OKR
PRACTITIONER COURSE

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House Rules

1. Participants must use a Zoom screen name identical to the **Full Name** for course registration. This is to track attendance effectively.
2. Participants are to put their **Video Function** on at all times to ensure a higher level of engagement and the most optimal learning experience. (We recognise that there may be certain instances where a participant could not use their video function, but this should be the exception, not the rule)
3. Course recordings will only be provided if a participant cannot attend a certain session or session. **Recordings** will not be provided for live Zoom sessions that you have attended.
4. All participants will gain access to our course **E-learning Platform** after completing the second session of each course. We encourage participants to stay within the e-learning material. This may need clarification and questions posed in earlier sessions about material that would be covered in the future.
5. Kindly complete the **Exam** after completing the live sessions as a thorough review.

Topics

1. Foundation of OKRs
2. Weak / Strong OKRs
3. Drafting powerful OKRs
4. OKR Cycle (Heartbeat)
5. Implementing OKRs

OKRI CERTIFICATION COURSES

C-OKRP® **C-OKRL®** **C-OKRPro®**

INVESTMENT

LEVEL 4

CERTIFIED OKR PROFESSIONAL

LEVEL 3

CERTIFIED OKR LEADER

LEVEL 2

CERTIFIED OKR PRACTITIONER

LEVEL 1

CERTIFIED OKR FOUNDATION

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OKRs have helped us to 10x growth, many times over.

Larry Page, Google

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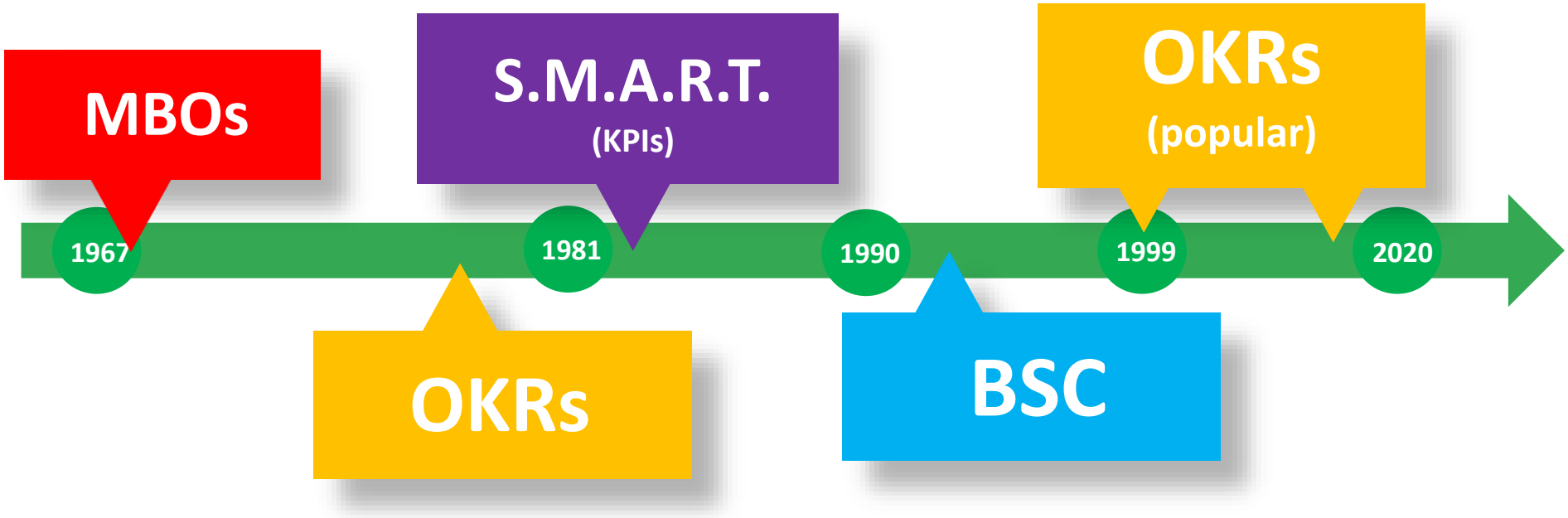
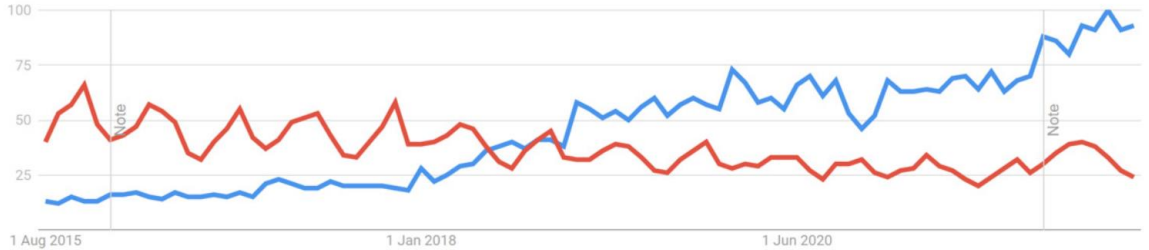
History of Goal Setting



POPULARITY OF OKRS*

- OKR
- Balanced Scorecard



* 17/07/2015 - 17/08//2022

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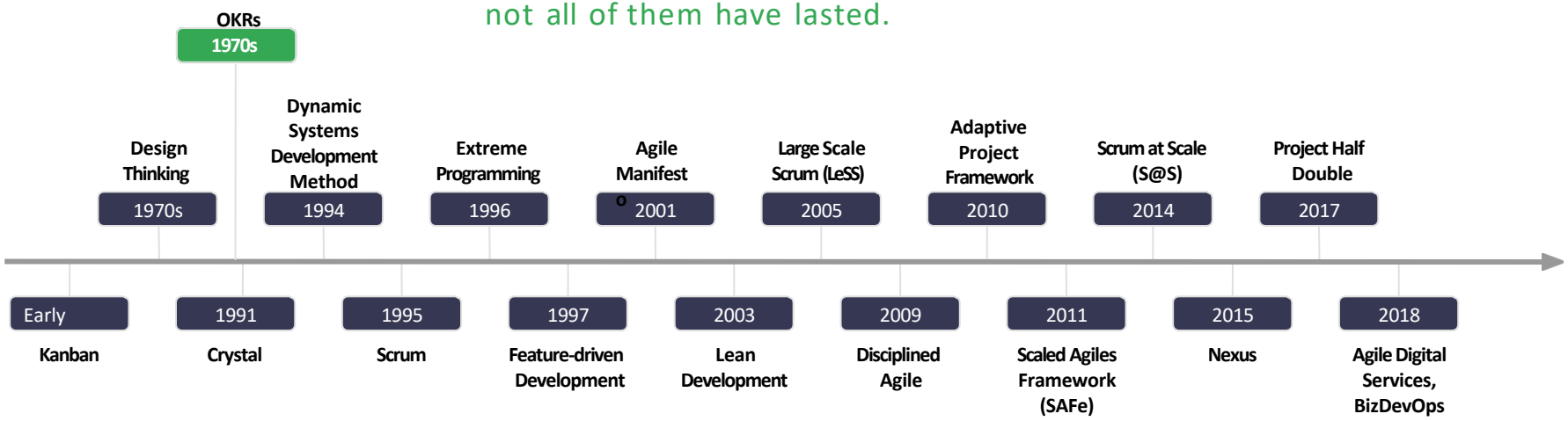
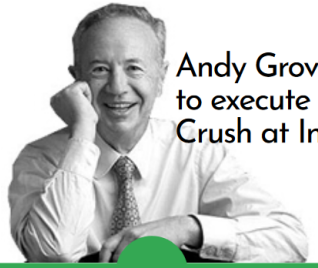
History of Agile Methodologies

Several agile methodologies popped up over the last 50 years - not all of them have lasted.



OKRs ARE NOT NEW. THEY ARE BEST PRACTICE.

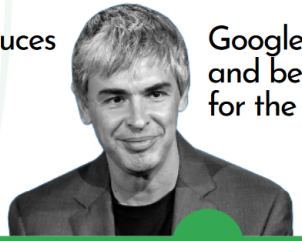


Andy Grove creates OKRs to execute Operation Crush at Intel.

1970's

John Doerr introduces them to Google.

1999



Google using OKRs and become successful for the next 20+ years

2000's

OKRs become a Best-Practice agile goal-setting framework in many organizations

Today

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Organizations that are using the OKR System

Pain Points many organizations face

- Performance Culture Change
- Misalignment of Strategies (Execution Gap)
- Output Thinking
- Silo Effects
- Not Focused
- No Discipline
- No Ownership / Accountability (Self-Organized Teams)
- Lack of Leadership (Lack of Trust, Empowerment…)
- Giving up when it gets tough

HOW OKRs HELPED ME

- Built up High-Performing Teams via OKRs in my fitness chain
- Expanded my business & entered into 5 countries

State of Affairs

Shocking Facts Discovered by Harvard & Gallup

90% of Employees need clear Goals & Directions*

85% of Employees are not engaged at work*

90% of Organizations fail to execute their strategies successfully*

95% of Employees are unaware or don’t understand the organization’s strategies*

*Balanced ScoreCard Book, 2005 Study, R. Kaplan, P. Norton, Harvard & Gallup 2018

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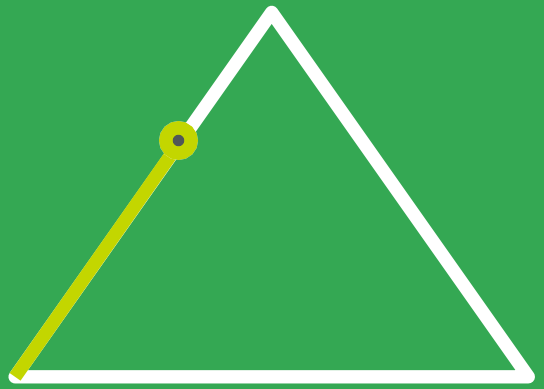
THE STRATEGY & EXECUTION GAP

Prioritization



It does not matter how quickly you climb a mountain …

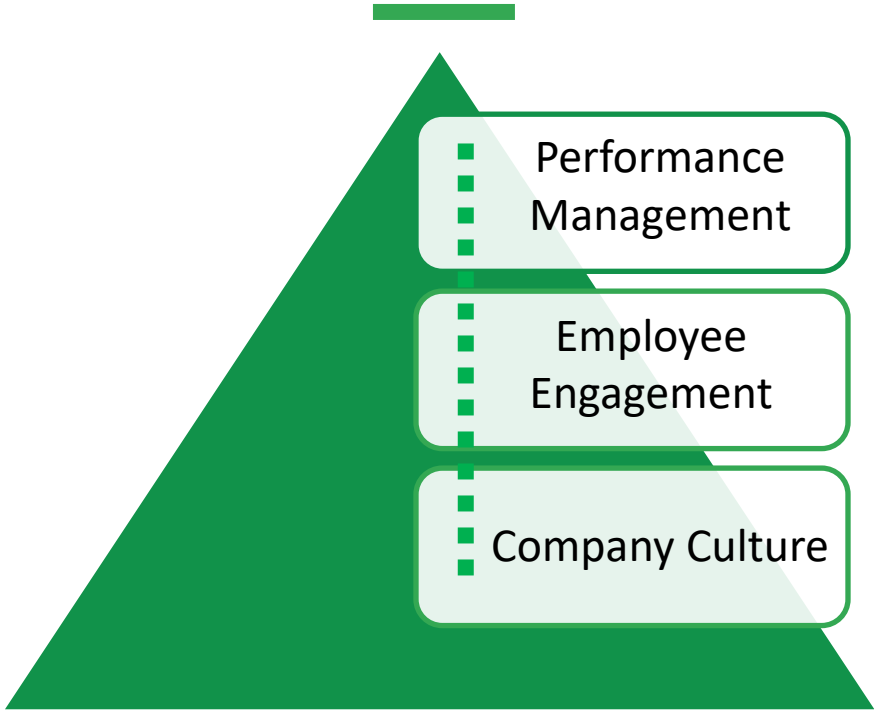
…if it’s the wrong mountain.

Sharing - Discussion

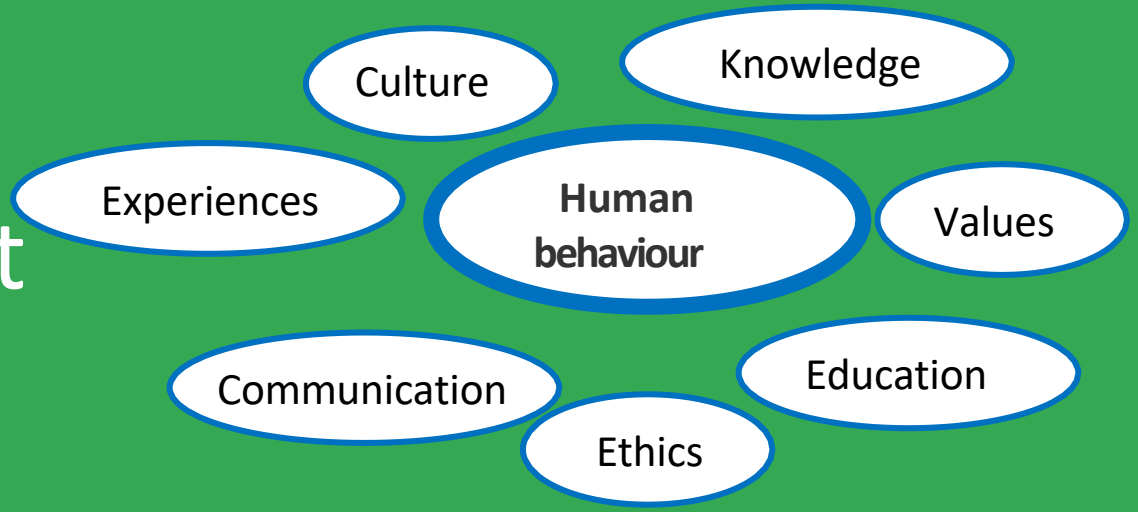
1. Does your organization reach its strategic goals?
2. Does your organization deliver to its full potential?
3. What are some reasons this may not be the case?

Circle of Impact

Foundation for OKRs



It is not about the new fancy methodology, ‘OKR’. It is about **Changing People’s Behaviors**!



Culture eats strategy for breakfast

Peter Drucker

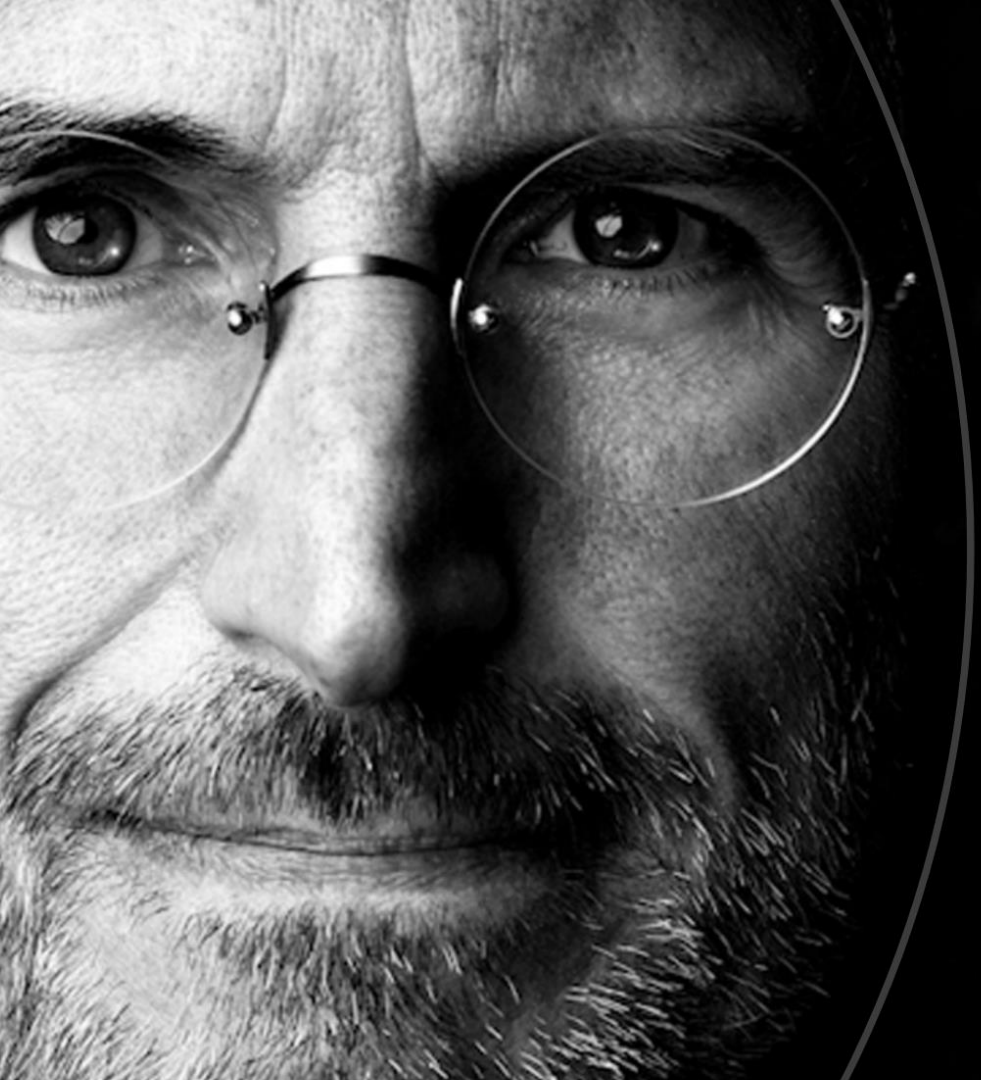
This implies that your organization's culture always determines success regardless of how effective your strategy / OKRs may be.

Example Culture Hack

Ask yourselves in meetings “what is the value we create for our customer?”

- 30 seconds briefing before every meeting
- Short reflection at the end of the meeting
- Leave one seat free that represents the customer (Amazon)

A "cultural hack" is a behaviour which is proactively encouraged in certain situations such as meetings



In weak companies, politics wins. In strong companies, best ideas do.

Steve Jobs

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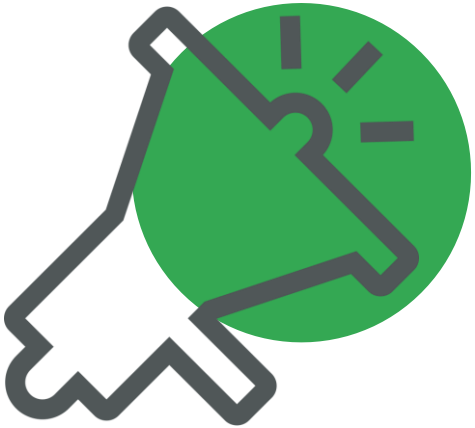
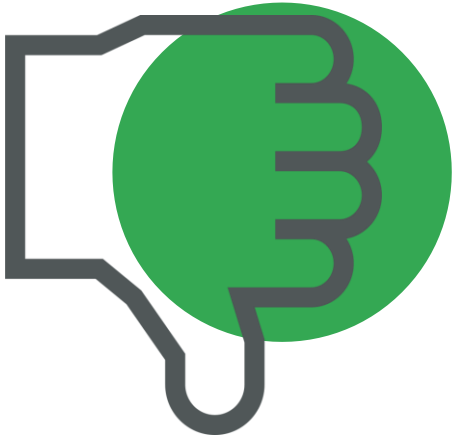
Enemies of Innovation / OKRs



Politics

Ego



Toxic Culture

A High-Performance Organisation is a **Network of Conversations**

"Dialogue is the core of culture and the basic unit of work. **How well people talk to each other** determines **how well the organization will function**"

Larry Bossidy

3Ms in OKR

Mindset Empowering

Mission Outcome over Output

Measurement Movement & Change of Behavior

1. Give everyone ownership of something
2. Involve people as much as possible in decisions
3. Give everyone a challenge
4. Provide trust
5. Give lots of encouragement
6. Coach rather than criticize
7. Know what motivates each unique
8. Offer constant learning
9. Unleash full potential of each team member
10. Build a team ethos and feeling

My Top 10 Motivational Essentials for Employees and how OKRs can help...

BIG BENEFITS OF OKRs

OKRs are not a silver bullet.

They cannot substitute for sound judgment, strong leadership, or creative workplace culture.

But if those fundamentals are in place, OKRs can guide you to the mountaintop.

John Doerr

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When OKRs don’t work

- Control Employees’ activities
- Toxic Culture
- Too many Focus Areas
- Lack of Trust

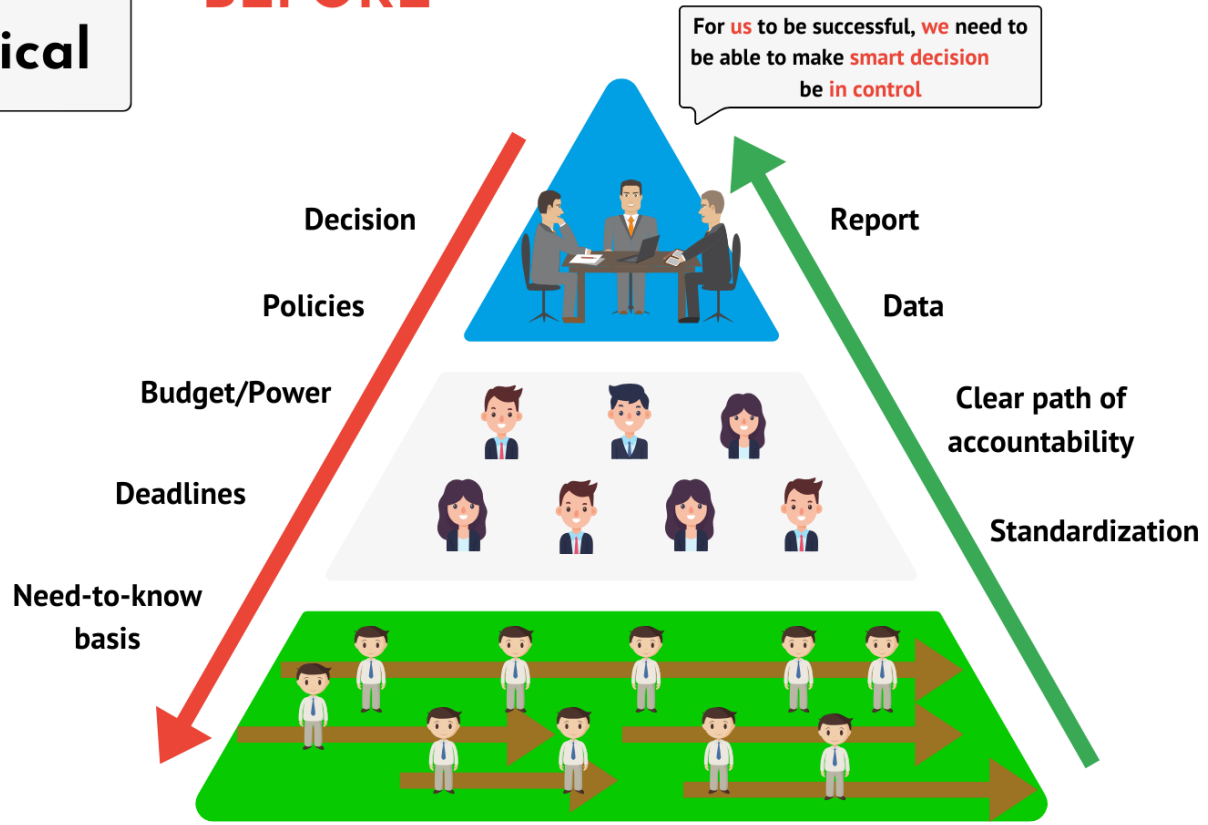
Traditional Organization

Culture	**Waterfall Goals**	Top-Down, “Command & Control”
Strategies		Annual Static Planning
Tactics		Big Bets, Long Feedback Cycles
Operations		Waterfall Development / Project Management

Traditional Organization

Top-Down Hierarchical

BEFORE



Agile Organization

Culture	**OKRs + Agile Leadership**	Aligned Autonomy, “Vision - Mission Command”
Strategy		Data Driven, Iterative, Hypotheses Validation
Tactics		Safe-to-fail Experiments, Short Feedback Cycles
Operations		Agile Development, applying different Agile Tools

OKRs are not about ~~top-down control~~, they are about bottom-up engagement.

Agile Organization

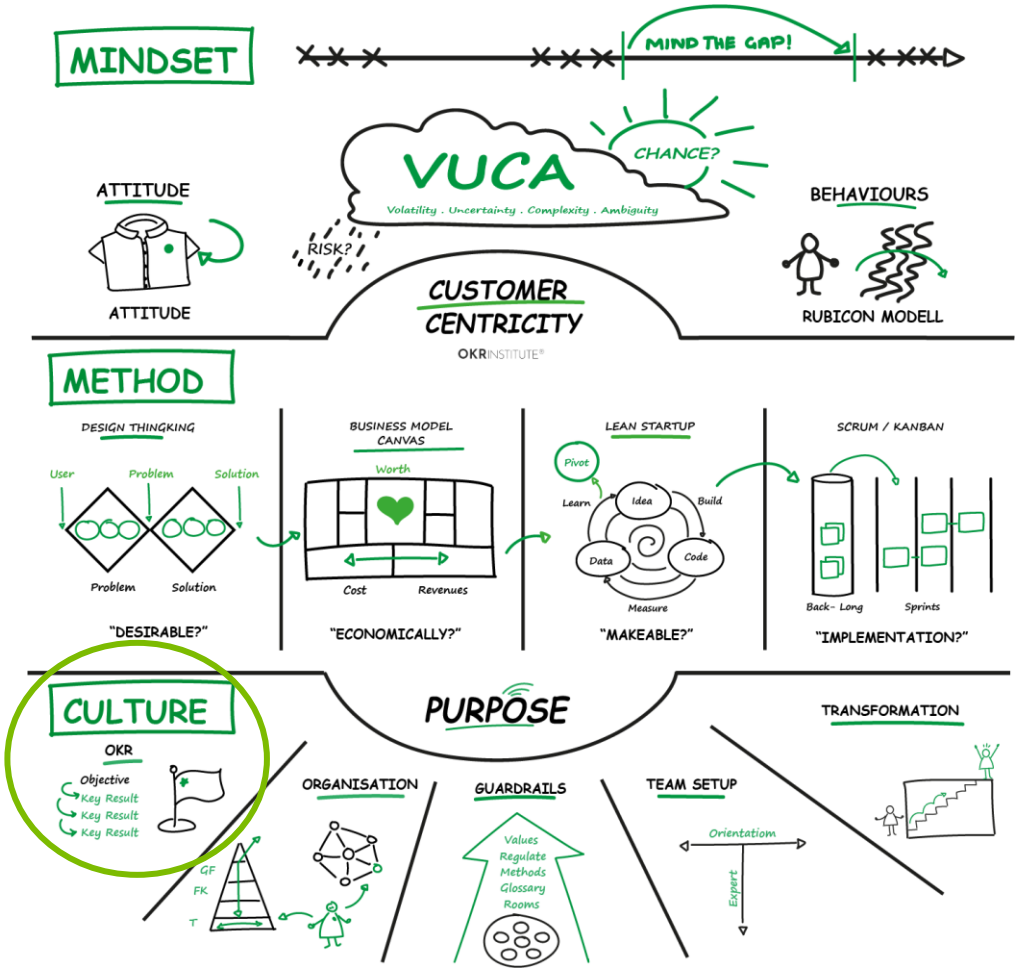
Agile Team Based Org

AFTER

Organizational Structure

Goal setting	Waterfall (Traditional)	OKR (Agile)
Culture	Top-down, “Command & Control”	Aligned autonomy, “Vision - Mission Command”
Strategy	Annual static planning	Data Driven, iterative, hypotheses validation
Tactics	Big bets, long feedback cycles	Safe-to-fail experiments, short feedback cycles
Operations	Waterfall development / Project management	Agile development, applying various Agile tools

Agile Methodologies and OKRs



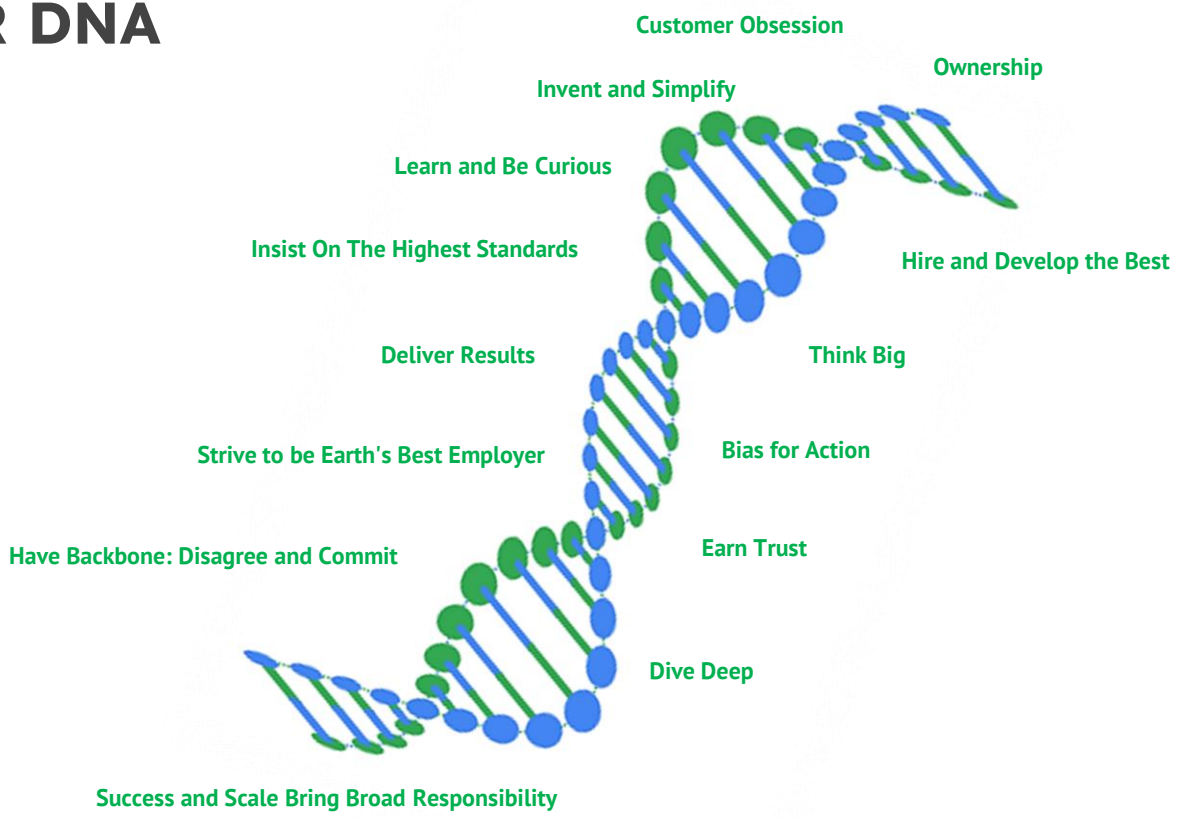
Agile Mindset - 9 Agile Principles

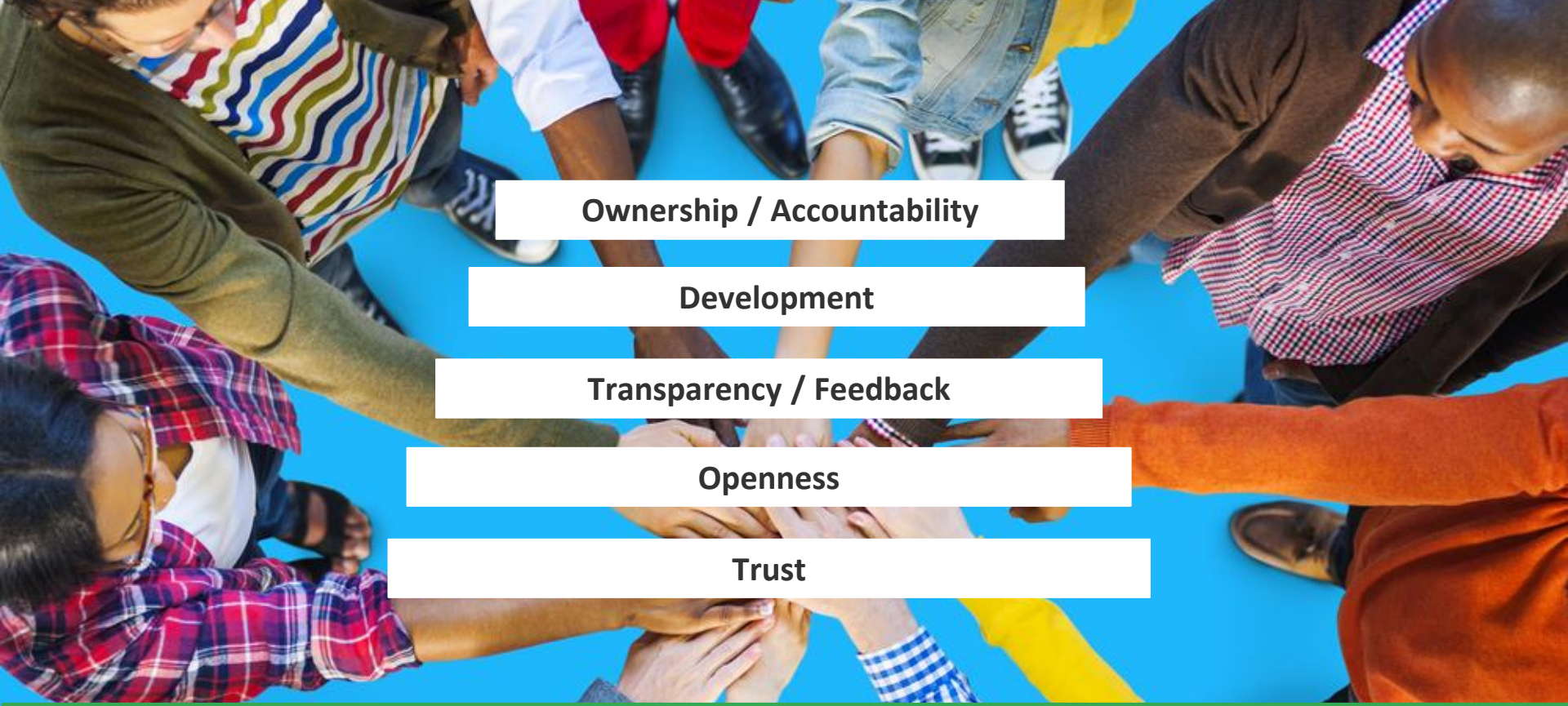
- Deliver Values Faster
- Welcome Change
- Self-Organizing Teams
- Reflect & Adjust
- Build Teams around Motivated Individuals
- Collaboration - Conversations
- Sustainable Development
- Attention to Excellence
- Simplicity

What are your 3 Top Agile Principles?

1. Why?
2. Why?
3. Why?

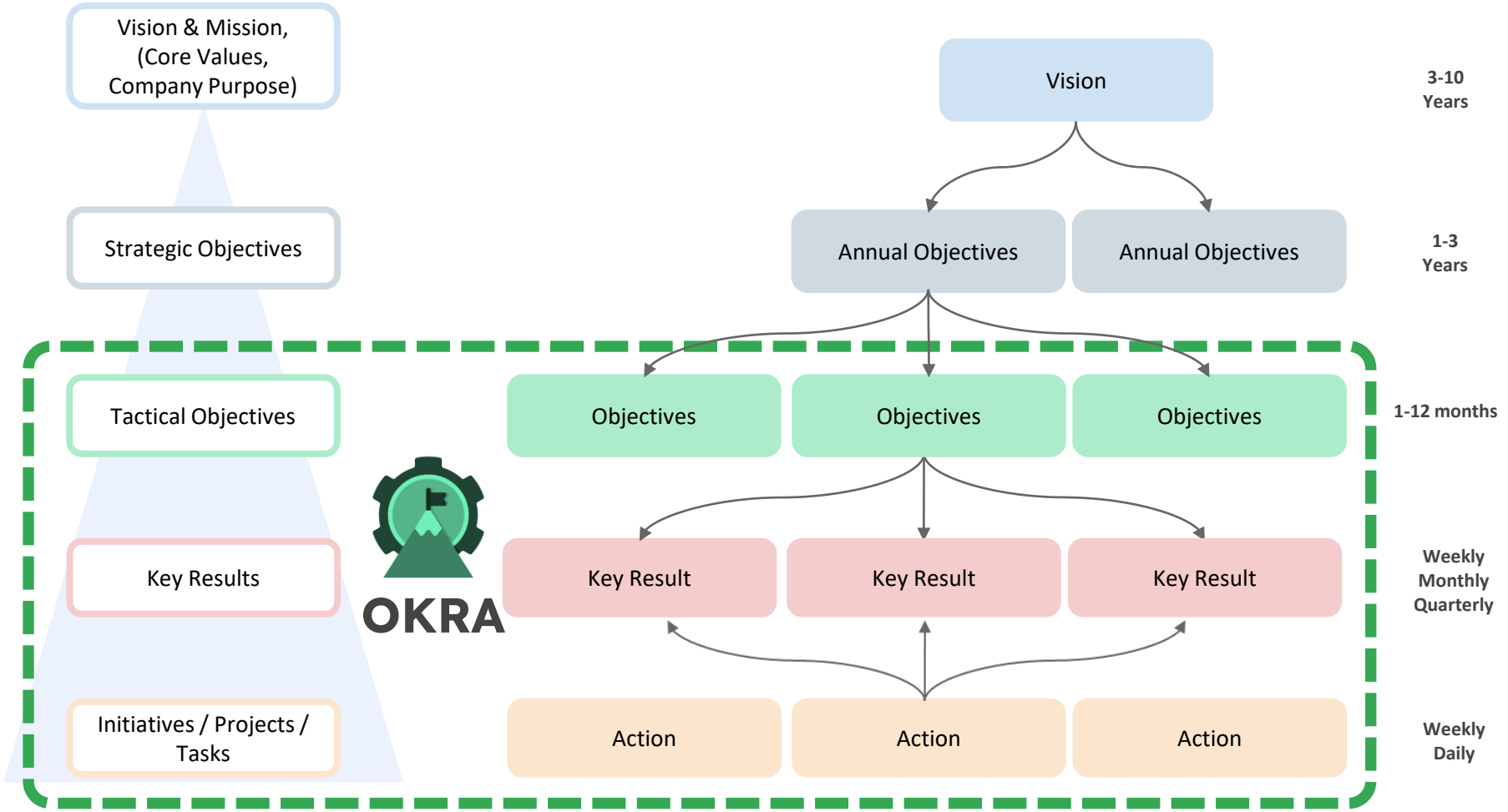
Your OKR DNA


Customer Obsession
Ownership
Invent and Simplify
Learn and Be Curious
Insist On The Highest Standards
Hire and Develop the Best
Deliver Results
Think Big
Strive to be Earth's Best Employer
Bias for Action
Have Backbone: Disagree and Commit
Earn Trust
Dive Deep
Success and Scale Bring Broad Responsibility

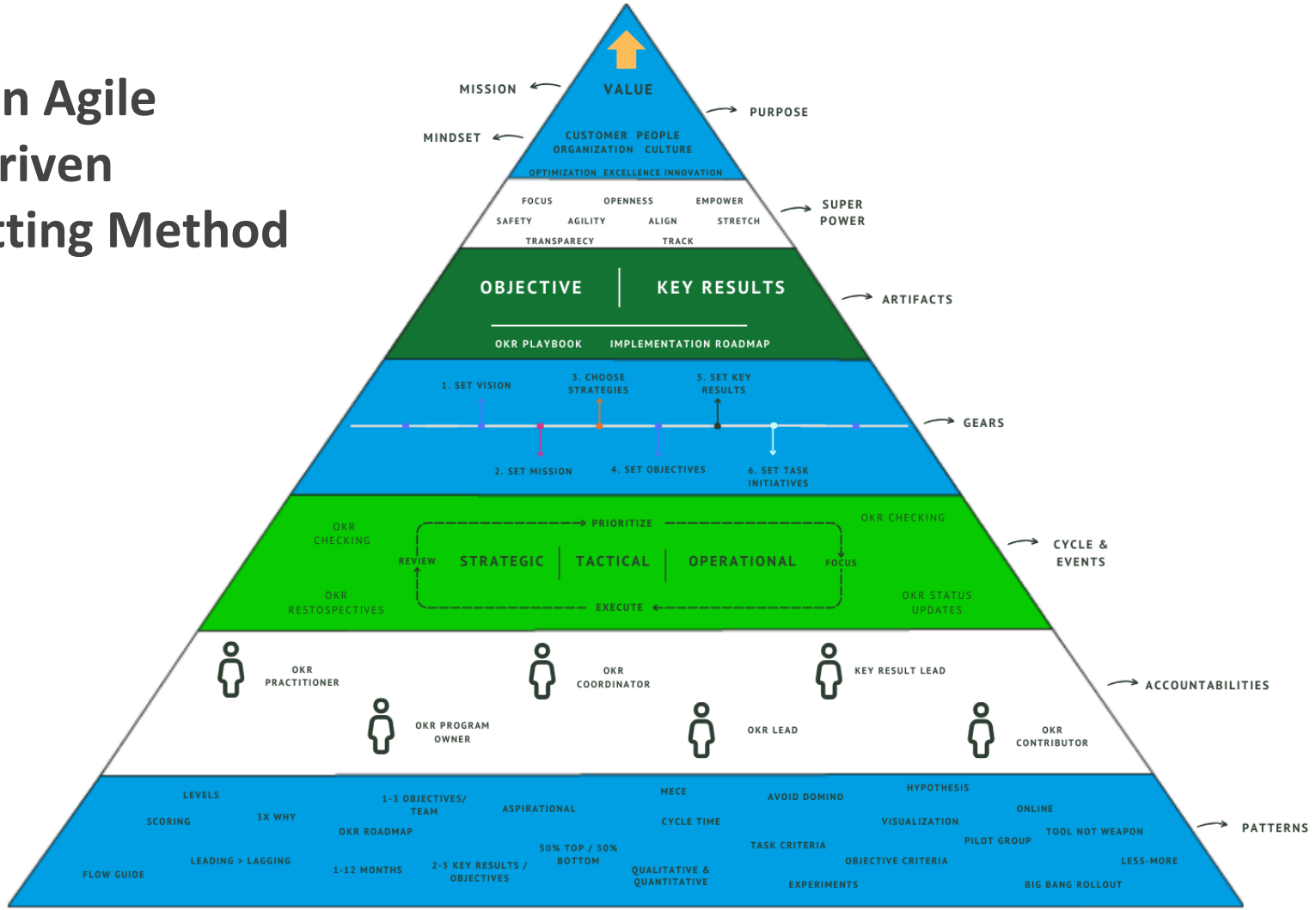


Foundation of a High Performing Team

Putting Purpose to work via OKRs

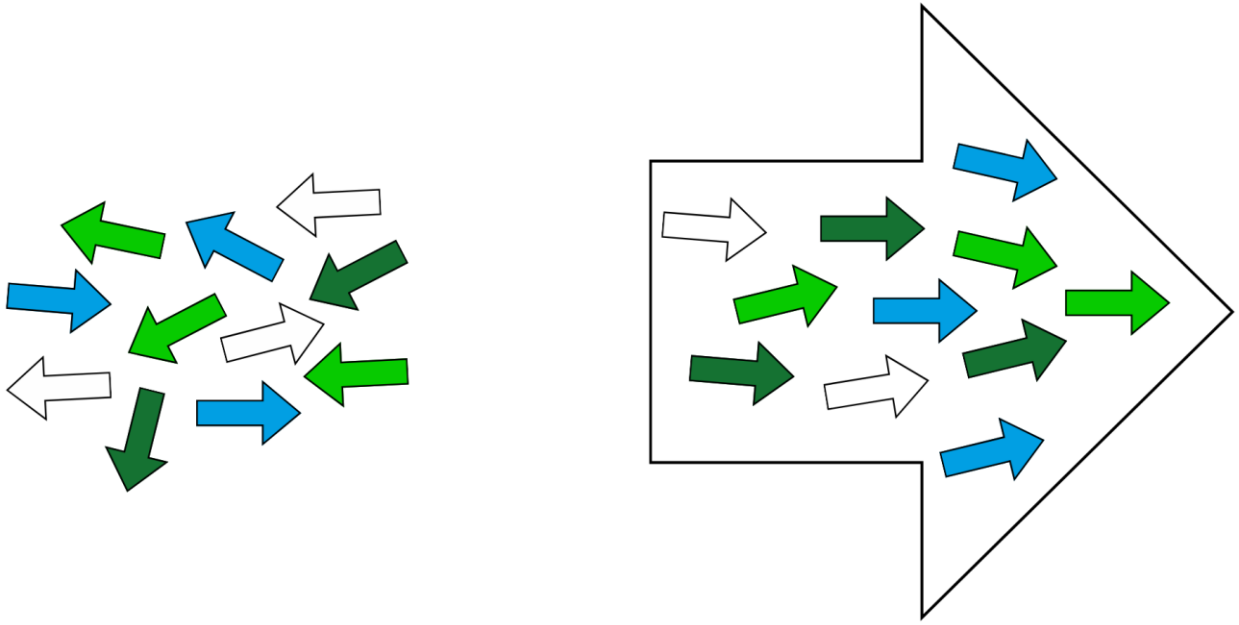

Vision & Mission, (Core Values, Company Purpose)
Strategic Objectives
Tactical Objectives
Key Results
Initiatives / Projects / Tasks
OKRA
Vision
Annual Objectives
Annual Objectives
Objectives
Objectives
Objectives
Key Result
Key Result
Key Result
Action
Action
Action
3-10 Years
1-3 Years
1-12 months
Weekly Monthly Quarterly
Weekly Daily

OKR is an Agile Value-Driven Goal Setting Method



What‘s Your North Star?

North Star



Vision

To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles.

Mission

Tesla: Accelerate the world's transition to sustainable energy.

Strategies

Build electric cars for the higher prices segment before entering the mass market.

OKRs

Build the most effective production line to reduce delivery time for customer and increase quality.

Vision without Action is a Daydream

Action without Vision is a Nightmare

(Japanese proverb)

Study on Strategies in an Organization

(knowing company strategies)

Misalignment of Strategies!
(Execution Gap)

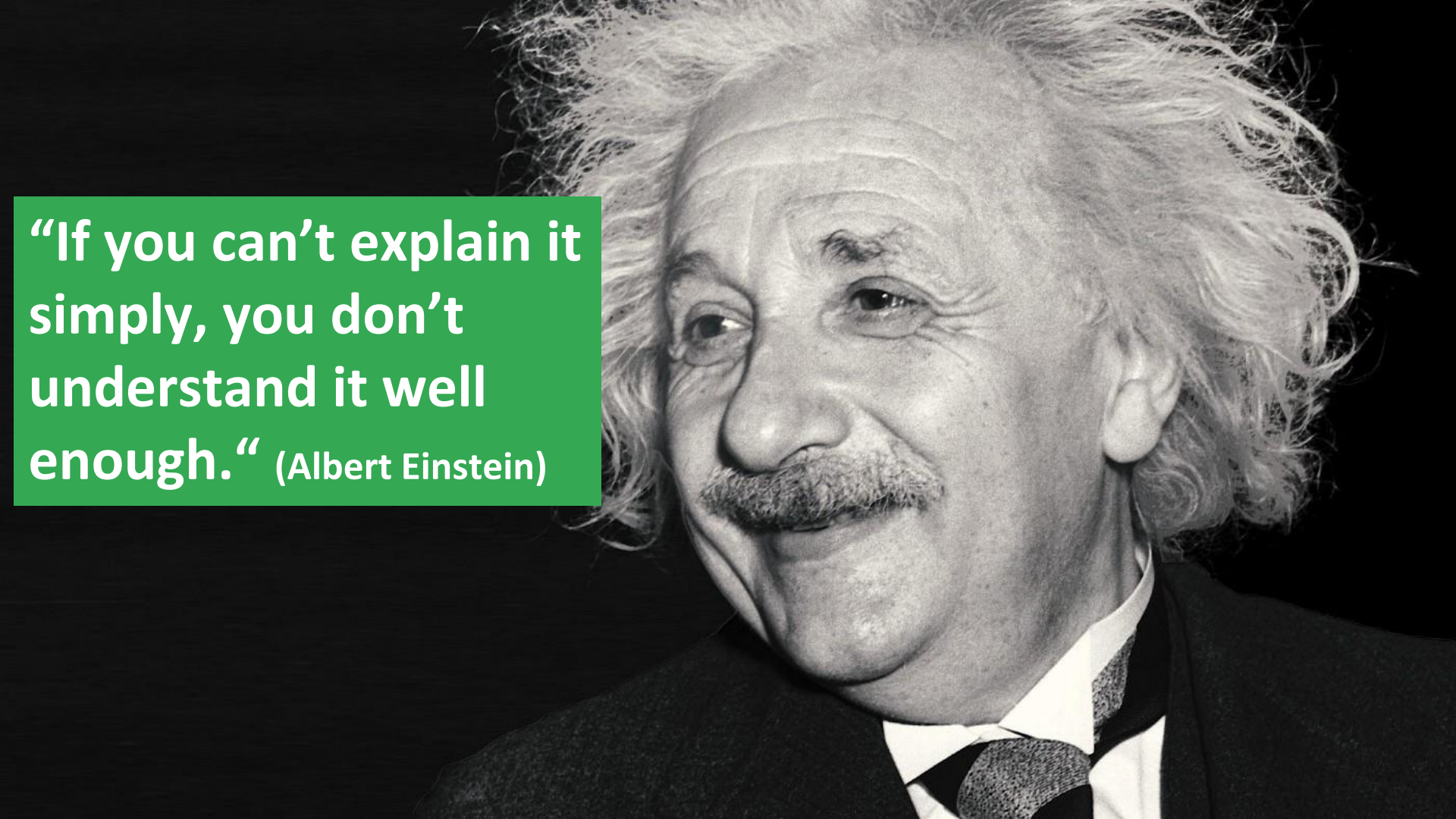
- Top Team: **51%**
- Senior Executives: **22%**
- Middle Management: **18%**
- Front Supervisors: **13%**

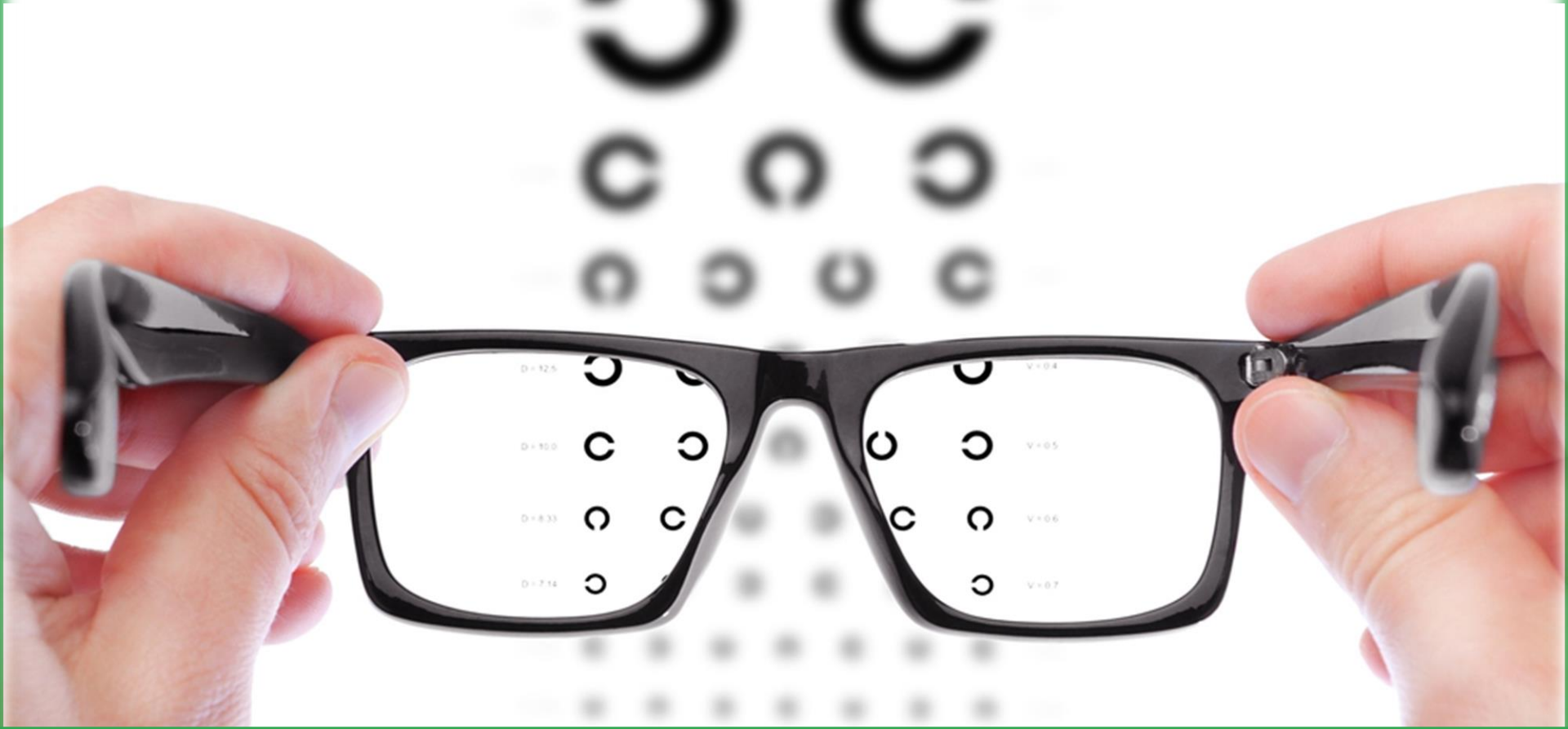
Source: MIT Sloan Business Review 2018 200 companies

“Great Vision – Fail on Execution,
Ideas are easy – Execution is everything.”

John Doerr Author Measure What Matters

Execution does not like Complexity.
The two best friends of execution are **Transparency** & **Simplicity.**


“If you can’t explain it simply, you don’t understand it well enough.“ (Albert Einstein)



OKRs magnify Vision, Mission and Strategies and make them visible.

Avoid Partial Blindness

Not Too Many OKRs. Less is More.

If everything is a Priority, Nothing is.

What does Success look like?

What does Success look like?

- What is the number one reason for OKR failure? Not preparing for OKRs from a **change management perspective**.
- Take the question above: **"How do we define success?"**

In the **first OKR cycle**, **success** may look like:

- Teaching your teams about **OKRs through practice**
- Developing the **habit of weekly OKR check-ins**
- Creating and **optimizing automated reporting**
- Using OKRs to **move the needle**

When it comes to change management, especially when first using OKRs, the focus should be on **managing expectations**.

OKR Example
Personal Goal

Objective: Running a **marathon**

Most of us give up at some point.

OKR Example
Personal Goal

Choosing the right cadence

of breaking down this goal

and setting ambitious OKRs would look like this…

OKR Example
Personal Goal

Q1 OKR

Triggering Behaviour

Objective: Build the **foundation** for a **fitter me**

KR 1: Lose 3 kg

KR 2: Increase stamina to reach my first 2k run

Action Plan: Keep a food journal, Start running 1k daily

OKR Example
Personal Goal

Q2 OKR

Guide Focus

Objective: Get **stronger** and build **endurance**

KR 1: Go to the gym 2x a week to increase SMM from 15 to 17kg

KR 2: Bring my BMI down from 36 to 28

Action Plan: ….

OKR Example
Personal Goal

Q3 OKR

Sustain Your Momentum

Objective: Get **stronger** and build **endurance**

KR 1: Get ready to compete in a 10k run

KR 2: Improve BMI from 30 to 25

Action Plan: ….

OKR Example
Personal Goal

Q4 OKR

Promotes Mastery

Objective: The fit me is **crushing** it

KR 1: Be under the Top 20 in a 10k run

KR 2: Improve BMI from 25 to 18

Action Plan: ….

OKR Example
Personal Goal

1. Trigger the Behaviour
2. Guide Your Focus
3. Sustain the Momentum
4. Promote Mastery

Rather than giving up, you move closer to your destination

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LEADING IN OKR EDUCATION, RESEARCH & CERTIFICATION