

**OKNOTOK OKRs**

**3Ms: Mindset, Mission and Measurement**

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What are OKRs

**OKNOTOK** OKRs: Lessons learnt

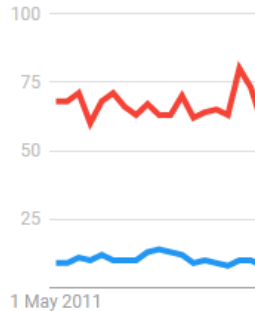
OKR alignment

How to get (re)started



# Popularity of OKRs is rising

## Interest over time



Google okr certification

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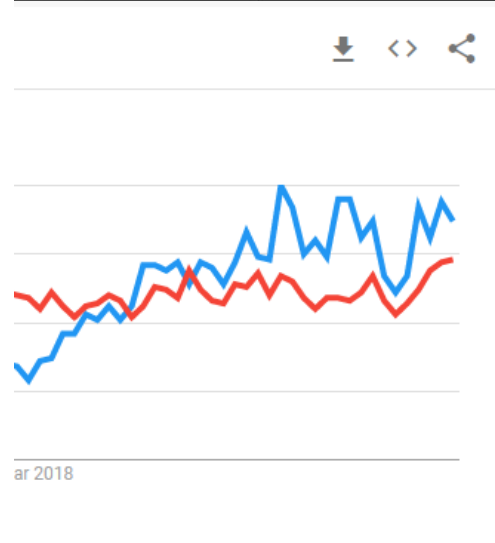
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**OKR Coaching | OKR Certifications | OKR Consultants | Profit.co**  
Profit.co Certified OKR Master. Become the OKR Coach. This is the highest level of **OKR Certification**. Here, the participant undergoes 6-9 months of OKR ...



# What are OKRs?



# Objective & Key Results

## 3Ms of OKRs



### **Mindset**

Emergent over Deterministic. Empowering



### **Mission**

Objective: Outcome over Output. Inspirational



### **Measurement**

KRs: Movement & behaviour. Leading and lagging



**NOTOK** OKR

**OK** OKR

## From MBOs

## To OKRs

Top Down  
Output & Tasks  
Annual  
Private and siloed  
Risk averse  
Command & Control

Top Down & Bottom Up  
Outcomes & Experiments  
Multi-year, Annual, Quarterly  
Transparent and aligned  
Aspirational  
Empowerment, Autonomy





OKNOTOK OKRs



## OK OKR

**Objective (Annual 2021):**  
**#1 market share in LATAM**

### **Key Results**

1. **Double Ad Click-Through-Rate from 2.5% to 5%**
2. **Increase customer NPS from +40 to +60**
3. **Increase referrals from 50k to 100k p.m.**
4. **Grow daily digital transactions from 100k to 400k**
5. **Increase market share, from #2 to #1 by Q2 '22**

## Patterns

### **Mission** (Objective)

- ✓ Outcome over output
- ✓ Inspirational & aspirational

### **Measurement** (Key Results)

- ✓ Measurable
- ✓ <Verb> <measure> from <x> to <y>
- ✓ Measures of behaviour
- ✓ Leading (1-4) and lagging (5) measures
  - Early & often feedback loop
- ✓ Measures of movement towards the Objective
- ✓ Measures of value added, incrementally
- ✓ No more than 3 to 5 Key Results per OKR
- ✓ Business & IT as one





# NOTOK OKR

## Objective:

**Deliver Project Platypus**

## Key Results

1. Create a new training program
2. Design agreed by all necessary committees
3. Mandatory & discretionary artefacts approved
4. Contract signed with vendor for build
5. Build New Feature screens
6. Improve Search Engine Optimisation
7. Write runbook
8. Get InfoSec & Data Privacy approval
9. Provision hardware
10. Test data migration
11. Go live

# Antipatterns

## Mission (Objective)

- ⊗ Output over Outcome. Platy-what?
- ⊗ Not inspirational, duration not clear

## Measurement (Key Results)

- ⊗ Task list
- ⊗ Not measurable
- ⊗ No measures of change of behaviour
- ⊗ No measures of value
- ⊗ No leading indicators of value
- ⊗ Too many Key Results
- ⊗ IT only. What's the business value?



# Patterns

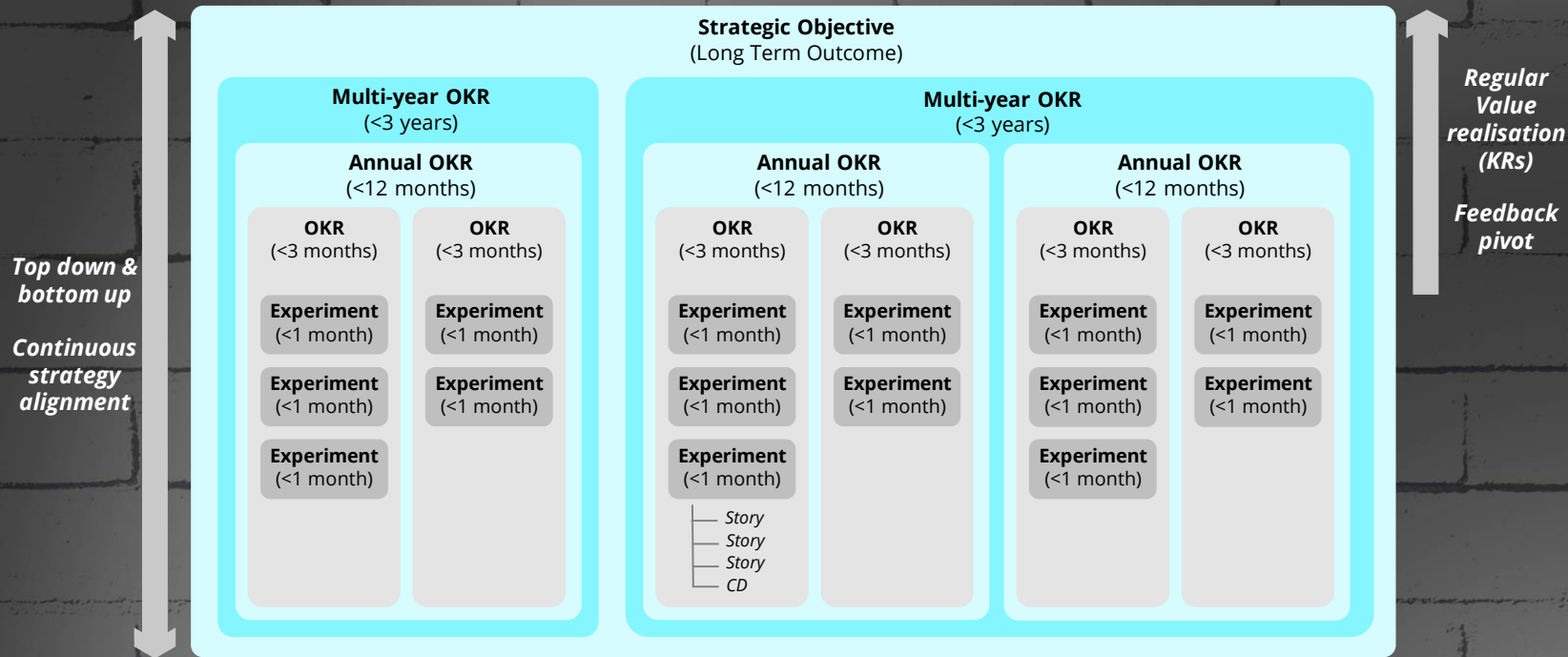
## Mindset

- ✓ Philosophy over Framework
- ✓ Culture over Process. Watch out for new labels, same old behaviour
- ✓ Emergence, Experimentation & Empowerment
- ✓ Top Down, Bottom Up and Sideways
- ✓ Less is more. No more than 3 to 5 OKRs per Value Stream
- ✓ Regular cadence, reflect, pivot
- ✓ Business and IT together delivering business outcomes

# OKR alignment

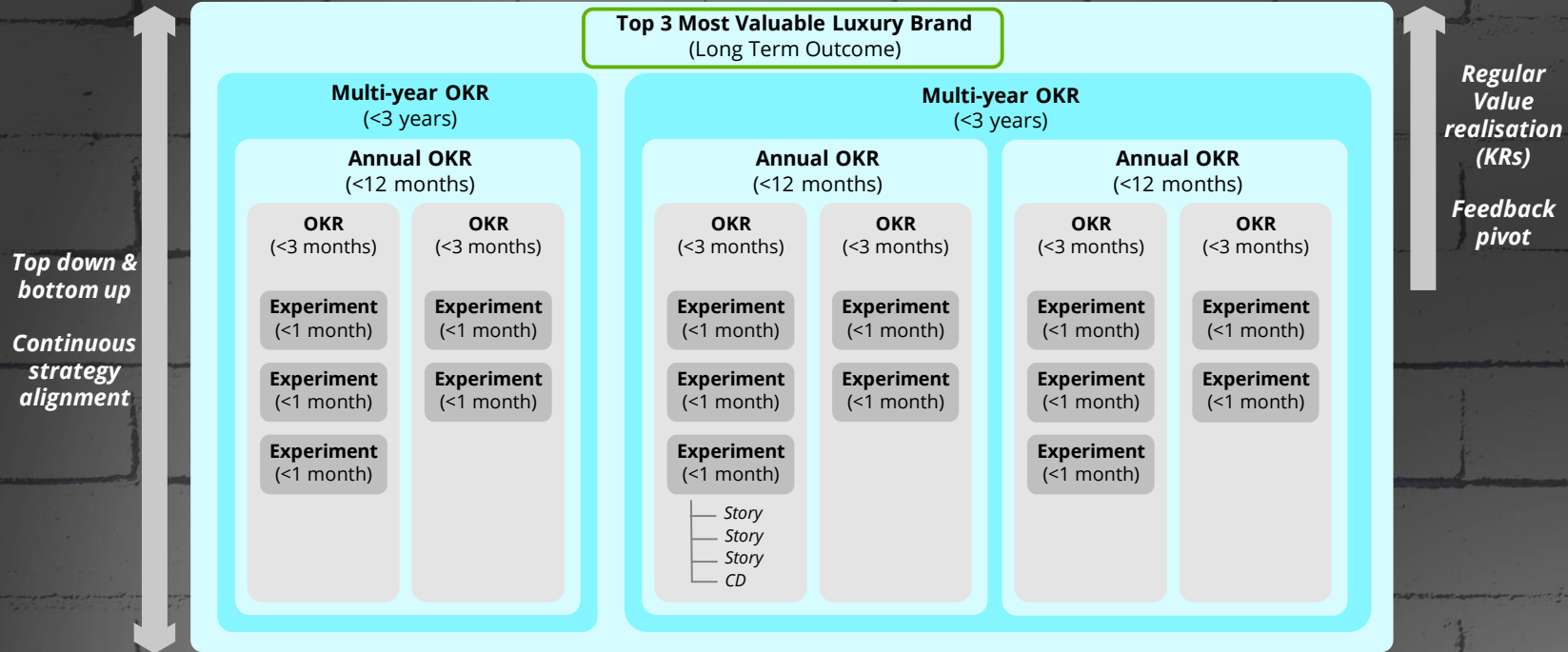


# OKR Alignment

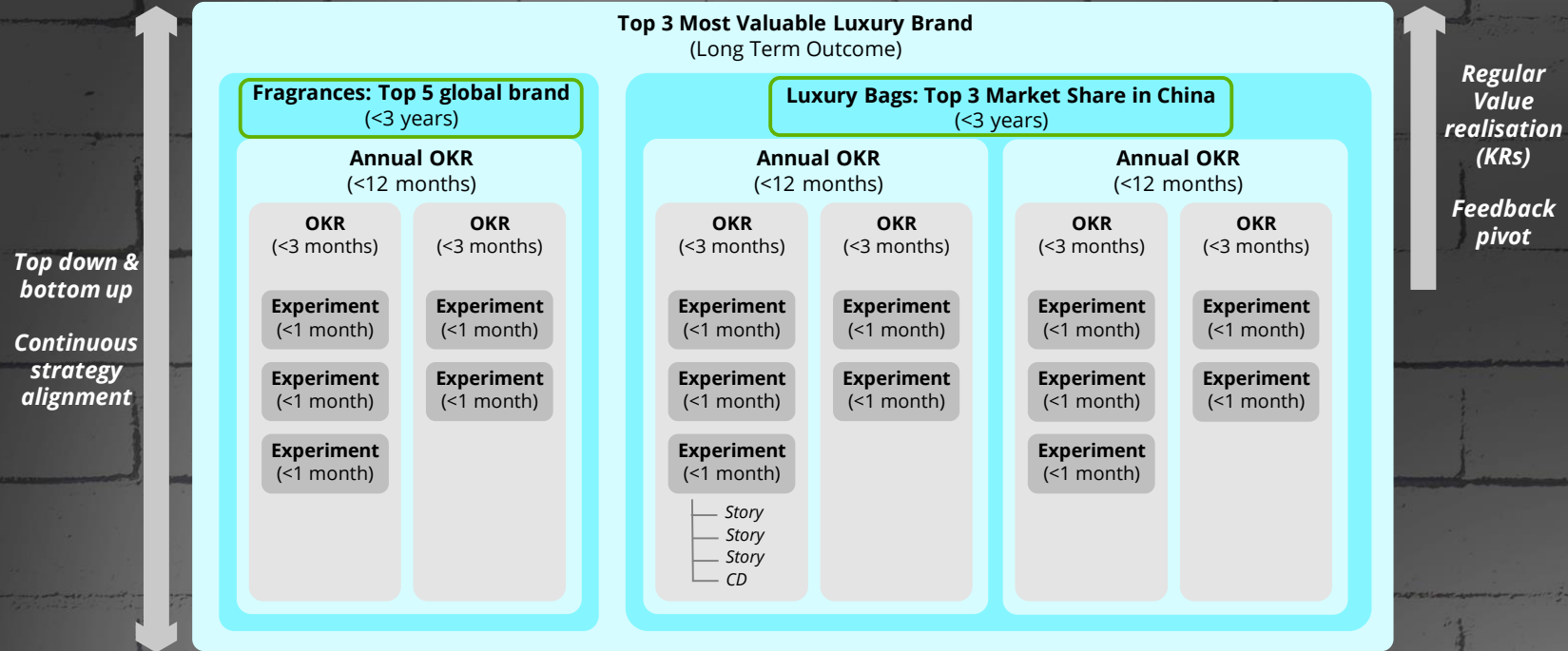




# OKR Alignment

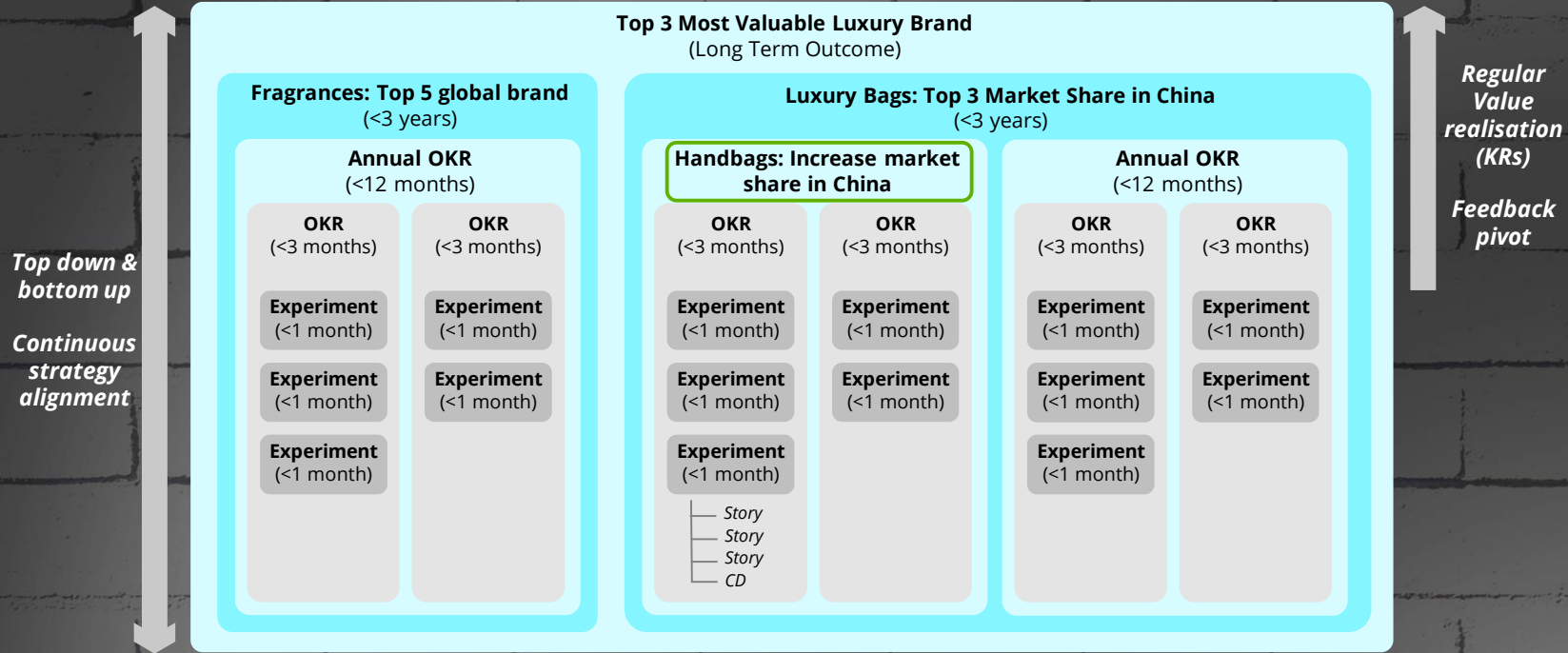


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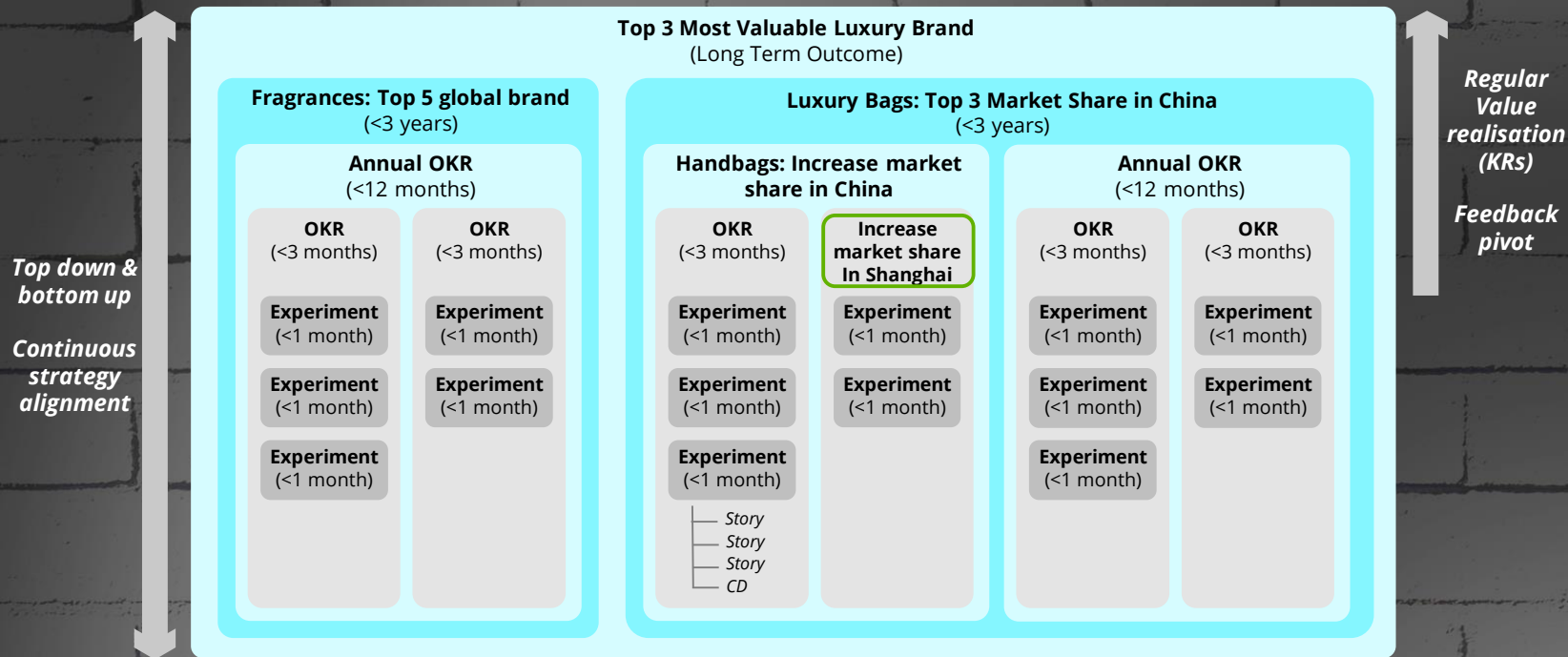




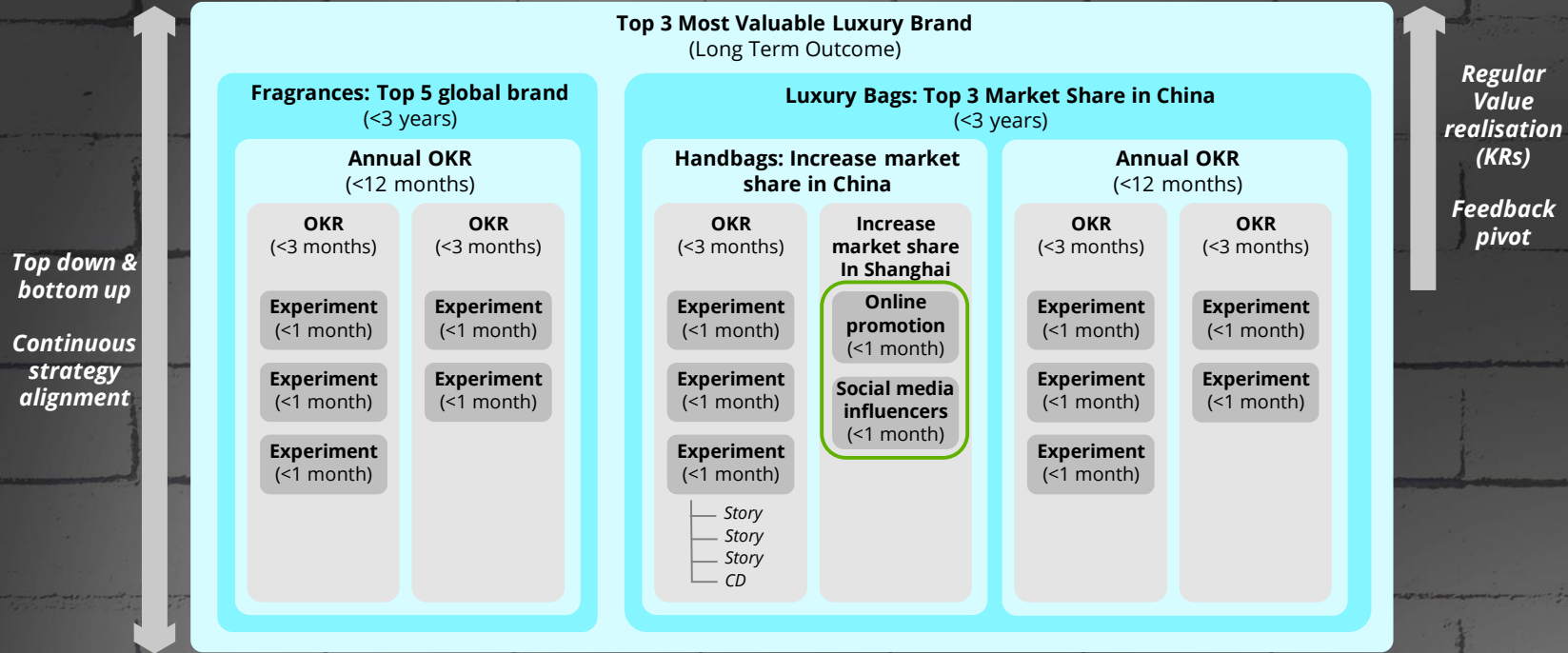
# OKR Alignment



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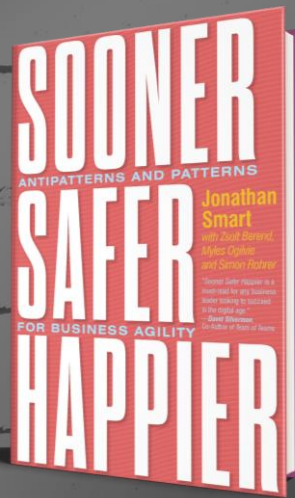
# How to get (re)started



## Getting Going

- ✓ Think Big, Start Small. And Start Broad & Shallow (strategic) and Narrow & Deep (pilots)
- ✓ Appoint OKR Champions
- ✓ Be patient; be resolute  
Expect to get it wrong. 4 to 5 cycles to fully embrace
- ✓ OKR Community of Practice (CoP) for shared learning
- ✓ Reinvention of PMO to VRO (Value Realisation Office)
- ✓ Experiment and enjoy the journey!





Thank you  
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