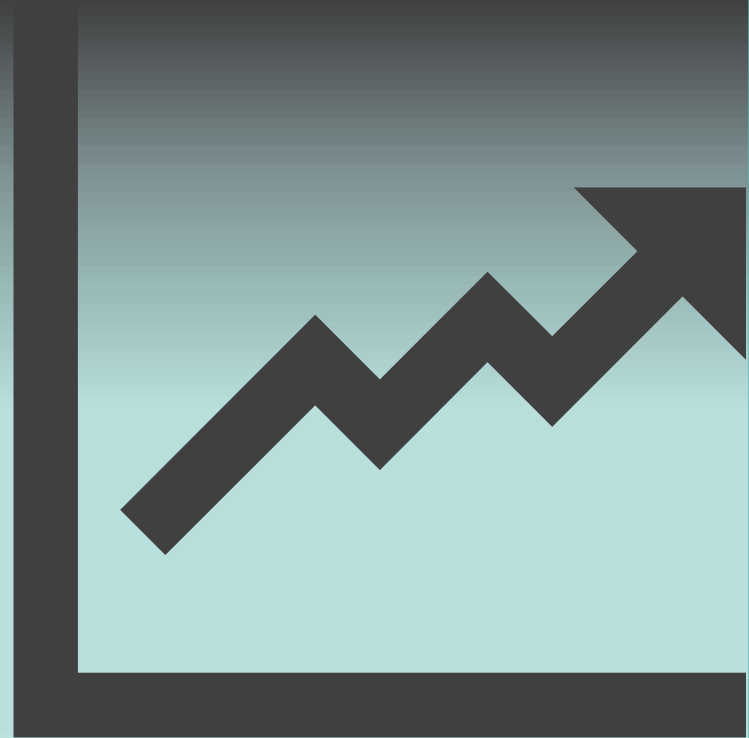


# Objectives & Key Results

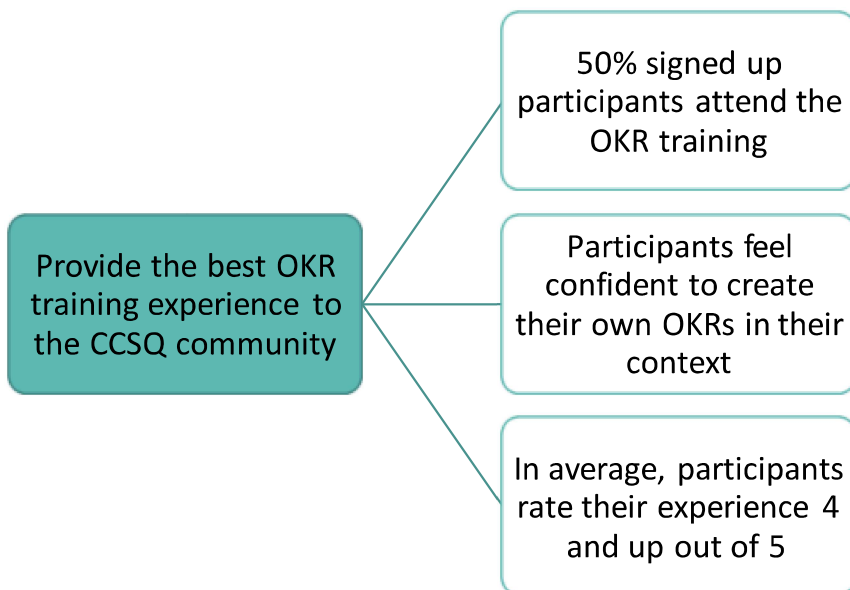


- Understand what OKRs are
- Recognize OKR benefits and why companies are using them today
- Learn the best practices for writing OKRs
- Gain experience drafting OKRs through exercises and examples
- Recognize common OKR mistakes to avoid
- Learn how to strengthen the key results

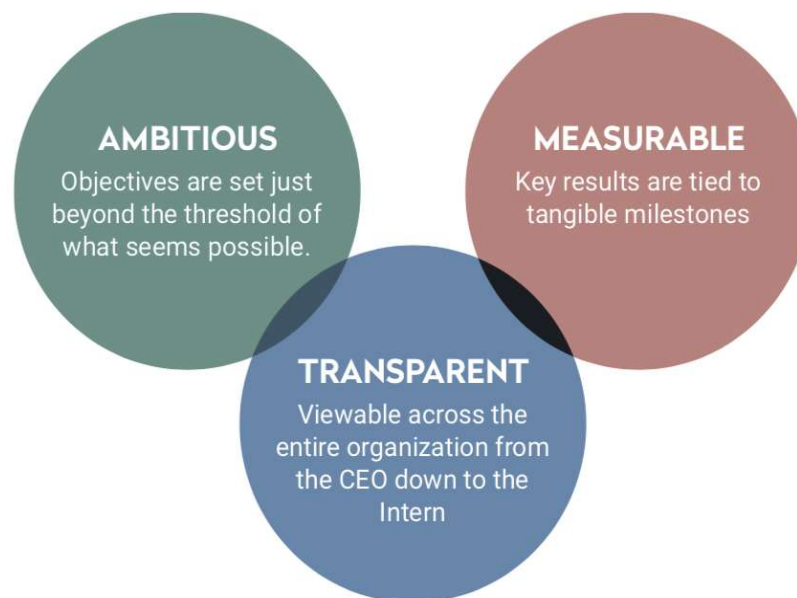
OKR is a practice or a management execution tool that help organizations stay aligned by connecting company, team, and personal objectives to measurable results. This popular method for setting goals is defined by two characteristics: the structure and the philosophy.

## THE STRUCTURE

Objective	Key results
What do I want to accomplish?	How am I going to get it done?



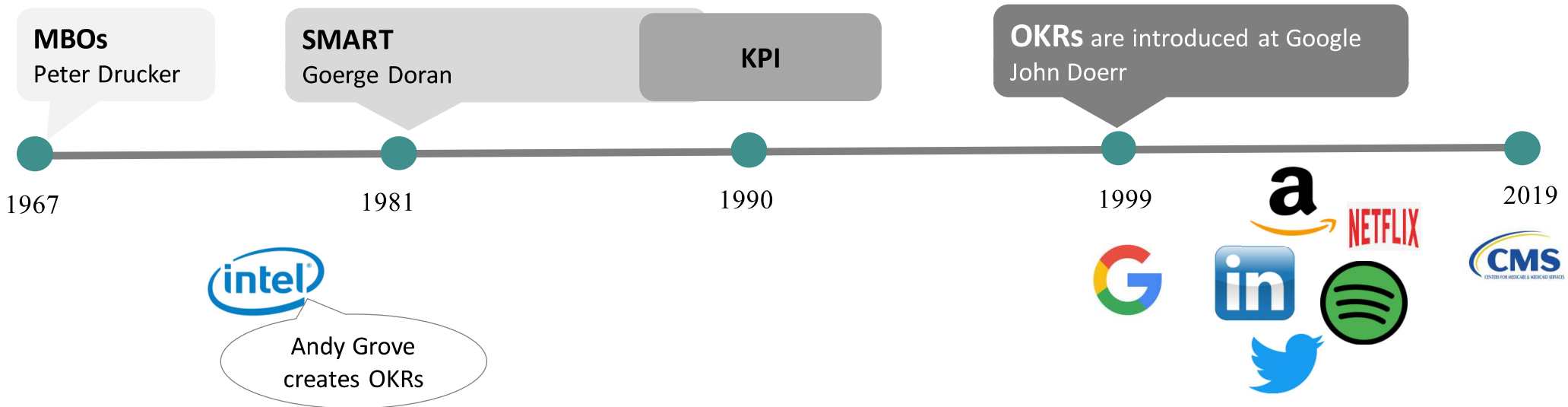
## THE PHILOSOPHY



## *Management execution tool used to help with aligning goals to the organization's top priorities*

- OKR (Objectives and Key Results) is a goal setting system used by Google and other companies. It is a simple approach to create alignment and engagement around measurable and ambitious goals.
- The big difference from traditional planning methods? OKRs are frequently set, tracked, and re-evaluated – usually quarterly. OKR is a simple, fast-cadence process that engages each team's perspective and creativity.
- OKR exists to create alignment and to set the cadence for the organization. The goal is to ensure everyone is going in the same direction, with clear priorities, in a constant rhythm.
- OKR's original concept came from Intel and spread to other Silicon Valley companies. Google adopted OKR in 1999, during its first year. It supported Google's growth from 40 employees to more than 60,000 today.

# HISTORY OF OKRs





## Create Clarity & Focus

Everyone knows their few clearly defined goals and the entire company focuses on the few things that matter most.



## Align Your Company

Align everyone's work at your company to the top objectives.



## Connect Employees to the Mission

Connect your employees' work to your company's mission – this impacts your employees' performance and your company's results.



## Improve Continuous Learning

OKRs offer your company faster learning and improvement that drive better results.



## Create Transparency & Accountability

OKRs bring transparency to your company and everyone can see what others are working on and this drives more collaboration and better performances.



## Accelerate Results

As a result of clarity, focus, alignment, connection and improved continuous learning, your company will accelerate performance and drive better results

## THE STRUCTURE

Objective	Key results
What do I want to accomplish?	How am I going to get it done?

Objectives are memorable qualitative descriptions of what you want to achieve. Objectives should be short, inspirational and engaging. An Objective should motivate and challenge the Team

Key results are a set of metrics that measure your progress towards the Objective. For each Objective, you should have a set of 3 to 5 Key Results. More than that and no one will remember them. All Key Results must be quantitative and measurable!

**Andy Grove:** “The objective is the direction. The key results have to be measured, but at the end you can look and without any argument and say: did I do that or did I not do that. Yes or No. Simple!”

**John Doerr:** “Ideas are easy. Execution is everything. It takes a team to win”



# TIPS FOR WRITING GOOD OKRS

## For Objectives:

- Description of “WHAT” is to be achieved
- Qualitative desired impact or outcome
- First, Objectives should be simple, short and easy to memorize. If you need to take a breath when reading your Objective out loud, it's not going to be clear to others.

## For Key Results:

- Description of “HOW” success is measured
- Quantitative measure - status can be tracked and measured using data
- Has easily verifiable baseline and targets
- Ties to objective: outcome-oriented
- Separate metrics from tasks
- Set few of them. Usually between 3 and 5 per objective