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**OBJECTIVE, KEY RESULTS**

**A MANAGEMENT METHODOLOGY THAT HELPS TO ENSURE THAT THE COMPANY FOCUSES  
EFFORTS ON THE SAME IMPORTANT ISSUES THROUGHOUT THE ORGANIZATION**

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1999**

## **OBJECTIVE:**

**TO DEVELOP A WORKABLE MODEL FOR PLANNING AS  
MEASURED BY:**

## **KEY RESULTS:**

- 1. FINISHING THE PRESENTATION ON TIME**
- 2. COMPLETING A SAMPLE SET OF 3 MONTHS  
OBJECTIVES AND KEY RESULTS**
- 3. HAVE MANAGEMENT AGREE TO INSTITUTE A TRIAL  
SYSTEM FOR A 3 MONTH PERIOD**

**GENERAL MANAGER**  
**MAKES \$ FOR OWNERS**  
**- WIN SUPERBOWL**  
**- FILL STANDS TO 88%**

**HEAD COACH**  
**WIN SUPERBOWL**

- **200 YD PASSING ATTACK**
- **N. 3 IN DEFENSIVE STATS**
- **25 YD PUNT RETURN AVG**

**PUBLIC RELATIONS**  
**FILL STANDS TO 88%**

- **HIRE 2 COLORFUL PLAYERS**
- **GET MEDIA COVERAGE**
- **HIGHLIGHT KEY PLAYERS**

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**DEFENSE**

**# 3 DEFENSE**

- **LESS THAN 100  
YDS PASSING**

**OFFENSE**

**200 YD  
PASSING  
ATTACK**

- **75%  
COMPLETION**

**SPECIAL  
TEAMS**

**25 YD PUNT  
RETURN**

- **TRAIN  
BLOCKERS**

**NEWS STAFF**

**HIGHLIGHT KEY  
PLAYERS**

- **3 SUNDAY  
FEATURES  
ARTICLES**

**SCOUTS**

**HIRE  
COLORFUL  
PLAYERS**

- **VISIT TO  
COLLEGES**

**PUBLICITY  
AGENT**

**GET MEDIA  
COVERAGE**

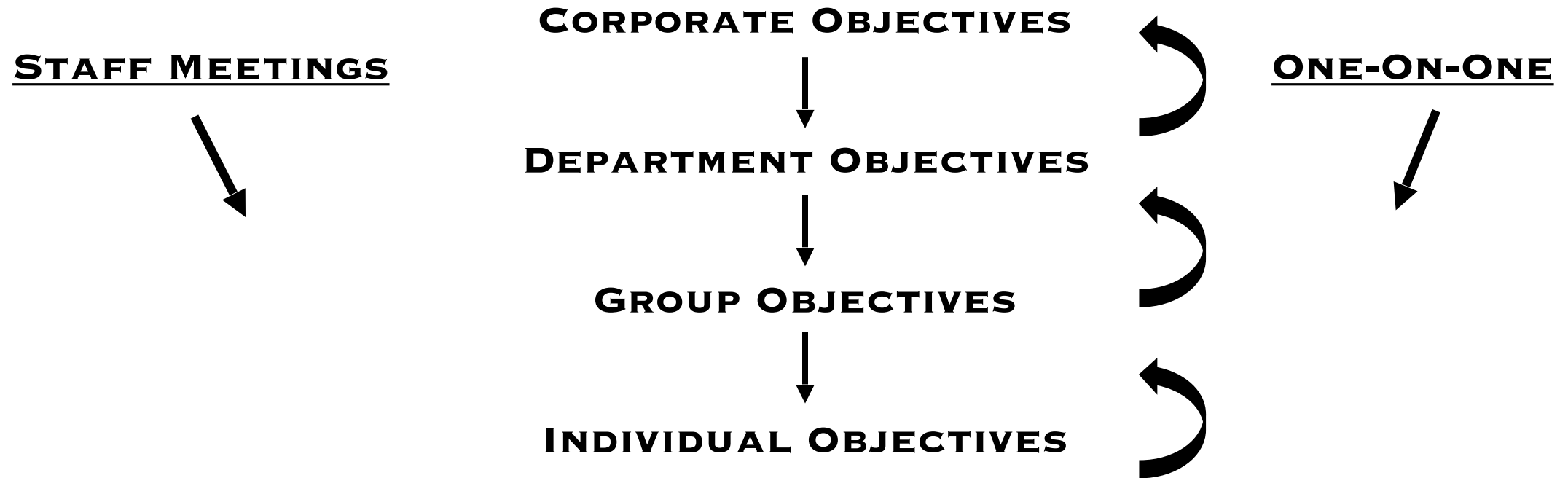
**Objectives & Key Results**

# **BENIFITS**

## **WHY USE OBJECTIVES & KEY RESULTS**

- **DISCIPLINES THINKING**  
**(THE MAJOR GOALS WILL SURFACE)**
- **COMMUNICATES ACCURATELY**  
**(LETS EVERYONE KNOW WHAT IS IMPORTANT)**
- **ESTABLISHES INDICATORS FOR MEASURING PROGRESS**  
**(SHOWS HOW FAR ALONG WE ARE)**
- **FOCUSES EFFORT**  
**(KEEPS ORGANIZATIONS IN STEP WITH EACH OTHER)**

# TYPICAL PROCESS



# **COMMUNICATION**

## **1 : 1**

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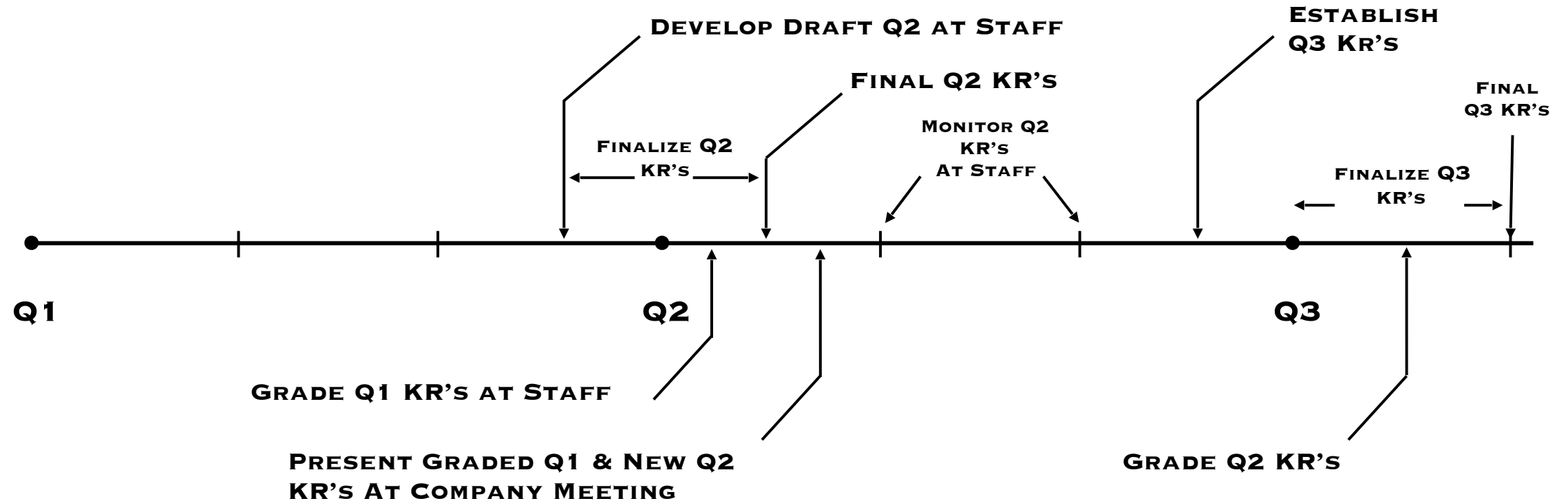
- **PRIVATE**
- **DEVELOP / NEGOTIATE  
KEY RESULTS**
- **MONITOR PROGRESS**

## **STAFF MEETING**

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- **GROUP**
- **DEVELOP / NEGOTIATE  
OBJECTIVES**
- **EVALUATE GROUP  
PERFORMANCE**

# TYPICAL CYCLE



# **SOME BASIC HYGIENE**

- **MAXIMUM 5 OBJECTIVES WITH 4 KEY RESULTS**
- **60% + OBJECTIVES FROM BOTTOM UP**
- **ALL MUST MUTUALLY AGREE – NO DICTATING**
- **ONE PAGE BEST – 2 MAXIMUM**
- **NOT A PERFORMANCE EVALUATION WEAPON**
- **60 – 70% “GRADE” = GOOD**  
**40% = BAD**
- **CONTINUE INCOMPLETE KEY RESULTS ONLY IF THEY ARE STILL IMPORTANT**



# **END PRODUCT**

- **EVERYONE IS WORKING TOWARDS THE SAME RESULT**
  - **FOCUSES EFFORT**
  - **FOSTERS COORDINATION**
- **KEEP ORGANIZATION TUNED IN**
- **ALL OPERATIONS HAVE LINKED OBJECTIVES AND KEY RESULTS THAT SUPPORT THE COMPANY**
- **ARE FUN TO DO!**