



betterworks®

Breaking Down the OKR FACTS

Reid Koster, OKR Practice Lead

Superpowers

Focus

OKRs force leaders and teams to make hard choices

Align

OKRs foster alignment top-down and bottoms-up

Commit

OKRs become a social contract for your organization

Track

OKRs are driven by data and are continually graded and reassessed

Stretch

OKRs motivate us to excel by doing more than we thought possible

Artifacts / Actions

OKR Actions



Focus





OKRs do not represent the sum total of work happening in your organization.



John Doerr
Betterworks Board of Directors

Actions

- 1. Embrace and define constraints



Focus

Cadence

Annual, Quarterly

Count

3-5 Objectives, 3-5 Key Results

Cadence Count

Reduce one or both in times of
turmoil

Actions

- 1. Embrace and define constraints
- 2. Start asking the right questions



Focus

What do I have to work on?

Projects, Tasks, KPIs, To-Do's

What could I accomplish in 3
months that would make an
impact?

OKRs



Align



Actions

- 1. Ensure top down AND bottoms up



Align

”

To promote engagement, teams and individuals should be encouraged to create roughly half of their own OKRs, in consultation with managers.



John Doerr

Betterworks Board of Directors

Actions

- 1. Ensure top down AND bottoms up
- 2. Align via conversation



Align

Measuring Alignment

1

Contextualizing OKRs

- Transparency
- OKR Levels
- Team OKRs
- Related OKRs

Measuring Alignment

1 + 2

Contextualizing OKRs

- Transparency
- OKR Levels
- Team OKRs
- Related OKRs

Crucial Conversation

- Clarification
- Negotiation
- Agreement
- Review

Schedule a Monthly Conversation

In conjunction with fewer OKRs, try increasing the cadence of your manager/IC conversations to maintain alignment



Align



Commit

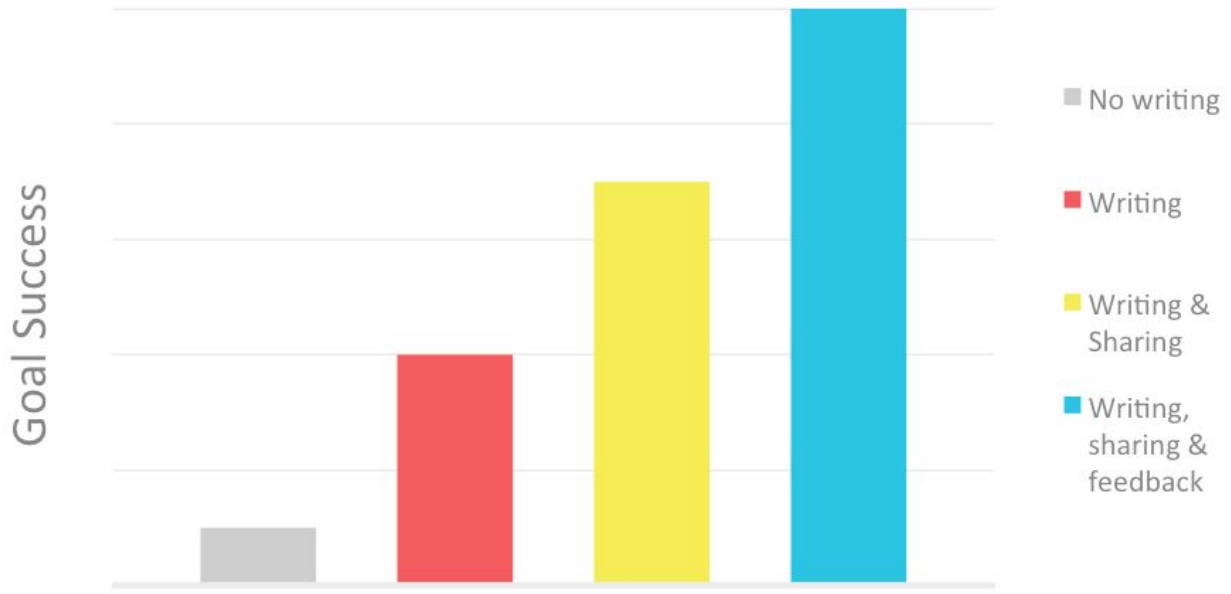


Actions






- Reinforce the social contract




Commit




Matthews, Gail. "Goals Research Summary." (2013).


    


 **Weekly Review**

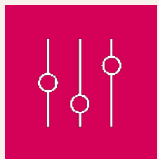
Friday, March 20 · 9:00 – 9:30am

 Betterworks:

- Update progress
- Cheer team goals
- Look at last week and recognize/give feedback
- Create tasks, schedule meetings/tasks on calendar

 10 minutes before

 Reid Koster

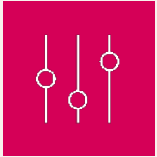


Track



Actions

- Simplify your OKR meeting purpose









Track

Why do we track progress?

In order to intervene

Navigation: < Today > | My Objectives | My Peers | Top Company Objectives | Objectives I Follow | More ▾ | Update Progress | Create

Tools: Show filters | Export ▾

Objectives I own ▾	Last Updated	Due	Comments	Score	Progress
  Build Gold Standard Professional Services Organization by enhancing Delivery Collateral Reid Koster Business	12/06/2019	12/31/2019	0	●	<div style="width: 70%;"><div style="width: 70%;"></div></div> 70%
  Enable our customer success team to be the best OKR coaches in the business Reid Koster Aspirational	12/06/2019	12/31/2019	0	●	<div style="width: 90%;"><div style="width: 90%;"></div></div> 90%
  Help our team to measure impact using live data Reid Koster Aspirational	12/06/2019	12/31/2019	0	●	<div style="width: 30%;"><div style="width: 30%;"></div></div> 30%

Review your meeting agendas

Is there time for a review?



Stretch



Actions

- Leaders must convey importance, attainability



Stretch

Decouple OKR Achievement from Compensation Formulas

Is *stretch* your focus right now?

Superpowers

Focus

OKRs force leaders and teams to make hard choices

Align

OKRs foster alignment top-down and bottoms-up

Commit

OKRs become a social contract for your organization

Track

OKRs are driven by data and are continually graded and reassessed

Stretch

OKRs motivate us to excel by doing more than we thought possible

Questions?

betterworks®

