

OKR Best Practices



1-5 Objectives



2-5 Key Result
per Objective



Set
1-6 months



Review Weekly



Transparent &
Online

70%

Sweet Spot to
Achieve
(Aspirational
OKRs)



Tool Not
a Weapon



50% Top
50% Down

Objective Criteria



Must Have:

- Directional
- Aligned
- Impact
- Within Circle of Influence
- Time Bound
- Not too many

Tells you where to go
Right direction (Vision, Mission, Annual Goals)
Substantial step towards that direction
Owner is able to influence the area of that objective
Due date
Less is more

Nice to Have:

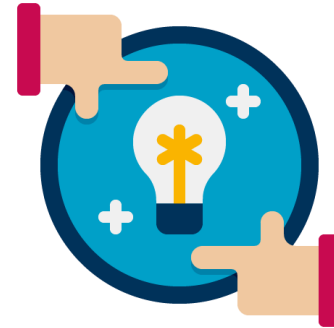
- Inspirational & Understandable

Using inspiring language – i.e. best, strongest, steepest
Simple and short language – allows to connect with it

Asking the Right Questions

While setting Objectives

- Does this feel like it has a finish line?
- Is this feasible within our timeframe?
- Is there a simpler way to say this?
- Is this describing the problem to solve or the solution we'll try?



Objective - Why Now?



“Why now?” should educate & motivate team members as well as clarify how the objective is aligned



Team Dependencies

1. What teams do your objectives depend on?
2. Which teams do you collaborate with most often?
3. Which teams depend on you? How?

Key Results Criteria



Must Have:

- Make the Objective achievable
- Ambitious
- Measurable

Tells you if you are getting closer

Uncomfortably excited

Has a number

Asking the Right Questions



While Setting Key Results

- Can we measure this today?
- Is this metric fast-moving enough that we'll see it change in our timeframe?
- Is there a simpler way to say this?
- Could this metric be confused with a similar one? Do we need to be more specific?
- Do you think these are possible in the timeframe?
- Is it possible to achieve the objective without hitting the key results?
- Is it possible to hit the key results and still not achieve the objective?

Initiatives / Tasks Criteria



Must Have:

- Specific Can not be vague like objective can be
- Action & Within Control It will be in your power to complete them

Task/ Project as a Key Result

If you spot a task or project listed as a Key Result, ask a few questions:

- Why this project?
- Why is it important?
- What will it accomplish?
- What will change?
- How do you know if it's successful?
- What numbers will move if it works?
- How does that tie into the company's or team's Objective?

