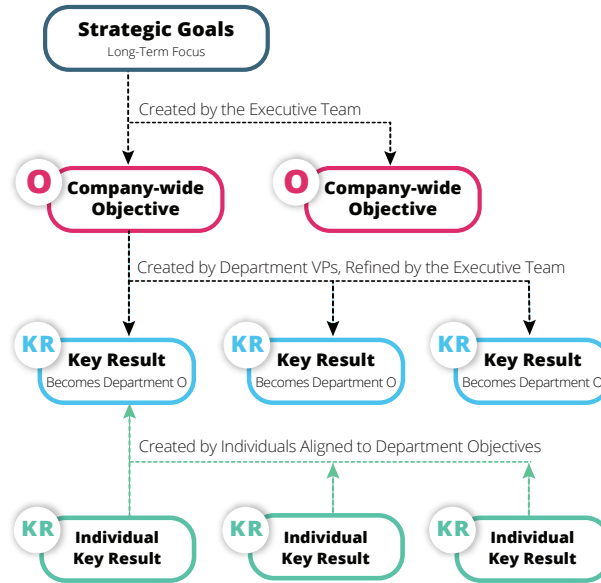


OKR

ESSENTIALS CHEAT SHEET

Presented by OnStrategy

OKR Structure Simplified



WHERE

Strategic Goals

These are your broad, long-term strategic direction.

WHAT

Annual Company-wide Objective

- ✓ A short, one-sentence phrase.
- ✓ Has impact—states what you need to achieve & why.
- ✓ Starts with a verb.
- ✓ Annual in nature.

HOW

Key Results/Department Objectives

- ✓ Starts with a verb.
- ✓ KPIs can be identified.
- ✓ Are Metric results: annual metric with quarterly target.
- OR
- ✓ Championed by a manager or director.
- ✓ Are Effort results: initiative with quarterly milestone.

HOW

Individual Key Results

- ✓ Starts with a verb.
- ✓ Created by individuals.
- ✓ #Aspirational: stretch KR to create the future.
- OR
- ✓ Quarterly results as a metric or deliverable.
- ✓ #Committed: realistic KR that is achievable.

What is an OKR?

OKR

OKR stands for *Objective and Key Results*.

Objectives are annual organization-wide goals with tangible, unambiguous outcomes. The successful achievement of an objective must provide clear value for the organization.

Key Results Key Results are the “hows” an Objective will be achieved. KRs are the inputs or deliverables to achieve the output (Objective). KRs describe deliverables or results, not activities.



5 OKR Tips



Inspire, Align, Empower.

Focus on inspiring language to empower & align.



The Rule of 3-ish

No more than 3-5 “areas of focus” per team and per person. Anymore becomes difficult to manage.



KPIs are Special KRs

KPIs are key metrics to deliver against our revenue or profitability targets and should be someone's KRs.



Jettison Business as Usual

OKRs create transformational results. Resist OKRs that list core job duties.

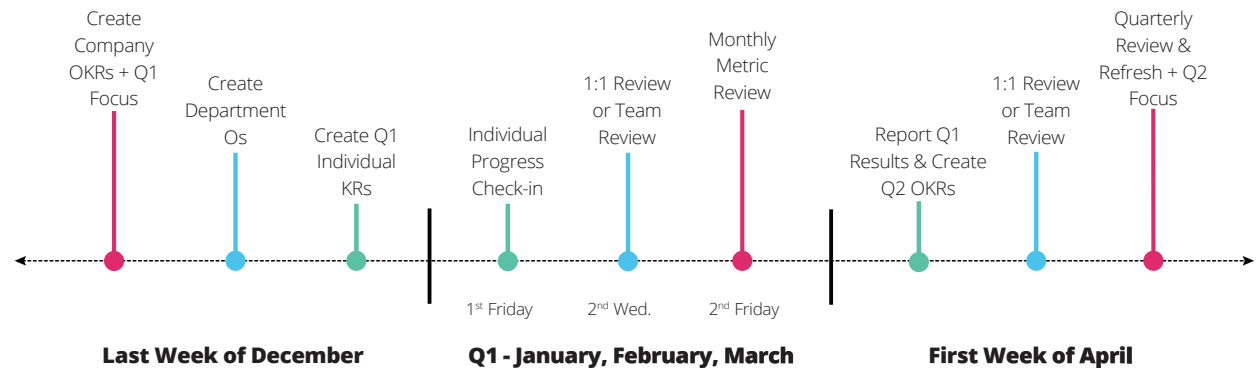


Top Down, Bottom Up

Set Company-wide OKRs and Department Os as an executive team. Ask staff to set their Key Results to support any Objective.

The Quarterly OKR Cycle

- Executive Team
- Directors/Managers
- Individual Team Members



Review KPIs Weekly

Reviewing KPIs weekly keeps everything in focus.



Review KRs Monthly

Review individual KRs during monthly 1:1s.



Review & Refresh Quarterly

Refreshing department & individual KRs quarterly creates agility.

1 Set Up Your Aligned Company-wide OKRs

The first step is to set the Company-wide Objectives and identify the 3 to 5 high priority **annual** goals. Objectives should align to Strategic Goals.

Note: there are likely more than 3 company-wide Os.

How: Planning workshops that generate Objectives

Who: Executive Team

Where: In [Mural](#) or [OnStrategy app](#).

Planning Points: Identify company objectives from your high priorities, including the "must delivers" for the first or second half of the year. No more than 3 to 5.

Questions to identify your Objectives:

- What do we want to achieve? What must we achieve?
- If others read the objective, will it inform their choices?

2 Set Company-wide KR (Department Os)

The second step is to set the Company-wide Key Results. These Company-wide Key Results are also the Department Objectives.

✓ **Pro Tip:** We recommend the Organization-wide Key Results are the Department Objectives—it's just easier.

Who: Executive Team

How: VPs or Directors populate Key Results after the Org-wide Os are created. Refine them with the whole Executive Team to gain alignment.

Where: In [Mural](#) or [OnStrategy app](#).

Planning Points: Company-wide KR are Department Os. KR are annual with quarterly targets or quarterly deliverables. Identify which are #aspirational. All the rest are #committed.

Pro Tips on Developing Key Results

- ✓ KR are the inputs to achieve the output, meaning Key Results are how you'll achieve an Objective.
- ✓ A good KR describes a deliverable **or** a result, not activities. If your KR include words like "maintain," "strive," "continue to," or "participate" these are activities.
- ✓ Start each KR with an action verb and continue the sentence with a description of what will be delivered with evidence of completion.

3 Have Your Staff Create Aligned KR

The final step is to have individuals create quarterly Key Results aligned to Department Objectives (Organization-wide Key Results).

How: Provide everyone a worksheet with Department Os to add 3 KR.

OR Set up [Mural](#) posters with Os at the top and everyone adds their KR.

OR Do it in the [OnStrategy app](#).

Who: Staff members

Where: In [Mural](#) or [OnStrategy app](#).

Planning Points: KR are annual with quarterly targets or quarterly deliverables. Identify which are #aspirational. The remaining KR are #committed.

Pro Tips on Developing Key Results:

- ✓ Team members should create their own Key Results and align them to the Department Objectives.
- ✓ Individual Key Results should be annual with quarterly targets, or quarterly deliverables. In either case, individual Key Results have quarterly focus and targets.
- ✓ Identify which are #aspirational, meaning it's a stretch result and creates the future. The remaining are #committed, meaning they are realistic and achievable.
- ✓ Start each KR with an action verb and continue the sentence with a description of what will be delivered with evidence of completion.

Example OKR Stacks

WHAT

Example Objective #1: Improve our sales performance across the whole team.

HOW

Key Result (Department Objective): Maintain a sales pipeline of qualified leads valued at least \$500K quarterly.

HOW

Individual Key Result: Increase close rate from 22% to 27% this quarter.

HOW

Individual Key Result: Increase scheduled calls per sales rep from 3 per week to 6 per week.

HOW

Individual Key Result: Grow average deal size from \$10K to \$12K.

WHAT

Example Objective #2: Support the sales team by bringing in as many qualified leads as possible.

HOW

Key Result (Department Objective): Produce 3 new case studies targeting new customer segments.

HOW

Individual Key Result: Revise the standard sales deck and talk track to reflect updated products.

HOW

Individual Key Result: Double webform leads on case study pages this quarter.

HOW

Individual Key Result: Host 2 sales training sessions with our sales team this quarter.