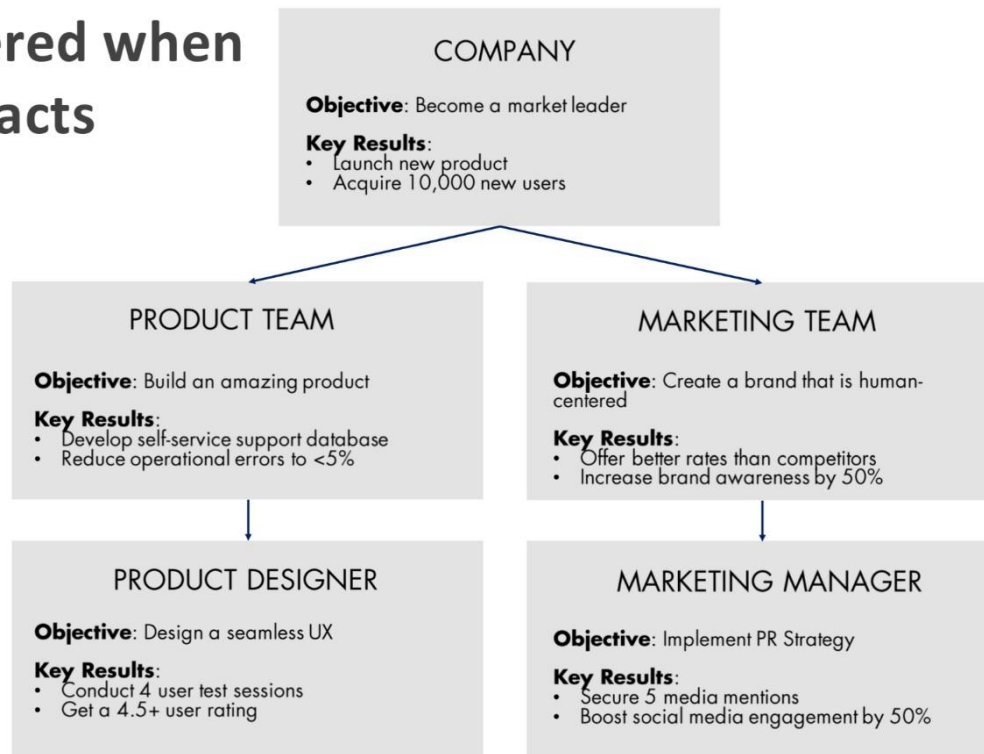# Objectives Key Results (OKRs)
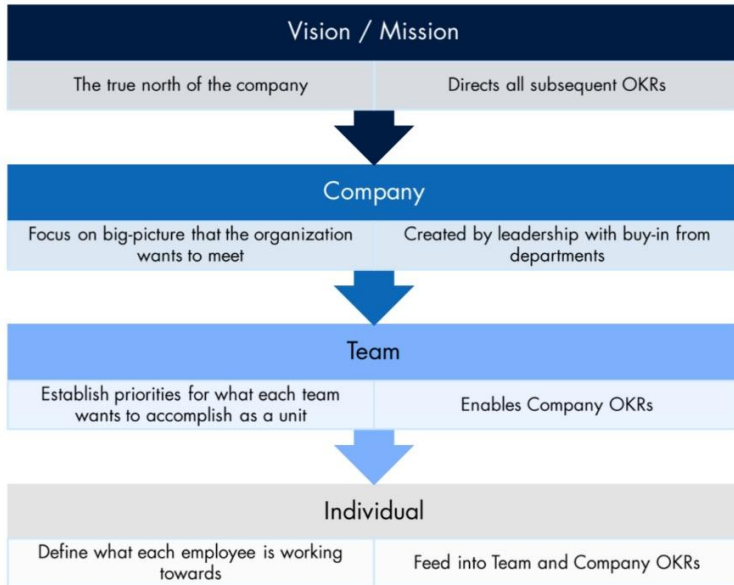
By Pablo Cruz

Team members feel empowered when their day-to-day directly impacts higher level OKRs.

Embedding an OKR program within an organization benefits the culture by boosting engagement and sense of meaningful impact. Top-level Key Results should directly inform the OKRs of team and individual targets, so team members feel connected to the corporate mission and can regularly see and feel how their work moves the needle.

COMPANY

Objective: Become a market leader

Key Results:
- Launch new product
- Acquire 10,000 new users

PRODUCT TEAM

Objective: Build an amazing product

Key Results:
- Develop self-service support database
- Reduce operational errors to <5%

MARKETING TEAM

Objective: Create a brand that is human-centered

Key Results:
- Offer better rates than competitors
- Increase brand awareness by 50%

PRODUCT DESIGNER

Objective: Design a seamless UX

Key Results:
- Conduct 4 user test sessions
- Get a 4.5+ user rating

MARKETING MANAGER

Objective: Implement PR Strategy

Key Results:
- Secure 5 media mentions
- Boost social media engagement by 50%

Establish OKRs from the top-down

Vision / Mission
The true north of the company | Directs all subsequent OKRs

Company
Focus on big-picture that the organization wants to meet | Created by leadership with buy-in from departments

Team
Establish priorities for what each team wants to accomplish as a unit | Enables Company OKRs

Individual
Define what each employee is working towards | Feed into Team and Company OKRs

Company Objectives are set by leadership and announced at a company-wide meeting.

Key Results are tracked publicly within the company using dashboards or regular reports to ensure everyone can see the value of their contribution and where attention might be needed next.

Organizational units and individuals develop their own OKRs based on their parents' OKRs, to tie a thread all the way from the top down.

This approach bolsters alignment and speed of planning.

OKR progress must be tracked regularly and fully transparent.

An OKR framework makes a lasting impact within an organization only when visibly tracked and exercised with rigor.

Objective Tracking

- Time Frame (Quarterly, Annual)
- Variant (Aspirational / Committed)
- Objective
- % Complete (Overall)

Key Results Tracking

- Owner
- Status (On Track, At Risk, Complete)
- % Complete
- Current measurement (#, %, Y/N, etc.)
- Expected measurement (#, %, Y/N, etc.)
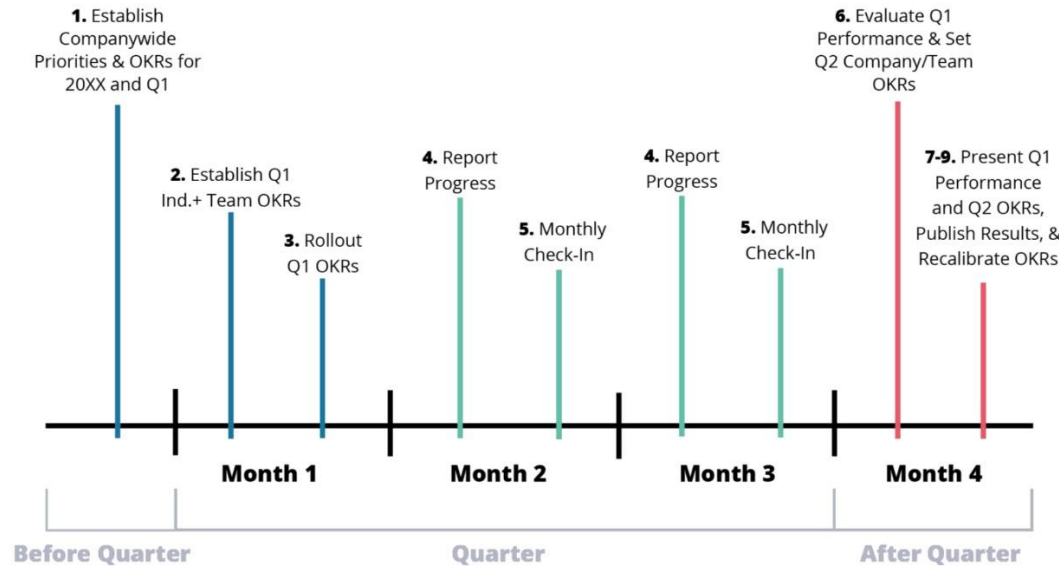- Target (#, %, Y/N, etc.)

Goals

- Share OKRs with organization and team
- Track and update results on a regular schedule
- Course-correct when a Key Result is tracking behind where it should be

Time Frame	Variant	Objective	% Complete (Overall)
Q1	Committed	Empathize with our target customers' needs and pain points.	X%
Q2	Aspirational	Promote equality in our communities through financial inclusion.	X%
Q3	Committed	Make banking easy for our customers	X%

Objective	Key Result	Owner	Target	Expected Measurement	Current Measurement	% Complete	Status
Empathize with our target customers' needs and pain points.	Allocate 5 UX researchers to New Bank full-time	Name	#	#	#	%	On Track
	Gather 15 customer participants for monthly user research sessions	Name	#	#	#	%	On Track
	Motivate X% of customers to refer others	Name	%	%	%	%	At Risk
	Achieve at least 95% positive responses to Quarterly Empathy Survey	Name	%	%	%	%	Complete

Open, honest communication and reporting promotes meaningful progress.

1. Establish Companywide Priorities & OKRs for 20XX and Q1

2. Establish Q1 Ind.+ Team OKRs

3. Rollout Q1 OKRs

4. Report Progress

5. Monthly Check-In

4. Report Progress

5. Monthly Check-In

6. Evaluate Q1 Performance & Set Q2 Company/Team OKRs

7-9. Present Q1 Performance and Q2 OKRs, Publish Results, & Recalibrate OKRs

Month 1

Month 2

Month 3

Month 4

Before Quarter
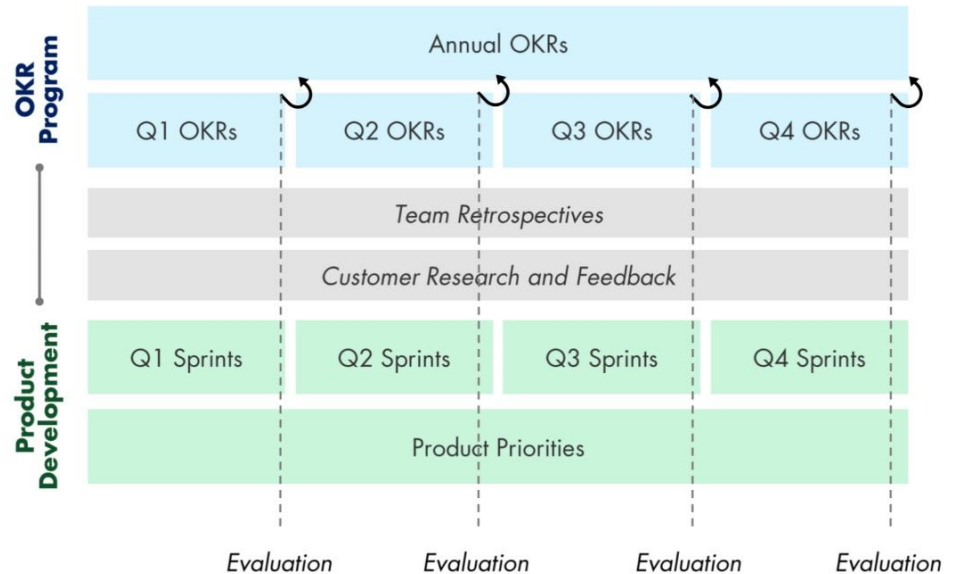
Quarter

After Quarter

Report, Plan, Recalibrate

- **Close Out**: Close out Key Results by reporting on the actual progress or metric achieved at the end of the quarter.

- **Carry Forward**: Determine if Key Results will continue into the next quarter. If so, extend the end date to the end of the third month and establish the desired target.

- **Create New**: Determine if any new Key Results need to be established to achieve the Objective. If so, write new Key Results; establish the target and timeframe.

Our objectives will evolve as we learn more about ourselves and our customers.

Thoughtful retrospectives combined with ongoing customer research will enable us to connect product development to the OKR program. OKRs can – and should – evolve in parallel with customer needs and internal dynamics. Each quarter, we should ask ourselves:

- Are our original Objectives still relevant?

- Are the problems we're solving truly driving our strategic outcomes?

- What could be better?

OKR Program

| Annual OKRs |
| Q1 OKRs | Q2 OKRs | Q3 OKRs | Q4 OKRs |

Team Retrospectives

Customer Research and Feedback

Product Development

| Q1 Sprints | Q2 Sprints | Q3 Sprints | Q4 Sprints |

Product Priorities

Evaluation   Evaluation   Evaluation   Evaluation

OKRs provide guardrails for project sprints within the course of work.

OKRs should provide greater autonomy, alignment, and focus when integrated with the product design and development process. Cross-functional teams can lean on OKRs to facilitate faster decision-making when planning, scoping, and prioritizing work, to ensure that projects and day-to-day tasks will maximize value creation for customers and the business.