

# **WORKING BACKWARDS POWERED BY OKRs**

*by Mariya Breyter, Product Bar Raiser and OKR Enthusiast*

# Why am I here?

Bringing power of OKRs  
into Product Management

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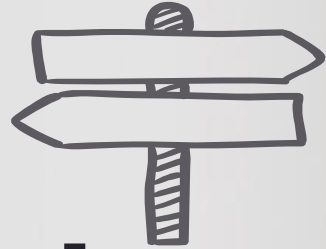




1.

# What does it mean to **WORK BACKWARDS**

*...and how does it relate to customer empathy?*



“

*One of the things I've always found is that you've got to start with the customer experience and work backwards to the technology.”*

*- Steve Jobs about Apple culture, 1997*

“

*Leaders start with the customers and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competition, they obsess over customers.”*

*- Amazon's Leadership Principles:  
Customer Obsession*

“

*Working Backwards is the firm's end-to-end Product Development process. It starts from the client's viewpoint and works backwards. This framework allows us to get clarity around the problem we are trying to solve.”*

*- Goldman Sachs' Working Backwards Playbook*

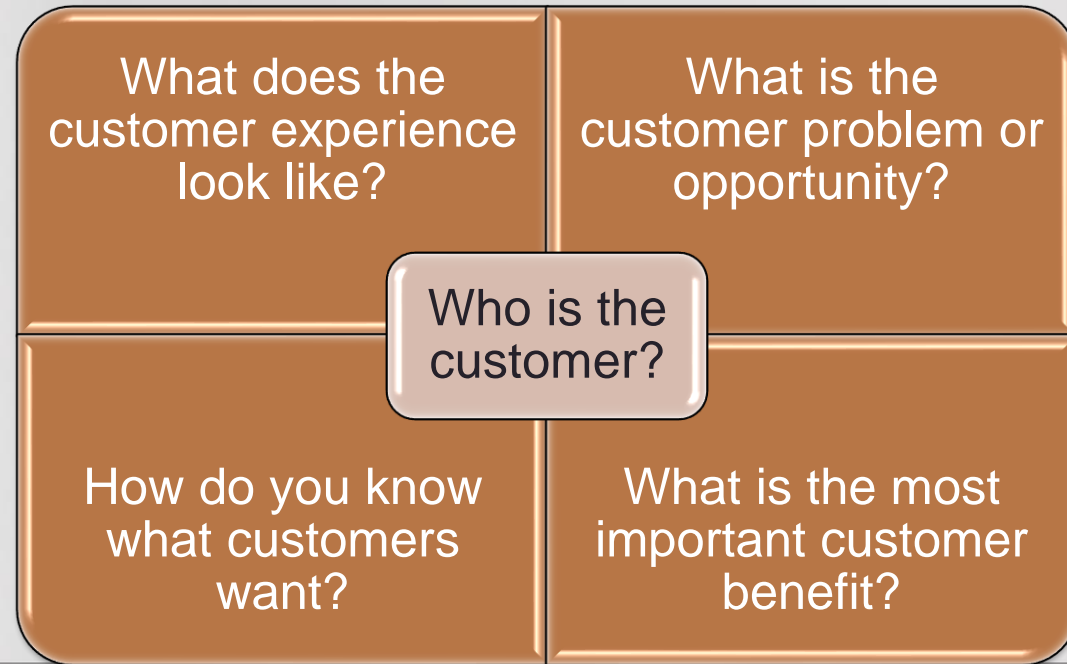


# WHAT IS CUSTOMER EMPATHY?

Innovate for the customer, moving backwards from their problems, and validate every step of the way.



# GET TO KNOW YOUR CUSTOMER





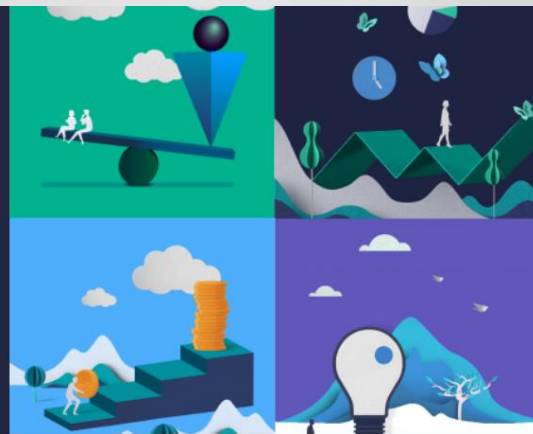
# EXAMPLE

## What's Your Financial Personality?

As you take this 10 question assessment:

- Read each question carefully and select the option you feel best describes you.
- Try to respond quickly with your first instinct.

Begin



## Explore all Personality Types



### Short Term Strategists

Learn more about strengths, challenges, and levelling up your personal finance...



### Laid Back Balancers

Learn more about strengths, challenges, and levelling up your personal finance...



### Value Based Planners

Learn more about strengths, challenges, and levelling up your personal finance...



### Confident Money Managers

Learn more about strengths, challenges, and levelling up your personal finance...

## 2. Objectives and Key Results

*OKRs create alignment and empower product teams*







“

*The OKR technique came from companies that had empowered product teams in their DNA. OKR's are first and foremost an empowerment technique. The main idea is to give product teams real problems to solve, and then to give the teams the space to solve them.”*

*- Marty Cagan. “Empowered”*

### Modified example

Objective: Launch a new financial services product to support small businesses to survive pandemics

- Key Result 1: 10 small businesses use the product by end of Q1
- Key Result 2: 30 days after launch, customer satisfaction score exceeds 80%
- Key Result 3: 10% of customers report tangible business outcome within 30 days from starting to use the product
- Key Result 4: Monthly active user (MAU) number increases 30% by the end of Q1
- Key Result 5: Achieve retention rate over 50% after 60 days

# PRODUCT MANAGEMENT TOOLBOX

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## OKR-setting

Clear alignment on priorities



## Customer Research

Observation and surveying



## Customer Journey

It is used to empathize with the customer



## Product Canvas

This tool is used to answer Five key questions



## Narrative Memo

A tool that creates a powerful narrative for informed decision making



## Agile Delivery

Once the delivery cadence is established, the process is fully automated





# **3. Shift to an Intentional Product Management**

*Work Backwards from customer needs powered by OKRs  
to create alignment and empower product teams*

# Only 81% of product managers

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*measure the success of their products*

**39% of product managers worry about**

missing  
launch dates

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**42% of product managers worry about**

adding new  
features vs.  
supporting legacy  
products

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**28% of product managers worry that**

product launches  
do not meet  
management  
expectations



# WHAT ARE THE FACTORS?

## Ease of Entry

Financial products are now being offered by FinTech, E-commerce platforms and technology services providers, in addition to traditional sources.

## Ease of Access

Customer access to products is increasing through online and mobile mechanisms. Over 70% of banking is done digitally.

## Ease of Interaction

Customers are craving personalization and contextual relevance beyond traditional banking and investment services.



27%



34%

## HOW TO TRANSITION?

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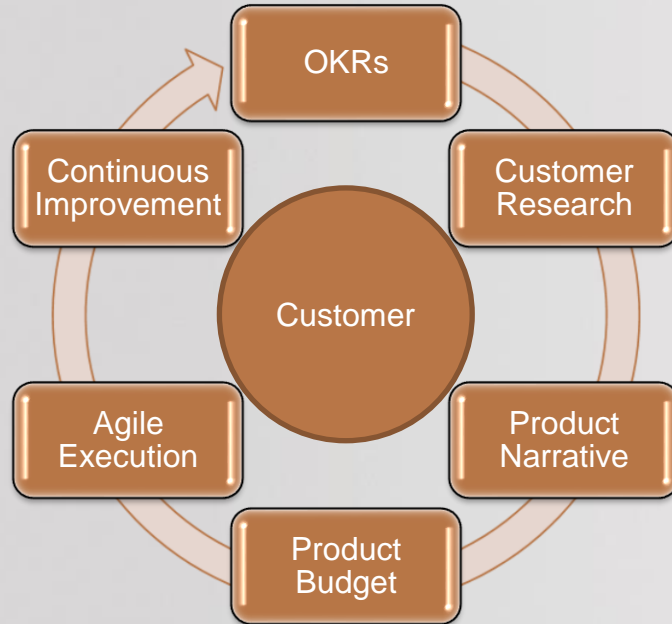
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graph LR; A[Work Backwards from Customer Needs] --> B[Define and Refine OKRs]; B --> C[Validate Product with Customers];
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Work Backwards  
from Customer  
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# Q&A

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