

An aerial photograph of a rowing team in a boat on a body of water. The boat is long and narrow, with several rowers visible. The water is a deep blue-green color. The boat has a red and white stripe along its length. The rowers are wearing dark clothing and are in a rowing posture. The background is a dark green gradient with a large, semi-transparent green circle on the left side.

**OKR**  
INSTITUTE

# CREATING SELF-DRIVEN & OUTCOME-THINKING TEAMS VIA OKRs

OKRINSTITUTE®

# 5 FOCUS AREAS IN THE OKR SYSTEM

## WHAT WE FOCUS ON



Outcomes that foster strategies, mission and vision

## HOW WE ORGANIZE & RELATE



Empowered teams in a network of collaboration & accountability

## FOR WHOM WE CREATE VALUE



Customers - Colleagues, Teams, Departments - 3rd Party Vendors

## HOW WE GET THINGS DONE



OKRs with continuous learning & improvement

## HOW WE ENGAGE



OKR weekly check-ins, OKR retrospectives, OKR Workshops

# WHAT WE FOCUS ON

## FROM

MANY MISALIGNED KPIS  
FOCUSED ON TASKS AND DELIVERABLES

- Market share
- Customer call rate
- Volume of products sold
- Resources consumed
- Inventory levels
- Throughput time
- Equipment utilization time
- Hours worked
- Quality metrics
- Compliance metrics
- Accounts receivables days
- Accounts payables days



## TO

SIMPLE, CLEAR AND ALIGNED VISION,  
MISSION AND OUTCOMES

### VISION AND MISSION **2**

Our ambition 5-10 years from now

### LONG-TERM OUTCOMES **3**

What we aim to achieve in the next 3-5 years

### MID-TERM OUTCOMES **4**

What we aim to achieve in the  
next 1-3 years

### SHORT-TERM OUTCOMES (OKRs) **5**

What we will deliver in the next 90 days

TODAY **1**

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# HOW WE ORGANIZE & RELATE

# FROM

TRADITIONAL HIERARCHY OF INDIVIDUALS

- Reducing layers
- Shifting from controlling to coaching
- Establishing peer accountability and transparency between teams



- Working in siloes
- Slow, less-efficient
- Top-down management

# TO

THRIVING NETWORK OF TEAMS WITH TRANSPARENCY, FREEDOM AND ACCOUNTABILITY

**Small businesses & functional units** with focus on customers

**Empowered cross functional teams**

supply expertise and support flowing to where they can add most value

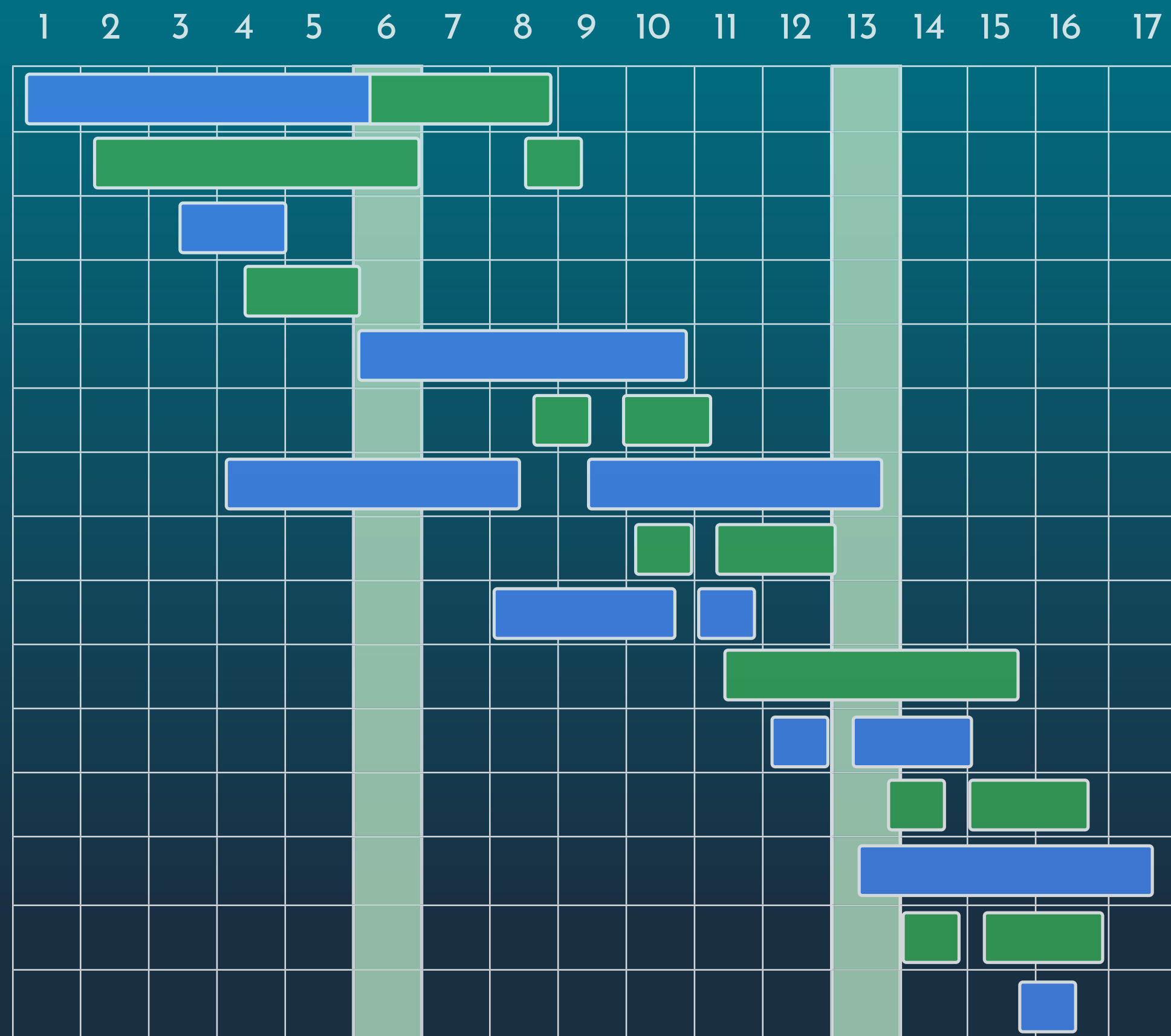
**Leadership teams** support in setting vision, empowering and coaching teams, and enabling resource flow



# HOW WE ENGAGE AND GET THINGS DONE

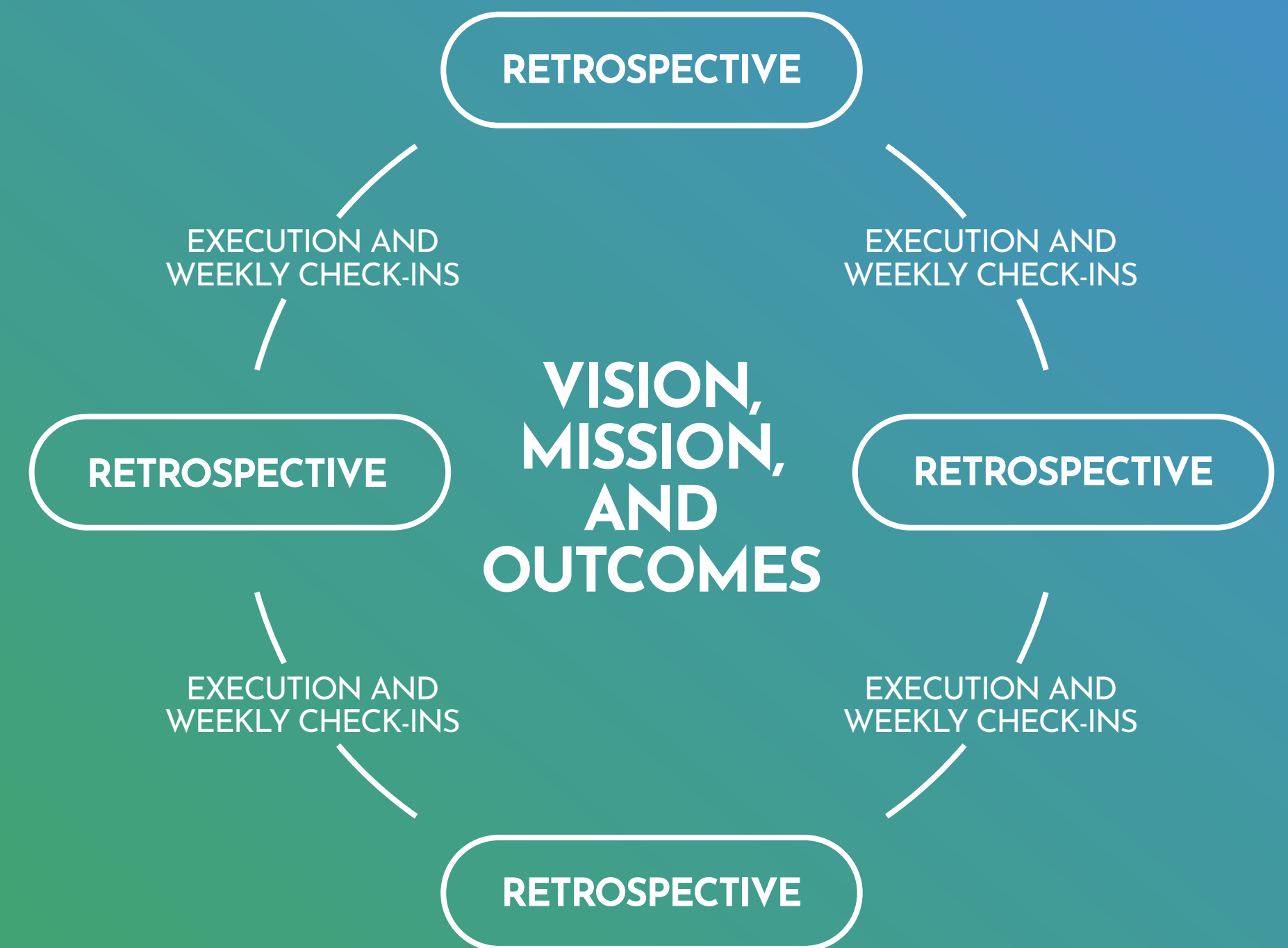
## FROM

### TRADITIONAL LINEAR ANNUAL PLANNING



## TO

### RAPID OKR CYCLES WITH RETROSPECTIVES



- Define and prioritize highest-impact outcomes
- Identify available capacity & skillset
- Emphasize quick, efficient and continuous decision making
- End each cycle and begin the next with a retrospective

# HOW WE PROVIDE THE GROUNDWORK FOR A THRIVING OKR CULTURE

**LEADER ACT AS...**

**VISIONARIES**

Who engage with their teams to shape their missions

**ARCHITECTS**

Who help teams reimagine how we create value

**CATALYSTS**

Who foster empowerment and teamwork across the network

**COACHES**

Who help teams to work with OKRs

**...SO THEIR TEAMS CAN...**

**FOCUS ON  
OUTCOMES**

**COLLABORATE WITH  
ACCOUNTABILITY**

**ACT, LEARN FAST & EVOLVE**

# HOW WE TRANSITION TO A THRIVING OKR CULTURE



## TRADITIONAL RESTRUCTURING

- Preserves & reshuffles hierarchical bureaucracy
- Eliminates jobs, not work, often at operational level
- Delivers temporary savings, not truly performance-focused



## FUNDAMENTAL SYSTEM CHANGE

- Focused on sustained improvement in performance & delivering more value to customers, colleagues, teams, departments, 3rd party vendors
- Comprises fundamental reimagining of business & operating model, including structure, processes & economics
- Anchored in fundamental shifts in mindsets & ways of working at a team level

# OKRI PATH





# OKR TRANSITION FRAMEWORK

TRANSITION TOWARDS OUTCOME-DRIVEN CULTURE

## OKRINSTITUTE®

1 - 2 MONTHS

Roll-out OKR crash or practitioner courses for learning the Why of OKRs and how to align and execute

Develop and monitor the new key competencies for OKR Crash Course and Practitioner participants

3 MONTHS

Integrate roll-out methodology to all relevant team members. Start with weekly check-ins

Create an OKR / agile mindset and understanding within the organization via OKR Leadership & Professional Courses

4+ MONTHS

Learn & share with other teams via weekly check-ins, and self-assessment and reflection workshops



UNDERSTAND



LEARN

PRACTISE

# TOP-DOWN DRIVEN BOTTOM-UP SUPPORT

ACT AS A ROLE MODEL AS  
OKR PRACTITIONER (CHAMPIONS) OKR  
LEADER (MASTER) & OKR PROFESSIONAL

COMMUNICATE,  
ALIGN, EXECUTE

TOP-DOWN EXECUTIVE DRIVEN

OKR FRAMEWORK

BOTTOM-UP TEAM DRIVEN

UNDERSTAND

LEARN

PRACTICE

CLARITY &  
OUTCOME



LEVEL 1

OKR  
BASIC  
KNOWLEDGE



LEVEL 2

OKR  
EXPERT  
KNOWLEDGE



LEVEL 3

OKR  
PROFESSIONAL  
KNOWLEDGE



The logo for OKR Institute is centered on the left side of the image. It consists of a white circle containing the text 'OKR' in large, bold, black letters, with 'INSTITUTE' in smaller, black, all-caps letters below it. This white circle is surrounded by a blue ring, which is further enclosed by a green ring. The entire logo is set against a dark green background with several concentric green circles of varying shades and thicknesses.

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The background of the image is an aerial photograph of a rowing team on a body of water. The rowers are in a long, narrow boat, and their oars are visible as they move through the water. The water is a deep teal color, and the boat has a red and white stripe along its length. The overall scene conveys a sense of teamwork and forward motion.

**LEADING IN  
OKR EDUCATION,  
RESEARCH &  
CERTIFICATION**

**OKR**INSTITUTE®