

OKR's

Objectives and Key Results

A little history

- Invented by Intel
- Made popular by John Doerr
- Used by many companies, including Google and LinkedIn

What's it for?

- Setting goals and communicating them
- Evaluating performance
- **NOT** for employee evaluations

How does it work

- Set objectives for e.g. the next quarter
- Define key results
- Grade key results by the end of the quarter

Objectives

- Objectives are ambitious
- Extensions, refinements of the company's objectives (strategy)

Key Results

- Key results are measurable
- Graded on a scale from 0 to 1

Grades

- Sweet spot is 0,6 - 0,7
- Higher grades means needs higher objectives
- Lower grades should not be punished, but help refine

Prerequisites

- Everybody should have their own OKR's
- Everybody's OKR's should be public
- Everybody's grades should be public as well

Fits Into Holacracy

- Transparency to show role's objectives
- Unique roles to own OKR's
- Strategies translate into objectives