

What are OKRs?

OKRs is an abbreviation of **Objectives** and **Key Results**. They originated from Intel and gained popularity through their successful use since the start of Google.

OKRs are a **focused**, **iterative** and **learning-based** framework for handling **outcomes** that drives **execution**, fosters **ambition**, and promotes **alignment** and **agility**.

Implemented in the right way, they can have a transformative effect on teams, ultimately increasing performance over time.

The OKR format

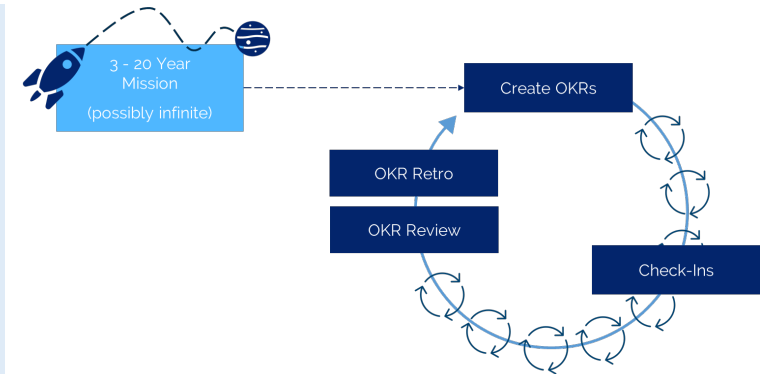
The core format of OKRs is:

I will **[OBJECTIVE]** as measured by **[KEY RESULTS]**

Objective: An inspiring or ambitious goal that adds significant new value (qualitative)

Key Results: Measurable results that when achieved, would demonstrate completion of the Objective (quantitative)

The OKR Cycle



Great Objectives are...

Inspiring
Bold yet Attainable
Outcome Focused
Aligned
Clear

Ambitious and/or inspirational, creating a desire to succeed
Stretching and high value, but is not (believed) impossible
Describes a 'better' future. Does not maintain status quo
Represents an important and relevant priority
Understandable and could be validated by observers

Writing Objectives

Brainstorming Objectives

- What would you like to have happen?
- Where do we want to be in X months?
- If we could not fail or were unconstrained, what would we aim for?
- How can we help the organisation achieve its goals?
- What opportunities should we take?
- What impediments or challenges must be resolved?

Coaching Tips

- If you find you are listing outputs, Key Results or tasks, remember this clean question: **"And when X happens, then what happens?"**
- Avoid terms like "Continue", "Maintain", "Carry on" or "Keep doing".
- Use words that describe an outcome like "Launch", "Increase" or "Transform"
- Test an Objective for importance and relevance by asking 'So what?'

Great Key Results are...

Specific
Quantifiable
Easily Verifiable
Actually results!
Stretching yet achievable

Clear and unambiguous, it should not be subjective
Quantitative KR's (numbers!) clarify intent and progress
KR's with clarity avoid subjective discussion
Think effect and impact. KR's are NOT tasks or to-dos!
Tough KR's focus, impossible KR's demotivate

Writing Key Results

Brainstorming Objectives

- How would we know the Objective were complete?
- What would clearly demonstrate or quantify our progress?
- What numbers or measures would change when this Objective is complete?
- What existing and related KPI's or measures might change?
- What behaviours or relationships will be different?
- If the Objective were complete, what else would be different?

Coaching Tips

- Brainstorming and long-listing ideas before refining them can help creativity
- Look out for tasks! Terms like "Consult", "Check", "Run" or "Help" are probably activities
- Use language that measures outcomes, or ask the powerful clean question again! **"And when X happens, then what happens?"**
- Be positive! "Succeed more than 90%" is more inspiring than "Fail 10% less"