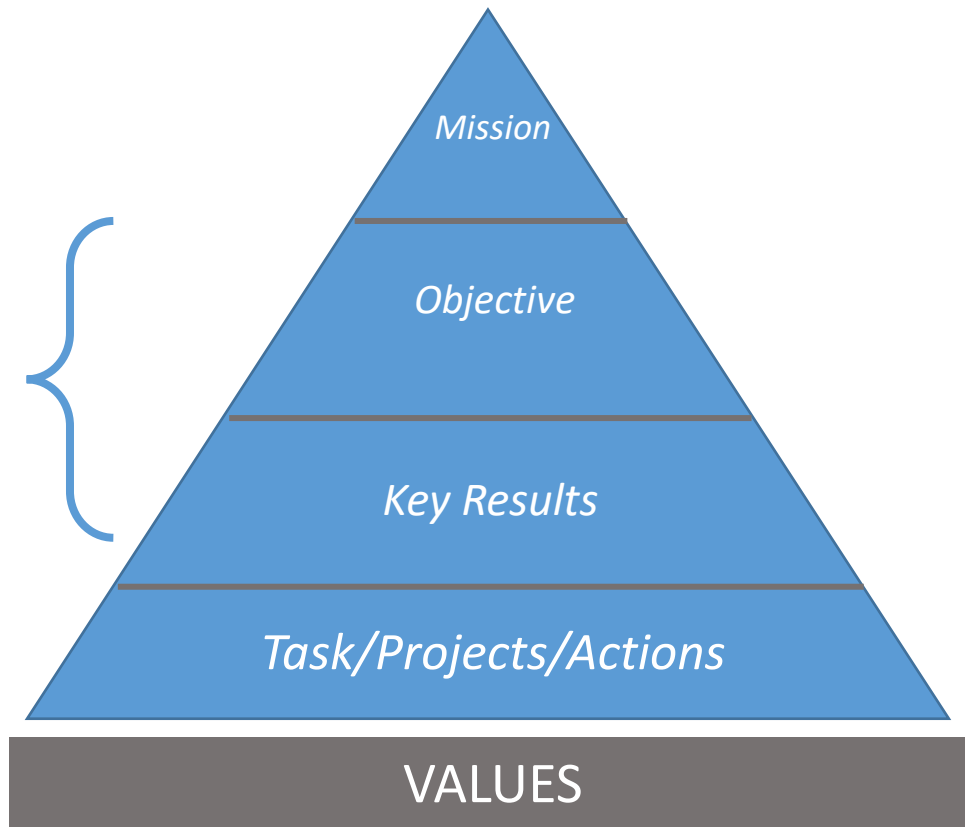


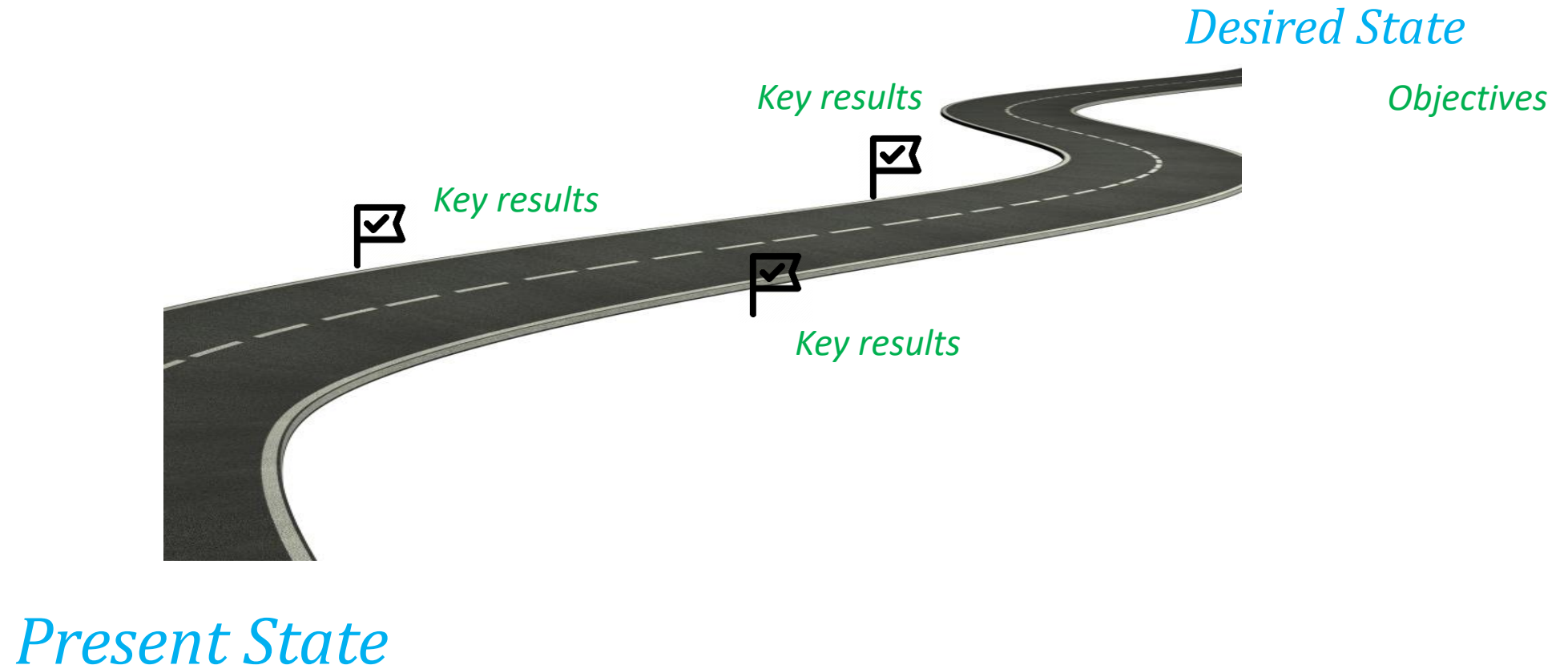
*Successfully Leading Technical and  
Creative Teams: Power and Practice of  
OKRs*

# Strategy Pyramid



# Strategy Pyramid

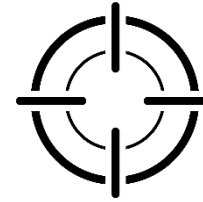
*"If you don't know where you are going, you might end not get there" – Yogi Berra*



# Objective and Key Results (OKRs)

## *Goal Setting Strategies:*

*Help individuals and teams set and achieve well-aligned goals*



OBJECTIVE → Overarching aspirational goals

KEY RESULTS → Quantifiable targets to meet Objectives

### EXAMPLE

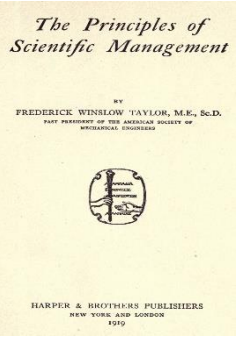
**OBJECTIVE:** Make TOMiScope Exam as fast as an Otoscopy Exam– 3 months

KR1: Reduce bootup/wakeup time to 10 sec – 1 month

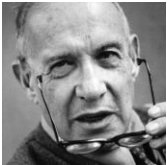
KR2: Improve usability to allow exam in 1 minute – 2 months

KR3: Allow interpretation of results in 10 sec – 2 months

# History of OKRs



1919



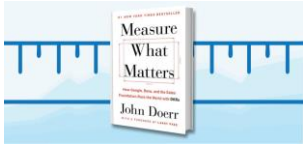
1954



1970s



1999



2010s

# First Principle Understanding: Why OKR may work?

Why any management principle works ... or not?

- *Alignment with human nature*

Objectives	Pursuit of something motivating and purposeful
Key Results	Focus through time-bound quantitative goals



BOTTOM LINE:

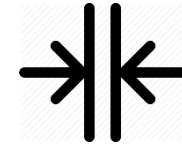
*Always ensure whatever we try is in harmony with the nature of individuals and the team.*

# OKR Principles: 1. Transparency/Alignment

All company objectives and key results should be transparent



Individual and teams should look for alignment



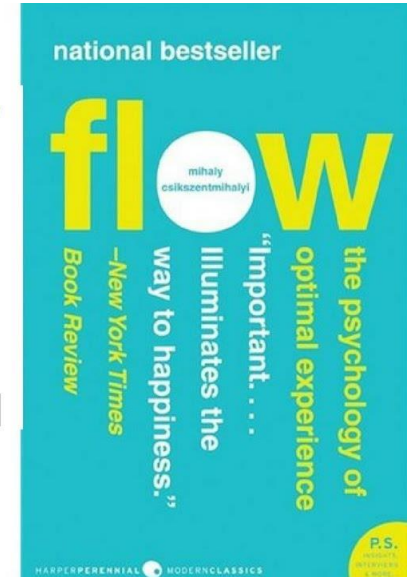
*Are we selling 100 units while have parts for 10!*

*Is marketing launching a product this quarter that will be ready next year!*

# OKR Principles: 2. Stretch Goals

## Setting Challenging and Motivating Goals

- Keeps us engaged and happy
- Brings out best in the people
- Careful thought (Stretch goals are not wishful thinking)





# OKR Principles: 3. Regular Tracking/Update

- Good goal settings is 80% of the job done
- Review OKR weekly (progress and validity)
- Score OKRs at end of timeframes (monthly)

# Examples of OKR Scoring

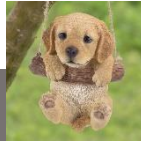
Table 10.1: Scoring and Assessment Variations

OKR	Progress	Score	Self-assessment
Bring in ten new customers.	70%	0.9	Due to a slump in the market, the OKR was significantly tougher to achieve than I'd thought. Our seven new customers represented an exceptionally good effort and outcome.
Bring in ten new customers.	100%	0.7	When I reached the objective only eight weeks into the quarter, I realized I'd set the OKR too low.
Bring in ten new customers.	80%	0.6	While I signed eight new customers, it was more luck than hard work. One customer brought in five others behind her.
Bring in ten new customers.	90%	0.5	Though I managed to land nine new customers, I discovered that seven would bring in little revenue.

*John Doerr 2015*

# OKR Principles: 4. Ownership

Owner



*O: Make life difficult for owners*

*KR1: Chew 1 piece of furniture each month*

*KR2: Dig 3 holes weekly in the backyard*

*KR3: Throw up in living room every quarter*



Co-Pilot

# What OKRs don't do

- *They are not task lists (we need OKRTs)*
- *They are not projects (Usually not binary)*
- *They don't tell us how, just where/what*
- *Definitely not silver bullet for management*

# OKRs vs KPI (Key Performance Indicators)

- *Key Results take us from point A to B*
- *Key Performance Indicators allow continuous monitoring*
- *Both are required in steady state*

# OKR Real World Example: *Intel Operation Crush*

## *Situation:*

*Tough competition from Motorola, with better and easier to use microprocessors. (District sales managers Don Buckout and Casey Powell informs management)*

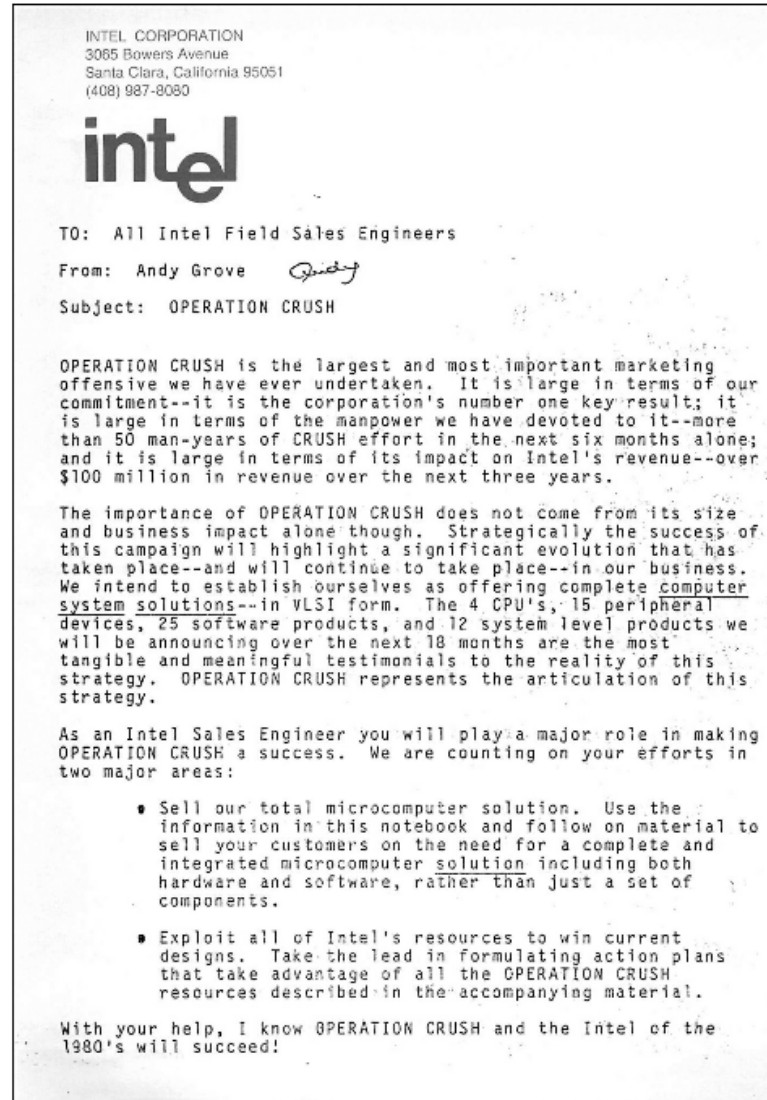
# OKR Real World Example: *Intel Operation Crush*

*Situation: Tough competition from Motorola*

*Actions:*

*Setting company wide  
Objectives and Key Results*

*Goal of achieving 20 design wins  
in 18 months*



INTEL CORPORATE OBJECTIVE
Establish the 8086 as the highest performance 16-bit microprocessor family, as measured by:
KEY RESULTS (Q2 1980)
1. Develop and publish five benchmarks showing superior 8086 family performance (Applications).
2. Repackage the entire 8086 family of products (Marketing).
3. Get the 8MHz part into production (Engineering, Manufacturing).
4. Sample the arithmetic coprocessor no later than June 15 (Engineering).

# OKR Real World Example: *Intel Operation Crush*

*Situation: Tough competition from Motorola*

*Actions:*

*Setting company wide Objectives and Key Results*

*Goal of achieving 20 design wins in 18 months*

*Outcomes:*

*Intel gains 25 design wins! (And one big one)*

*Captures 85% of microprocessor market by 1985*

*Lessons:*

- *OKRs for flexibility and ability to pivot*
- *Paying attention to those in trenches*
- *Managing chaos*

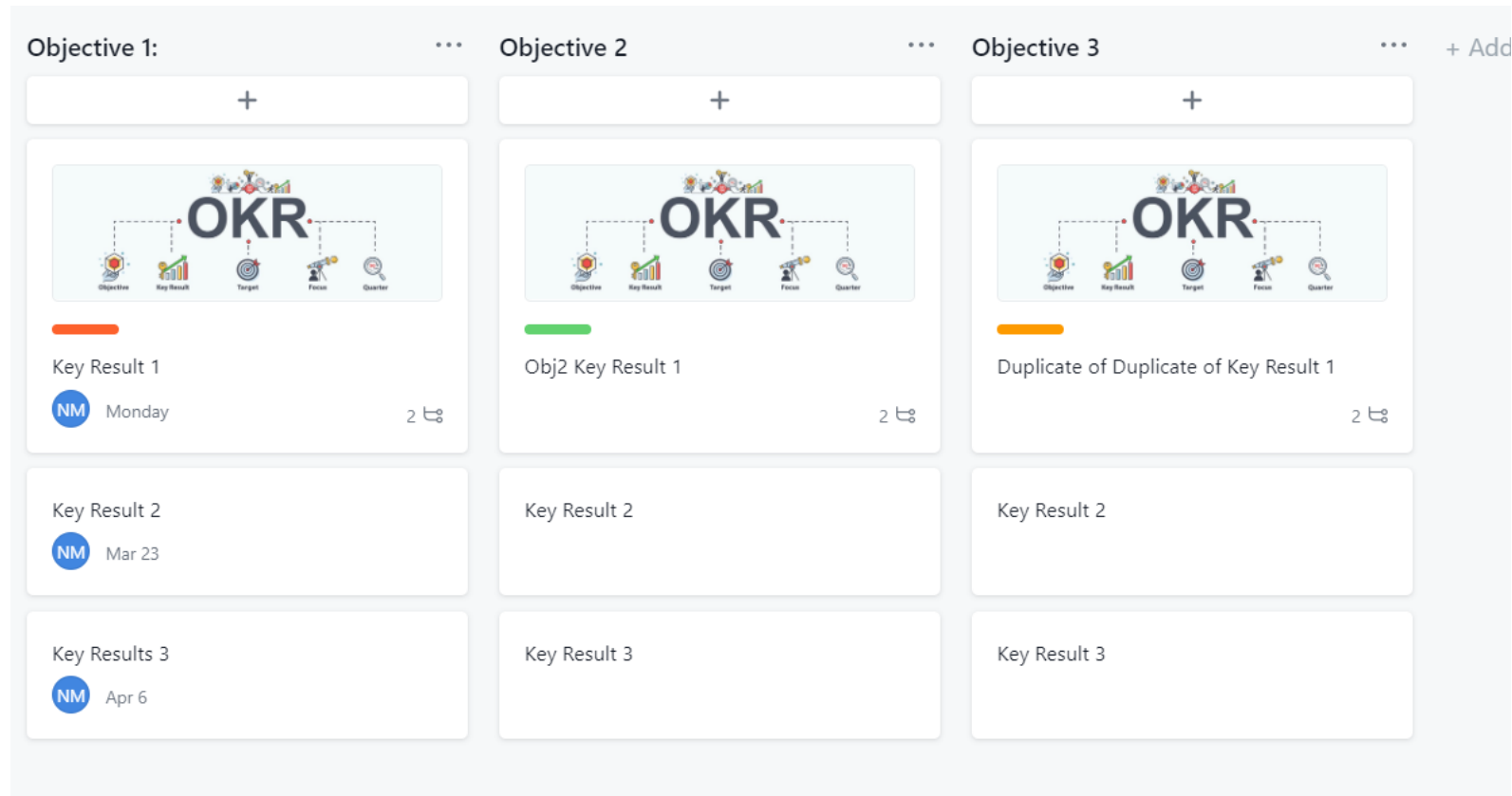


# Other Famous OKR examples

- 23andMe increasing sales 3x in 1 year
- Chrome browser getting 100 million user in 3 years
- YouTube with 1 billion hours per day viewed
- Bill and Melinda Gates eradicating malaria by 2040

# Structure

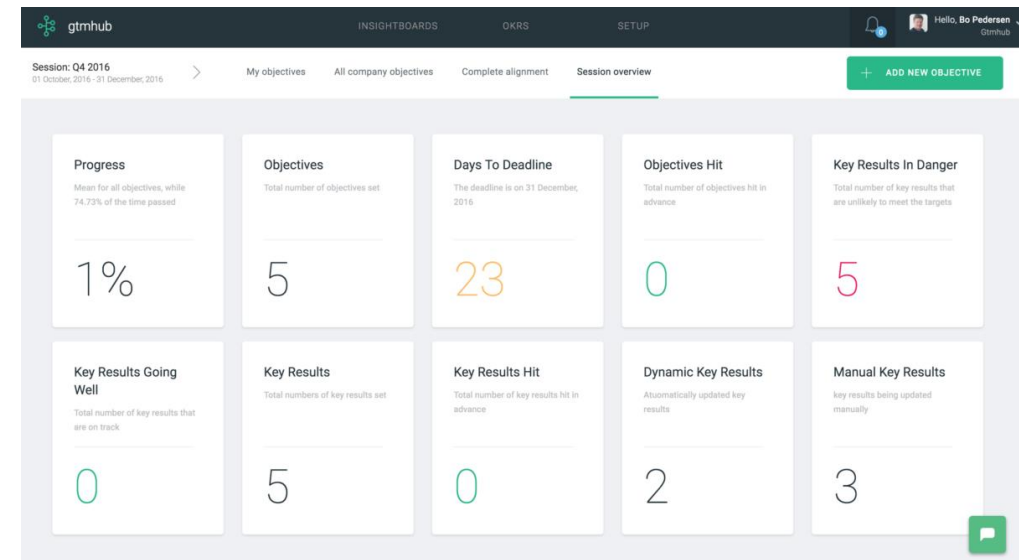
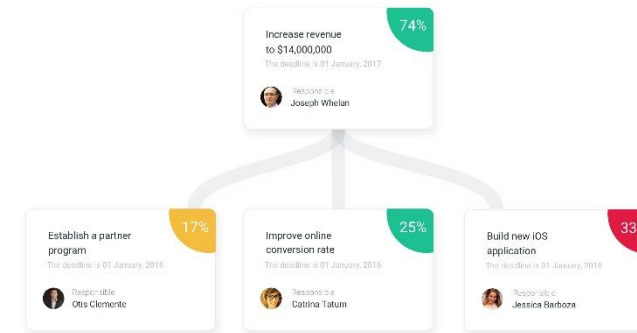
- Maintain OKR Board: All company OKRs are visible to everyone.
- Update and track progress weekly (Monday morning): Assign progress percentage
- Update OKRs based on new information



# Tools



- *Project management tool.*
- *List tasks, deadlines, owners.*
- *Record all actions, attachments etc*
- *Create dependencies, Gantt chart etc*



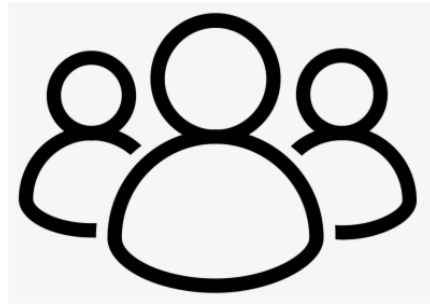
# Summary and Actions

OKRs: Method of Setting Structured, Quantifiable and Trackable Goals



- *Define current OKRs*
- *Define Review Process*
- *Manage all projects/tasks together*

# OKR and Team Collaboration



Individual vs Team Competence

- Positive work cultures are rare and worth maintaining
- Ability to understand and accept shortcomings is critical
- High-performance teams are supportive in failure while going for big goals
- Pride and respect towards the goals we set ourselves

# How do we know it is working

## Short term

Sense of clarity

Better execution on critical items

Better Team Collaboration

## Long term

Achieving aggressive goals!

Assuming we follow up on OKR setting and updates