, but they must be able to report burn-down of scope (completion vs target) and performance against mission metrics at any time.



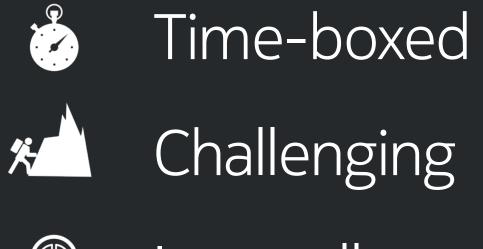
## OKR

# **OBJECTIVES** and **KEY RESULTS**



## FOUR IMPORTANT OKR RULES

(There are others)





Internally transparent



## Measurable



### EXAMPLE

OBJECTIVE: Generate revenue from our BlaBlaCar partnership by increasing the coverage and quality of the BlaBlaCar booking referral experience.

### KEY RESULT:

- 1. BlaBlaCar route offered for >= 90% of available/covered routes
- 2. CTR >= [x]%
- 3. Booking conversions >= [x]%





## OBJECTIVE: Increase the stickiness of the product for new users.

## KEY RESULT: 1. Increase D1 retention by [x]%

- 2. Increase D7 retention by [x]%
- 3. Increase D30 retention by [x]%



## Why Magellan and OKRs?

- 1. Increase autonomy (and motivation) of teams
- 2. Encourage group ownership of product problems and opportunities
- 3. Clear accountability for product teams
- 4. Prevent a "command and control" culture in teams
- 5. Prevent a consensus-based decision making culture in teams





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p.s. We're hiring!