



MOMENTUM

STRATEGIC PLANNING BUILDING BLOCK 1

AN OVERVIEW OF OKRS

FOCUS



MEASURE
WHAT MATTERS



OBJECTIVES
(OBJECTIVELY)



FINDING
YOUR KEYS



MEASURE WHAT MATTERS

MEASURE WHAT MATTERS

Google. Intel. MyFitnessPal. Intuit. YouTube. Adobe. Bono.

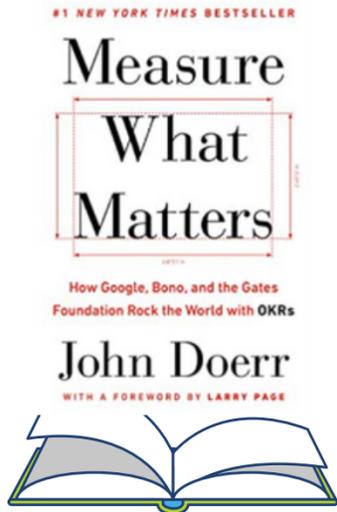
(Yes, *that* Bono!)

What do these household names have in common? They are all leading experts in their industry spaces, and they all use OKRs to measure what matters - growth, impact, feedback. And they were also featured in the 2018 book, *Measure What Matters*, by John Doerr, for their ability to leverage OKRs and shape their organizations into the groups we know today.

Measure delivers education on the concept of OKRs - Objectives and Key Results - through case studies of how they were applied across Google, and Intel, and Bono (among many others.) Each organization approaches OKRs a little differently, and Doerr highlights these methodologies to show us that it does not matter what minds are in the room, or what metrics are being tracked: we all have the ability to measure important things to show success.

Over the next two months, we will be exploring Objectives & Key Results in bite-sized chunks through the lens of *Measure* and examples of other best practices developed recently. Today, we have an overview of OKRs as they are presented by Doerr. Each section is accompanied by a list of online resources you can use to start building your own library of knowledge on OKR processes.

OKR, let's go!



For leaders, OKRs give a lot of visibility into an organization. They also provide a productive way to push back.

Larry Page
Alphabet CEO and Google Cofounder



OBJECTIVES (OBJECTIVELY)

OBJECTIVES (OBJECTIVELY)

"An **OBJECTIVE**, I explained, is simply **WHAT** is to be achieved, no more and no less."

Building successful organizations is a marathon, not a sprint. We can consider OKRs in the same way: **Objectives** are the goal to be achieved, and **Key Results** are the steps along the way.

The goals to be achieved can be unilateral or unique to each aspect of the company (**process goals**) but should ultimately work towards a strategic target. Examples for associations include

Increased Member Retention
Increased Attendance at Annual Meeting
Growth in Continuing Education Participation

but these are more *ideas* than metrics. For an objective to be truly impactful, you have to be able to measure it. We'll talk more about creating specific, measurable, attainable, relevant, and time-based (**SMART**) objectives in a few weeks.

Process Goals: <https://inside.ewu.edu/calearning/psychological-skills/goal-setting/>

SMART Goals: <https://www.mindtools.com/pages/article/smart-goals.htm>

OKRs 101: <https://www.whatmatters.com/get-started>

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**OKR Superpower #1:
Focus and Commit to
Priorities**

**By dispelling confusion,
OKRs give us the focus
needed to win.**

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FINDING YOUR KEYS

FINDING YOUR KEYS

"**KEY RESULTS** benchmark and monitor **HOW** we get to the objective."

So if **Objectives** are the finish line of the marathon, then **Key Results** must be the 55k+ steps it takes to get there. Every mile of the race takes training, grit, and focus. Achieving an organizational Objective is no different.

Key Results allow us to give structure to the approach we are taking to achieve that Objective. They should still be specific and measurable, but they are also more fluid and can be adapted to changes in situations accordingly. If we use the same association goals from the previous slides:

Increased Member Retention
Increased Attendance at Annual Meeting
Growth in Continuing Education Participation

then we could consider Key Results as the steps our staff and volunteers take to reach those targets. A KR for the MarComm team might be one warm touch a year with each member, while a KR for the Education committee might be translating two in-person programs for virtual learning each quarter.

Developing KRs: <https://rework.withgoogle.com/guides/set-goals-with-okrs/steps/set-objectives-and-develop-key-results/>

Value-based KRs: <https://www.bain.com/insights/getting-more-value-objectives-key-results/>

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**OKR Superpower #2:
Align and Connect for
Teamwork**

**By connecting each
contributor to the
organization's success, top-
down alignment brings
meaning to work.**

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COMING SOON BUILDING MOMENTUM IN STRATEGIC PLANNING

LEARN WITH US ON:



- B2 SMART OBJECTIVES** 2/11
- B3 PROCESS GOALS** 2/25
- B4 KEY RESULTS** 3/11
- B5 DATA-DRIVEN DECISIONS** 3/25