

# 設定 OKR

위에서 <sup>부문</sup> 설정하고  
再 아래서 리버터 설정

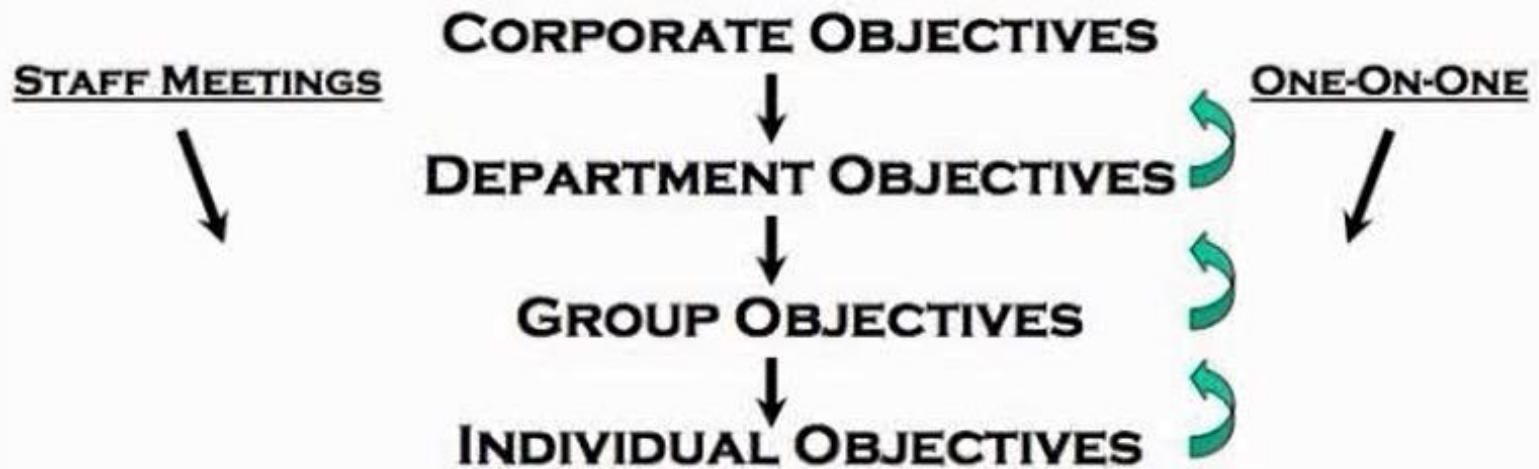
# Personal/Team/Company

3 with objective then 目的.

위에서

- Personal OKRs define what the person is working on
- Team OKRs define priorities for the team, not just a collection of all individual OKRs
- Company OKRs are big picture, top-level focus for the entire company

# TYPICAL PROCESS



OBJECTIVES & KEY RESULTS

## **GENERAL MANAGER MAKES \$ FOR OWNERS**

- **WIN SUPERBOWL**
- **FILL STANDS TO 88%**

OBJECTIVES & KEY RESULTS

5

## **HEAD COACH WIN SUPERBOWL**

- 200 YD PASSING ATTACK
- NO. 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

OBJECTIVES & KEY RESULTS

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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

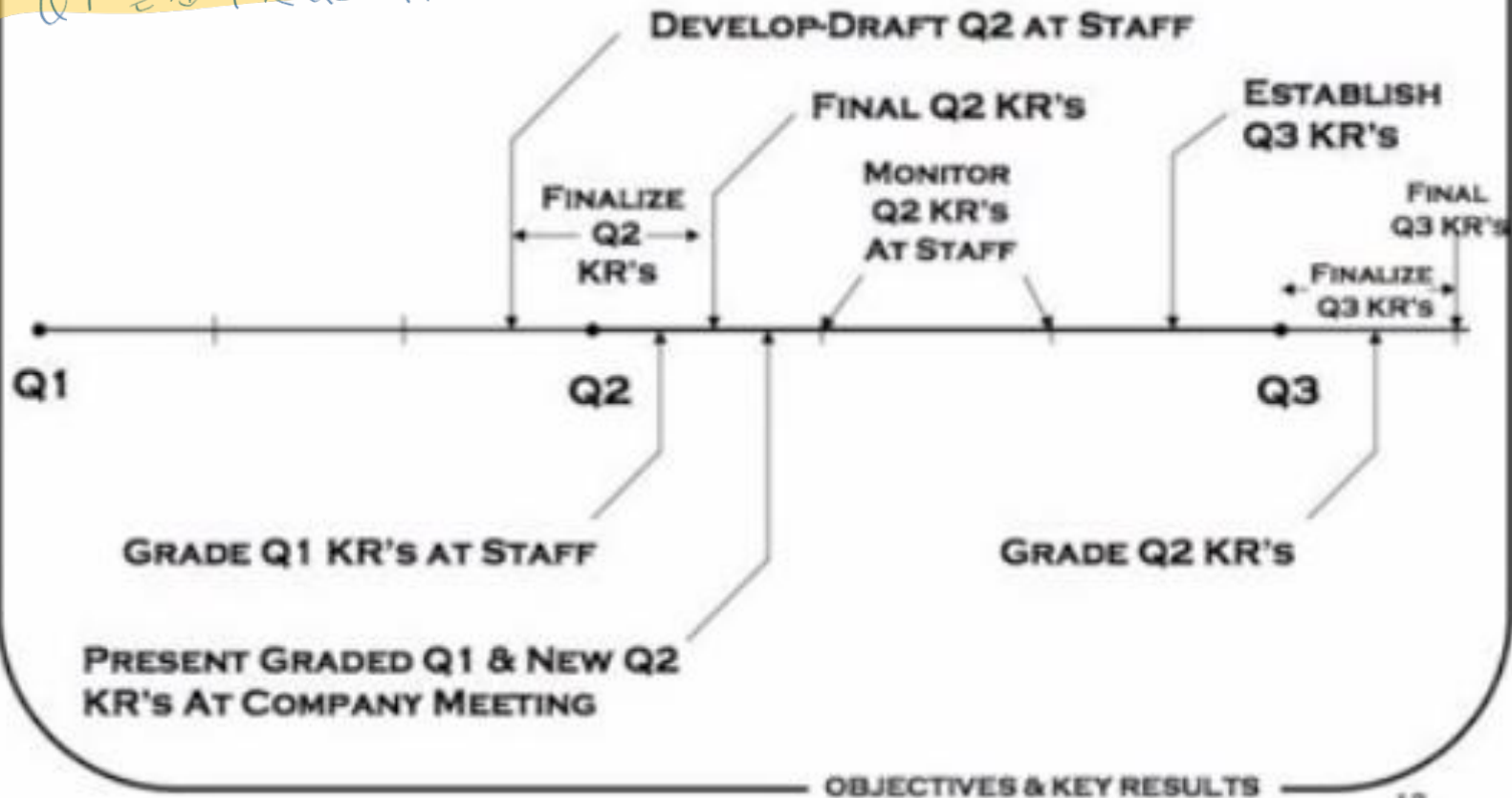
**PUBLICITY**  
**AGENT**  
**GET MEDIA**  
**COVERAGE**

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OBJECTIVES & KEY RESULTS

# TYPICAL CYCLE

Q1 끝전에 Q2 OKR



## **SOME BASIC HYGIENE**

- **MAXIMUM 5 OBJECTIVE 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**



# Sample Personal OKRs

- **Objective:** Accelerate Blogger Revenue Growth
  - **Key Results:**
    - Launch “Monetize” tab to all users
    - Implement AdSense Host Channel Placement Targeting to increase RPMs by xx%
    - Launch 3 revenue-specific experiments to learn what drives revenue growth
    - Finalize PRD for Blogger Ad Network, secure eng allocation to build in Q1

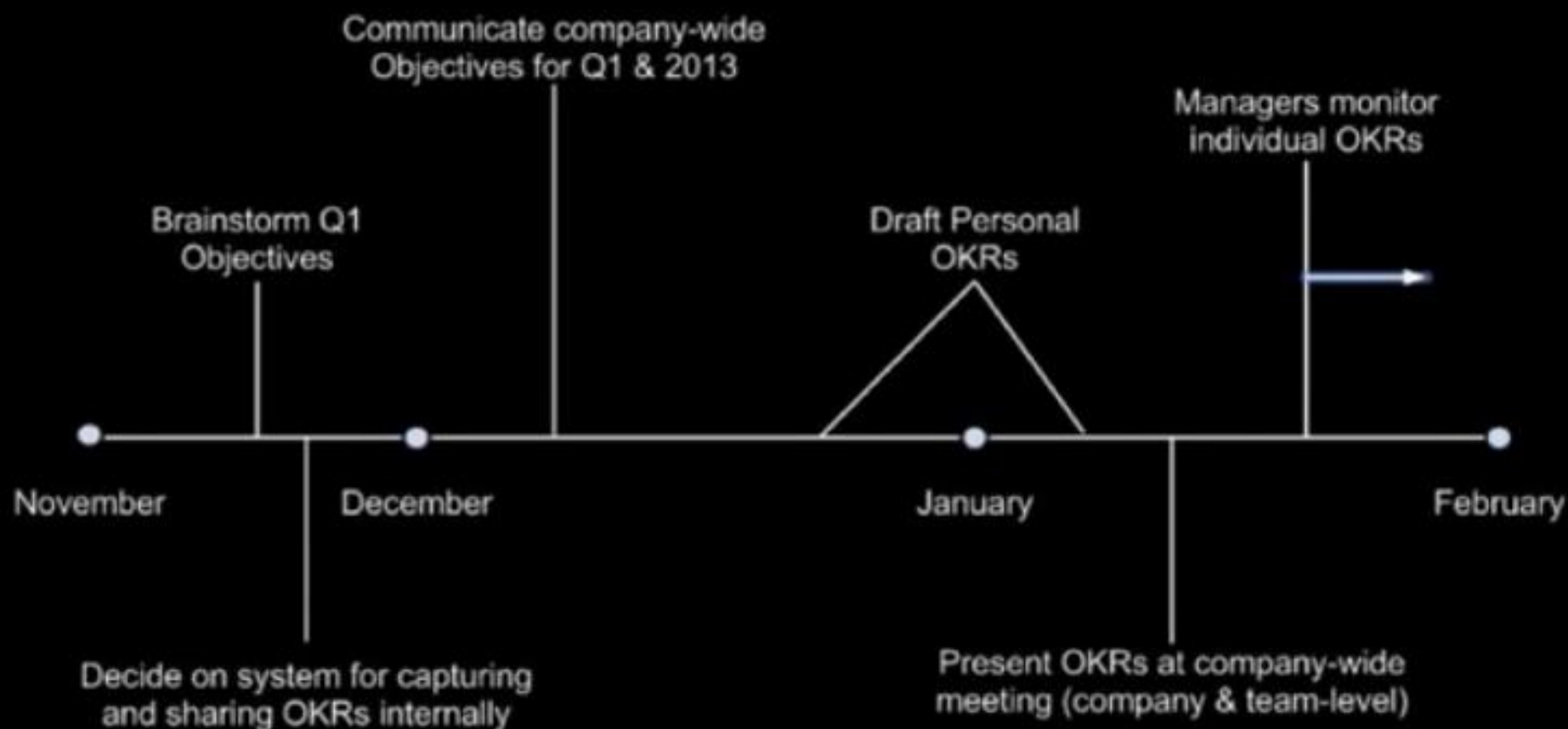
# Sample Personal OKRs

- **Objective:** Grow Blogger traffic by xx% over organic growth
- **Key Results:**
  - Launch 3 features that will have a measurable impact on Blogger traffic
  - Improve Blogger's 404 handling, extend time on site and pageviews per session on sessions that start with a 404 error by xx%.

# Sample Personal OKRs

- **Objective:** Improve Blogger's Reputation
  - **Key Results:**
    - Re-establish Blogger's leadership by speaking at 3 industry events
    - Coordinate Blogger's 10th birthday PR efforts
    - ID and personally reach out to top xx Blogger users
    - Fix DMCA process, eliminate music blog takedowns.
    - Set up @blogger on Twitter, regularly participate in discussions re: Blogger product

# Timeline



# OKR 的評估

# OKR 的評分

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- 看**盡力**的程度
- 容易的目標即便達到也沒有綠燈
- **> 70%** 綠燈
- 30%-70% 黃燈
- < 30% 紅燈

	低難度	高難度
達成率高	0.3	1.0
達成率低	再見	0.5

# Objective 在所有國家推出新版軟體

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1.0: 所有國家都完成發佈

0.7: 美國、日本與其他兩個國家

0.5: 美國或日本完成，加上其他兩國

0.3: 已經通過QA但無法在美國或日本  
上線



# Grading the OKRs

- .6 – .7 is your target
- Scores matter less than the process
- Company-wide scoring reinforces commitment
- Use low grades to reassess: worth doing?  
What will we do differently to achieve our objective?

# Sample Personal OKRs

- **Objective:** Accelerate Blogger Revenue Growth **.7**
- **Key Results:**
  - Launch “Monetize” tab to all users **1.0**
  - Implement AdSense Host Channel Placement Targeting to increase RPMs by xx% **.3**
  - Launch 3 revenue-specific experiments to learn what drives revenue growth **.7**
  - Finalize PRD for Blogger Ad Network, secure eng allocation to build in Q1 **.8**

# Sample Personal OKRs

**Objective:** Grow Blogger traffic by xx% over organic growth

.45

- **Key Results:**

- Launch 3 features that will have a measurable impact on Blogger traffic
- Improve Blogger's 404 handling, extend time on site and pageviews per session on sessions that start with a 404 error by xx%.

.6

.3

# Sample Personal OKRs

- **Objective:** Improve Blogger's Reputation **.72**
- **Key Results:**
  - Re-establish Blogger's leadership by speaking at 3 industry events **1.0**
  - Coordinate Blogger's 10th birthday PR efforts **.8**
  - ID and personally reach out to top xx Blogger users **.8**
  - Fix DMCA process, eliminate music blog takedowns. **.4**
  - Set up @blogger on Twitter, regularly participate in discussions re: Blogger product **.6**

給年輕人的忠告

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獎勵苦勞的公司  
不要去

	低天分	高天分
高努力	苦勞	卓越
低努力	平庸	聰明

# 績效文件上的苦勞

自己花額外的時間  
辛苦加班  
週末還來上班  
犧牲自己的健康  
默默地完成了





# 高人才密度 by Reed Hastings, Erin Meyer





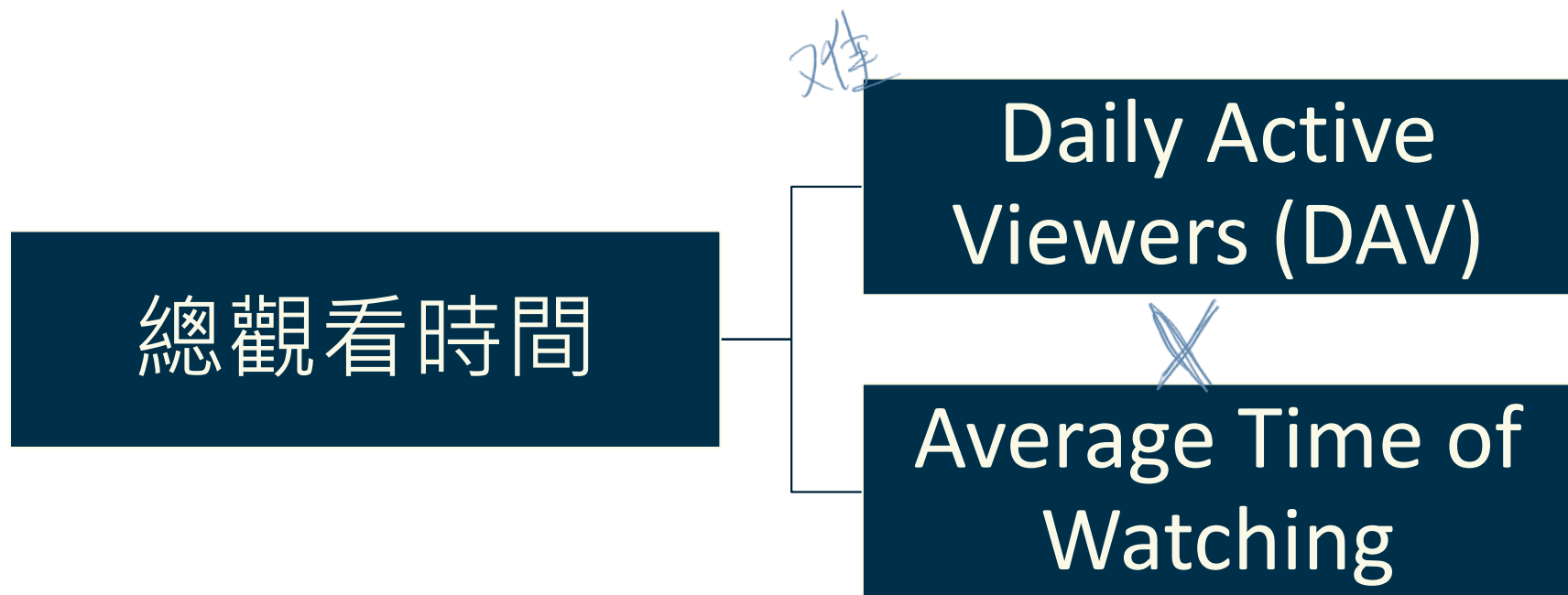
# 拒絕短期績效

減少推薦詐騙點選式影片

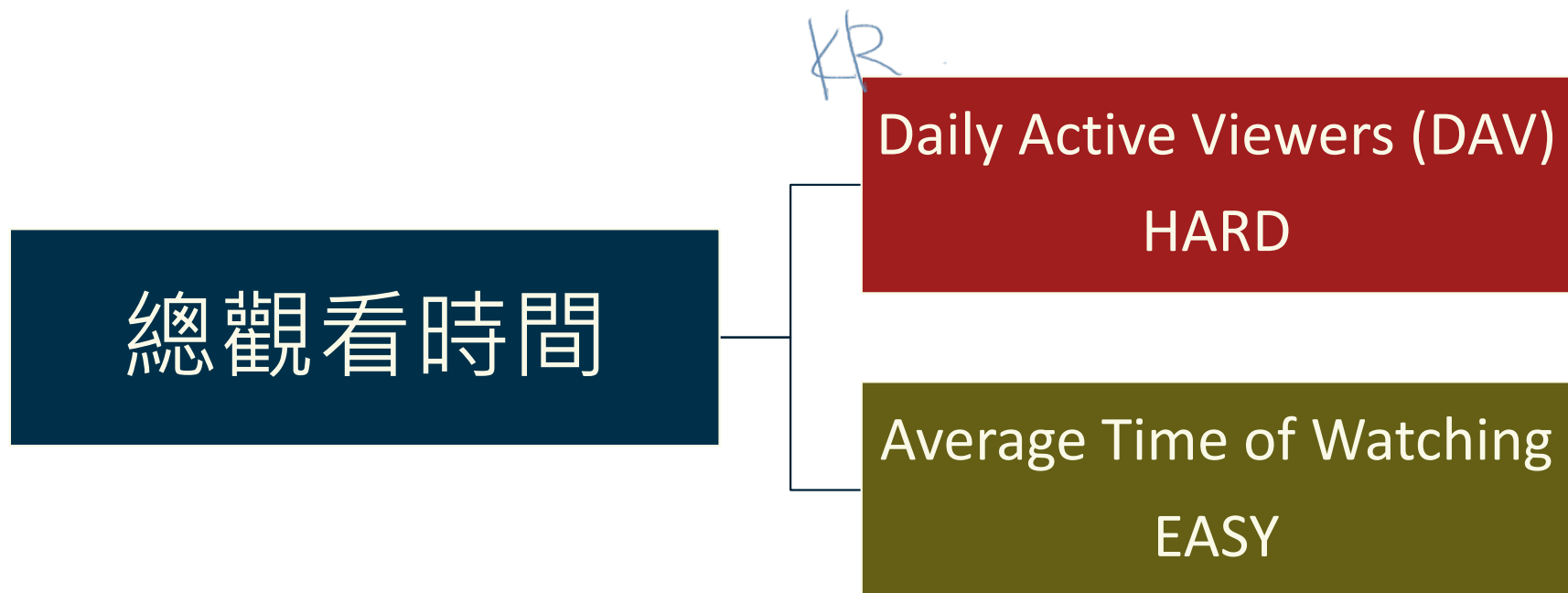
3週內少了0.5%流量

3個月後增加更多使用量

# 拒絕 Lower-Hanging Fruit



# 拒絕 Lower-Hanging Fruit

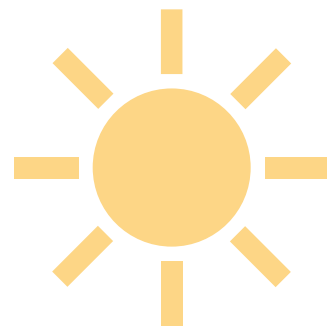


# 新的北極星

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使用者滿意度



社會影響力