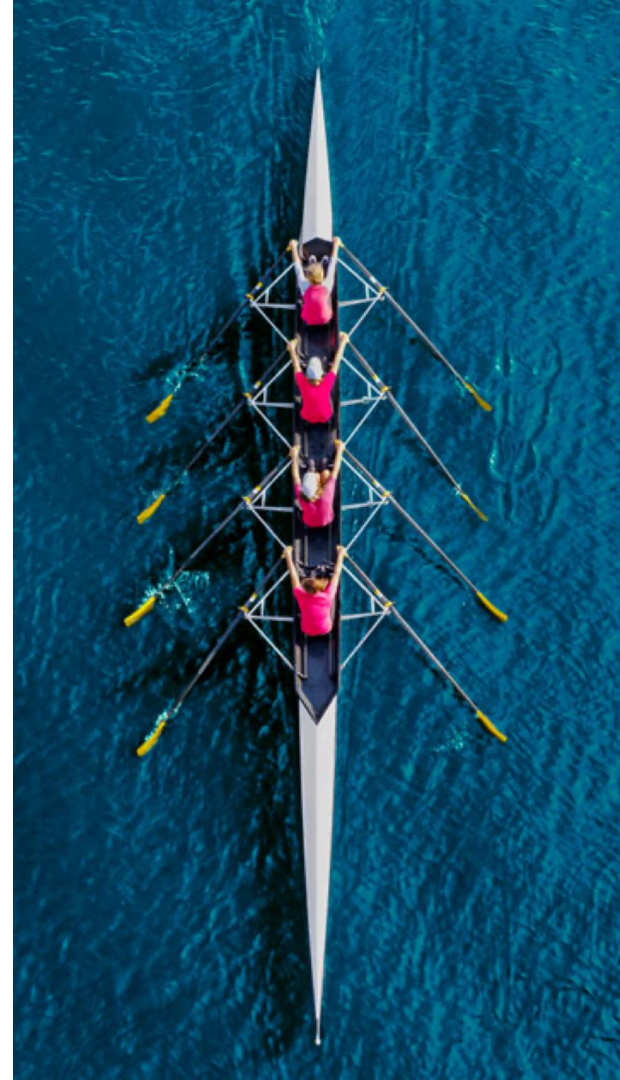
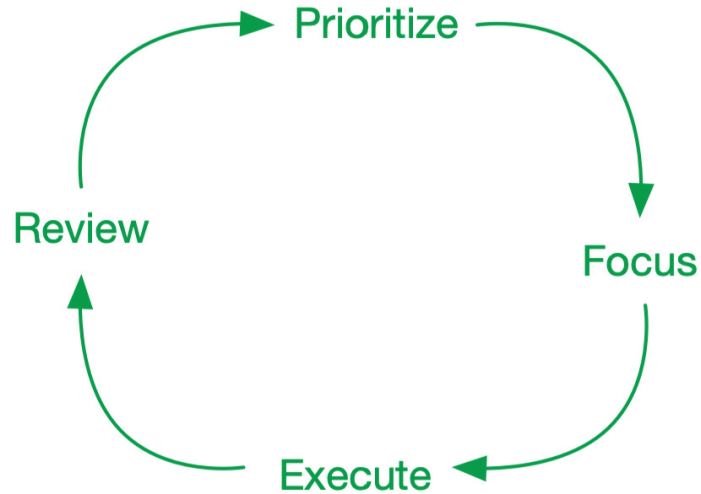




OKR Cycle

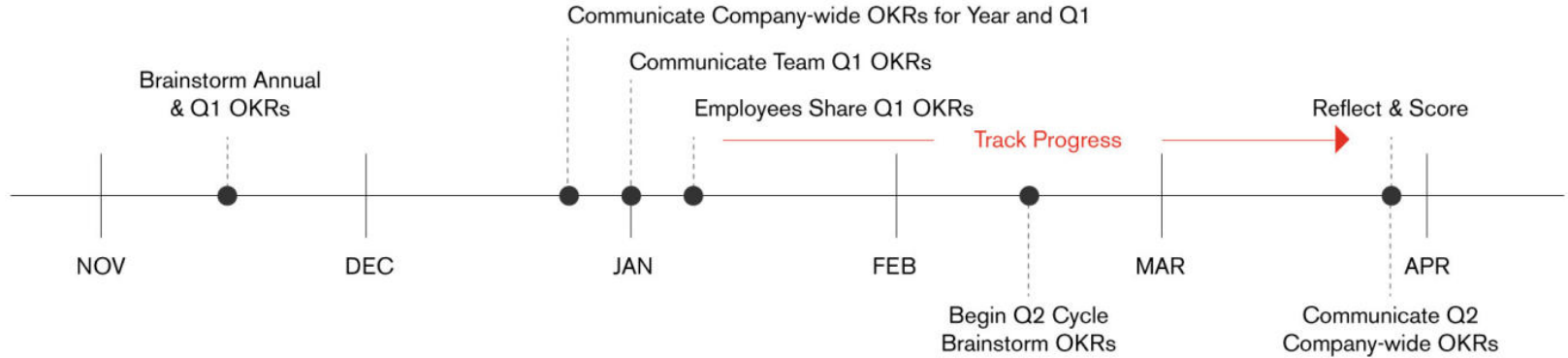


OKR Cycle

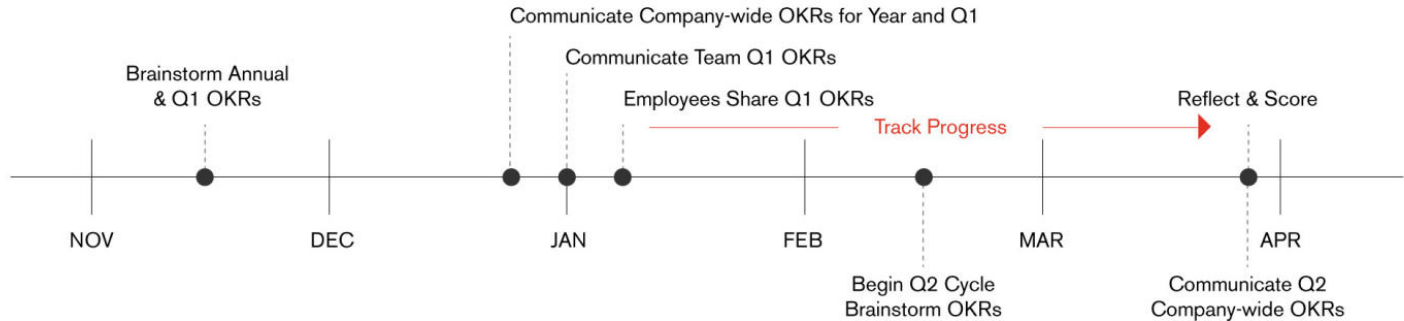


OKRs operate within a cycle: **Prioritize, Focus, Execute and Review**

A Typical OKR Cycle



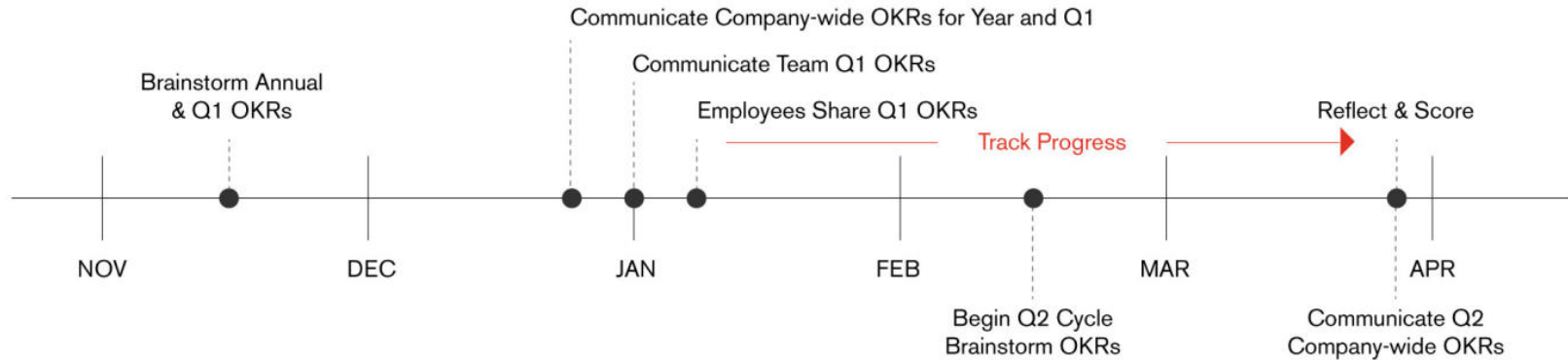
A Typical OKR Cycle



4-6 weeks before quarter

1) Brainstorm Annual and Q1 OKRs for Company: Senior leaders start brainstorming top-line company OKRs. If you're setting OKRs for Q1, this is also the time to set your annual plan, which can help guide the direction of company.

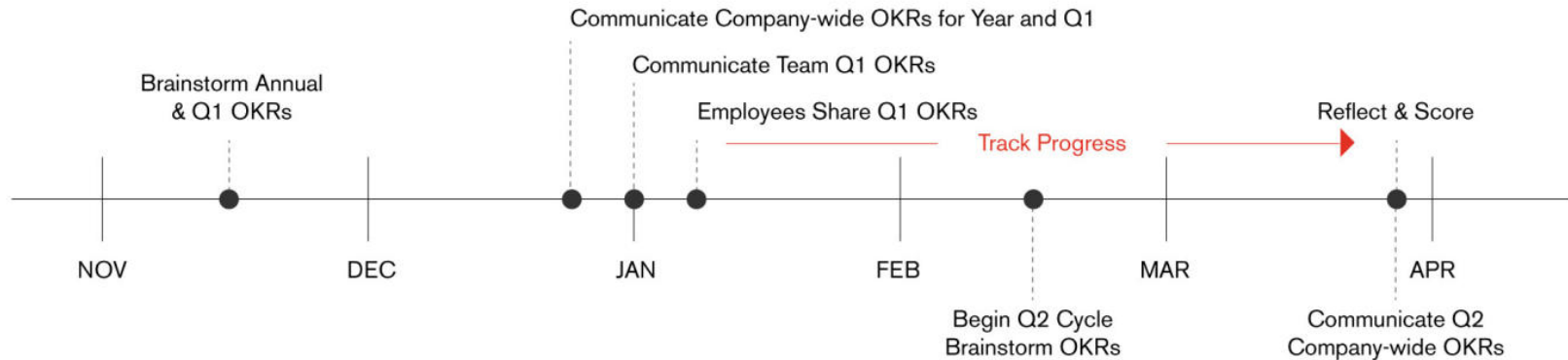
A Typical OKR Cycle



2 weeks before quarter

2) Communicate Company-wide OKRs for Upcoming Year and Q1: Finalize company OKRs and communicate them to everyone.

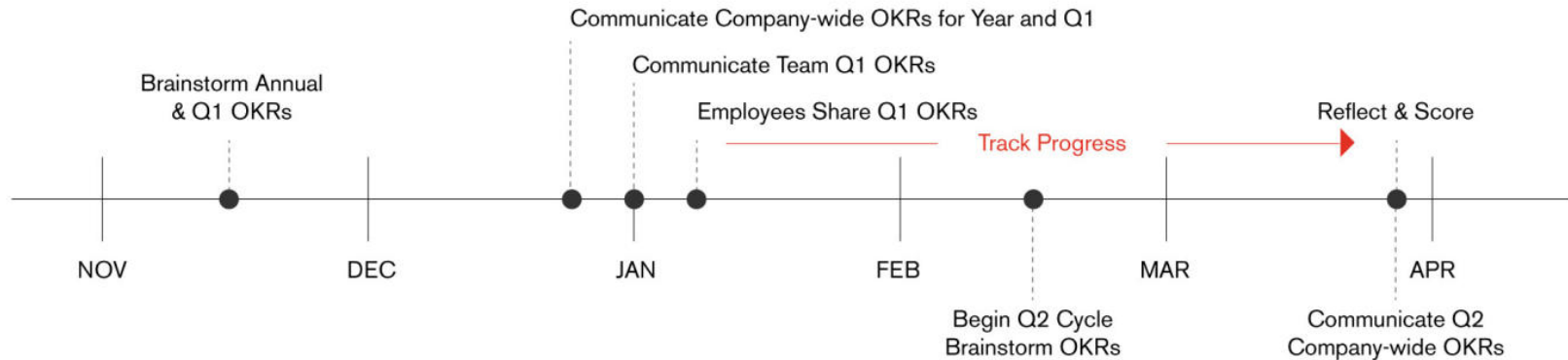
A Typical OKR Cycle



Start of quarter

3) Communicate Team Q1 OKRs: Based on the company's OKRs, teams develop their own OKRs and share them at their meetings.

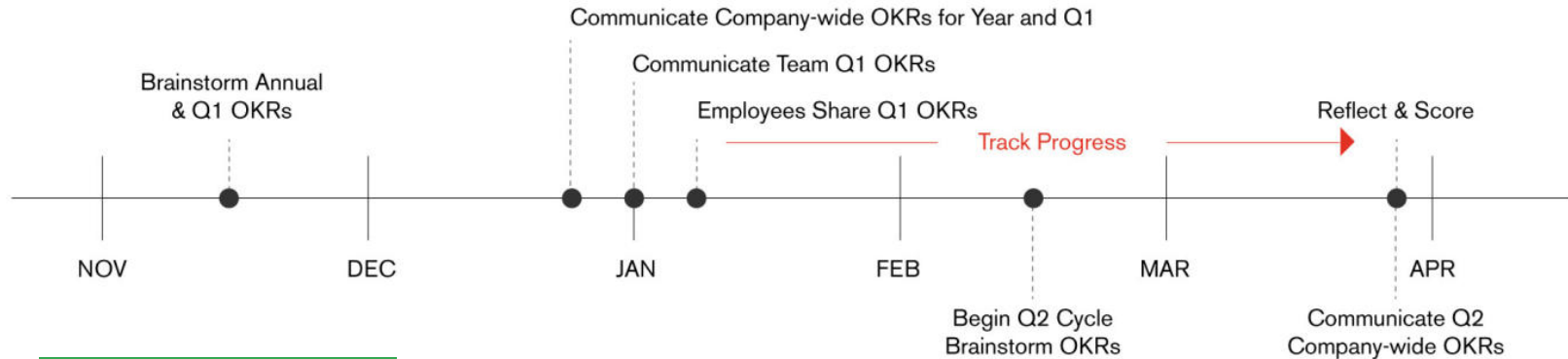
A Typical OKR Cycle



1 week after start of quarter

4) Share Employee Q1 OKRs: One week after team OKRs are communicated, contributors share their own OKRs. This may require negotiation between contributors and their managers, typically in one-on-one settings.

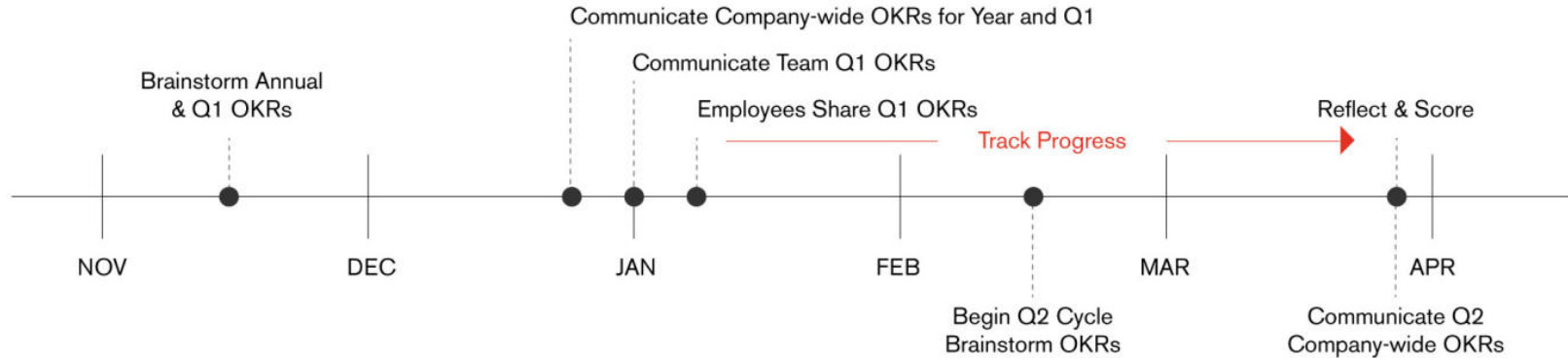
A Typical OKR Cycle



Throughout the quarter

5) Employees Track Progress and Check: Throughout the quarter, employees measure and share their progress, checking in regularly with their managers. Periodically through the quarter, contributors assess how likely they are to fully achieve their OKRs. If attainment appears unlikely, they may need to recalibrate.

A Typical OKR Cycle



Near the end quarter

6) Employees Reflect and Score Q1 OKRs: Toward the end of the quarter, contributors score their OKRs, perform a self-assessment, and reflect on what they have accomplished.



DON'T SET IT
AND
FORGET IT

**Ensure that
review
meetings are
booked and
key results
are updated**

Types of OKR Meetings / Conversations

- Team Performance Meetings (Weekly Check-ins)
- Strategy Meetings (OKR Set up)
- One – on – One Meetings (CFRs)



Every 1-2 weeks

Time: 5 min

- Update progress of your Key Results

"...reached up to xx%"
or
"...done/not done"

Monthly

Time: 10 min

- Update progress of KRs and OKRs
- Check OKRs

Key Result done

- Remove Key Result from list
- Define new KR or OKR

1x per Quarter

Time: 15-30 min

- Check OKRs
- Replace and define new OKRs

Objective done

- **Celebrate Success**
- Define new OKR

Objective not reached

- Objective (still) achievable?
- Objective still relevant?

Yes

- Check KRs and adjust if necessary
- Adjust Objective if necessary
- Learn lesson

No

- Withdraw OKR
- Learn lesson

Continue



Frequency and Content

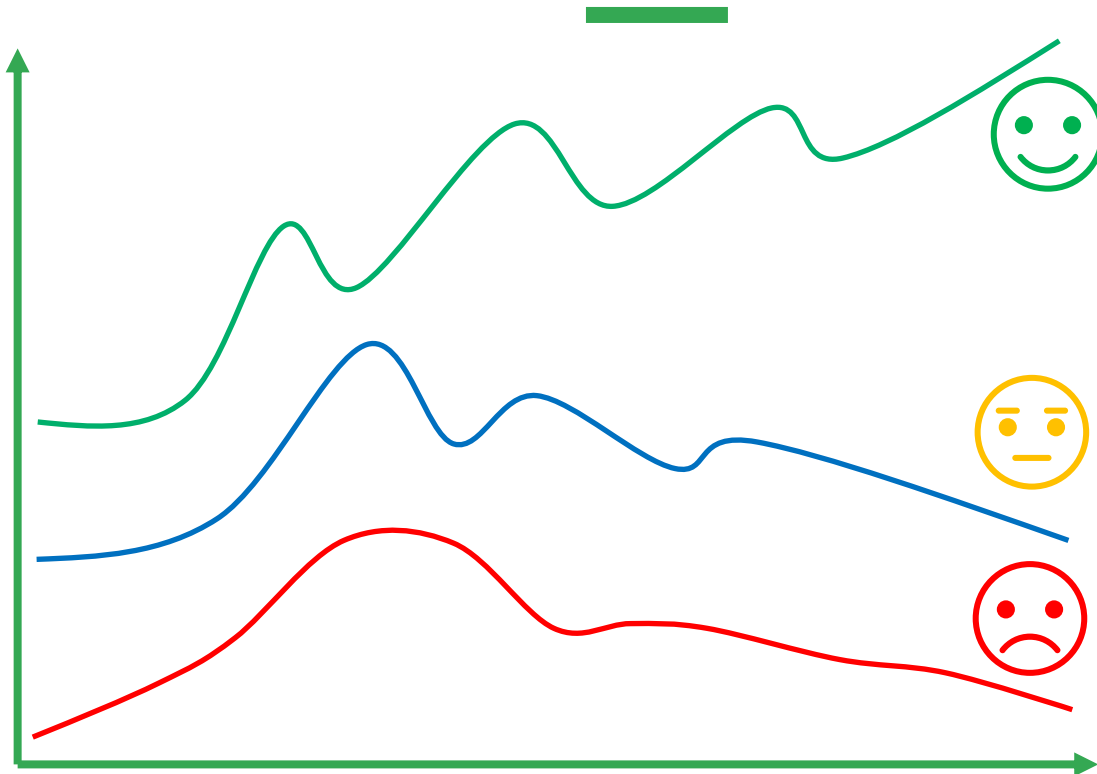


Design for lightweight status updates

OKR Check-ins – Updating Progress

- Scientifically proven relationship between frequent **progress updates and goal attainment.**
- Benjamin Harkin (Ph.D. of the University of Sheffield) conducted a meta-analysis of 138 studies comprising in total 19,951 participants. He found that **prompting participants to monitor their progress increased the likelihood that the participants would achieve that goal. The more frequent the monitoring, the more likely they were to succeed.** Harkin: “Monitoring goal progress is a crucial process that comes into play between setting and attaining a goal.”

OKR Check-ins – Consistency



Regular Weekly

- Check-in meetings
- High Transparency
- Leadership
- Weekly updates – top of the mind
- Early risk detection

No plan, once in while meetings

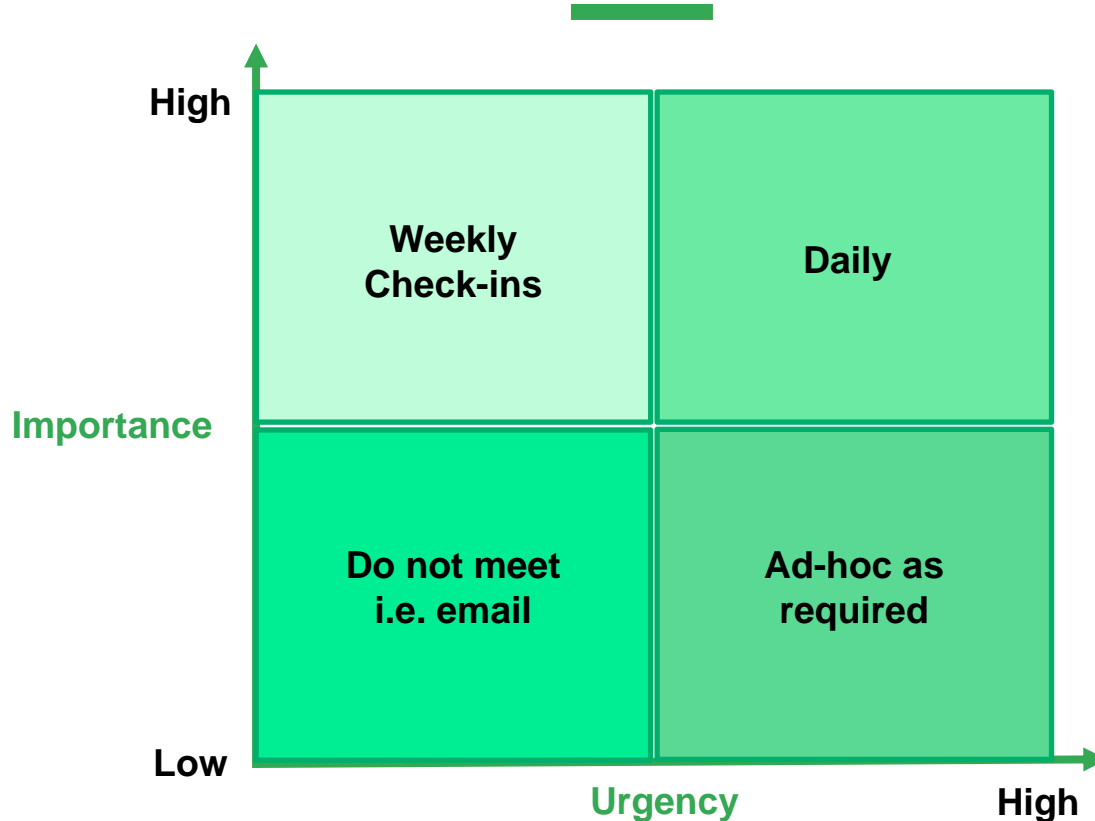
- Lack of consistency
- Sudden realization we are off course
- No discipline

Set and forget

- No focus on OKR set
- Lost confidence in Leadership and OKR program



What should be discussed in Weekly Check-in

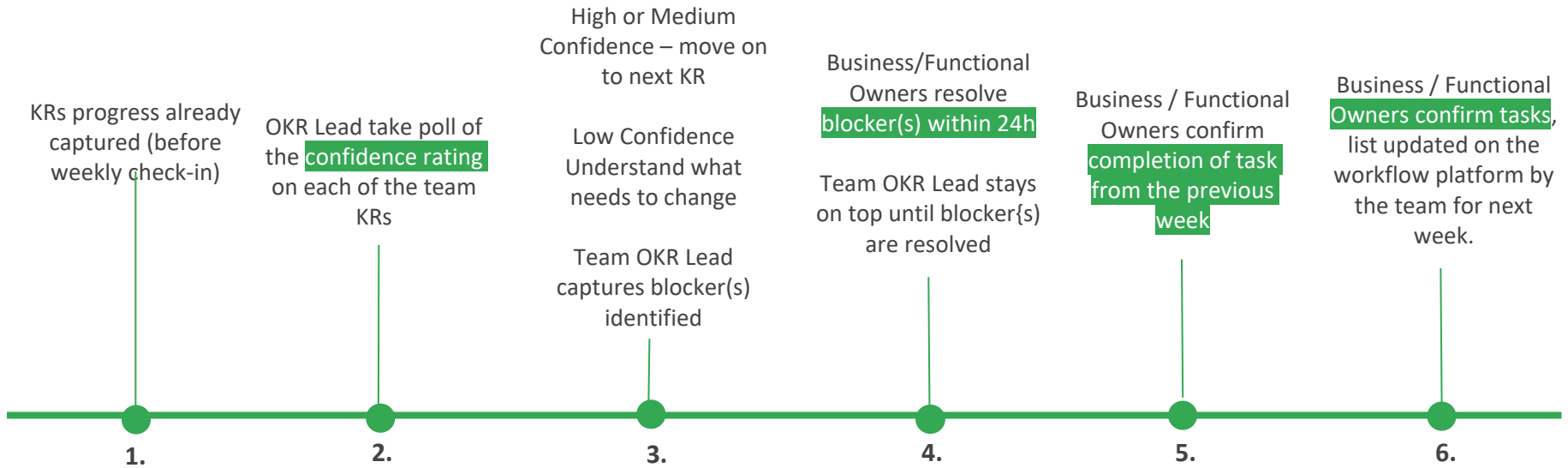


Status Update for KRs

4 Questions for status review of Key Results:

- What is the current status?
- What have you done that moved the key result?
- What have you learned from that?
- What can I do to make us succeed?

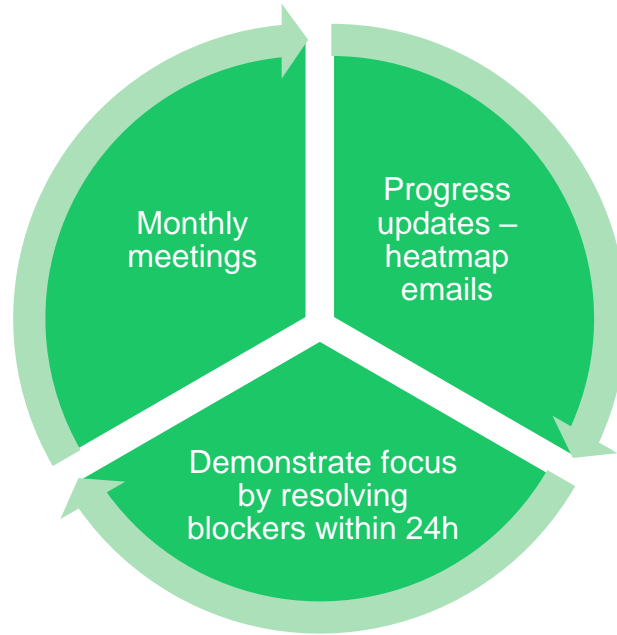
OKR Check-ins



1. Actions 2. Decisions 3. Communication

15-30 minutes

OKR Leadership Cycle



Confidence Level for Key Result and Objective



Confidence ?



OKR Check-ins

The weekly Check-ins keep the team **focused on the Objective**, but more than that the session enable them to **think together, make decisions together, help another and celebrate wins**



1. Report on last week's commitments

3. Clear the path and make new commitments

OKR Check-ins in large organizations

- A bi-monthly check-in among the OKR Practitioner and Team OKR Leads to ensure alignment and avoid Silos

Good Questions asked for Conversation and Feedback (CFR) Weekly Check-ins

Some questions to get your ongoing Conversation and Feedback started in 1:1s include:

- How are your OKRs coming along?
- What critical capabilities do you need to be successful?
- Are there any blockers that could stop you from attaining your objectives?
- What OKRs need to adjusted—or added, or eliminated—in light of shifting priorities?



Week 9 (28-02-2022)

Submitted

Overall, this week I'm feeling



Weekly Check-ins

1. What's going well in your role? Any wins this week?



2. What are your biggest challenges right now?



3. Do you need any assistance / resources?



Resubmit

OKR Check-in

Company

Q1 2022 Provide an amazing customer experience for our airport clients	60%
Improve Net Promoter Score to 80%	58%
Customer Satisfaction Score of 75%	70 CSAT
Replacing 20% of existing equipment in parking areas A-C	7%
Decreasing average self check-in time from 5 to 4min	30 sec

Personal

Q1 2022 Increase battery life by 25%	50%
Complete 3 successful testing phases of battery prototype A	1 testing
Increase battery lifetime via software by 30%	20%

OKR Check-ins monthly 1-on-1

Objective: Managers calibrate on:

- Performance
- Alignment
- Engagement

Result: no surprises at OKR Cycle end

Agenda: Start conversations on OKRs and identify the help individuals need to succeed.