

Comic

# OKR

## Objectives and Key Results

MORE FOCUS THROUGH AGILE GOAL DEVELOPMENT

COMPANY  
OKRS

TEAM  
OKRS

INDIVIDUAL  
OKRS



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WE ARE IN THE YEAR 2020 AND THE ECONOMY IS IN UPHEAVAL. GLOBAL MARKETS ARE BECOMING INCREASINGLY VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS. MANY COMPANIES ARE SETTING OUT TO BECOME MORE AGILE AND LEARN FROM THOSE WHO ALREADY USE ADAPTABLE WORK ORGANIZATIONS. UNCONDITIONAL FOCUS SEEMS TO BE THE ONLY WAY TO SURVIVE. THAT'S WHY THE TRUST COMPANY HAS SET OUT TO INTRODUCE THE AGILE LEADERSHIP INSTRUMENT OF HIGH-TECH COMPANIES, CALLED  
**OBJECTIVES AND KEY RESULTS (OKRS)...**

\* VOLATILITY  
UNCERTAINTY  
COMPLEXITY  
AMBIGUITY



## A TEAM FROM THE TRUST COMPANY IS SEARCHING FOR FOCUS...

TOM, THE TEAM LEADER. A WELL-TRAINED YOUNG MAN FULL OF ENTHUSIASM. HIS BOSS UNHESITATINGLY ENTRUSTS HIM WITH CHALLENGING PROJECTS, WHICH HE IMPLEMENTS WITH HIS TEAM.



MIKE, THE IT SPECIALIST ON THE TEAM. HE IS THE FIRST CONTACT PERSON FOR SOFTWARE AND HARDWARE. HIS PROGRAMMING SKILLS ARE OUTSTANDING.



FREDDY IS THE TRUST COMPANY'S AGILE COACH. HE HAS MANY YEARS OF EXPERIENCE IN AGILE WORKING METHODS AND SUPPORTS TEAMS IN SETTING THE FOCUS.



DANA HAS BEEN A TEAM MEMBER FOR 3 YEARS. SHE IS A TALENTED ORGANIZER AND KNOWS A LOT ABOUT TESTING SOFTWARE.



PINA IS THE YOUNGEST IN THE TEAM AND HAS ONLY RECENTLY COMPLETED HER STUDIES. SHE ENRICHES THE TEAM WITH HER OPEN-MINDEDNESS AND CREATIVE IDEAS.

THE TEAM ON A NORMAL OFFICE DAY...







THE NEXT MORNING AFTER THE TEAM MEETING...

WE HAVE THE FEELING THAT WE AS A TEAM ARE INCREASINGLY LOSING FOCUS. WE ARE SIMPLY WORKING ON TOO MANY THINGS IN PARALLEL.

IT SEEMS TO ME THAT 100% SOLUTIONS TAKE TOO LONG. WE NEED TO SET SHORTER MILESTONES AND LEARN FROM THE RESULTS.

I'VE LOST TRACI I DON'T KNOW WHAT THE MOST IMPORTANT THING IS ANYMORE!

I AM ALSO NOTICING THAT THE COMPLEXITY AND DYNAMICS ARE INCREASING. BUT I DON'T HAVE A PRACTICAL SOLUTION FOR THIS EITHER.

WE UNDERSTAND THAT, NEVERTHELESS, THE CURRENT SITUATION IS FRUSTRATING FOR ALL OF US.

I'M GONNA TALK TO FREDDY, OUR AGILE COACH. MAYBE HE'S GOT AN IDEA HOW WE CAN HANDLE THIS.

I AM CONCERNED ABOUT THE MOOD IN MY TEAM. I'M MEETING FREDDY TOMORROW. WE'LL SEE WHAT HE HAS TO SAY.

AS NIGHT FALLS, TOM IS STILL WORKING ON HIS PROJECTS...

Trust Company





\* A NETWORKED AND DIGITAL FACTORY









HERE WE GO WITH INDIVIDUAL OKRs...

OKAY, LET'S START WITH INDIVIDUAL OKRs. TOM HAS ALREADY TOLD YOU ROUGHLY THE OKR PROCEDURE. NOW IT IS TIME TO COMBINE THEORY WITH PRACTICE.

### OBJECTIVES AND KEY RESULTS (OKR)

EACH OF YOU WILL NOW THINK OF AN ANSWER TO THE FOLLOWING QUESTION:

"WHAT IS THE MOST IMPORTANT THING I WANT TO ACHIEVE IN THE NEXT QUARTER?"

THINK ABOUT WHAT YOU WANT TO ACHIEVE TO GET CLOSER TO THE SMART FACTORY.



DESCRIBE YOUR **OBJECTIVE** WITH A VERB AND A NOUN. THIS COULD BE AN EXAMPLE: ACQUIRE CUSTOMERS OR START PROJECT X ETC.



TESTING DRONES!

HELP THE TEAM!

INTRODUCE RFID!

UPDATE INSPECTION SOFTWARE!

THINK CAREFULLY IF THIS IS REALLY THE MOST IMPORTANT\* THING YOU WANT TO ACHIEVE IN THE NEXT QUARTER!

THE BARCODE SCANNERS ARE MORE IMPORTANT.

\*THE MOST IMPORTANT THINGS ARE RARELY REALLY URGENT.

RADIO-FREQUENCY IDENTIFICATION

YOU NOW KNOW YOUR OBJECTIVE. LET'S MOVE ON TO THE KEY RESULTS. THE KEY RESULTS DESCRIBE HOW YOU WANT TO REACH THE OBJECTIVE.

O YOUR OBJECTIVE  
KEY RESULT  
KEY RESULT  
KEY RESULT  
KEY RESULT

EACH KEY RESULT REPRESENTS A **MILESTONE** IN THE FUTURE. A KEY RESULT THAT DOES NOT CONTAIN A NUMBER\* IS NOT A KEY RESULT! THE KEY RESULTS ARE NOT TASKS - THEY ARE RESULTS. USE THE PARTICIPLE PERFECT\*\* FOR VERBS!

AVOID SUBJECTIVITY!



HERE IS MY INDIVIDUAL OKR!



O: Review test software

- KR 1: The new software is installed on 20 PCs.
- KR 2: There are fewer errors in the daily work.
- KR 3: 80% of Test reports are documented.
- KR 4: -

MY QUARTERLY OBJECTIVE AND MY KEY RESULTS!



O: Introduce the barcode scanner

- KR 1: Create list of participants.
- KR 2: Define processes.
- KR 3: Analyze error patterns.
- KR 4: Create project plan for rollout.

HEEEELLOO HEELLOO MY OKR!



O: Pushing RFID

- KR 1: One is selected from at least 4 suppliers.
- KR 2: 150 transport containers are booked at once.
- KR 3: Transponder range is sufficient.
- KR 4: Material for 200 production orders has been recorded with RFID.

MY OKR



O: Help the team

- KR 1: Read 4 books about agile leadership.
- KR 2: Internal projects reduced to a maximum of 7.
- KR 3: 3 new agile tools tested in a team.
- KR 4: 100% of all organizational problems solved.

LET ME TAKE A LOOK AT YOUR OKRS TO SEE IF THEY MEET THE **QUALITY CRITERIA**.



OKR 2 IS MISSING A NUMBER! WHAT DO YOU MEAN WITH "FEW MISTAKES"?



O: Review test software

- KR 1: The new software is installed on 20 PCs.
- KR 2: There are fewer errors in the daily work.
- KR 3: 80% of Test reports are documented.
- KR 4: -

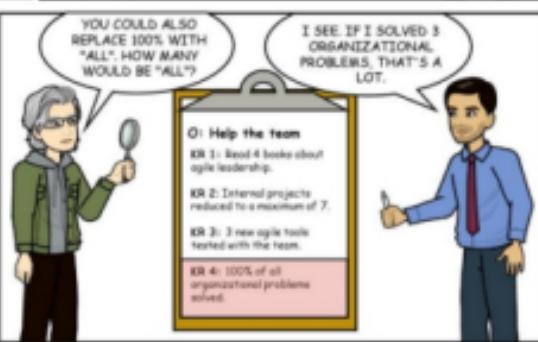
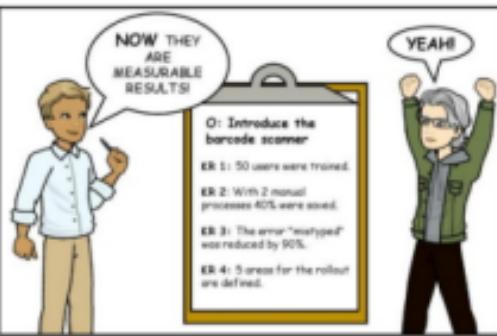
HMM... WITH AT LEAST 10 COMPUTERS, NO ERRORS SHOULD OCCUR.

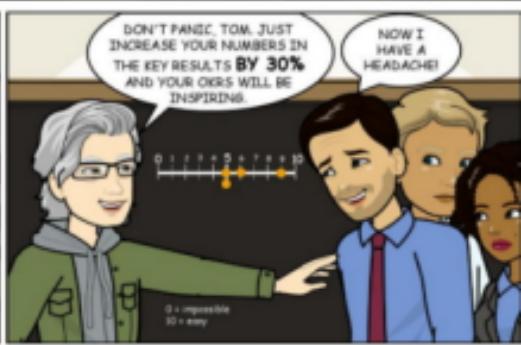
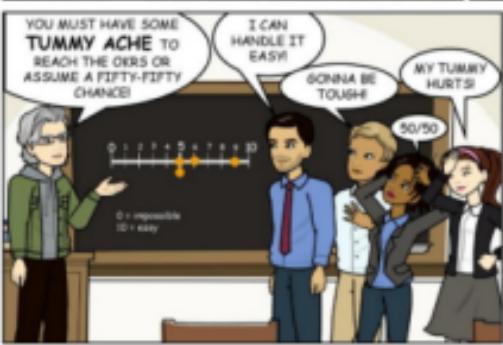
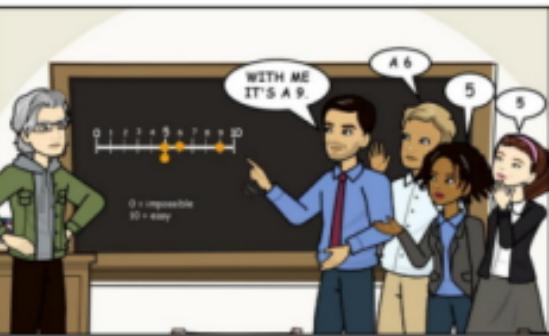
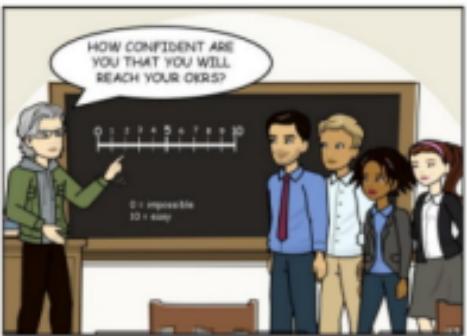


PLEASE CHANGE THE KR 2 ACCORDINGLY - THEN YOU HAVE FULFILLED ALL QUALITY CRITERIA FOR GOOD OKRS.



NICE!





NOW WE WILL PUBLISH\* YOUR OIRS, SO OTHER TEAMS CAN SEE WHAT YOU ARE WORKING ON! THIS WILL ENSURE THAT OTHER TEAMS CAN NETWORK WITH YOU BETTER... HERE YOU CAN ALSO SEE MY OIRS!





- \*STUDENT SYNDROME:
1. INNATEL ENTHUSIASM
  2. THERE'S STILL PLENTY OF TIME BEFORE THE DEADLINE
  3. OH, THIS IS GOING TO BE TIGHT
  4. STRESS, HECTIC, DELAYS

THE FIRST WEEK IS NOW OVER.  
WHAT HAVE YOU BEEN ABLE TO  
ACHIEVE IN TERMS OF YOUR OKRS?  
EVALUATE YOURSELF!

ON THE SCREEN YOU CAN  
SEE THE SELF-ASSESSMENT  
SCALE.

RATE YOUR OKRS ACCORDING  
TO THE RATING SCALE! WHERE  
DO YOU STAND TODAY?

#### OKR RATING SCALE

0.7 - 1.0 THE GOAL IS REACHED!

0.4 - 0.6 PROGRESS, BUT NOT FINISHED.

0.0 - 0.3 SOME WORK DONE, BUT NO  
SIGNIFICANT PROGRESS.

#### Individual OKRs



O: Help the team

- OKR1: Read 5 books about agile leadership. 0.3
- OKR2: Internal projects reduced to a maximum of 5. 0.1
- OKR3: 4 new agile tools tested in a team. 0.0
- OKR4: At least 4 organizational problems solved for the team. 0.0

CW 1	CW 2	CW 3	CW 4	CW 5	CW 6	CW 7	CW 8	CW 9	CW 10	CW 11	CW 12

I HAVE CHOSEN  
BOOKS ON AGILE  
LEADERSHIP.



O: Renew test software

- OKR1: The new software is installed on 20 PCs. 0.4
- OKR2: No errors occurred on at least 15 PCs. 0.2
- OKR3: 80% of the test reports are documented. 0.0
- OKR4:


I COULD ALREADY  
INSTALL THE NEW  
SOFTWARE ON 8 PCS.



O: Insert barcode scanner

- OKR1: 50 users were trained. 0.2
- OKR2: For 2 manual processes 40% were saved. 0.5
- OKR3: The error "mistyped" was reduced by 90%. 0.0
- OKR4: 5 areas for the rollout are defined. 0.0


I HAVE ORGANIZED THE LIST  
OF PARTICIPANTS FOR THE  
BARCODE TRAINING.  
OTHERWISE I COULD NOT  
WORK ON THE OKRs.



O: Pushing RFID

- OKR1: One is selected from at least 4 providers. 0.7
- OKR2: 150 transport containers are booked at once. 0.0
- OKR3: Transponder range is between 40m and 50m. 0.0
- OKR4: Material for 200 orders has been registered with RFID. 0.0


A PROVIDER HAS ALREADY  
BEEN SELECTED THROUGH A  
UTILITY VALUE ANALYSIS.

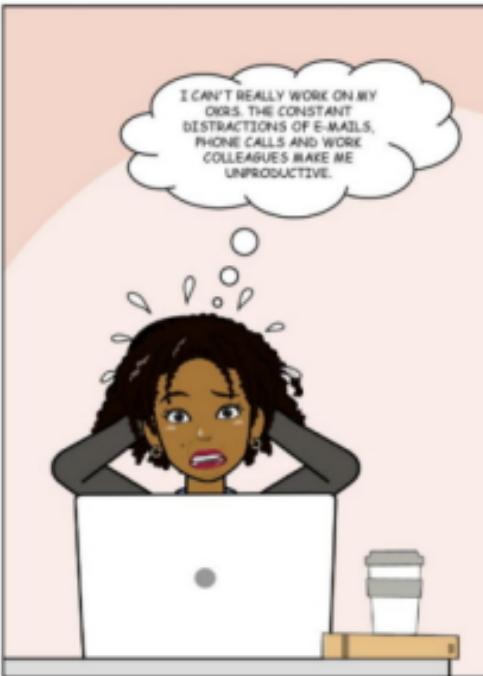
YOU HAVE NOW SEEN HOW IMPORTANT A NUMBER IS IN  
THE KEY RESULTS. WITHOUT A NUMBER, THE SELF-  
ASSESSMENT WOULD BE VERY SUBJECTIVE!



IN 6 WEEKS WE WILL MEET AGAIN IN THIS ROUND  
FOR THE NEXT JOINT SELF-EVALUATION! YOU WILL  
CONTINUE TO DO THE SELF-EVALUATION WEEKLY!



CHALLENGES IN THE DAILY WORK ON THE OKRS...



ON THE WAY TO SELF-EVALUATION!  
AFTER 6 WEEKS...

THE LAST WEEKS WERE  
NOT SO PRODUCTIVE  
FOR ME!

SOMEHOW I HAVE A BAD  
FEELING THAT WE DID NOT  
WORK ENOUGH ON THE  
OKRS.

ME TOO

DETTO!

LET'S HOPE FREDDY  
DOESN'T RIP OUR  
HEADS OFF.

YOU GUYS DON'T LOOK SO HAPPY.  
LET ME GUESS. YOU COULDN'T DO A  
LITTLE WORK ON YOUR OKRS -  
RIGHT?

HUH?  
HOW DO YOU  
KNOW THAT?

?! ?! ?!

#### Individual OKRs

O: Help the team

	CW 1	CW 2	CW 3	CW 4	CW 5	CW 6	CW 7	CW 8	CW 9	CW 10	CW 11	CW 12
KR1:	0.3	0.3	0.3	0.3	0.3	0.5						
KR2:	0.1	0.1	0.1	0.1	0.1	0.1						
KR3:	0.0	0.0	0.0	0.0	0.3	0.4						
KR4:	0.0	0.0	0.0	0.0	0.0	0.0						

I'M IN TOO MANY  
MEETINGS!

O: Review test software

KR1:	0.4	0.4	0.4	0.4	0.5	0.5
KR2:	0.2	0.2	0.2	0.2	0.2	0.3
KR3:	0.0	0.0	0.0	0.1	0.1	0.1
KR4:	0.0	0.0	0.0	0.0	0.0	0.0

I KEEP GETTING  
DISTRACTED!

O: Insert barcode scanner

KR1:	0.2	0.2	0.2	0.2	0.2	0.2
KR2:	0.0	0.0	0.0	0.0	0.0	0.0
KR3:	0.0	0.0	0.0	0.0	0.0	0.0
KR4:	0.0	0.0	0.0	0.0	0.0	0.0

EVERYTHING IS  
URGENT!

O: Pushing RFID

KR1:	0.7	0.7	0.7	0.7	0.7	0.7
KR2:	0.0	0.1	0.2	0.2	0.2	0.2
KR3:	0.0	0.0	0.0	0.0	0.0	0.0
KR4:	0.0	0.0	0.0	0.0	0.0	0.0

BEING PERFECT  
TAKES A LOT OF  
TIME!

### EFFECTIVENESS AND EFFICIENCY

DON'T WORRY. A LOT OF TEAMS ARE DOING THE SAME THING. YOU STILL HAVE TO LEARN TO WORK MORE **EFFECTIVELY** AND **EFFICIENTLY!**

HEY! THERE'S A FIRE BACK THERE. COME WITH ME. I'LL EXPLAIN THESE TWO TERMS USING AN EXAMPLE.

AS YOU CAN SEE, THERE'S A FIRE. TO EXTINGUISH THE FIRE YOU CAN USE A BUCKET OF WATER OR A BOTTLE OF CHAMPAGNE.

#### EXTINGUISHING WITH WATER

#### EXTINGUISHING WITH CHAMPAGNE

THE CHAMPAGNE AND WATER WERE BOTH EFFECTIVE IN EXTINGUISHING THE FIRE. THE GOAL HAS BEEN ACHIEVED!

**EFFECTIVE**  
IS WHAT YOU DO TO GET CLOSER TO YOUR GOAL!

EXTINGUISHING WITH CHAMPAGNE IS MUCH MORE EXPENSIVE THAN EXTINGUISHING WITH WATER.  
SO WATER IS MORE **EFFICIENT**!

LOW COSTS

HIGH COSTS

**EFFICIENT**  
MEANS COMPLETING TASKS MORE COST-EFFECTIVELY OR WITH LESS EFFORT!

AFTER THE SHORT TRIP, THE TEAM IS BACK IN THE MEETING ROOM...

YOU STILL DO TOO MANY THINGS THAT DON'T GET YOU ANYWHERE. YOU HAVE TO THINK DAILY WHAT IS REALLY IMPORTANT! WHAT IS IMPORTANT IS WHAT BRINGS YOU ONE STEP CLOSER TO THE SMART FACTORY! YOU WILL HAVE TO DO THESE TASKS WITH LESS EFFORT!



MR. EFFECTIVENESS AND MR. EFFICIENCY WILL EXPLAIN HOW YOU DO IT.



MAY I INTRODUCE YOU TO MR. EFFECTIVENESS. EISENHOWER CAN HELP YOU PRIORITIZE YOUR TASKS MORE EFFECTIVELY.

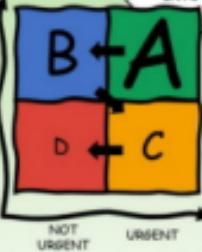
MR. EFFECTIVENESS\*

HI FOLKS

\*OWEN D. EISENHOWER (1954)

THE EISENHOWER MATRIX IS DIVIDED INTO IMPORTANT AND URGENT.

IMPORTANT  
NOT IMPORTANT



NOT URGENT

URGENT

TO - DO - LIST	PRIORITIZATION	DONE
SELECT RFID SUPPLIER	A	✓
INSTALLING SOFTWARE	A	✓
ORGANIZE BARCODE SCANNERS	B	
REPLY TO E-MAILS	C	
CREATE PRESENTATION	C	
READ NEWSLETTER	D	

### A AND B (IMPORTANT)

ANYTHING THAT GETS YOU CLOSER TO THE OBJECTIVE!

### C (URGENT)

STUFF THAT WON'T GET YOU ANYWHERE BUT HAS A FIXED DEADLINE.

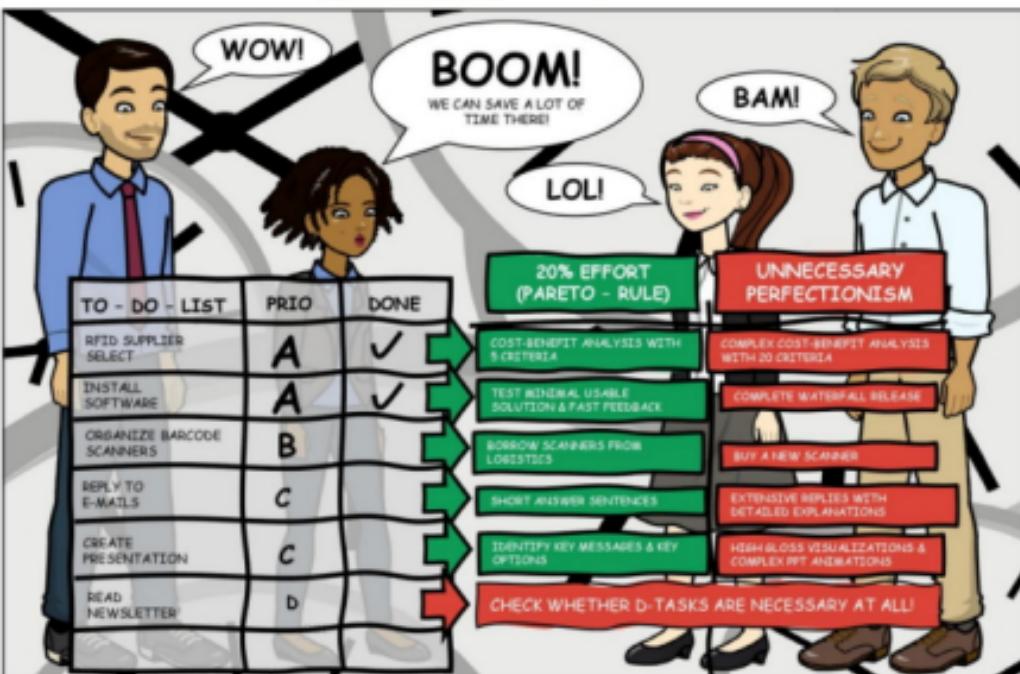
### D (USELESS)

IT'S A WASTE OF TIME.

STARTING TOMORROW,  
EVERYONE WILL WRITE A TO-DO  
LIST WITH THE TASKS THEY  
HAVE TO COMPLETE. ASSIGN A  
LETTER FROM THE EISENHOWER  
MATRIX TO EACH TASK. WORK  
FIRST ON THE A-TASKS, THEN  
ON B-TASKS ETC.

SMART  
FACTORY

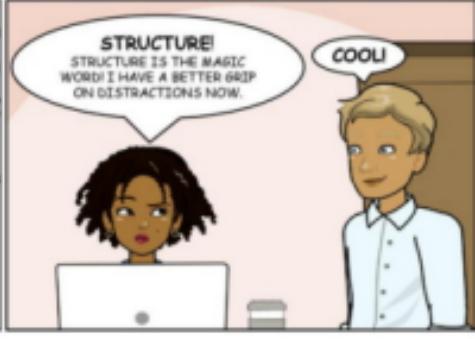






RIGHT! LET'S SEE WHAT YOU'LL LEARN.

EFFECTIVENESS AND EFFICIENCY IN DAILY USE



(This panel is cut off at the bottom)

AFTER 12 WEEKS OF WORK ON THE OKRS...



### Individual OKRs

	CW 1	CW 2	CW 3	CW 4	CW 5	CW 6	CW 7	CW 8	CW 9	CW 10	CW 11	CW 12
O: Help the team <span style="color: orange;">∅ 0.55</span>												
KR1: Read 5 books about agile leadership.	0.3	0.3	0.3	0.3	0.3	0.3	0.6	0.6	0.7	0.7	0.7	0.7
KR2: External projects reduced to a maximum of 5.	0.1	0.1	0.1	0.1	0.1	0.1	0.5	0.5	0.5	0.5	0.5	0.5
KR3: 4 new agile tools tested in a team.	0.0	0.0	0.0	0.0	0.3	0.4	0.5	0.5	0.5	0.5	0.6	0.6
KR4: At least 4 organizational problems solved for the team.	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.4	0.4	0.4	0.4	0.4
O: Review test software <span style="color: orange;">∅ 0.56</span>												
KR1: The new software is installed on 20 PCs.	0.4	0.4	0.4	0.4	0.5	0.5	0.7	0.7	0.7	0.7	1.0	1.0
KR2: No errors occurred on at least 15 PCs.	0.2	0.2	0.2	0.2	0.2	0.3	0.5	0.5	0.5	0.5	0.5	0.5
KR3: 80% of the test reports are documented.	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2
KR4:												
O: Insert barcode scanner <span style="color: orange;">∅ 0.62</span>												
KR1: 50 users were trained.	0.2	0.2	0.2	0.2	0.2	0.2	0.3	0.3	0.4	0.7	0.7	0.7
KR2: For 2 manual processes 40% were saved.	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.3	0.4	0.4	0.6
KR3: The error "mistyped" was reduced by 90%.	0.0	0.0	0.0	0.0	0.0	0.0	0.2	0.3	0.3	0.4	0.5	0.5
KR4: 5 areas for the rollout are defined.	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.3	0.4	0.4	0.7
O: Pushing RFID <span style="color: green;">∅ 0.82</span>												
KR1: One is selected from at least 4 providers.	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
KR2: 150 transport containers are booked at once.	0.0	0.1	0.2	0.2	0.2	0.2	0.7	0.7	0.7	0.7	1.0	1.0
KR3: Transponder range is between 40m and 50m.	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.5	0.6	0.7	0.7	0.7
KR4: Material for 200 orders has been registered with RFID.	0.0	0.0	0.0	0.0	0.0	0.0	0.7	0.7	0.8	0.9	0.9	0.9

### LOOKS GOOD!

Since your goals were inspirational, you have already achieved a lot with a medium average grade!



AFTER AN OKR QUARTER  
WE DO A SHORT  
RETROSPECTIVE TO  
LEARN CONTINUOUSLY.





I THINK IT WAS GREAT HOW EVERYONE WAS OPEN TO USING THE OKRS. ON THE OTHER HAND, EVERYBODY WORKED FOR THEMSELVES. I MISSED THE TEAM SPIRIT.

FINDING OUR "WHY" WAS VERY HELPFUL FOR ME. UNFORTUNATELY, I ONLY MANAGED 2 OF 3 KEY RESULTS. NEXT TIME I WILL HAVE TO DO LESS.



I THINK PRIORITIZATION AND PARETO RULES ARE GREAT. WITH THE OKRS I HAD NO RESULTS UNTIL WEEK 6. HERE I WANT TO GET BETTER.



OPENNESS TO NEW  
WHY, HOW AND WHAT (SMART FACTORY)

TOOLS FOR EFFECTIVENESS AND EFFICIENCY

LESS PERFECTIONISM

EVERYONE WORKS FOR HIMSELF

NOT ALL KEY RESULTS ACHIEVED

6 WEEKS WITHOUT RESULTS

OKRS NOT INSPIRING ENOUGH

I ACHIEVED ALL MY KEY RESULTS. AFTER A FEW WEEKS, NEXT TIME I HAVE TO BE A BIT MORE COURAGEOUS AND MAKE MY KEY RESULTS EVEN MORE INSPIRING. THE REALIZATION THAT I DON'T HAVE TO BE PERFECT EVERYWHERE REALLY HELPS ME.

EACH OF US HAD INDIVIDUAL OKRS! IS THERE ANYTHING ELSE?

YEAH, TEAM OKRS! YOU WANT TO TRY IT?

YES!

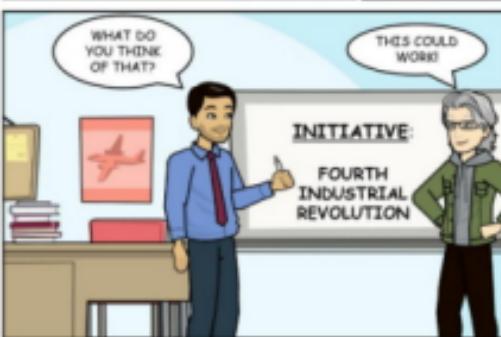
I'M IN!

SURE!

DO WE NEED TO PREPARE SOMETHING?

YES! EACH ONE SHOWS THE OTHER HIS SPECIAL FIELD AND INSTRUCTS HIM IN THE ESSENTIAL TASKS. WHEN YOU'RE DONE, CONTACT ME AGAIN.





IN YOUR INDIVIDUAL OWNERS, EVERYONE HAD A PERSONAL GOAL. IN TEAM OWNERS THERE IS A COMMON GOAL FOR THE WHOLE TEAM. THE APPROACH REMAINS BASICALLY THE SAME!

TOM HAS ALREADY INFORMED US ABOUT THE NEW COMMON GOAL WE LIKE IT!

THE FOURTH INDUSTRIAL REVOLUTION PEOPLE, MACHINES AND PRODUCTS ARE ONLINE CONNECTED TO EACH OTHER!

OUR SMART FACTORY FITS IN THERE PERFECTLY!



AND HOW EXACTLY DO WE PROCEED HERE?

I CAN SHOW YOU

FOURTH INDUSTRIAL REVOLUTION

ON THESE STICKY NOTES YOU WRITE POSSIBLE TOPICS THAT YOU CAN WORK ON. YOU HAVE 15 MINUTES TIME FOR THIS!



FOCUS ON THE GENERIC TERMS PEOPLE, MACHINES AND PRODUCTS!

RESULTS AFTER 15 MINUTES OF BRAINSTORMING...

FOURTH INDUSTRIAL REVOLUTION

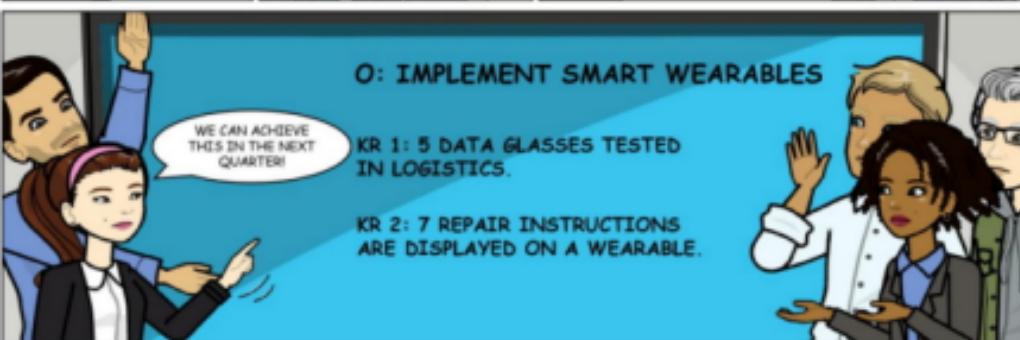


...AND WHAT DO YOU THINK IS THE MOST IMPORTANT THING YOU WANT TO IMPLEMENT IN THE NEXT QUARTER?

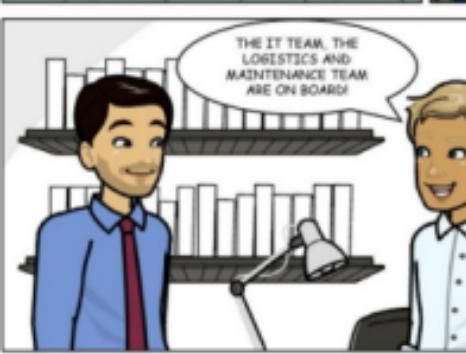
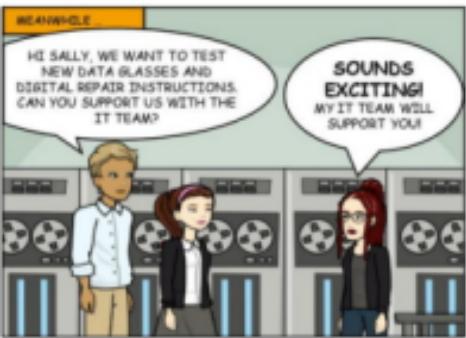
SMART WEARABLES! THE DIGITAL DEVICES CAN BE USED BY EMPLOYEES IN PRODUCTION TO BECOME MORE EFFICIENT.

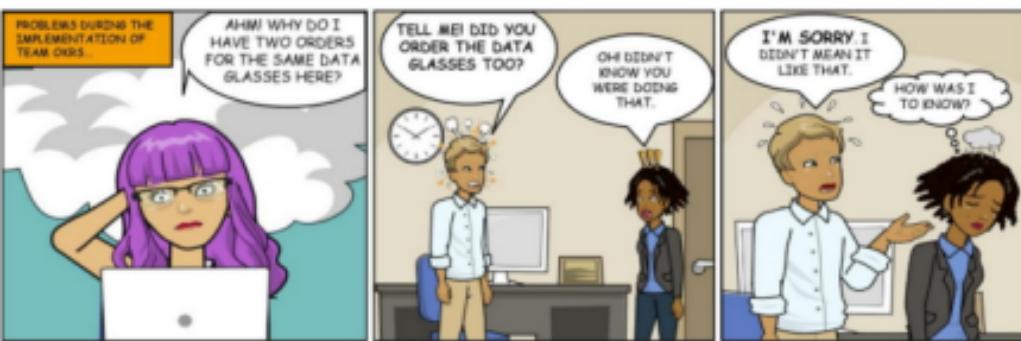
FOURTH INDUSTRIAL REVOLUTION







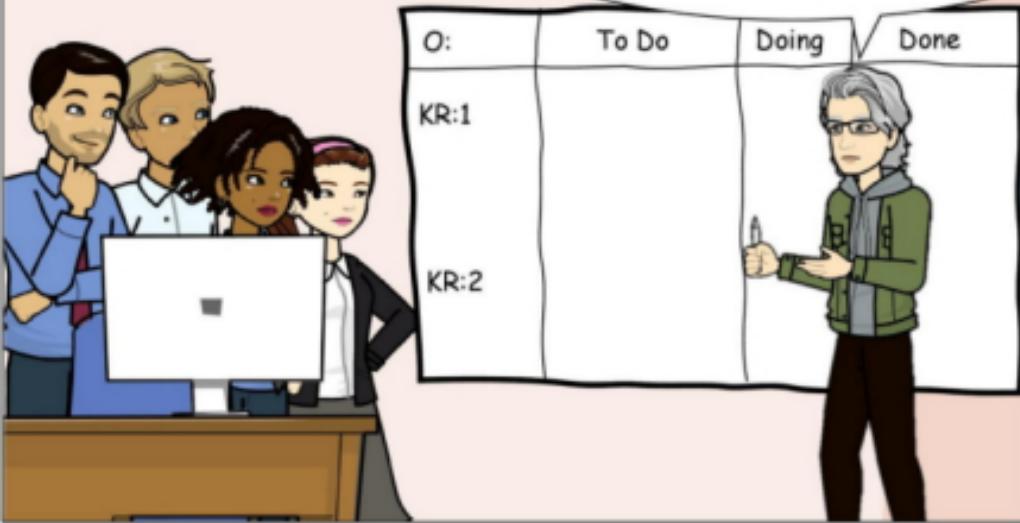


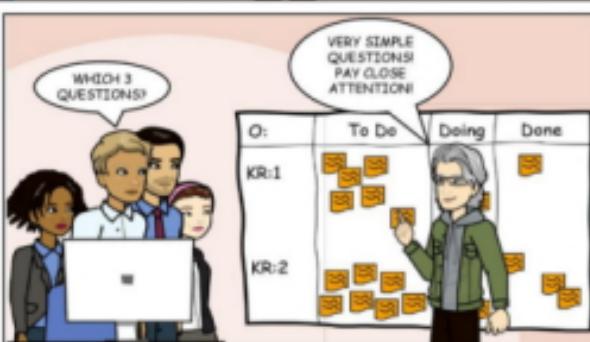
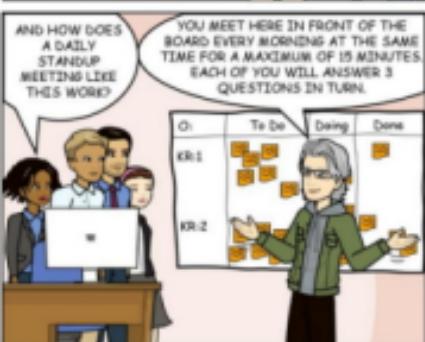




THE NEXT MORNING...

ALMOST ALL INFORMATION YOU NEED AS A TEAM CAN BE FOUND ON THE KANBAN BOARD. ON THE FAR LEFT YOU SEE YOUR TEAM OKRS. IN THE COLUMN TO DO YOU WRITE DOWN ALL UNFINISHED TASKS YOU CAN THINK OF. IN THE DOING COLUMN YOU CAN SEE ONLY THE TASKS THAT ARE CURRENTLY BEING WORKED ON. THE LAST COLUMN IS FOR COMPLETED TASKS. YOU CAN START IMMEDIATELY. PLEASE UPDATE YOUR CURRENT STATUS ON THE KANBAN BOARD. YOU HAVE 30 MINUTES TO DO THIS!





THE NEXT MORNING AT 8:00 A.M.



YESTERDAY I CONFIGURED THE DIGITAL DATA GLASSES. TODAY I WORK ON THE TRAINING DOCUMENTS. I HAD PROBLEMS WITH THE CONFIGURATION!



I WAS ABLE TO COORDINATE THE TESTS WITH MAINTENANCE YESTERDAY. TODAY I'M WORKING OUT THE TEST CASES. I WAS HAMPERED BY THE FACT THAT THERE ARE OVER 100 TEST CASES.



DUE TO AN INCIDENT IN PRODUCTION I COULD NOT COMPLETE A TASK YESTERDAY. TODAY I WILL CONTINUE TO WORK ON THE TASK. I WAS HAMPERED BY THE UNPLANNED BREAKDOWN IN PRODUCTION!



AT THE END OF THE QUARTER THE TEAM REACHES ITS TEAM OKRS AND CELEBRATES THIS WITH THE NETWORKED TEAMS.



MORE AND MORE TEAMS ARE TURNING TO OKRS...

TEAM OKRS FOR THE PURCHASING DEPARTMENT.



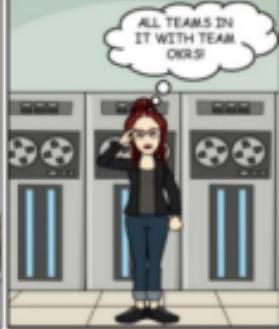
TEAM OKRS FOR THE LOGISTICS TEAM!



TEAM OKRS FOR THE MAINTENANCE!



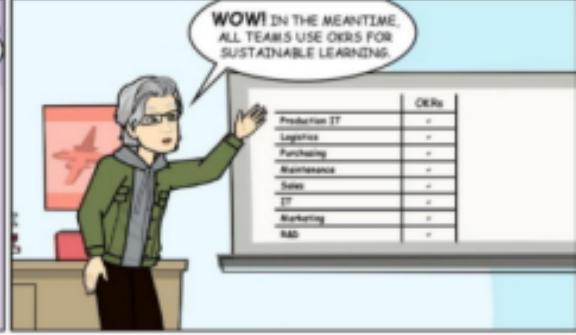
ALL TEAMS IN IT WITH TEAM OKRS!



THE REQUESTS FOR TEAM OKRS ARE CONSTANTLY INCREASING!



WOW! IN THE MEANTIME, ALL TEAMS USE OKRS FOR SUSTAINABLE LEARNING.



THE TIME FOR COMPANY OKRS HAS COME!



THIS IS THE OPPORTUNITY TO IMPLEMENT OUR COMPANY STRATEGY EVEN BETTER. I MUST INFORM OUR MANAGEMENT.



SHORTLY AFTERWARDS, ON THE CARPET FLOOR...

I HAVE FOUND A WAY HOW WE CAN IMPLEMENT OUR COMPANY GOALS EVEN BETTER!

WHAT DO YOU SUGGEST?

ALL TEAMS REGULARLY SET QUARTERLY GOALS WITH OIRS. IF WE PUT THE COMPANY GOALS IN THE SAME FORMAT, WE CAN OPTIMALLY INVOLVE THE ENTIRE WORKFORCE IN THE GOAL DEVELOPMENT PROCESS!

THE TRUST COMPANY HAS A MISSION. THE MISSION DESCRIBES WHY WE EXIST AS A COMPANY AT ALL!

OUR PRODUCTS MAKE THE LIVES OF FAMILIES EASIER, SO FAMILIES CAN SPEND MORE TIME TOGETHER!!

OUR VISION DESCRIBES SOMETHING MORE CLEARLY WHERE WE WANT TO BE IN THE NEXT 10 YEARS!!

EVERY THIRD HOUSEHOLD IN THE WORLD, HAS ONE OF OUR PRODUCTS!!

MISSION

VISION

THE STRATEGY SETS OUT THE KEY INITIATIVES ON WHICH WE INTEND TO FOCUS OVER THE NEXT 5 YEARS!

WE HAVE DEVELOPED 3 INITIATIVES!

STRATEGY

1. INSPIRE OUR CUSTOMERS WITH INNOVATIVE PRODUCTS.
2. EXPANDING GLOBAL GROWTH.
3. ACHIEVE NEW SALES RECORDS AND INCREASE PROFITABILITY.

HOW DO YOU THINK THE IMPLEMENTATION IS GOING?

SOMETIMES I HAVE THE FEELING THAT THE STRATEGY IS ONLY KNOWN TO THE MANAGEMENT!

IMPLEMENTATION IS PROGRESSING SLOWLY.

WE NEED COMPANY OIRS!

YES, LET US TRY TO MAKE THE STRATEGY A LITTLE MORE TANGIBLE!

YOU'LL HAVE TO EXPLAIN THAT TO ME.



THE RESULT AFTER A PERIOD OF INTENSE DISCUSSION...

Company Objectives	Inspire our customers with innovative products.	Expanding global growth.	Achieve new sales records and increase profitability.
Key Result #1	2 innovation awards won.	Sales with services increased to 10 million.	Quarterly sales increased to 2%.
Key Result #2	5 analog products digitized.	Market share for 2 product groups increased by 10%.	Margin increased from 50% to 60%.
Key Result #3	MVP* of a new product development tested by 50 customers.		Production costs reduced by 2%.
Key Result #4	Net Promotor Score increased from +2 to +5.		

\*MINIMUM VISIBLE PRODUCT



IF WE CAN LINK STRATEGY IMPLEMENTATION DIRECTLY TO THE ACTIVITIES OF THE TEAMS, WE ARE A BIG STEP FORWARD!

EVERY TEAM KNOWS ITS WHY, HOW AND WHAT! THIS MAKES IT EASIER TO DERIVE THE CONTRIBUTION TO THE COMPANY'S SUCCESS.

THAT REALLY HELPED US A LOT! WE CAN NOW SEPARATE PRIORITIES, GOALS AND TASKS MUCH BETTER INTO IMPORTANT AND UNIMPORTANT!

THE TASK NOW IS TO FIND OUT HOW YOU CAN INFLUENCE THE IMPLEMENTATION OF THE COMPANY GOALS EVEN MORE.

IN THIS WAY EVERYONE COULD BE NETWORKED AND DELIVER TOGETHER!



WHICH OF THESE COMPANY OKRS, CAN YOU SUPPORT WITH YOUR TEAMS?

COMPANY OBJECTIVES	RESULT #1	RESULT #2	RESULT
Inspire our customers with innovative products.	2 innovation awards won.	Sales with services increased to 10 million.	Achieves new sales records and increase profitability.
	5 analog products digitized.	Market share for 21 product groups increased by 10%.	Quarterly sales increase THE R&D TEAM CAN SUPPORT THE INNOVATIVE PRODUCTS!

WITH THE FOURTH INDUSTRIAL REVOLUTION WE CAN INCREASE PRODUCTIVITY!



WITH MY MARKETING TEAM I COULD HELP TO STRENGTHEN THE GLOBAL GROWTH!
--





AFTER 30 MINUTES THE FIRST TEAM OKR DRAFTS ARE PRESENTED.

I CAN SIMPLIFY OUR PRODUCT PRESENTATION IN NORTH AMERICA AND PRESENT THE VALUE PROPOSITION MORE CLEARLY!

**TEAM OKRs MARKETING:**

**OBJECTIVE:**  
BETTER COMMUNICATE THE VALUE PROPOSITION OF OUR PRODUCTS IN NORTH AMERICA.

**KEY RESULT #1:**  
20 ON-SITE PRODUCT PRESENTATIONS WERE HELD.

**KEY RESULT #2:**  
500 RESPONSES TO AN ONLINE QUESTIONNAIRE HAVE BEEN RECEIVED.

**KEY RESULT #3:**  
10 MEASURES FOR BETTER UNDERSTANDABILITY HAVE BEEN IMPLEMENTED.

**TEAM OKRs R&D:**

**OBJECTIVE:**  
LAUNCH OUR NEW DIGITAL PRODUCT.

**KEY RESULT #1:**  
MVP INTRODUCED TO 30 NEW CUSTOMERS.

**KEY RESULT #2:**  
AT LEAST 20 PERSONAL USER TESTS PERFORMED.

**KEY RESULT #3:**  
AN INSTRUCTION MANUAL IS AVAILABLE IN AT LEAST 3 LANGUAGES.

**KEY RESULT #4:**  
5 DESIGNER WORKSHOPS WERE HELD.

THE R&D TEAM WILL ENSURE THE SUCCESSFUL LAUNCH OF OUR NEW DIGITAL PRODUCT!

**THE PRODUCTION IT TEAM WORKS ON MORE EFFICIENT PROCESSES TO INCREASE PROFIT!**

**TEAM OKRs PRODUCTION IT:**

**OBJECTIVE:**  
MAKING PROCESSES MORE EFFICIENT.

**KEY RESULT #1:**  
2 TOP ANALOG MANUFACTURING PROCESSES DIGITIZED.

**KEY RESULT #2:**  
ADDED VALUE TIME INCREASED BY 15 %.

**KEY RESULT #3:**  
DOCUMENTATION OF INSPECTION LOTS REDUCED BY 30 MINUTES PER ORDER

**GREAT!** TO AVOID WORKING AS ISOLATED TEAMS AND WASTING SYNERGIES, WE ALSO NEED TO COORDINATE HORIZONTALLY AMONG THE TEAMS. WE DO NOT WANT TO BUILD SILOS!

NOW CHECK OUT WHERE YOU HAVE **DEPENDENCIES** ON EACH OTHER AND WHERE YOU MIGHT BE ABLE TO DELIVER TOGETHER!

I CAN SUBMIT R&D SCRAP DATA TO IMPROVE THE PRODUCT DESIGN!

TOM CAN HELP ME WITH THE DIGITAL APPS!

I SHOULD WORK MORE WITH RASHI

OK, NOW WE HAVE A CLEAR PICTURE OF WHAT WE WANT TO ACHIEVE TOGETHER IN THE NEXT QUARTER! IN ORDER TO COORDINATE OUR JOINT EFFORTS, WE NEED TO HAVE COLLECTIVE MEETINGS WHERE WE EXCHANGE IDEAS AND DEVELOP NEW OIRS EVERY QUARTER!

JOINT SELF-ASSESSMENT MID QUARTER.

VERTICAL DEVELOPMENT OF NEW OIRS FOR THE FOLLOWING QUARTER.

HORIZONTAL COORDINATION PROCESS BETWEEN THE TEAMS.

FINAL SELF-EVALUATION OF THE OIRS.

RETROSPECTIVE: WHAT HAVE WE LEARNED FOR THE NEXT QUARTER?

SOUNDS LIKE A GOOD PLAN!

Q1

JANUARY				
1	2	3	4	5

FEBRUARY				
6	7	8	9	10

MARCH				
11	12	13	14	15

APRIL				
16	17	18	19	20

MAY				
21	22	23	24	25

JUNE				
26	27	28	29	30

JULY				
31	1	2	3	4

AUGUST				
5	6	7	8	9

SEPTEMBER				
10	11	12	13	14

OCTOBER				
15	16	17	18	19

NOVEMBER				
20	21	22	23	24

DECEMBER				
25	26	27	28	29

Q2

JULY				
31	1	2	3	4

AUGUST				
5	6	7	8	9

SEPTEMBER				
10	11	12	13	14

OCTOBER				
15	16	17	18	19

NOVEMBER				
20	21	22	23	24

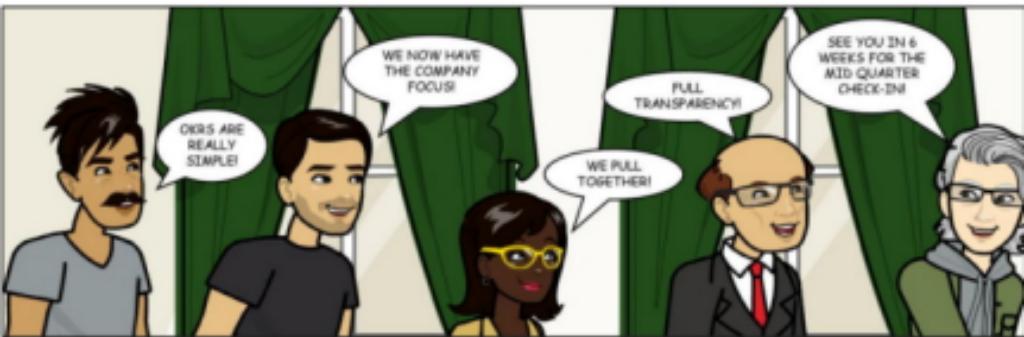
  

DECEMBER				
25	26	27	28	29

Q3

Q4





AFTER 6 WEEKS, THE TEAMS EVALUATE THEIR OKRS.

O1:	BETTER COMMUNICATE THE VALUE AND POSITION OF OUR PRODUCTS IN NORTH AMERICA	<table border="1"><tr><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr></table>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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KR 1:	20 ON-SITE PRODUCT PRESENTATIONS WERE HELD.	<table border="1"><tr><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td></tr></table>	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
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KR 2:	500 RESPONSES TO AN ONLINE QUESTIONNAIRE HAVE BEEN RECEIVED.	<table border="1"><tr><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td></tr></table>	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
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KR 3:	10 MEASURES FOR BETTER UNDERSTANDABILITY HAVE BEEN IMPLEMENTED.	<table border="1"><tr><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td></tr></table>	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
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WE ARE BEHIND WITH THE INSTRUCTIONS FOR USE. BUT IN THE NEXT 3 WEEKS 2 DEVELOPERS WILL TAKE CARE OF IT.



O1: LAUNCH OUR NEW DIGITAL PRODUCT

- KR 1: NEW INTRODUCED TO 30 NEW CUSTOMERS.  
KR 2: AT LEAST 20 PERSONAL USER TESTS PERFORMED.  
KR 3: AN INSTRUCTION MANUAL IS AVAILABLE IN AT LEAST 3 LANGUAGES.  
KR 4: 5 DESIGNER WORKSHOPS WERE HELD.

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O1:	MAKING PROCESSES MORE EFFICIENT	<table border="1"><tr><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr></table>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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KR 1:	2 TOP ANALOG MANUFACTURING PROCESSES DIGITIZED.	<table border="1"><tr><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td></tr></table>	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
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KR 2:	ADDED VALUE TIME INCREASED BY 15 %.	<table border="1"><tr><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td></tr></table>	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
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KR 3:	DOCUMENTATION OF INSPECTION LOTS REDUCED BY 10 MINUTES PER ORDER	<table border="1"><tr><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td><td>✓✓</td></tr></table>	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓✓
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COMPANY OKRS	Inspire our customers with innovative products.	Expanding global growth.	Achieve new sales records and increase profitability.
KR #1	2 innovation awards won.	<b>0.0</b>	Sales with services increased to 30 million. <b>0.2</b> Quarterly sales increased to 2%. <b>0.2</b>
KR #2	5 analog products digitized.	<b>0.1</b>	Market share for 2 product groups increased by 10%. <b>0.2</b> Margin increased from 50% to 60%. <b>0.3</b>
KR #3	Alpha* of a new product development tested by 50 customers.	<b>0.3</b>	Production costs reduced by 2 %. <b>0.3</b>
KR #4	Net Promoter Score increased from +2 to +5.	<b>0.0</b>	



SO WE CAN SEE IMMEDIATELY WHERE WE NEED TO SET THE FOCUS IN MANAGEMENT. IN ADDITION, WE CAN RELEASE MORE BUDGET OR RESOURCES TO THE TEAMS IF NECESSARY!



O1:	BETTER COMMUNICATE THE VALUE PROPOSITION OF OUR PRODUCTS IN NORTH AMERICA	
KR 1:	20 ON-SITE PRODUCT PRESENTATIONS WERE HELD.	
KR 2:	500 RESPONSES TO AN ONLINE QUESTIONNAIRE HAVE BEEN RECEIVED.	
KR 3:	10 MEASURES FOR BETTER UNDERSTANDABILITY HAVE BEEN IMPLEMENTED.	



O1:	OUR CUSTOMERS HAVE RESPONDED VERY WELL TO THE MVP WE EVEN HAVE FIRST PRE-ORDERS! UNFORTUNATELY WE COULD ONLY PERFORM 10 USER TESTS. TWO USER MANUALS ARE DONE!	
KR 1:	LAUNCH OUR NEW DIGITAL PRODUCT	
KR 2:	AT LEAST 20 PERSONAL USER TESTS	
KR 3:	AN INSTRUCTION MANUAL IS AVAILABLE IN AT LEAST 3 LANGUAGES	
KR 4:	5 DESIGNER WORKSHOPS WERE HELD.	



COMPANY OTRS	Inspire our customers with innovative products.	Expanding global growth.	Achieve new sales records and increase profitability.
KR #1:	2 innovation awards won.	Sales with services <b>0.4</b> increased to 10 million.	Quarterly sales increased to 2% <b>0.3</b>
KR #2:	5 analog products digitized.	Market share for 2 product groups increased by 10%. <b>0.3</b>	margin increased from 50% to 60%. <b>0.4</b>
KR #3:	MVP* of a new product development tested by 50 customers.		Production costs reduced by 2%. <b>0.4</b>
KR #4:	Net Promoter Score increased from +2 to +6.	<b>0.0</b>	



NOW THAT LOGISTICS, MAINTENANCE, PURCHASING AND IT HAVE ALSO BEEN INTEGRATED INTO COMPANY OPS, THE COORDINATION BETWEEN THE TEAMS IS BECOMING INCREASINGLY COMPLEX.

WE NEED A SOLUTION FOR A BETTER HORIZONTAL COORDINATION BETWEEN THE TEAMS! I HAVE AN IDEA!

CAN YOU HELP ME WITH A DATA ANALYSIS?

YEAH, SURE! WHAT'S IT ABOUT?



COULD YOU SEARCH THE INDIVIDUAL KEY RESULTS OF THE TEAMS FOR THE SAME KEYWORDS?

YOU MEAN LIKE A TAG CLOUD?

LOREM IPSUM  
LOREM IPSUM  
LOREM IPSUM LOREM IPSUM



HMM, COULD YOU PREPARE THIS VISUALLY FOR ALL TEAMS?

SURE! BUT IT'LL COST YOU A COFFEE! GIVE ME AN HOUR FOR THAT.



SO, I'VE GOT IT. HERE'S THE CODE COMMENTARY AND A BIT OF REFRACTION. DONE!



YOU WANT TO SEE THE RESULTS?

GLADLY! HERE'S YOUR COFFEE, BY THE WAY, BEAUTIFUL DRAGON!



6 TEAMS DEAL, FOR EXAMPLE, WITH THE TOPIC  
"PRODUCTS". ONLY ONE TEAM TAKES CARE OF THE MAINTENANCE!

WITH THIS ANALYSIS WE SEE WHO HAS SIMILAR OBJECTIVES AFTER THE FIRST DRAFTS OF THE TEAMS. THIS WILL ALLOW US TO BRING THE TEAMS TOGETHER EVEN BETTER.  
THANK YOU!



ALL TEAMS COLLABORATE CLOSELY AND DELIVER TOGETHER.



**WOW!** NOW EVERYONE CAN SEE HOW THEY ARE CONTRIBUTING TO THE BIG PICTURE AND ALIGN WITH OTHER TEAMS



OVER THE YEARS, THE TRUST COMPANY HAS DEVELOPED INTO A GLOBAL PLAYER ON ALL CONTINENTS. THANKS TO ITS FOCUSED ORIENTATION TOWARDS AGILE PRINCIPLES AND VALUES, IT CAN LOOK CALMLY INTO THE FUTURE.



North America



South America



CUT CUT  
CUT CUT



CUT CUT  
CUT CUT



I WOULD LIKE TO USE  
THE OKRS TO MEASURE  
THE PERFORMANCE OF MY  
TEAM MEMBERS!



THE CORPORATE  
STRATEGY IS ONLY  
RESERVED FOR THE  
MANAGEMENT!

OMMM!

THIS IS NOT  
THE  
RESPONSIBILITY  
OF MY TEAM!

OH OH! SILO  
THINKING!

MINE  
EITHER!



EVERYTHING'S  
IMPORTANT TO ME!  
THIS QUARTER I'M  
WORKING ON  
10 OKRS!

WHY DON'T YOU  
RAISE IT TO 20  
OBJECTIVES?





IF YOU REGULARLY  
REACH YOUR OKRS,  
YOU WILL GET A  
BONUS PAYMENT!

ALL RIGHT! THEN  
I'LL JUST TAKE  
CARE OF MY  
OWN OKRS!

MY MBO\*  
KUNG FU IS  
STRONG!

MY OKR KUNG FU IS  
STRONGER THAN  
YOURS!

WE DON'T  
NEED OKRS!

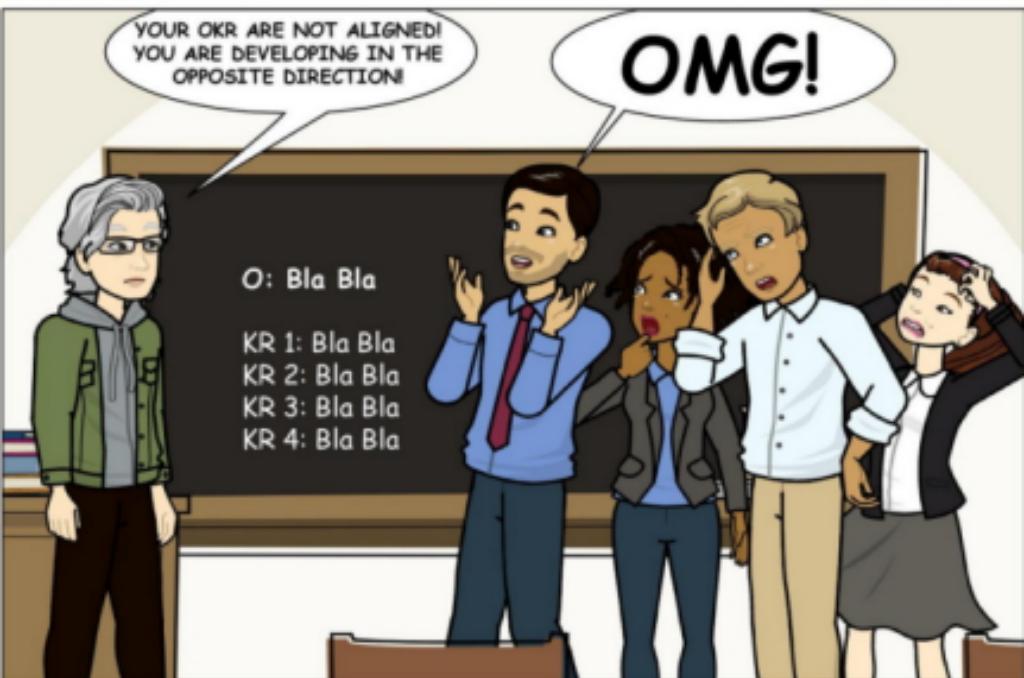
OKAY. I'M  
GOING!



WE'RE  
STOPPING  
THE OKRS!

I'M GOING TO  
FAINT!







**GOODBYE.  
GOOD LUCK WITH YOUR OKR  
INTRODUCTION!**

YOU CAN DO  
IT!

GOOD LUCK AND  
DON'T LOSE HEART!

KEEP A STIFF  
UPPER LIP!

ALWAYS THINK  
POSITIVELY!

**FOR EDITH**