

Organization Goal



Standard Action Plan

- ✓ **Department Goal** is SMART, single measure / KPI
 - Action Item
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 - Action Item
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Best for organizations that have department-specific measures / KPIs and it is clear which department 'owns' which measure / KPI. This method is widely known and easiest to deploy without additional explanation.



Hybrid Action Plan

- ✓ **Department KPI*** is SMART
- ✓ **Department KPI*** is SMART
- ✓ **Initiative** is SMART
 - Action Item
 - Action Item
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 - Action Item
 - Action Item

*KPIs only need Action Items if necessary to achieve the KPI's target, otherwise, they're your department's measures of success as a result of completing each Initiative

Best for organizations with departments that own KPIs and have to create new systems, processes, etc. to support achievement of the organization goal. This method is not widely known, requires some explanation but works well when teams are advanced in planning.



OKR Action Plan

- ✓ **Department Objective** (not SMART**)
 - KPI (SMART)
 - KPI (SMART)
 - Key Result
 - Key Result
- ✓ **Department Objective** (not SMART**)
 - KPI
 - KPI
 - Key Result
 - Key Result

**In the classic OKR definition of Objectives, these are directional, not measurable, e.g., "Strengthen the value of our product." *But the supporting KPIs are absolutely quantifiably measurable and the Key Results have clear deliverables or outcomes: you and your team will know when they're completed*

Best for organizations with KPIs / measures that are shared or at the company-wide level of the plan—several departments contribute to each KPI. This method uses the words "key results" instead of goals or actions. Only deploy this method if you are transitioning to a planning mode using "key results".