

# Shortcut to Objectives & Key Results (OKRs)



**OKRs**



*"Ideas are precious, but they're relatively easy. It's execution that's everything."*

John Doerr, Partner at Kleiner Perkins Caufield & Byers

In 1999, John Doerr introduced Objectives and Key Results (OKRs) to Google when it had 50 employees. Google has continued to use OKRs while scaling to more than 50,000 employees worldwide.

# What are OKRs?

OKRs are a management methodology to help your company focus efforts on the same important issues throughout the organization. When championed by top leaders and used throughout a business, OKRs help organizations:

- Create a disciplined goal setting process
- Inform everyone about what's important
- Facilitate productive conversations
- Show real time progress towards top priorities
- Focus effort and ensure cross-functional alignment

Because they are visible to everyone — top-down, bottom-up and cross-functionally — OKRs help everyone work toward the same results.

## What is an objective? — What I want to accomplish

Objectives should be significant to the company and personally meaningful, as well as ambitious. They should also be aligned and supported by the entire organization.

Example:

Put a man on the moon by the end of the decade

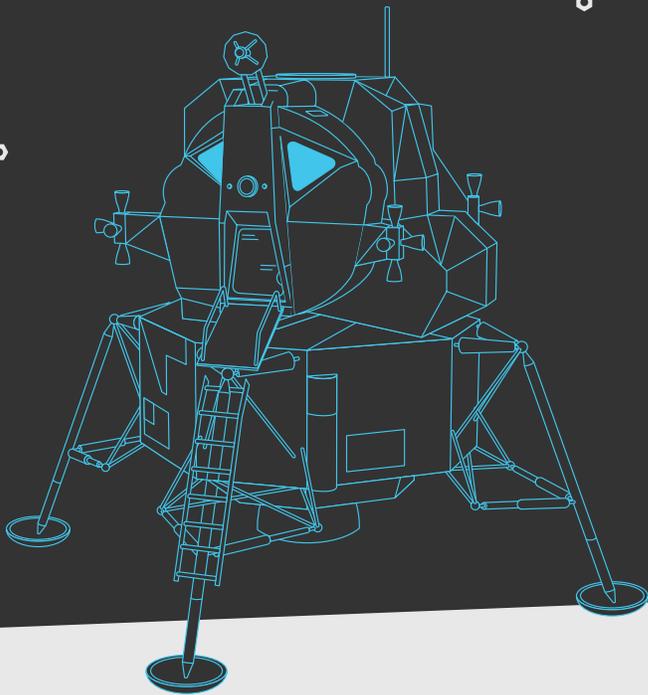
1969



# What are key results?

— How I will accomplish the objective

Key results should be measurable, limited in number and have a deadline.



Example:

Build a lunar module weighing under 40,000 pounds by December 1965

Writing goals this way doesn't feel natural to most of us, but here is a simple trick that can help. John Doerr believes that there are three words that make or break OKRs: **“as measured by.”** So a simple rubric for good goals is as follows:

I will \_\_\_\_\_ as measured by \_\_\_\_\_.

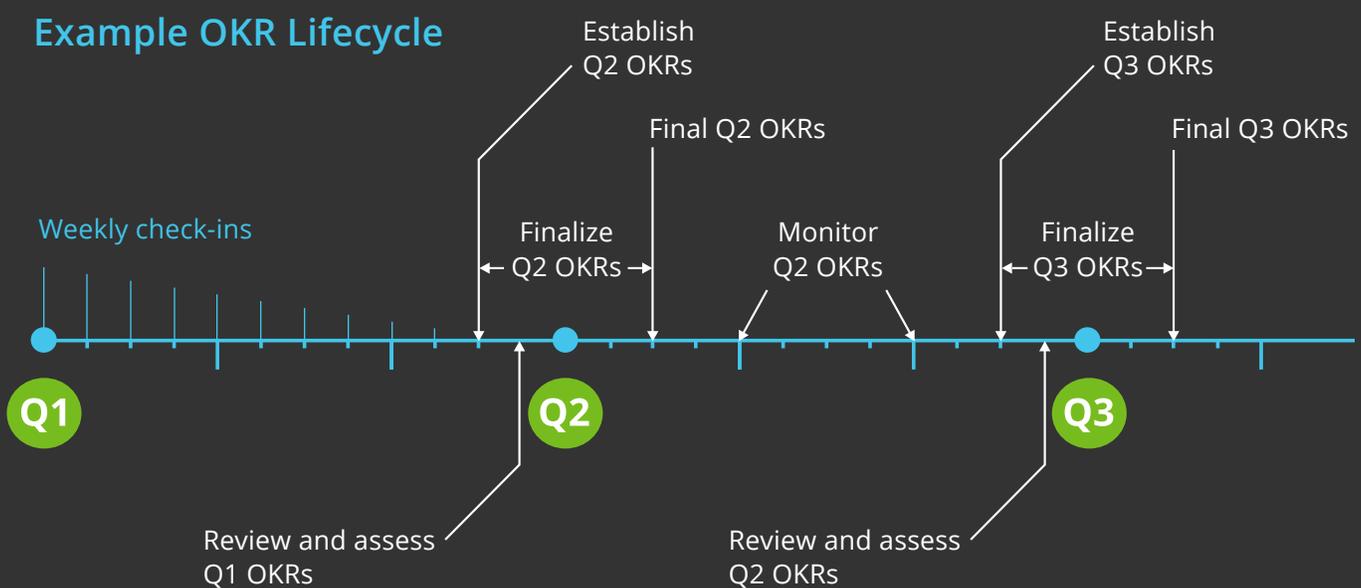
Click here to see departmental goal examples:

<https://www.betterworks.com/resources/goal-examples/>

# What are some best practices?

Here are some best practices for implementing OKRs into your organization:

- Focus on 3-5 objectives at a time with 4-5 or fewer key results for each
- At least 50% of objectives should be bottom up to increase motivation and aspiration
- Everyone should agree on the top priorities — no dictating
- They should default to open, public — not private
- Update progress frequently, typically quarterly
- At the end of the quarter, continue incomplete key results ONLY if they are still important
- Self-reflection and grading on OKR progress is critical for setting future OKRs



# How should they be communicated?

Organizations drive operational excellence by making OKRs public and reviewing them frequently in team meetings and ongoing coaching sessions with managers.



Town Halls  
Team Meetings



Employee  
Onboarding



Ongoing  
Coaching 1:1s



*“OKRs are a timeless framework, but the methods for implementing them are antiquated. They need to be modernized.”*

Kris Duggan, CEO and Co-founder of BetterWorks

# Impact of setting and managing OKRs using BetterWorks

OKRs keep employees working on the company's top priorities through improved alignment and cross-functional collaboration. BetterWorks increases the effectiveness of OKRs by making them open, collaborative and measurable in real time.



**3.5X**

companies set goals quarterly are 3.5x more likely to be top performers in their industry



**20%+**

increase in attainment by making goals public and socially reinforced



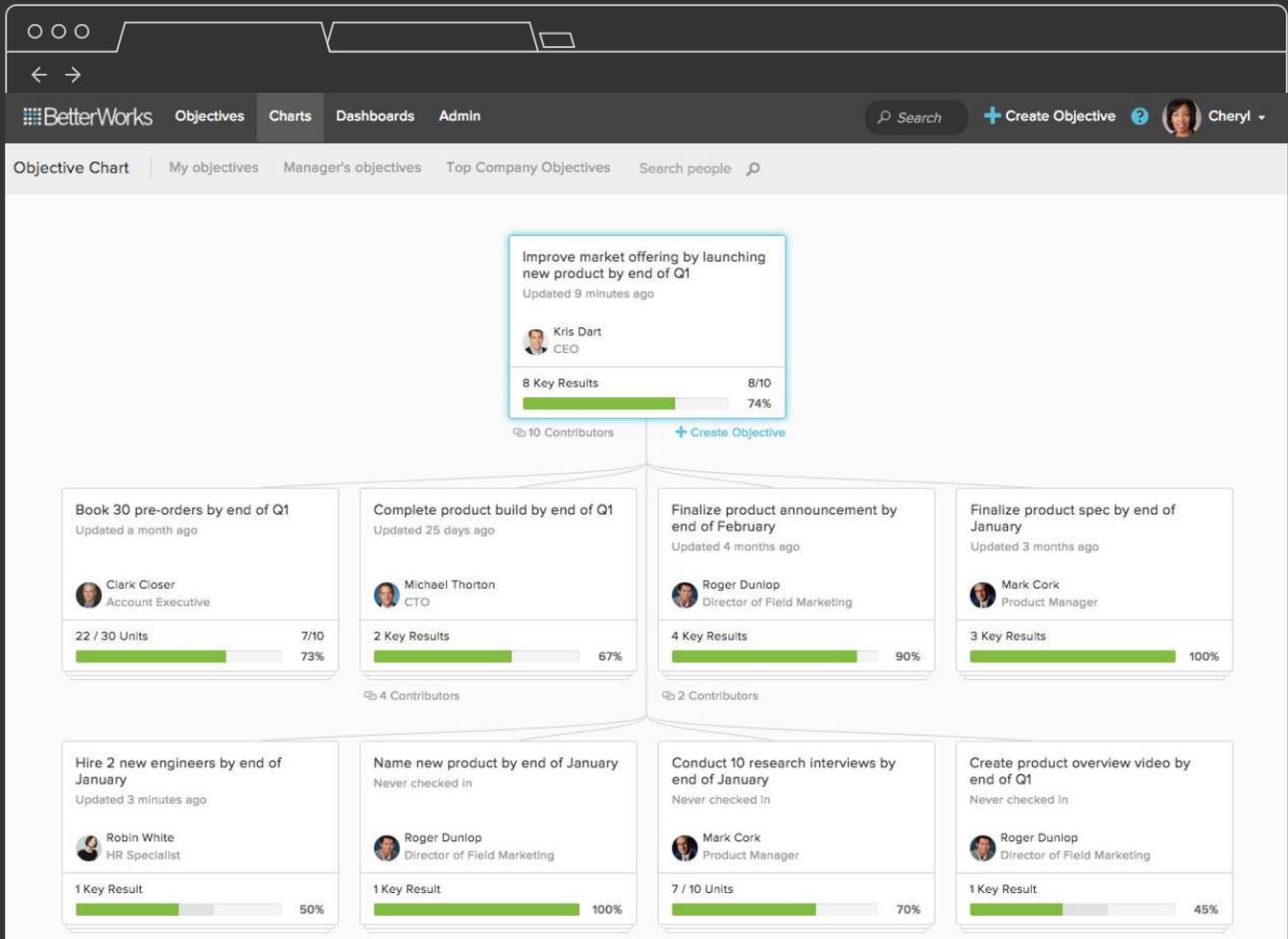
**70%+**

of goals in BetterWorks are bottoms-up and cross-functional, encouraging innovation



**\$520k**

saved annually for every 1,000 employees through time savings from automated goal setting



## About BetterWorks

BetterWorks provides enterprise software to easily set and manage goals. Rooted in Objectives and Key Results (OKRs), it uses Goal Science® insights to help high-performing companies get aligned, stay focused on the work that matters and ultimately become more successful.

For more information visit [www.BetterWorks.com](http://www.BetterWorks.com)

