## 

## Trail: Soft Skills Fundamentals

## Module: Objective & Key Results (OKRs)

## Unit: Objective & Key Results (OKRs)

# 3. Objective & Key Results (OKRs)

## **Learning Objectives**

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

* define personal, professional and learning OKRs
* understand the Coding School Cohort 02 Objectives
* align your OKR’s with the objectives of your cohort.

## **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 Google, 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 OKR to measure their improvements.

OKR’s, better known as **O**bjective **K**ey **R**esults is a method to set goals and objectives. The OKR method is so effective in IT best with Quarterly “timeframes”, in this program we will use the quarterly timeframe. We will define OKRs in this lesson and re-evaluate these OKRs during the Quarter. At the end of the Quarter, we are going to define new OKRs for the last 3 months of the program.

## **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 **O**bjective 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 (in a team-wide OKR).

We define two types of objectives. You have personal and professional goals. Your personal 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 in your career. We call this type of objective the **WHAT-Objectives**.

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

**Example**: as a TG participant I will have mastered the tech, project, and soft skills to meet the common standards of a junior backend web developer.

**Personal objectives** are called **WHY-Objectives**. These are called the ‘‘WHY’’ goals because they are the reasons “WHY” you want to achieve your career and financial goals. They reflect your motives and are your true aim and purpose in life.

**Example**: as a web developer I will design inspiring websites (motive: I want to inspire people)

**Example**: as a mother I want to be an example to my kids by completing an education

These objectives you set as your OKR have to be measurable. By connecting **K**ey **R**esults to your **O**bjective you can monitor the progress you’ve made. Otherwise, it wouldn’t be a goal because there is nothing to achieve.

**K**ey **R**esults have to be measurable as former Google vice-president Marissa Mayer said: “If it does not have a number, it is not a key result”. The progress can be measured in percentages (0-100%), or the number of sales or revenue but it can also be the number of newly opened stores, etc. etc.

John Doerr had this formula for setting goals: *I will…... (the objective) as measured by….. (Key results). (example)*

## **Key Results: ‘Measure what matters’**

For an objective to be successfully achieved it should be linked with at least 3 and maximum 5 Key Results. More KRs will distract and will be an overload to focus on.

When your goal is more difficult to link with number measurement, you have to have at least 3 OKRs. If that is not possible you should re-write your Objective/Goal.

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.

**Example**

Objective: I will read all the mandatory books of the soft skills program plus 2 more

Key Result: read 100 pages a week

Key Result: get a best-selling book on Learning to learn

Key Result: get a best-selling book on asking questions

After defining your OKRs it is important to make plans and take the initiative. Because your Key Results need to be accomplished by doing work or studying. These initiatives are what push your progress to your goal. In the example above an initiative could be “read during lunch breaks” or listen to audiobooks while commuting.

## **OKRs timeline**

OKRs are set each quarter. This means you will set your objectives and Key Results twice during your TechGrounds Web development course.

At the end of each week, you will check in on your OKRs. This is part of your [**weekly individual retrospective**](https://docs.google.com/presentation/d/1ycn-yt0EiooxxubiLqZ3cjRXpvx8K7KvqGr_ZvSz3DY/edit?usp=sharing). This gives you insight into your progress.

The quarter will be concluded with a short interview with one of the learning coaches and with the definition of new OKRs.

Working with OKR’s is part of the TechGrounds learning approach. Therefore, your OKRs must be visible to your peer learners. Sharing your OKRs framework will also deepen your understanding of the concept and will provide you with examples of initiatives you could copy.

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## **Assignment 3.1 Defining your own OKRs**

1. All students have to watch this [youtube video](https://www.youtube.com/watch?v=mJB83EZtAjc), it is 90 minutes. You have to watch at least an hour to get the full picture of the presentation.
2. Each student is going to [define 2 OKRs](https://drive.google.com/file/d/1fqE0oo4tw6937Tlp4YbtO4Obl744AvKj/view?usp=sharing). A Professional and Personal objective for this quarter.
3. Each student will write a short [weekly individual retrospective](https://docs.google.com/presentation/d/1ycn-yt0EiooxxubiLqZ3cjRXpvx8K7KvqGr_ZvSz3DY/edit?usp=sharing).

It is important to share your OKRs and weekly retrospectives with your peers and coaches.

To help, we made an [OKRs framework](https://drive.google.com/file/d/1fqE0oo4tw6937Tlp4YbtO4Obl744AvKj/view?usp=sharing) 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.

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## **Assignment 3.2 OKRs resources (Optioneel)**

Study this [website](https://www.perdoo.com/the-ultimate-okr-guide/#a-brief-history-of-okr) with all information on OKRs;

Study this [article](https://medium.com/be-unique/let-s-revolutionize-education-with-objectives-and-key-results-okrs-21d77cf313a2) on OKRs