



Quick Tips for Great **Objectives & Key Results**

Common Vocabulary Helps Align People & Actions on Outcomes



Objectives: what we want to achieve and why it matters



Results: how we define success and when we declare victory



Workstreams: the bodies of work or projects we need to drive results



Actions: what work or task each person needs to do by when



OBJECTIVES

Objectives provide the organization with clarity on your intention, focus and direction

- ✓ Communicate the 3-5 things you want to achieve in the year and quarter
- ✓ Provide the “what and why”
- ✓ Inspire and motivate people with sense of purpose so they want to be on board
- ✓ Cascade and coalesce; can be cross functional objective but should align
- ✓ Localize to nouns and verbs of a given team so most relevant to team members
- ✓ Not a number
- ✓ Objectives may have long or short span



What do you want to accomplish and why is it important? If others read the objective, will it inform their choices?

KEY RESULTS

Key results drive velocity by defining the point or truth in the future you want to reach

- ✓ Quantify success for each objective in a given time period (the objective may span multiple result periods)
- ✓ Define the *best possible results* – not most probable outcome
- ✓ Balancing key results direct organization to right outcomes (not more than 6)
- ✓ Can be the sum of other downline key results
- ✓ Tell the organization where to focus efforts
- ✓ Not an action item
- ✓ Easy to write KRs for 12 months out, hard to write KRs for a quarter!



What would great? What will you have more or less of if you accomplish the objective? What will be true?



Trigger Questions for Key Results

When do we declare victory? How would we know we were successful?

What would be really great this quarter?

Is this both our best and possible result?

Questions for each objective and the defined timeframe:

- How would we know we'd achieved that? What would be true if we did?
“Customers love us” → “Retention increases 7% in Q4” and “10 customers do case studies on the ROI they get from xyz”. We know they love us because *they* say they love us with both their voices and their wallet.
- What would we have more of? How much more?
- What would we have less of? How much less?
- What % improvement do you want to see in a QBR at the end of the quarter?
- What quantity of xyz would you LOVE to tell the CxO about because you know he/she'll be thrilled?
- If the full result is realized in a following year or quarter, back into what needs to be true in the coming quarter to enable the later result. Incremental victories accelerate and ensure ultimate victory.



Sample OKRs

IT

Move the business into the 21st century and make employees' lives easier

- Touch projection available in 9 Los Angeles conference rooms
- Shorten hardware and software procurement time from 30 to 7 days
- 100% wifi coverage in every office - no dead conference rooms
- Complete migration of help desk to new cloud provider

Increase our agility and ability to invest in the business by moving apps to the cloud

- Close 3 data centers
- Migrate 12 apps to the cloud
- Reduce data migration time to 14 days
- Reduce storage and infra costs \$4.5m

MARKETING

Make it dirt simple and totally enjoyable to buy our products and services online

- Every product can be added to a cart in a single click
- Expand ecommerce to German, French, Portuguese, Spanish and Chinese
- Online order volume increases 10% in Q3

Align our Web presence with our position as the industry innovator and leader

- Increase website traffic by 30%
- New branding implemented consistently across website and social properties
- Increase ebook and whitepaper downloads by 50%
- Implement 4 video clip testimonials on site from industry lighthouse customers



Inspire and empower people to move mountains.

