

Using OKRs to Drive Results aka "Secrets to Crushing Your Goals"

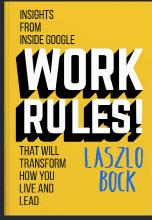
Kris Duggan CEO and Founder, BetterWorks @kduggan





Eric Schmidt & Jonathan Rosenberg

with Alan Eagle, foreword by Larry Page





"In 1999, John Doerr introduced OKRs to Google and changed the course of the company forever..."

Eric Schmidt



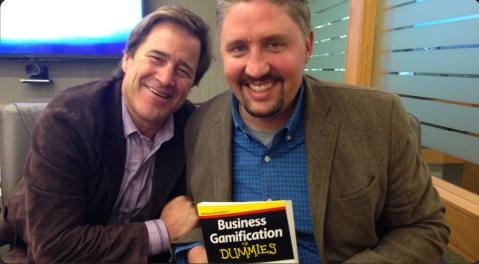
Shona Brown



Laszlo Bock







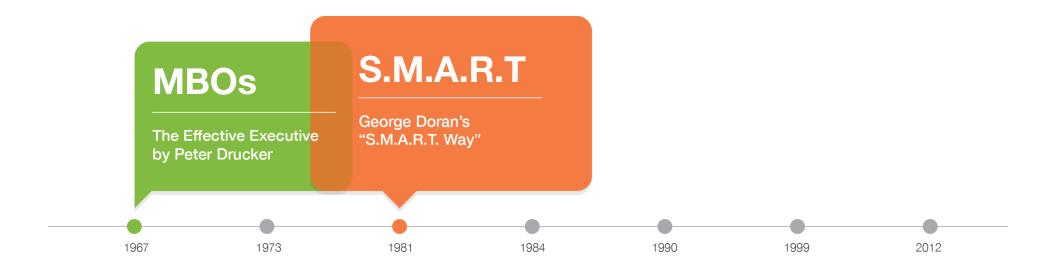






A Brief History





The Good and Bad of MBOs





The Good

 MBOs ushered in era of results-oriented management

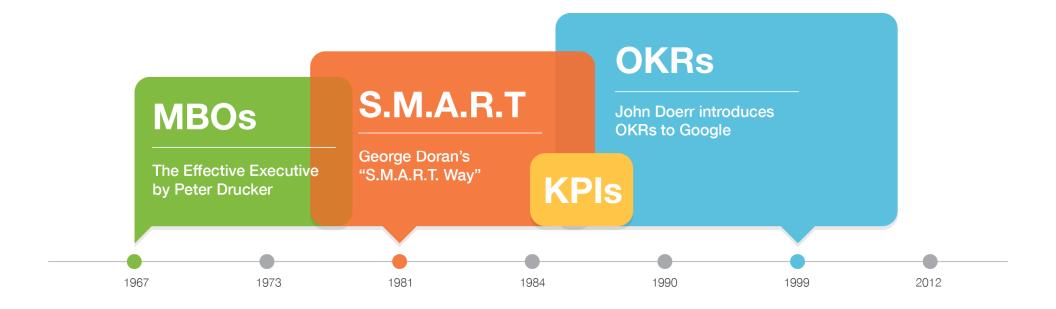


The Bad

- Infrequently updated
- Siloed
- Management-driven
- Tied to performance reviews and compensation

A Brief History





The OKRs Revolution





- Objectives and Key Results (OKRs) are invented at Intel
- KPCB's John Doerr brings OKRs to Google and more

Benefits

- Quarterly vs. Annual process
- Transparent and aligned
- Aspirational
- Not tied to performance reviews/compensation



OKRs are a management methodology that helps companies focus effort on the same important issues throughout their organization

Objectives

What I want accomplished



- Personally significant and aspirational
 - Should get you out of bed in the morning
- Significant for company
 - Aligned w/, and supported by, entire org



Key Results

How I will accomplish it



- Clearly make the objective possible
- Measurable
- Limited in number
- Time related



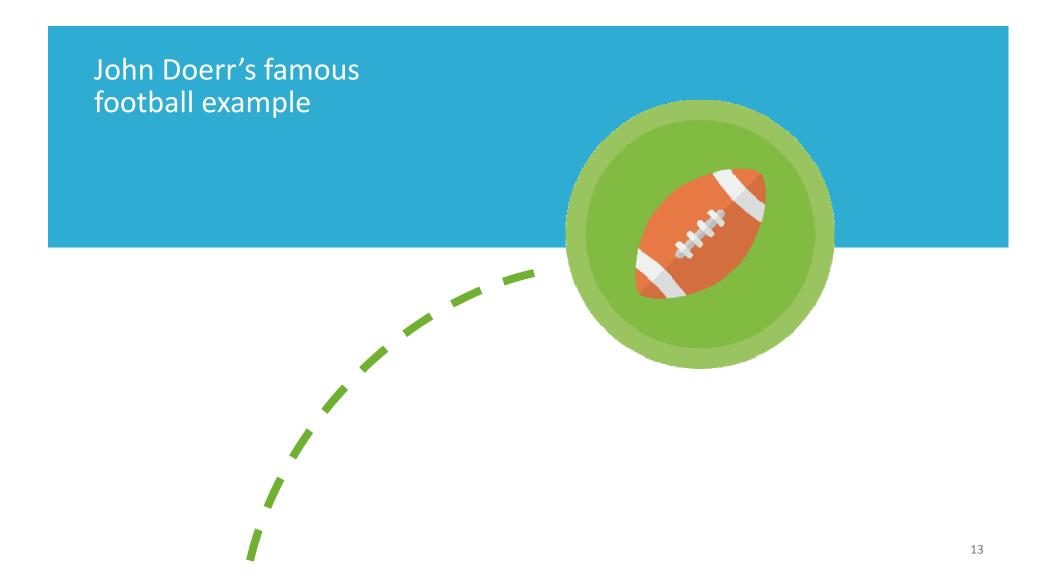
Why use OKRs?

- Disciplines thinking
- Communicates accurately
- Inspires confidence that everyone is working together
- Establishes indicators for measuring progress
- Focuses effort
- Know exactly what you're working on



OKRs tell you & your team what you're doing THIS quarter & importantly, what you are NOT.

Rick Klau
Product Partner at Google Ventures









Larry Page Head Coach Win SuperBowl

- 1. 200 yrd/game passing attack
- 2. 3rd ranked defence in NFL
- 3. 25 yds. punt return average



John Doerr
Sand Hill Unicorns General Manager
Make \$\$\$ for Owners

Key Results:

- 1. Win Super Bowl
- 2. Fill stands to 88%



@Jack Head of PR Fill Stands to 88%

- 1. Hire 3 colorful players
- 2. Get 2 Monday Night games
- 3. Highlight key players





Larry Page **Head Coach** Win SuperBowl

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Defense #3 Defense Less than 100yrd passing a game



200 yrd passing attack

Offense

75% completion



Special Teams 25 yrd punt return average 3 Blocked punts



New Staff Get 2 Monday Night Games 5 ESPN special features



Hire 3 colorful players Visit top 25 colleges



Publicity Agent 3 weekly front-pagers Hire 10 new cheerleaders

Some Best Practices to Remember



- Focus on 3-5 objectives at a time
 - With 3-5 key results for each
- At least 60% of objectives should be bottom up
 - Too much top-down dictation kills motivation and aspiration
- Performance evaluations should be completely separate from OKRs
 - Keeping the two separate encourages workers to set aspirational OKRs
 - Tying the two together stunts innovative thinking, and leads to sandbagging





Larry's Objective Win Super Bowl	Owner	Status	Grade
1. 200 yards a game passing attack	Jeff	• 250 yrds/game	1
2. 3rd ranked defense in NFL	Joe	• 9 th ranked defense	0.7
3. 25 yard punt return average	Aaron	• 10 yrds punt return avg	0.4
		TOTAL	0.7

- Grading and reflecting on past OKR progress is critical for setting future OKRs
- According to John Doerr & Google, a total grade of 60 70% = sweet-spot

Goal Science™ Thinking





Connected

Transparent and aligned



Supported

Social reinforcement and recognition



Progress-based

Frequent and measurable feedback



Adaptable

Flexibility to respond to changing priorities



Aspirational

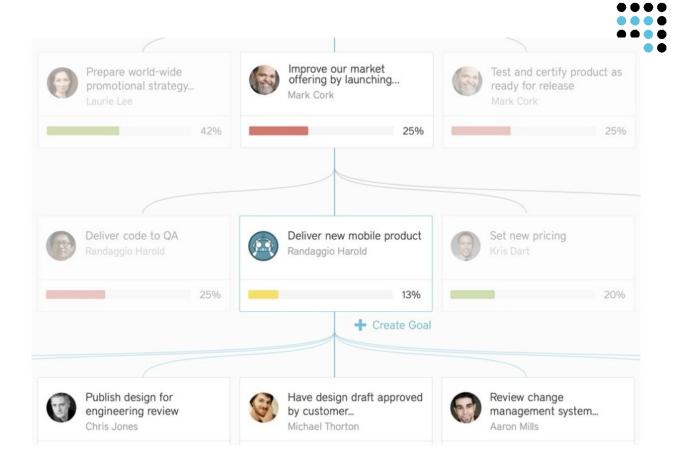
Retrospection to encourage excellence



Connected

Transparent, aligned and all individuals participate

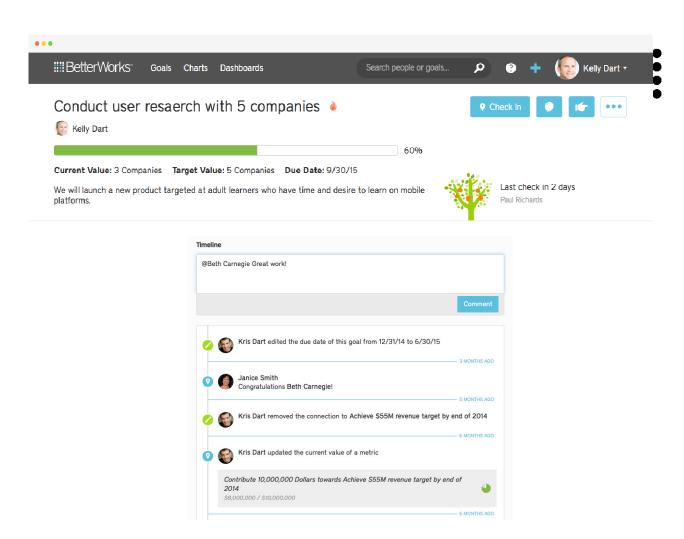
People view their manager's goals 20% more often than their own



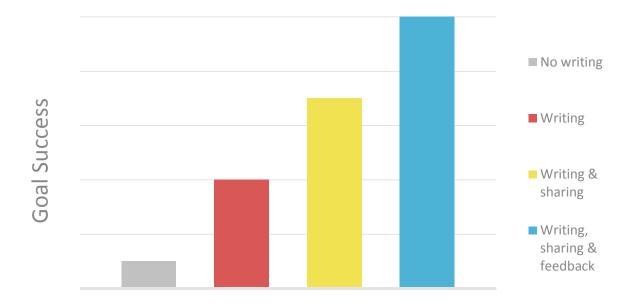


Working transparently with social reinforcement and recognition

78% increase in achievement when goal information is shared with a peer







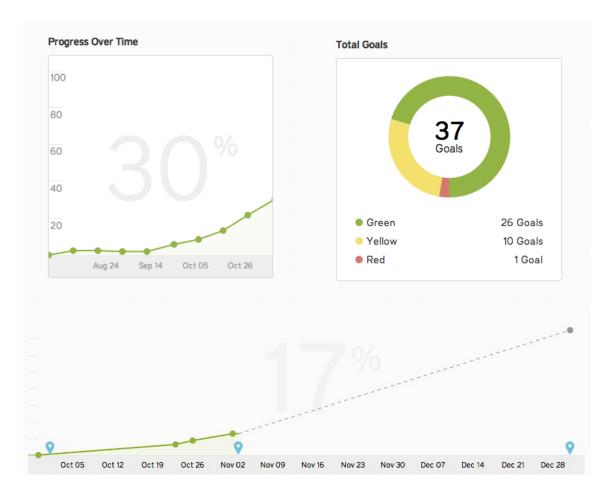
Matthews, Gail. "Goals Research Summary." (2013).



Progress-based

Frequent, measureable feedback and ongoing wins

Fitbit users step **43%** more steps as progress is tracked regularly.

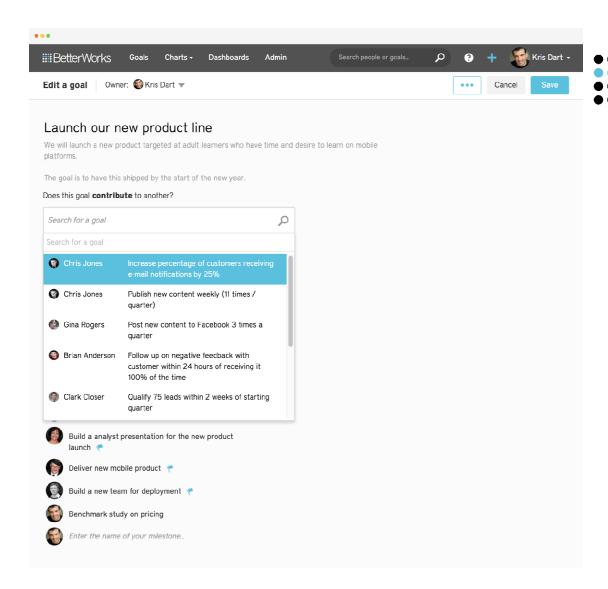






Flexibility to respond to changing priorities and business needs

20%-25% of goals are adjusted and updated (the targets or milestones themselves) during the period





Retrospection to encourage excellence

Top-performing department at an industry leading energy company:

Average progress: 82% Average score: 97%





Score this goal to archive.

*Score your performance on this goal Once scored, the goal will be locked and may not be unarchived.		
: (2) (2) (3)		
Leave a comment		
Summarize this goal with a final	I comment	
Clone this goal		
Don't archive	Done	



Sales Goal Examples



Role

Account Executive

Goal

Create new bookings pipeline for Q1

As measured by

- Contribute \$250K in bookings by Q1
- Contribute \$1M in new pipeline by Q1
- Keep pipeline above 3x at all times
- Deliver 40% of territory bookings via upsell and cross-sell

Role

Sales Representative

Goal

Exceed Q4 quotas by 100%+

- Create an account plan for each tier by Jan 31st
- Generate 60 QSLs by Q1
- Source 30 Fortune 1000 CXO meetings by March 1st
- Bring in \$200,000 in bookings by Q1

Marketing Goal Examples



Role

PR/AR

Goal

Drive awareness through PR activities

As measured by

- Publish 20 press pieces by Q1
- Host 2 media dinners with key industry influencers by Q1
- Secure speaking spot for our CEO at TED
- Reach out to 25 publications about Series D round on March 25th

Role

Product Marketing

Goal

Drive an epic launch for product 3.0

- 10K first impressions/downloa ds within the first month of launch
- Finalize messaging and competitive positioning by Jan 31st
- Create one customer case studies or 3 testimonials for product v3.0 by
 Feb 15th

Engineering Goal Examples











Role Software Engineer

Goal

Implement refactored email delivery architecture

As measured by

- Simplify and clean up the email signals and processing by February 16th
- Ship email delivery architecture by code freeze
- Ship email delivery architecture w/documentation & unit tests by code freeze

Role

Quality Assurance Engineer

Goal

Drive quality for features shipping in February

- Find 50 bugs by the end February
- End February with 250 open bugs of P2 or higher
- Increase Karma test coverage from 86% to 90% by end February
- Have zero regressions in March

Product Goal Examples











Role

Product Manager

Goal

Increase daily engagement with the product

As measured by

- Interview 50 customers or users to get feedback
- Modify onboarding experience with educational content and social features
- Identify power users & document their behaviors

Role

Technical Writer

Goal

Restructure content in Customer Support portal

- Eliminate redundant documentation
- Condense and refine existing FAQs w/ help from customer support
- Develop documentation formatting and style guide
- Propose and share new style guide with product team

Design Goal Examples











Role

Product Designer

Goal

Design major interactions for March sprint

As measured by

- Create and present
 5 prototypes to
 head of design
- Participate in 5 user interviews with user researcher
- Increase engagement on all newly designed features by 10%

Role

User Researcher

Goal

Develop more understanding of our user base and target demographic

- Travel onsite to 6 partner companies by end of Q1
- Distribute nationwide survey to 10,000 individuals to gather demographic data by February
- Create a model for top 5% of users of the product by February

Support Goal Examples











Role

Customer Support Representative

Goal

Make customers' experience with support enjoyable and helpful

As measured by

- Respond to new tickets in less than 10 hours, on average
- Resolve initial questions in less than 24 hours, on average
- Maintain a personal satisfaction score greater than 90%

Role

Community Manager

Goal

Grow a vibrant customer community

- Publish 7 blog posts by the end quarter
- Increase forum participation by 50%
- Increase successful customer referral rate to 9%
- Develop strategy to engage company's leading online evangelists





30 Day Ramp Up Fast Goal with Milestones 🎍

Check In







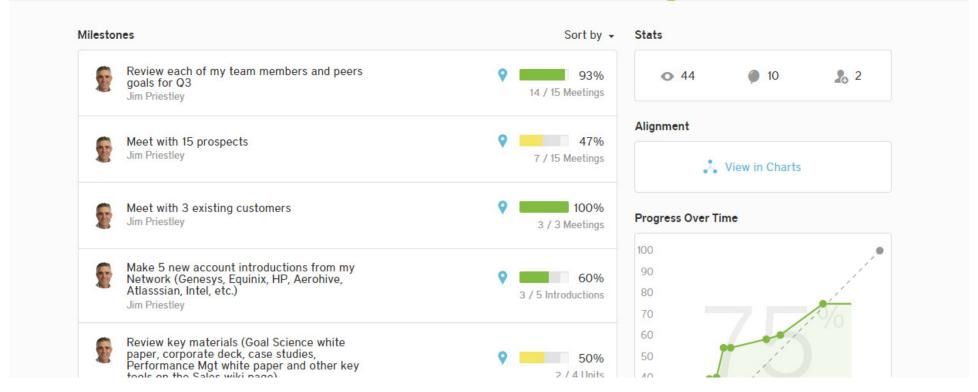


7!

Due Date: 8/14/2015 Category: Work

This will help me ramp up with specific key deliverables













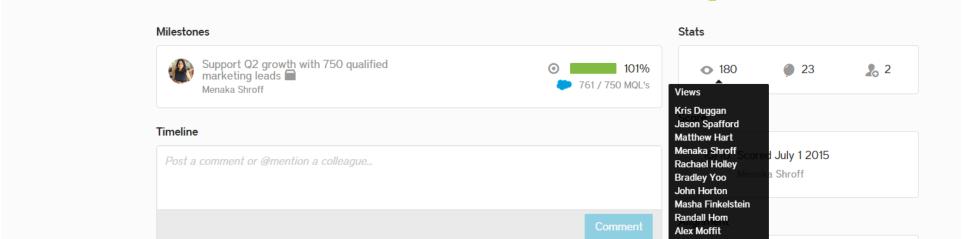
Current Value: 761 MQL's Target Value: 750 MQL's

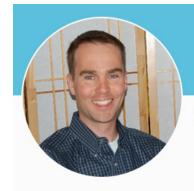
Goal reached in time: 6/30/2015

750 MQL's (marketing qualified leads) for Q2. This is based on the dollars needed to be sold for Q3, so we are bringing these leads in one quarter ahead. This target value does NOT include companies <100 in org size.

This target assumes that we will convert 95 of these leads into QSL (qualified sales leads). Marketing will track these QSL's in their departmental goals as well. Outbound SDR QSL's do not count towards the marketing QSL target.







Jonathan Cheyer A Head of Engineering | Engineering

View in Org Chart

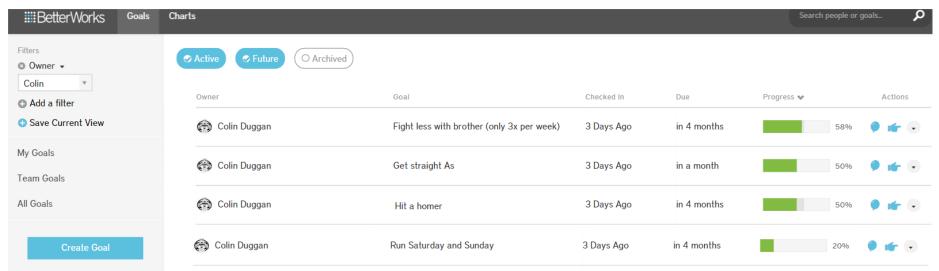


Manager: Kris Duggan

jcheyer@betterworks.com +1 408-569-7068

Current Stats 18% 14% 7 Lifetime Activity 429 745 60 People Jonathan Shares Goals With 1

View all goals **Current Goals** 2015-Q3 Quality 42% 2015-Q3 Engineering Capacity 0% 2015-Q3 Security 0% Complete Sales Demo certification 0% Release Sprint 20 with High Quality 28% 2015-Q3 Release sprints with high quality 37% 2015-Q3 Engineering Story Points 17%







Improving yourself just 1% every day and in a year you are

$$1.01^{365} = 37.8$$

Degrading just 1% everyday and in a year you are

$$0.99^{365} = 0.03$$