



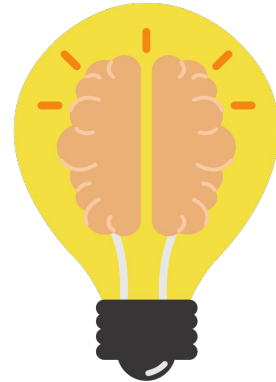
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Writing Company level Objectives

Step 1

Come up with a list of meaningful questions

- *What do we want to achieve?*
- *What could be changed for us to have better results as a company?*
- *What is slowing us down?*
- *What may be the reasons?*
- *How can we address this?*



Step 2

Gather insights from Team Managers

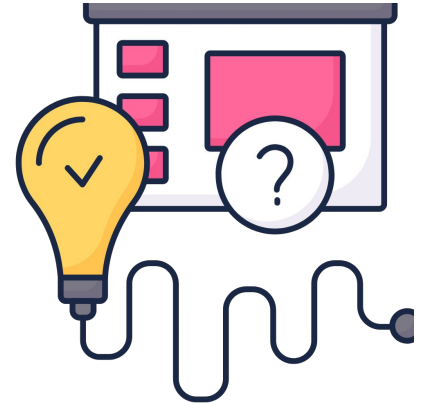
- *This is an individual brainstorming exercise*
- *Get every team manager involved*
- *All answers should be captured in writing and shared in a single document*
- *Give it a week*



Step 3

Summarize **common themes**

- *Once the answers are written down, analyze them*
- *Try to capture similar themes*
- *Categorize them as different areas of interest*
- *Group all answers based on these big themes*



Questions

*Our acquisition stats are flatlining. What is not working out? What is currently working well?
Can we diversify our lead generation channels?
Is there anything outside of the acquisition process that is slowing us down?*

Answers

Mark from Marketing

We dropped the ball on the SEO ranking and our leads might be going to competitors

Peter from Product

We noticed that our competitors are launching add-on features that we don't have

Beatriz from BizDev

We have been putting too much effort into influencer marketing and the pay-off is not great. We should change our strategy or move on

Cathy from Customer Support

We have customers asking for specific features but we have no information regarding our development roadmap. Customers are getting frustrated.

Bring SEO back on track

Research new opportunities

Influencer marketing

Internal communication

Themes



Step 4

Organize **cross-functional discussion** sessions per theme

- *Select a topic and draft a new list of questions around it*
- *Share the questions with subject matter experts from any level of the company*
- *You are looking for insights and creativity*
- *There could be one, two or ten discussion sessions per topic depending on the complexity of it.*

Step 5

Summarize insights and make an **executive decision**

- *There could be tens of ideas on how to solve issues*
- *Leaders should pick the most promising few (from 1 to 3),*
- *and help the teams to zoom in on the specific actions that should be taken to make things happen.*



Step 6

Present drafts of Company level Objectives

- *At the drafting page, C level Objectives can be long and informative*
- *Make sure to include the list of unanswered questions, uncovered challenges, and possible areas to look into*
- *Once the Teams finalize their OKRs, try to condense Company level Objectives into one concise sentence.*

Step 7: Teams brainstorm **actionable OKRs** for this quarter

- *What is our role in driving the C level Objectives forward?*
- *What are the internal team problems that we need to address?*
- *What can we change or improve within next 90 days?*
- *How will we know we are succeeding?*
- *What can we measure on an ongoing basis to know that we are moving in the right direction?*

Learn more on writing Team OKRs

Step 8: **Teams present** their quarterly OKRs

Figure out cross-functional dependencies and what kind of help each team will need from each other. Choose a day of the week to have weekly OKR check-ins and start prioritizing initiatives to drive the OKRs forward.



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**Get it done
with
OKRs!**