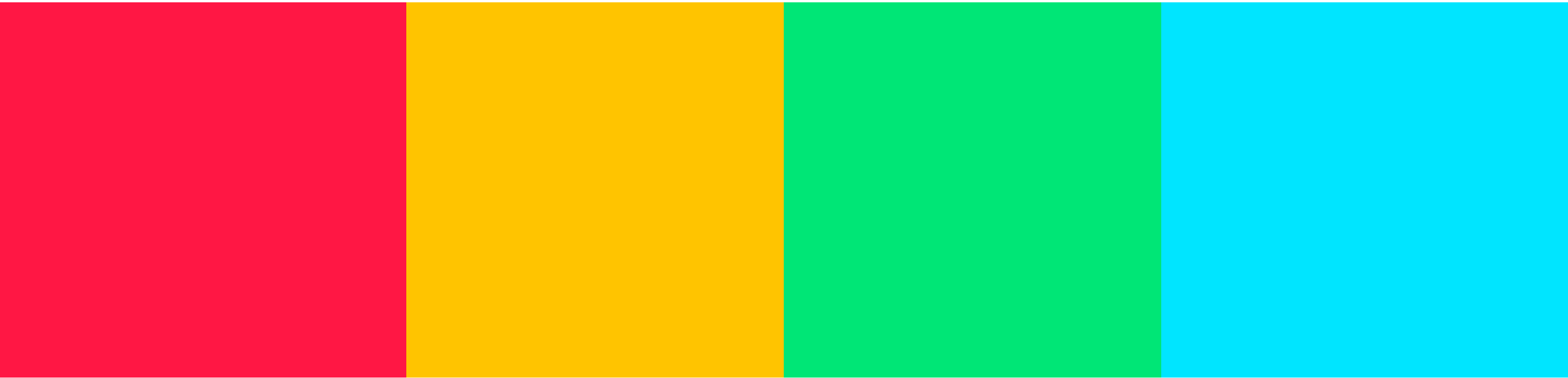


# Objectives & Key Results

How to achieve focus & alignment

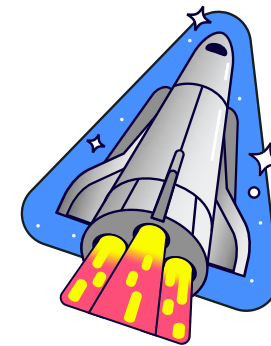


# What we will cover

- The best practice goal-setting flow
- How to write good OKRs
- OKRs vs Initiatives
- OKRs vs KPIs
- Management processes

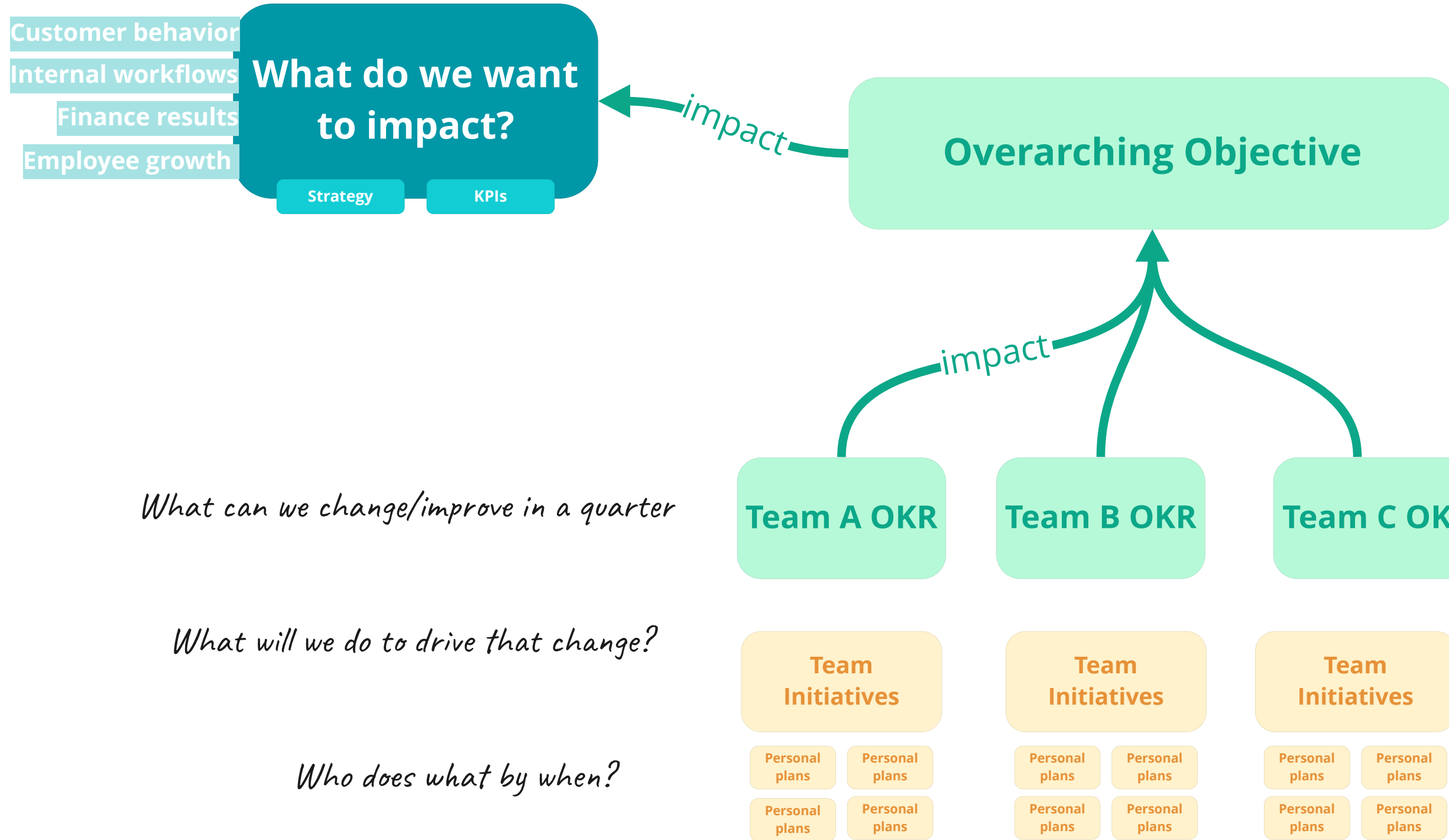


## *Best practice goal-setting flow*





# Outcome-focused goal-setting flow



*How are we going to impact that?  
A problem several teams will be solving together*

*What can we change/improve in a quarter*

*What will we do to drive that change?*

*Who does what by when?*





# How it works

KPIs

to monitor health metrics  
and set performance expectations

Company Os and Teams OKRs

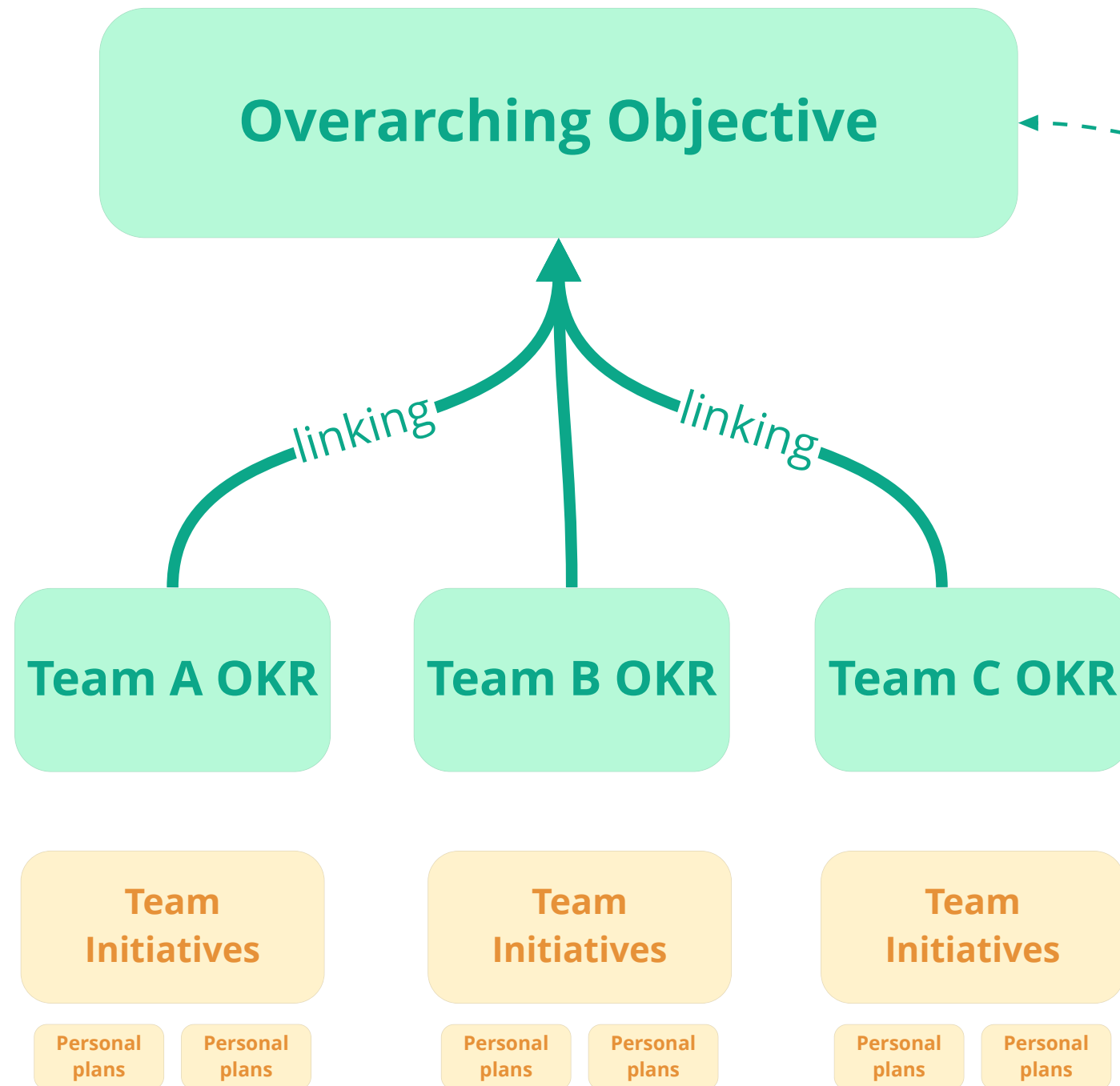
to determine what needs to change  
& improve to achieve better results

Initiatives & Weekly Check-ins

to focus on the right things and get them done

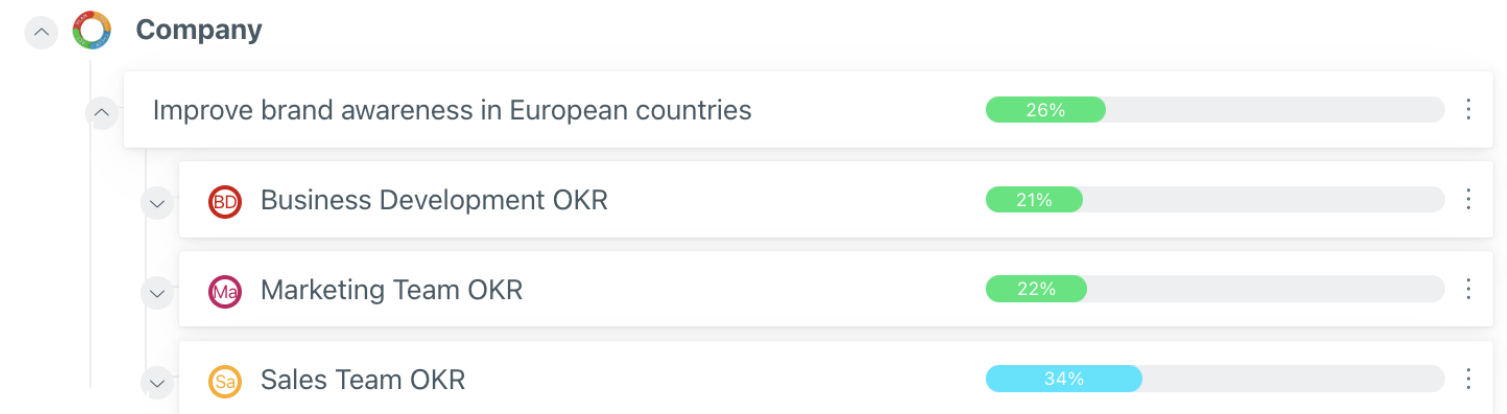


# Company-wide alignment



*Directional statement,  
no measurable KR's*

*Example*



*Alignment quality:  
best practice*

# Alignment: Company Os and Team OKRs

## *Wins*

- Transparent and straightforward goal-setting process
- Clear connection between the Company goals and personal level contributions
- Only 2 layers of goals and no management overhead for the progress tracking process
- Clear ownership of outcomes at every level

## *Possible challenges*

- May not represent the company org chart directly
- Will not work in companies with transparency issues
- Process will not follow itself - everyone needs to be onboard



*Alignment quality:  
best practice*

*How to write good OKRs*





# Team OKR structure



**Objective - improvement area**



**Key Results - measurable outcomes**



**Initiatives - activities**

# Objectives



**Objective - improvement area**

we will focus on [driving this change]  
to [solve this problem]

# Objectives

## Very Poor

- Implement a process
- Risk management
- Increase leads
- Achieve 50% increase in revenue

## Good

- **Make tech processes self-explanatory** *Focus area*  
**to improve employee onboarding** *Why it matters*
- Implement a risk management process when choosing new contractors to avoid penalties
- Present a stronger value proposition to nurture interest at an early stage
- Improve customer long-term engagement to facilitate retention and higher LTV

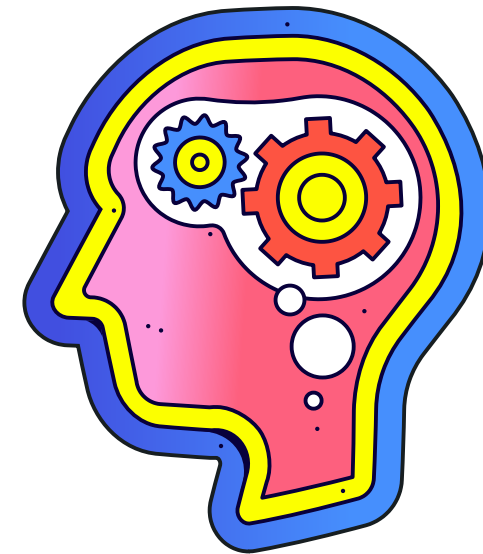
## Qualitative & Inspirational

- Objectives are not KPI targets (business metrics)
- Objectives are not cascaded deliverables
- Objective should be a "problem statement"
- Vocab: improve, achieve, identify, maximize, etc.

## Questions to write Objectives

- What problems are we facing?
- How do we solve them?
- What's stopping us?
- What could be changed for us to have better results as a team?

*Key Results*





## Key Results - measurable outcomes

is the problem solved? what does success look like? how can we measure change?

### Measurable and Actionable

- If it doesn't have a number, it's not a Key Result
- Not a mix of business-as-usual metrics
- Not a one-off activity
- 3-5 KRs per Objective

# Initiatives vs KRAs

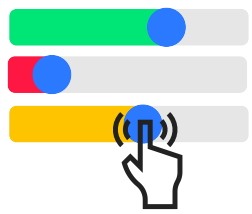
Team level Objective - Client Success



Objective: Improve customer long-term engagement to facilitate retention and higher LTV



What we do (initiatives) -  
**Activities, tasks, projects, outputs**



What we want to achieve (Key Results) -  
**Value-based outcomes, success criteria**

- Improve slides *what for?  
to improve 1st impression?  
what for?*

- Increase the number of second meetings from 20% to 60% *measurable outcome*



- Start tracking data in a CRM

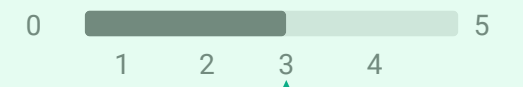
- Implement a CRM system (in 5 stages)

*qualitative outcome*

1-choose the tool, 2-training, 3-import data, 4-build dashboards, 5-present results

*clear milestones*

*measurable on a sliding scale*



- Organize webinars

- Achieve 1500 attendees (potential clients) to our webinars in total





# OKR Example

✓✓ WEEKDONE

Client Success Team

Objective: Improve customer long-term engagement to facilitate retention and higher LTV



Key Results **3** Initiatives Weekly Check-ins Comments

KR	Increase the number of second meetings from 20% to 60%	40%	60%		
KR	Implement a CRM system (in 5 stages) <small>1-choose the tool, 2-training, 3-import data, 4-build dashboards, 5-present results</small>	3 m	5 milestones		
KR	Achieve 1500 attendees (potential clients) to our webinars in total	30 att	1500 attendees		

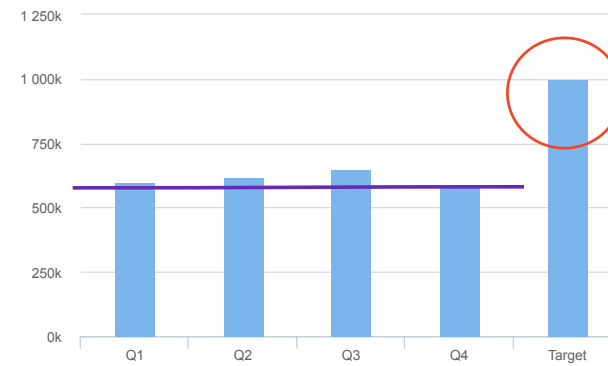
# KPIs vs KRAs

👉 KPIs need to be monitored and analyzed, they are not clearly actionable

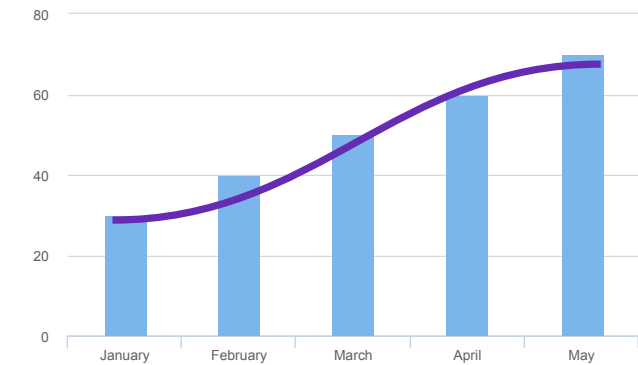
👉 KPI targets might be hard to impact in one quarter

👉 Underperforming KPIs might be associated with several problems, so which one will you focus on?

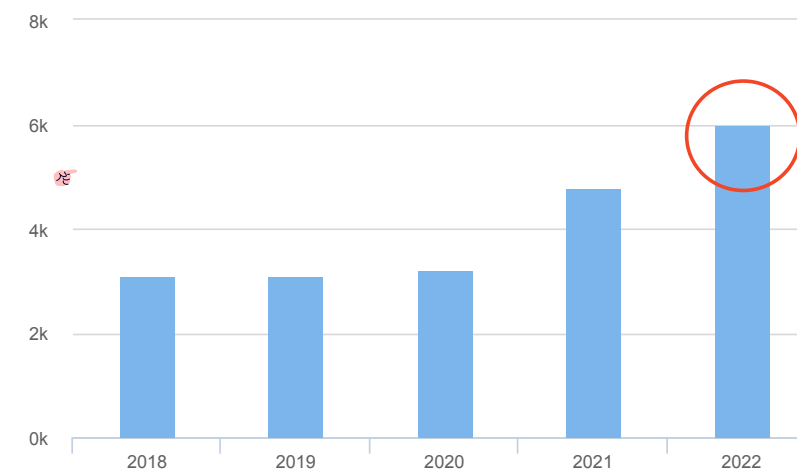
### Achieve \$ 1 mln in Q1



### Close 40% more deals in March

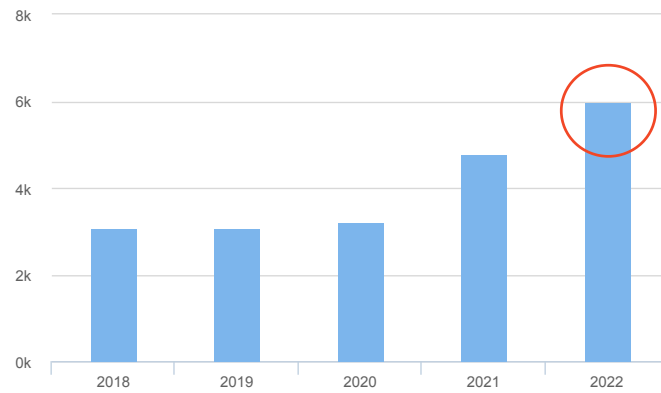


### Increase customer lifetime value from \$2.5k to \$6k



# KPIs vs KRs

Increase customer lifetime value from \$2.5k to \$6k



Establish regular communication with customers to keep them engaged



53%

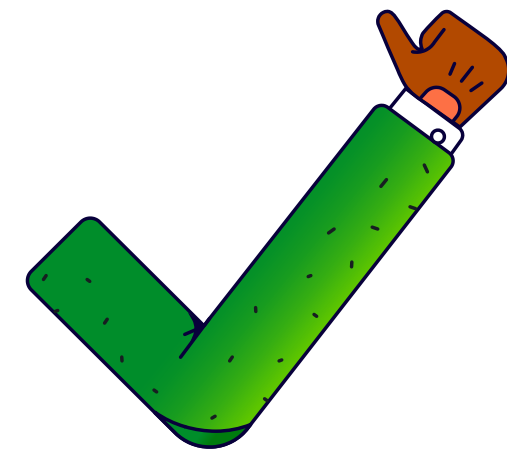
Key Results 3 Initiatives Weekly Check-ins Comments

- |    |  |  |        |  |  |
|----|--|--|--------|--|--|
| KR | Increase the # of email responses from 2% to 15%     |  | 15%    |  |  |
| KR | Reduce the response time in live chats from 6h to 1h |  | 1 hour |  |  |
| KR | Increase 2nd meetings requests from 10% to 45%       |  | 15%    |  |  |

## Questions to write Key Results

- How will we measure change?
- What are the success criteria this quarter?
- What can we impact as a team?
- What can we measure to see a direct connection between our actions and KR progress?

*Initiatives*





## Initiatives

prioritizing what we do based on the impact on the KR's

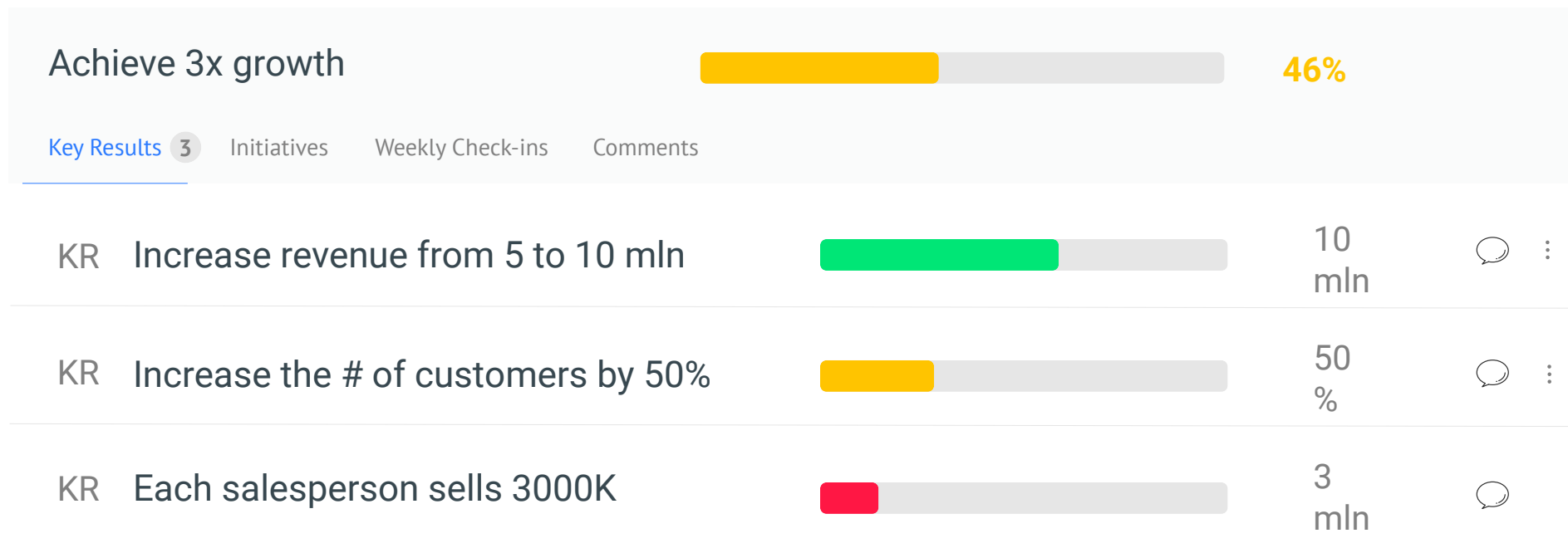
### Do - learn - iterate - do

- Make sure your effort has value (impact on KR's)

*What is a good OKR?*



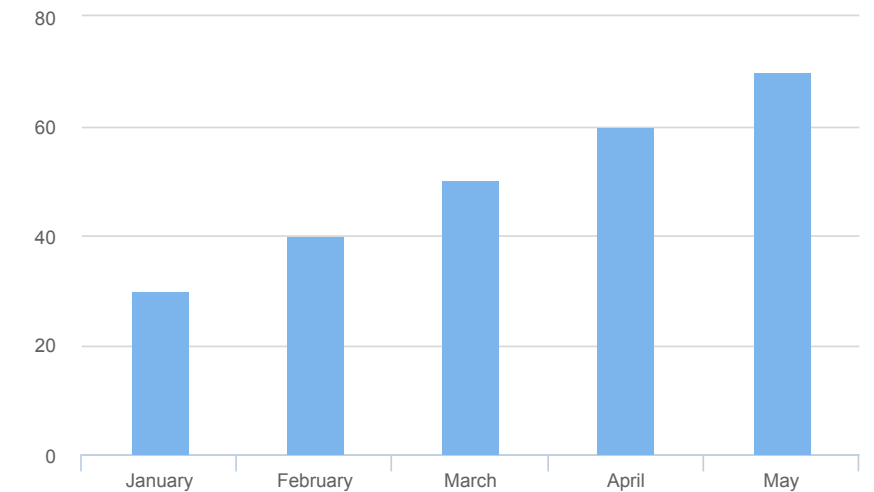
# Is this an OKR?



## These are business metrics

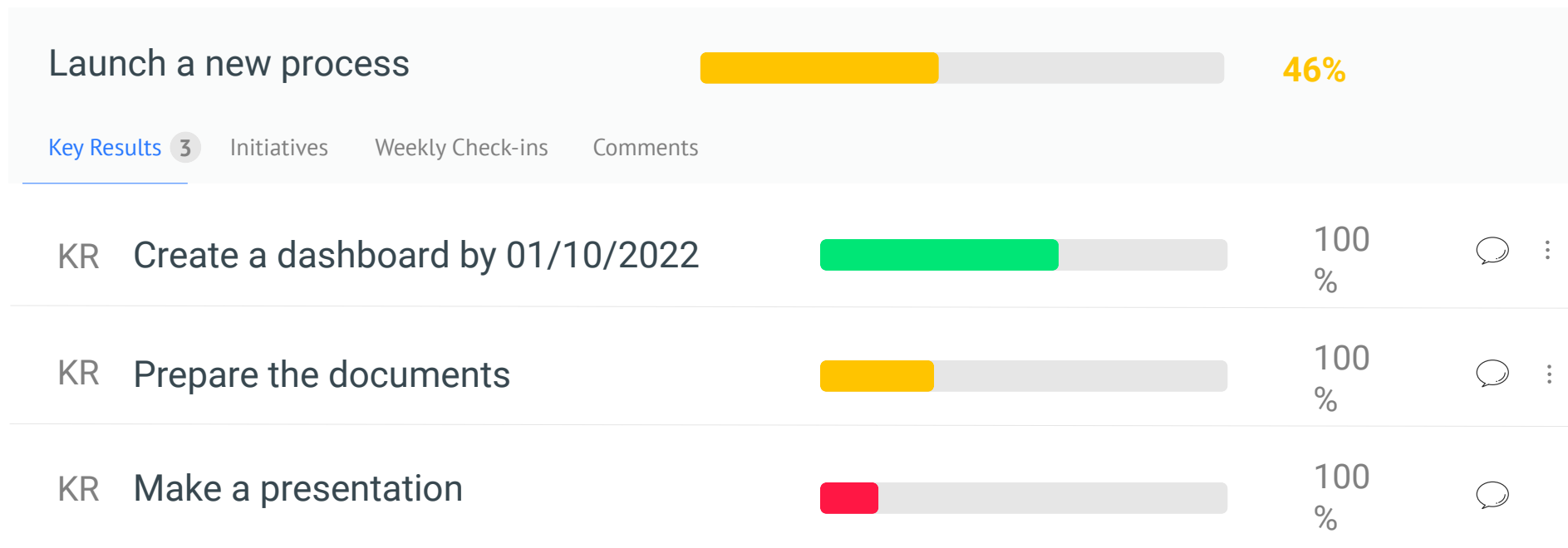


They reflect performance but don't say how you are going to improve it

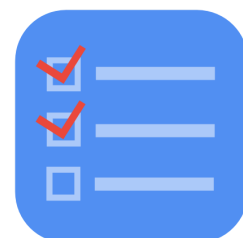




# Is this an OKR?



These are projects (outputs) - what we do



They keep us busy but why are we doing them in the first place?

# OKR Best Practices

*Step-by-step example*



# Company level

## Company level question 1

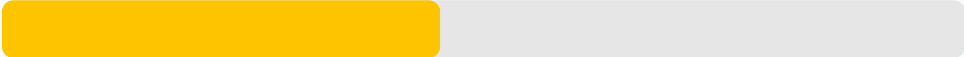
We are good at keeping our customers but we are not closing enough new deals. What is wrong and what needs to change for us to appeal to more clients?

## Sales thoughts




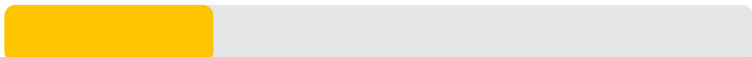





Early on our customers are asking similar questions and we can take a proactive approach to suggest solutions before they become issues. More active early stage engagement could help us close deals faster.

# Good OKR examples

Sales Team

Improve our early stage communication process to boost engagement with the new clients  **46%**

[Key Results](#) **3** [Initiatives](#) [Weekly Check-ins](#) [Comments](#)

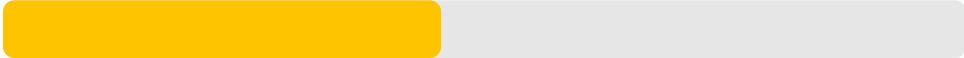



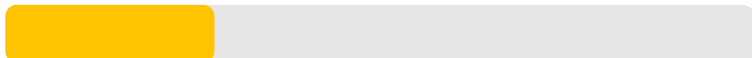


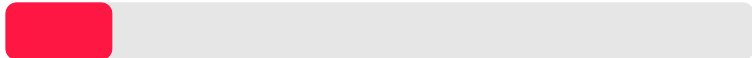


KR	Reach 3000 views on the how-to tutorial video		3000 views	 
KR	Reduce the ratio of how-to questions in the chat from 60% to 20%		20 %	 
KR	Increase the % of email responses from 12 to 25 %		25 %	 

## Marketing thoughts

We have been losing organic traffic to competition and we don't have a unique offering anymore. We can leverage our relationships with long-term customers to create stronger social proof.

# Good OKR examples

## Marketing Team

Leverage our long-term relationships to increase our credibility and stand out from competition			46%		
<a href="#">Key Results</a> 3		<a href="#">Initiatives</a>	<a href="#">Weekly Check-ins</a>	<a href="#">Comments</a>	
KR	Increase the number of referrals from clients from 2% to 15%		15%		
KR	Achieve 20% engagement rate on our published testimonials		20%		
KR	Close at least 500 new deals coming from social proof efforts		500 deals		

## Product thoughts

First-time users take 5 minutes on average to explore the product and a big part of them never comes back. How do we pitch the right features to the right segment and get them to experience the aha moment faster?



# Good OKR examples

## Product OKR

Improve first-time user onboarding experience to get users to discover value faster			46%		
<a href="#">Key Results</a> <b>3</b> <a href="#">Initiatives</a> <a href="#">Weekly Check-ins</a> <a href="#">Comments</a>					
KR	Increase the % of enterprise clients who use feature X within 7 days after sign up from 10 to 25 %		25 %		
KR	Increase the % of individual users who set up feature Y within 7 days after sign up from 2 to 20%		20 %		
KR	Increase % of users who login 3 times within 10 days after sign-up from 5 to 15 %		15 %		

## Company level question 2

We need to scale our operations but we have many flaws in our internal processes. How do we fix that?

## Operations thoughts

We have many assumptions on the topic of what is not working well but no clear picture. We need to pick our battles and understand how to move forward from here.

# Good OKR examples

Admin team

Research workflow improvement opportunities to facilitate increase in productivity



53%

Key Results **3** Initiatives Weekly Check-ins Comments

KR Develop a strategy based on the analyzed needs  
1-internal interviews; 2-webinar; 3-brainstorming;  
4-confirmation; 5-final proposal draft



5 stages



KR Feedback from 20 team managers analyzed



20 feedback



KR Reach at least 70% positive feedback responses about the 3d party productivity training



70% feedback



# Management Processes



# Quarterly workflow

1 Setting Company Os and Team OKRs



2 Execution



3 Weekly Team OKR Check-ins



4 Monthly reviews

5 Quarterly OKR retrospective



1-2 weeks before

1st month

2nd month

3d month

Ongoing review process

# Weekly Team Check-ins

1. Current OKR status.
2. What did we achieve/complete?
3. What did we learn from last week?
4. Set new priority Plans for next week.



# Monthly Cross-Team Reviews

- Stop doing
- Start doing
- Continue doing





# Company-wide Retrospective

[Get template](#)



<b>which problems did we focus on?</b>	<b>what did we learn?</b>	<b>which open questions do we have?</b>	<b>general feedback and references</b>
			<p><b>Rate on a scale from 1 to 5</b></p> <p>how satisfied are you with the impact your effort has produced?</p> <p>1 2 3 4 5</p> <p>Not at all Very much</p> <p>Choose the color and drag a dot to a place on the scale from 1 to 5</p>
<p>live questions &amp; comments</p> <p><i>When a team's presentation is finished, give other teams 2 minutes to add their feedback or comments to sections</i></p>	<p>live questions &amp; comments</p>	<p>live questions &amp; comments</p>	<p><b>Special thanks and shoutouts</b> 🙌👏😊</p> <p>type names and praise here</p> <p>type names and praise here</p> <p>type names and praise here</p> <p>what additional references and updates would you like to share? add graphs, screenshots, miscellaneous comments</p>
<b>what went well?</b>	<b>what would we do differently?</b>		
<p>live questions &amp; comments</p>	<p>live questions &amp; comments</p>		





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