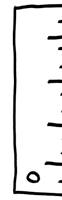




# OKR



## Tips & tricks

- Start with having only **one Objective**
- Have **start** and **target values** in Key Result
- **Avoid binary** (done/not done) Key Result
- Be involved in OKR proposal
- **Measure** progress towards Objective **continuously**
- **Review** progress towards Objective **with the team**

## Objective

An Objective is a description what you want to achieve. It is usually qualitative. It sets a clear direction for you. The good one should be inspiring, engaging and easy to remember.

Think of it as **a point on a map**, a destination like London.

Where do I want to go?  
What do I want to achieve?  
What will change once I achieve it?

*IDEA* criteria for an Objective

- **Inspiring** - bold, visionary and motivating people.
- **Difficult** - stretched enough to move you out from a comfort zone; could make you feel uncomfortable.
- **Explicit** - clear, easy to remember from the first glimpse.
- **Achievable** - possible to accomplish even if it is ambitious and difficult

When formulating an objective make it more active rather passive statement, i.e. *Reduce average waiting time on the phone* → *Being available faster on the phone*

## Key Results

A Key Result is a metric with a starting value and a target value that measures progress towards your Objective. Key Result does not focus either on a potential solution or on specific tasks.

Think of it as **a signpost with a distance marker**, that shows how close you are to your destination (i.e. How many kilometers left to London).

How do I know if I'm getting there?  
How am I going to measure my progress?

*SMART* criteria for a Key Result

- **Specific** - clearly name area to be improved, so there is no possibility to interpret differently
- **Measurable** - quantitative indicator of progress to track, e.g. a number.
- **Assignable** - specify who is accountable for a given Key Result
- **Realistic** - state what could be achievable, even though it could be difficult or aggressive
- **Time-related** - set when a result will be accomplished

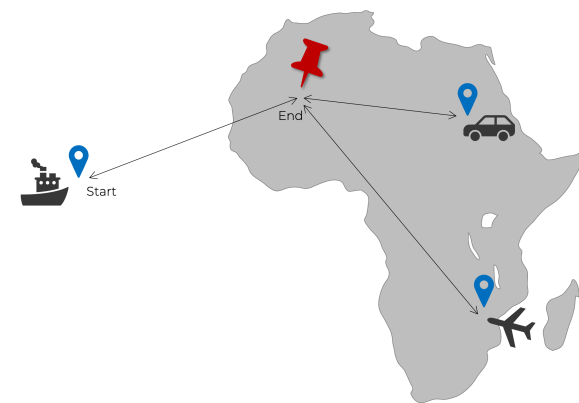
If you do not have start value for Key Result, do a quick investigation task up front or use benchmark from the market.

## Initiatives / Activities

An Activity is a description of the work you are going to do to reach your Objective. Each Activity should influence one or more Key Results. If metrics do not improve, you have to change your Activity.

Think of it as **a specific work that you will do** to get to your destination (drive a car, row a boat, flight by plane).

What am I going to do to reach my OKR?



## Activity vs Value based Key Results

Delivering Activity is not enough to be successful with an Objective. Instead of tracking the delivery of a project/task, measure the indicators that motivated it in the first place.

To convert Activity into Value based Key Results use following questions:

What would be the impact of being successful with this task?

What would be the desired outcomes?

### Become semi-professional runner

#### Activity based Key Results

Run 4 times weekly

Sign up for 3 runs

Pass medical check for runners

#### Value based Key Results

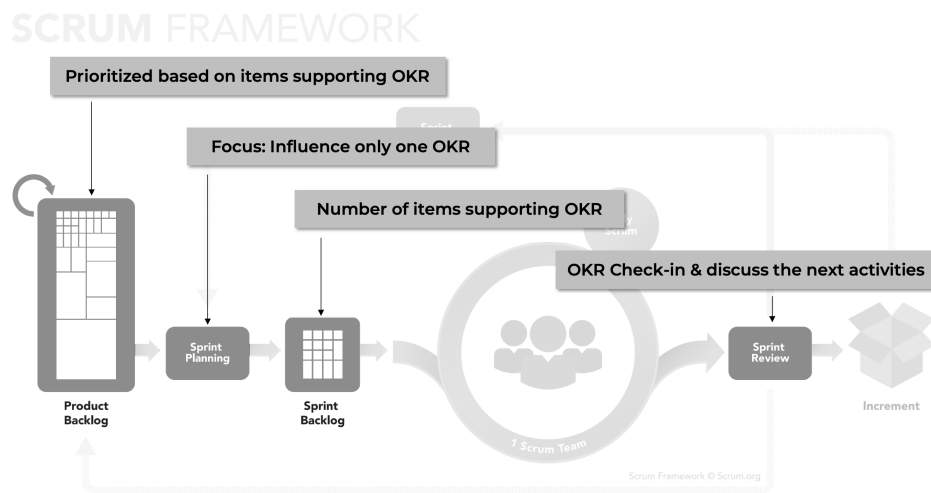
Run 2km under 7mins instead of 12mins now

Win 2 out of 10 local runs

On Runners Top List at position 90 instead of 120

Increase earnings from 50EUR to 1000EUR

## Scrum & OKR



## OKR health-check

Use those questions to do a self-assessment of your OKR. If you answer YES to all questions, your OKR seems to be formulated properly.

1. Is an Objective **inspiring** for you?
2. Is an Objective **short** and **easy** to memorize?
3. Can you read an Objective **without stopping** to breathe?
4. Is an Objective **achievable** in the next OKR cadence?
5. Do all Key Results contain **metrics** (not tasks) in the description?
6. Do all Key Results measure **results** (not effort)?
7. Will you succeed with an Objective when **all Key Results** are fulfilled?

## How to prepare for OKR Checkin

OKR checkin is a meeting when you discuss a progress towards objectives. This is opportunity to present changes in confidence level and current state of your metrics, to raise any risks, to seek for help. You can use following questions while preparing for this meeting:

What quantifiable have you achieved?

How has confidence level changed since the last OKR checkin?

What haven't you accomplished? What's the reason behind?

Which Key Results do you want to influence in the upcoming days?

What risks/dependencies are related with your work?

What kind of support do you need?