

# Objective & Key Results (OKRs)

## Learning Objectives

After completing this unit, you'll be able to:

- define personal and professional OKRs.
- understand the classroom Objectives.
- align your OKRs with the objectives of your class.

## A concept embraced by Google

OKRs' original concept came from John Doerr, a salesman at Intel (the tech company). Doerr was a venture capitalist who introduced the concept to Google's founders when it still was a start-up. At Google, it was a driver for the quick growth of the organisation. They started using OKRs with 40 employees and have grown to 60.000 employees. Google still uses OKR, and a lot of disruptive unicorns in tech use OKRs to measure their improvements.

OKRs, better known as Objective & Key Results is a method to set goals and define measurable actions. The OKR method is so effective in IT with quarterly "timeframes".

### **Objectives: Professional (What) & Personal (Why) objectives**

You can use this method to achieve both your professional and personal goals. A goal is something you want to achieve in the future, it is the Objective part of OKRs. Objectives and goals have the same meaning in the OKR method. The objective or goal should be short, engaging, and inspirational. It should motivate you personally and the team.

We define two types of objectives. You have personal and professional goals. Your professional goals are focused on your career and professional topics, while your personal goals are related to your private life and personal development.

Your professional objectives relate to your future role as a (junior) IT professional. In other words, they describe WHAT you want to achieve during this course and/or in your career.

Example: I will have a clear understanding of Web development roles in IT.

Example: I can build a WordPress website.

Example: I can code a “boter-kaas-en-eieren” game.

Example: I apply the Pomodoro technique in my day-to-day study.

Example: My emails do not contain language and spelling errors

Example: I have developed a coding mindset to solve coding problems.

Example: As a TG participant I meet the deadlines for my hard-skill assignments.

Personal objectives are primarily focused on non-work related topics. The distinction between professional objectives and personal objectives may seem forced, because where does your professional life start or where does personal life end? Is a goal like "setting healthy boundaries personal or professional?

Example: I sleep at least 7,5 hours a day.

Example: I take regular breaks.

Example: I am nice to my peers.

Example: I assess the work of my peers honestly and critically.

Example: I have enough energy to achieve my day-to-day goals.

Example: In collaboration with peers, I communicate my healthy boundaries clearly.

Working on achieving these objectives is a second step. One of the biggest blunders teams make is to focus on outputs (doing ....you know, things) vs outcomes (results you want to see). Measurable Key Results and well defined initiatives will help to achieve your Objectives. Marissa Mayer from Google / Yahoo is famous for saying that it's not a key result unless it has a number in it. If you only remember 1 thing about key results, this is it. Make sure you can actually measure the key results at the end of the cycle.

Ik hoop dat de to-do-lijst zijn langste tijd heeft gehad. Ik wacht op het moment dat er een to-achieve-lijst op de markt komt. Het verschil tussen to-do en to-achieve lijkt klein, maar is levensgroot.

Kijk eens naar de onderstaande voorbeelden (TD = actie en TA = resultaat)

Haal je koffie (TD)

Of: genieten van een kop koffie (TA).

Vergadering om 11 uur (TD)

Of: sturing geven aan fase 2 van implementatie (TA).

Een presentatie geven aan de board (TD)

Of: een go krijgen voor het business-idea (TA).

From: *Slappe Thee is geen Thee*, Ruben Nieuwenhuis

## Key Results: 'Measure what matters'

For an objective to be successfully achieved it should be linked with at least 3 and maximum of 5 Key Results. More OKRs will distract and will be an overload to focus on. Key Results consists of a series of specific and measurable actions. They should be aligned with S.M.A.R.T. criteria. Specific, Measurable, Aligned, Relevant, and Time-bound. This makes it easy to track.

Objective: I take regular breaks

Key Result: daily lunch

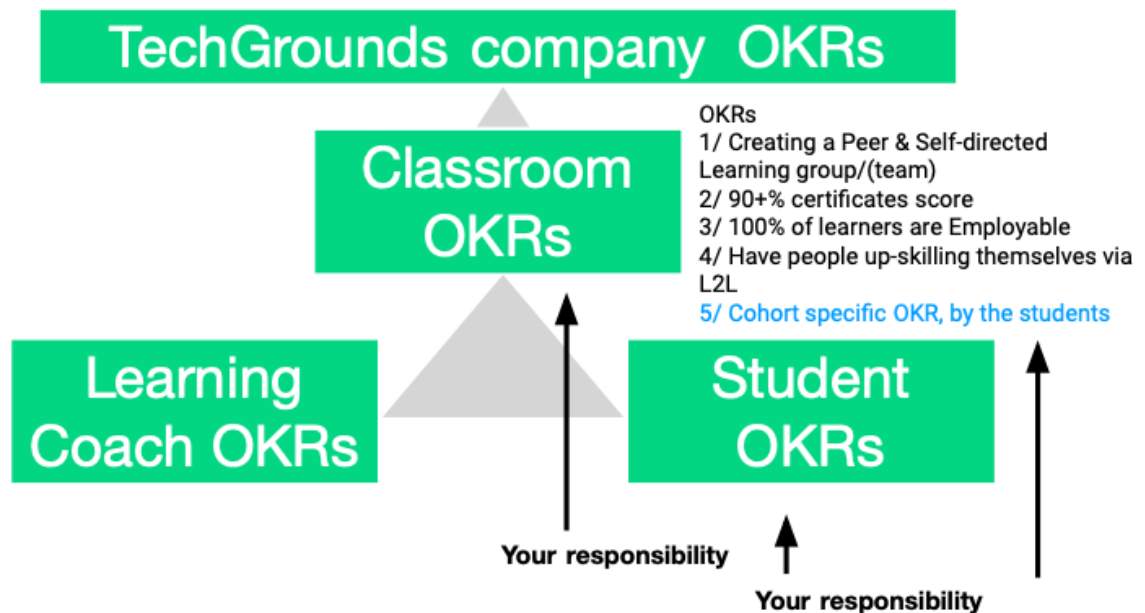
Key Result: short 15 minutes breaks after 2 hours work

Key Result: 2 short physical activity breaks a day

After defining your OKRs it is important to make plans and take the initiative. These initiatives are what push your progress to your goal. In the example above an initiative could be “I take at least two outdoor walk during my breaks”.

## OKRs timeline

# How all our OKRs are interrelated



Mastering OKRs

 TechGrounds

OKRs are set each quarter, at the end of each week, you will check in on your OKRs. This is part of your [weekly individual retrospective](#). This gives you insight into your progress. OKRs should be always be visible. Sharing your OKR framework will deepen your understanding of the concept and provide examples of initiatives you could copy.

# Defining your OKRs

Watch this [youtube video](#), it is 90 minutes. You have to watch at least an hour to get the full picture of the presentation.

Optional assignment: [define 2 OKRs](#), a Professional and Personal objective for this quarter.

write a short [weekly individual retrospective](#).

It is important to share your OKRs and weekly retrospectives with your peers and coaches. To help, we made an [OKRs framework](#) you can use, students are also free to make their own OKR framework. The use of excel to make such a framework for your OKRs is advisable because it makes every progress and process very clear.

[This presentation](#) provides additional information about OKR's.