

WHO DOES WHAT BY HOW MUCH?

A practical guide to Customer-Centric OKRs

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What are OKRs?

Objectives
a clear why



Key Results
progress toward goal

Goal-Setting Framework



Define a problem
• what winning looks like
Focus on **Customer Behavior**

Contain solutions



Task lists

Project plans

To-Do lists

Specifications or Requirements

Value Equation (KRs)



Who? Your Customer



Does What? Their Behavior



By How Much? Measure
of change in their behavior

Identify your Customers

Who are your colleagues?

What do they need from you?

What do you need from them?



How might you change the way you work to make everyone more effective?

How?

Gather what you need

- Organization's strategy / team's strategy
- Team's most important obstacle
- Organization's high-level OKRs
- Your scope of control
- List of potential customers to focus on
- List of potential outcomes

Identify your
biggest obstacle



Turn your obstacle into a
positive statement

Find your Parent

Self-Check your objective

- ☐ Positive statement
- ☐ Inspirational
- ☐ Qualitative
- ☐ Timeboxed
- ☐ Specific.
- ☐ Doesn't contain a solution.

“ Your OKRs should focus only on what
you can control and change. ”

Collecting Data

Measurements of
customer behavior

Often gathered
through analytics tools

Quantitative
Numbers

Tell you what is happening and
how well you're progressing



What you get from your
interactions with your customers

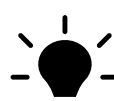
Qualitative
Words (things you can't count)

Help you figure out what adjustments you might want to make to your work

Helps explain the numbers

Setting OKRs

Through Collaboration



Top-down

- leadership determines the strategy / high-level OKRs
- communicates them clearly to every team / every individual

Bottom-up

- each team creates its own OKRs
- clear relationship to a parent OKR

Collaboration

- all teams bring their OKRs to their leaders and peer teams
- explain why they chose their goals



Revise and Publish

- teams revise their OKRs as needed
- then publish their final OKRs for the period



We believe that doing this:
Running ads in the local newspaper

Will achieve our outcome, which is:
Who: breakfast buyers

Does what: enter our store

By how much: increase of 50%

“ Good key results measure value, and the best way to understand value is by
measuring what people are doing, or doing differently, as a result of our work. ”

Planning with OKRs

Filter your work with OKR:

Which of our OKRs will that help achieve?

Step 1: Change the question

Old questions:

- What will we build?
- When will we be done?

New questions:

- What results are we seeking?
- What outcomes are we trying to create?
- What will people be doing differently if we succeed?

Step 2: Embrace learning activities

can provide more / better answers than your guesses

Step 3: Build an outcome-based product roadmap

- instead of thinking about a roadmap as a fixed plan
- think as a communication tool that shows your intentions

Step 4: Review your roadmap at the beginning of each new cycle

Adjust Performance
Management Criteria

Do not create individual OKRs



Use the 7 key principles of OKRs

Focus, Accountability, Prioritization
Agility, Learning
Alignment, Autonomy, Collaboration

How well the individual used their time in service of the OKR
How well a person incorporates learning activities into their work cycle
How well individual team members collaborate and communicate



Why Use OKRs?

Be customer-centric

Grant people autonomy
to figure things out

Provide the **alignment** and **focus** that organizations need
to manage complexity

Focus

For the **current** strategic priorities

Alignment

Teams link their OKRs to "parent OKRs"
at a higher level in the organization

Customer-centricity

OKRs based on a better state for
customer: visible through behavior



Autonomy

- teams set their own goals
- linking each goal to a higher-level goal

Accountability

- teams set their goals transparently
- ensure these goals alignment

Transparency

OKR work and progress are shared publicly

Agility

Check in to ensure goals and work are
aligned with strategic and market priorities.

“ Just because you make something
doesn't mean that you've created value. ”



Output

people involved made something



Outcome

- measurable change in behavior
- see when people receive our output

VS

Writing OKRs

Inspirational

connects the team's work to a broader purpose

Qualitative

- describes a strategic aspiration
- without quantifying it

Timeboxed

- includes a deadline
- by which you believe you will achieve it
- or by when you'd like to...

Specific

focuses on a key element of your strategy

Scoring OKRs



Exceeded expectations
outperformed the target

Delivered
hit the target

Fell short

made progress, you created some value

We failed to deliver

didn't create the value that you set out to create

OKR Cycle

Organizational Strategy and OKRs

- setting organizational strategy and goals
- each year

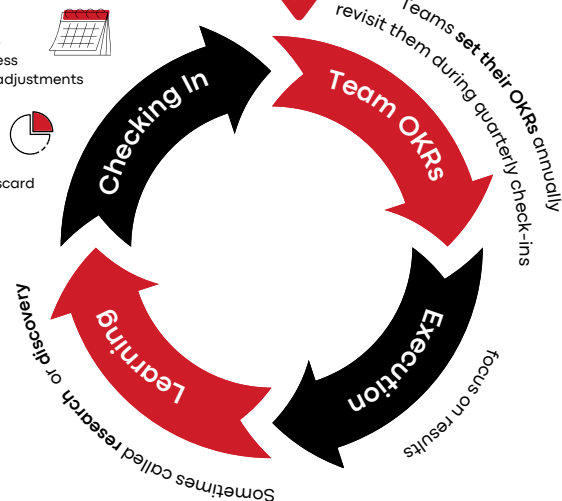
Monthly

- share learnings
- evaluate progress
- decide tactics adjustments



Quarterly

- emphasis on strategy
- recommit / adjust / discard



Supporting OKRs from the Top

Start with Why

Trust the Process
& your Teams

Provide Universal
Access to Data

Model the Values
You Want to See

Provide a
Clear Strategy

Support
Learning Work

Create a
Safe Culture of Learning

Design the organization for
collaboration and agility

