WEEKDONE

Writing Team level OKRs

Step 1

Understand <mark>Company level</mark> Objectives

- *What is our role in driving the company forward?*
- *Can we directly impact any of the overarching goals?*
- *What is slowing us down?*
- *What can we change or improve to have better results as a team?*

*The discussion process is very similar for the C and T level Objectives. The difference is in the participants and the granularity of the discussion

Step 2

<mark>Gather insights</mark> from Team Members

- *This is an individual brainstorming exercise*
- *Get every team member involved*
- *All answers should be captured in writing and shared in a single document*
- *Give it 2 days*

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*

Step 4

<mark>Discuss</mark> every problem and opportunity

- *Select a topic and draft a new list of questions around it*
- *There could be one, two or ten discussion sessions per topic depending on the complexity of it*
- *Keep one meeting under 1 hour (1h30min max)*

Step 5

Summarize insights and vote **on the most impactful areas to pursue this quarter**

- *You need to focus your attention on one opportunity at a time*
- *To draft an Objective use this formula:*

We will focus on **[driving this change]** *to* **[solve this problem]**

**Read this fantastic article on "*Contrasting and Comparing ideas*"*
from Teresa Torres to understand how to choose among different solutions

Examples

O: We will focus on [driving this change] to [solve this problem]

Bad Objectives

Launch advertising campaign

Increase leads

Achieve 50% increase in revenue

Good Objectives

Improve our content and tone of voice to attract more startups

Present a stronger value proposition to nurture interest at an early stage

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

Step 6

What are the <mark>success criteria</mark> for the quarter?

- *How will we measure change?*

- *What can we impact as a team?*

- *What can we measure to see a direct connection between our actions and KR progress?*

  ➔ *Draft 3-5 KRs per Objective*
  ➔ *If it doesn't have a number, it's not a Key Result*
  ➔ *KRs are not a mix of business-as-usual metrics*
  ➔ *KR is not a one-off activity, it's an outcome of a series of activities*

O: *Establish regular communication with customers*
      to keep them engaged

Bad KRs   **Good KRs**

Improve the slide deck   *Increase the # of email responses*
we send over email   *from 2% to 15%*

Create a list of FAQs   *Reduce the response time in live chats*
                                                    from 6h to 1h

Increase MRR by 40%   *Increase 2nd meetings requests*
                                                    from 10% to 45%

     *This is a KPI, not a good KR for this Objective

Step 7: **Figure out cross-functional** <mark>**dependencies**</mark>

- *What kind of help each team will need from each other*
- *Choose a day of the week to have weekly OKR check-ins*
- *Start prioritizing initiatives to drive the OKRs forward.*

Step 8: **Go to** <mark>**Weekdone**</mark> **and enter Team OKRs**

*Check these [OKR examples for different teams](#) to get inspiration