

Objectives and Key Results

Setting clear objectives and associated key results helps ambitious organisations move towards their goals and validate progress

Introduced by Intel and later popularised by google, Objective & Key Results (OKRs) support organisations in achieving strategic goals through alignment at organisation and team level. This is done by setting ambitious objectives which challenge the members of that organisation to push the boundaries of innovation.

There are two parts to an OKR:



Objectives

An aspirational goal that the organisation or team wants to achieve.



Key Results

Key Results: The specific and measurable ways in which progress towards that objective will be tracked.

When writing OKRs, consider the following:

- ✓ What is the overall strategic goal you are seeking to achieve? Is it clear to those writing the OKRs?
- ✓ Who is writing them? While organisational objectives are set by the leadership team, team members need to be involved in authoring team level OKRs to ensure their buy-in to the objectives and to check there is alignment between the team and leadership on the strategic goals.
- ✓ How aspirational are they? Do they inspire them to innovate?
- ✓ Having 3-5 Key Results for each objective is a good balance in terms of picking the important results without focussing on just one thing.
- ✓ Remember the Objective is always the objective, and so avoid activities which improve the key results without contributing to the objective itself.
- ✓ A 70/30 split between achievable and ambitious objectives helps teams innovate, but also sets them up for success.

Example OKR

Objective	Key Result 1	Key Result 2	Key Result 3	Key Result 4
Become Carbon Neutral across all sites	90% powered by renewable energy	25% reduction in use of disposable cups	Solar panels installed to 80% of buildings	80% of fleet cars are electric

