

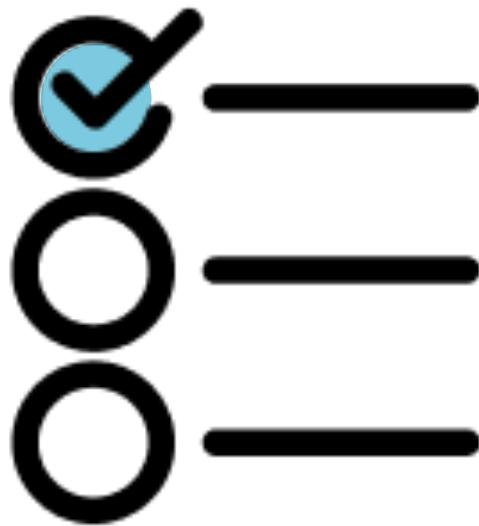
# One of the most powerful aspects of OKRs is *learning*.

What should we have measured to improve our outcomes?

What is our real capacity to execute?

What gets in our way?

Setting quarterly KR targets gives you 4 opportunities to learn.



# It's quality over quantity

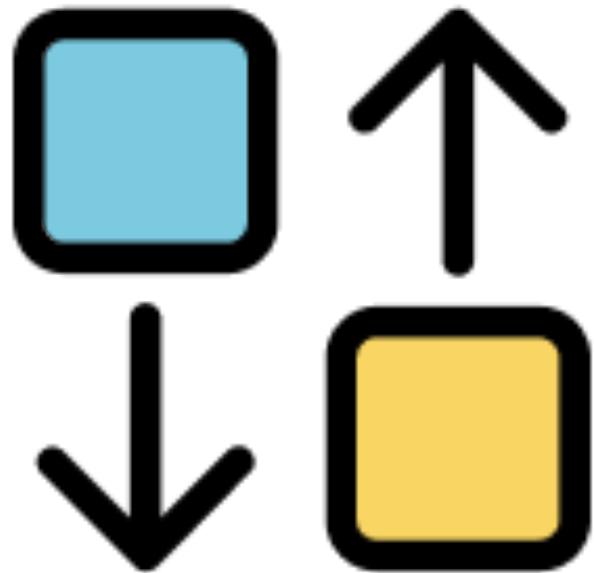
- What are the real drivers? Don't confuse good ideas and good work with best possible results
- Deciding what you won't focus on **is** focusing
- Listing it all feels easier, but it fails to prioritize efforts or drive focus
- Intellectually honest conversation → best results!
- KRs tell us what measures we want to **improve** and by how much, KPIs are what we want to **monitor**



# Reinforced the silos instead of breaking through

Lateral alignment is often more potent than vertical.  
TIE OFF with peer teams to align on shared or dependent results.

Don't assume it -- debate it and agree on the target results.



# One-way vs two-way information flow

Your people are closer to the constraints and facts than you. They often know well before you what will go wrong.

Setting OKRs together is your opportunity to hear those constraints and risks *before* they occur.



# You didn't do the real alignment work

## TOO HARD

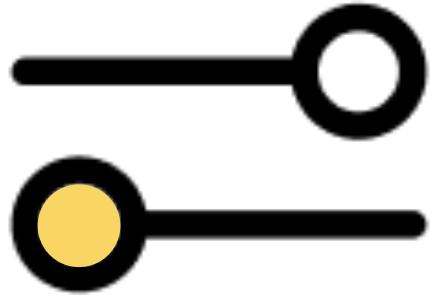
You avoided the hard conversations, so priorities still aren't clear.

## TOO HIGH

You didn't take the team with you. You understand what to execute, they don't.

## TOO GOOD

You resisted because you had more important things to do than align and execute strategy.



# **Everyone's measuring taillights, so no one is really driving**

Use KRs to reduce your risk of failing!

What can you measure that ensures you achieve end of period outcomes?

What measures tell you when to shift attention and resources?

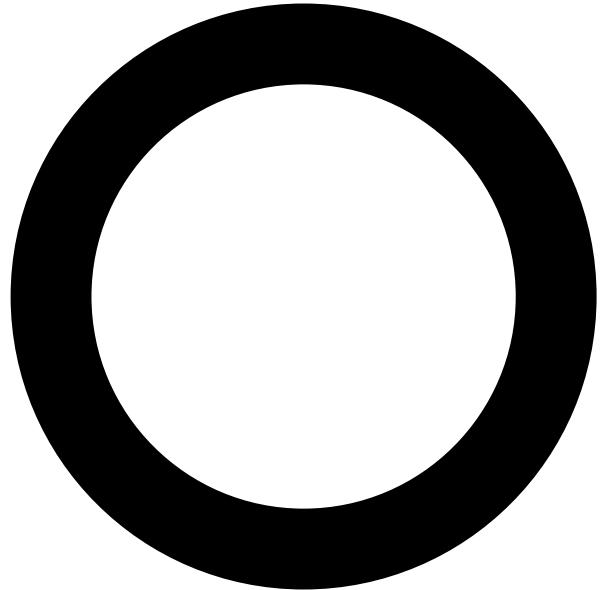
If your key results are end of period financials, then your directs' should be headlights to those financials



# You're managing results at the wrong elevation

There is confusion over what you're managing directly, so no one is clear about ownership.

Rule of thumb: Key results should be measures you will actively discuss at least twice a month in your staff meeting.



# Process eclipses purpose

You lost sight of the power and defaulted to bureaucracy.

You don't need OKRs. You need more clarity and more focus on the most important outcomes for the business this year.

No one needs to "do OKRs" ... everyone wants clarity, alignment, focus, and success on the company's objectives and key results.