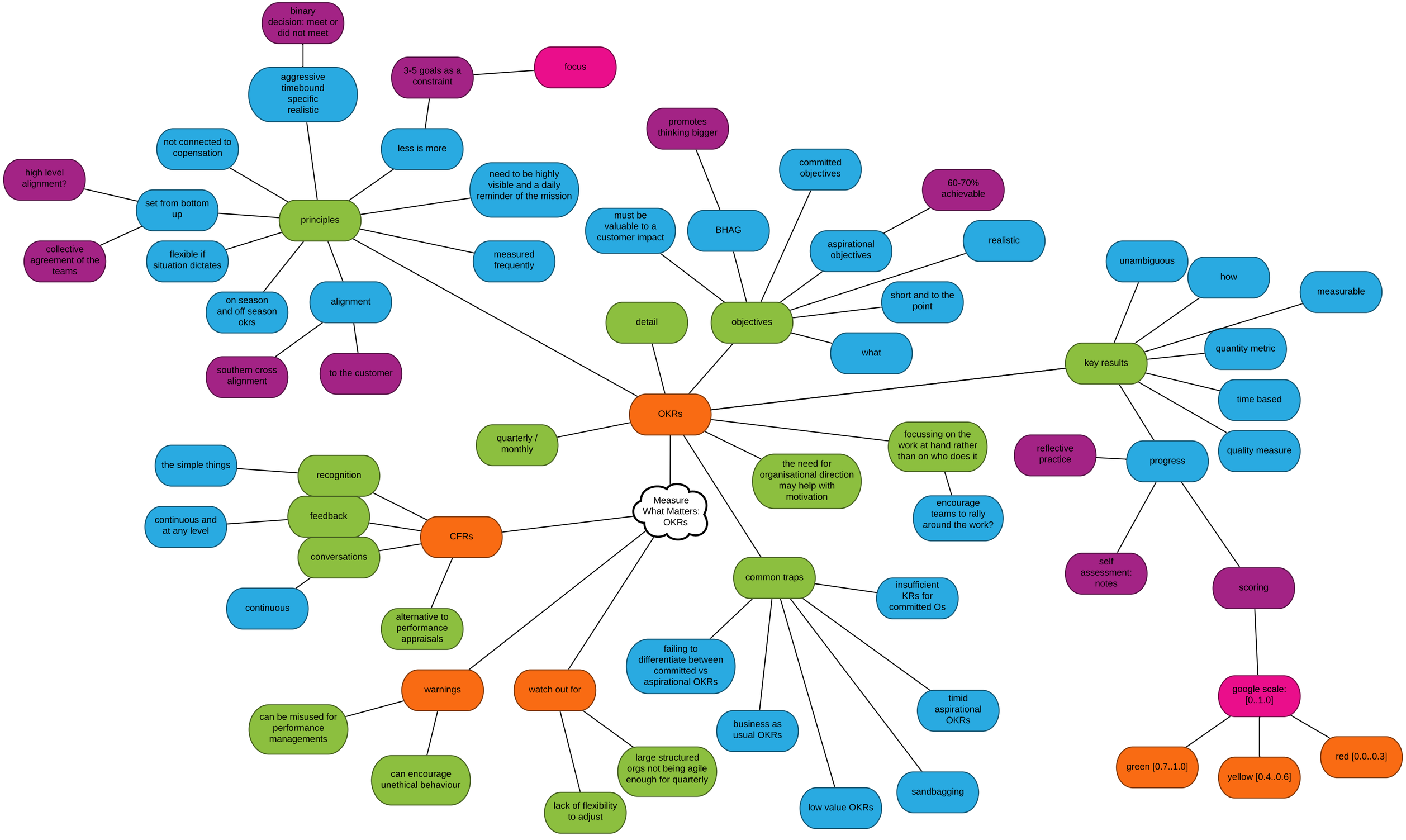
OKRs
principles
binary decision: meet or did not meet
aggressive timebound specific realistic
3-5 goals as a constraint
focus
less is more
not connected to copensation
high level alignment?
set from bottom up
collective agreement of the teams
flexible if situation dictates
on season and off season okrs
alignment
southern cross alignment
to the customer
need to be highly visible and a daily reminder of the mission
measured frequently
objectives
promotes thinking bigger
committed objectives
60-70% achievable
must be valuable to a customer impact
BHAG
aspirational objectives
realistic
short and to the point
what
detail
key results
unambiguous
how
measurable
quantity metric
time based
quality measure
progress
reflective practice
self assessment: notes
scoring
google scale: [0..1.0]
green [0.7..1.0]
yellow [0.4..0.6]
red [0.0..0.3]
quarterly / monthly
focussing on the work at hand rather than on who does it
encourage teams to rally around the work?
the need for organisational direction may help with motivation
Measure What Matters: OKRs
CFRs
recognition
the simple things
feedback
continuous and at any level
conversations
continuous
alternative to performance appraisals
common traps
insufficient KRs for committed Os
failing to differentiate between committed vs aspirational OKRs
business as usual OKRs
low value OKRs
sandbagging
timid aspirational OKRs
warnings
can be misused for performance managements
can encourage unethical behaviour
watch out for
large structured orgs not being agile enough for quarterly
lack of flexibility to adjust