alright, OKRs! Now what do I do...

common questions with best practice answers to creating and aligning objectives and key results (OKRs) with your team
start with building a habit

A great objective is one you want to look at every day. Every month, every week—consistently engaging OKRs turn goal-setting into a natural habit. This changes how individuals approach everyday jobs-to-be-done.

Milestones become natural, focusing conversations on what you need to do next to aim even higher.

This will put in place natural processes that make your organization continuously analyze what you need to aim higher and get there more efficiently.

Learn more in our practical getting started guide: http://bit.ly/7GeeseOKRsGuide
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navigating creating OKRs

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The first step to creating a great OKR is the understanding that OKRs are used due to their transparent nature and ability to track results on a quantitative basis. They include numbers to make it clear how much has been achieved over a given span of time. To ensure your OKRs are hitting the right mark you have to translate tasks and projects into results.

One way to do this is to move the conversation from, “what steps am I going to take to complete this outcome,” to “what am I expecting to achieve if I successfully complete this objective? What target indicator will define success?”
best practice is to introduce everyone to OKRs at the same time—invest in goal-setting collaboratively

The typical structure of any great OKR system is that each objective is made up of a high level objective, a more detailed description of why that objective is important, a summary of how the objective aligns with the broader goals of both the person’s team and the company, and the three to five key results that will help them achieve that goal.

To create a successful goal-setting planning process that allows for this type of OKR, everyone in the team needs to be invested in the process from the start.

As a team, you have to understand how each other operates and what defines a successful project. What success means for the engineering team may vary to how sales and success define success.

Especially in larger teams, it’s important that there’s no gaps between understanding what everyone is working on, how it aligns to business success. It’s also important to have a clear understanding of how they’re work is influencing other’s success, or utilizing resources available to the entire team.

OKRs are about transparency and alignment. By nature it's a collaborative process. If only leadership determines what's important, goal-setting falls into a managing / dictated model, not a self-defined motivating coaching model.

Habits around goal-setting are also best developed when as the person responsible for execution, you’ve been involved along the way. It’s important for leaders to execute change and guide everyone else through leading by example. It's also important for team members at all levels to have a defined purpose and strategy backing up the execution of their OKR.

There’s an inherent sense of collaboration with a great objective. Just because you’re writing it, doesn’t mean you should be the only to say it and it still ring true. If the organizational priority is to achieve product-market fit, everyone on the team can say that and see how they can focus their efforts towards it.
Objectives are outcomes that reflect current business priorities. They are:

- Time based (Due date)
- Non-numeric (Qualitative)
- Aspirational (Saying this with confidence sounds hard)

Answers: “What am I working towards without focusing on the tasks that get me there?”

Empowers and promotes collaboration and cross-functionality

Has a clear subject, object and journey that the subject goes through

Every objective has corresponding key results that are:

- Numerically measured
- Utilize a threshold or delta to measure change (from x to y)
- They are the end result of a series of tasks, but not the tasks themselves
- There’s a baseline measurement to move away from or towards

Answers: “How do I know if I have achieved my outcome?”

Each key result has supporting projects, which have their own to-do tasks, but are kept separate from OKRs.

Great OKRs have a clear subject, object, and journey that subject aims towards. Here’s an example of an OKR that follows this model:

**Customers consistently find our product**, The subject

The journey the subject takes (Finding your product useful)

**KR1**: 80% of new customers continue their subscription after 2 months.

**KR2**: 50% of new users return within 2 weeks.

**KR4**: Churn rate is < 2% this quarter.

This objective sounds hard. This means it’s challenging and aspirational, but can also have multiple projects spanning multiple quarters so it’s something that can be worked on continuously. Multiple departments can adopt this OKR creating various key results that fit their projects.
OKRs are high-level goals, not tasks. Try to have a max of 2 objectives per area of responsibility

OKRs are pretty unique in the sense that every time you create them, there will be a different ideal number based on your current priorities and strategies. Goals in the form of OKRs link to areas of responsibility, business priorities, stages of business (start-up vs. well established organization), and how a team choses to divide ownership over results.

Stick to a max of 5 OKRs per person, with around 2 per department, and 3 at the organization level. With too many, it can create confusion on which is more important, and slowly become a task list rather than an outcome with main targets.

With too little, you may not be measuring important information, challenging yourself, or critical thinking about an area of responsibility.

The best way to get started mapping out the right amount that fits your teams need is to define who’s responsible for what area and what that team defines as success. From there, have discussions around projects needed to make that outcome successful, and what results you’re hoping to achieve. Here’s an example...

**Role:** Director, Customer Engagement

**Area’s of responsibility:** Customer support and learning, brand voice and aesthetic management, customer experience, engagement messaging

**Themes:** learning, branding, engagement

**Measures of success:** our learning center is effective and up-to-date, engagement (product and pro-active success) is providing continuous and effective value, we have a consistent brand throughout the website and all communications

**OKR starting points:** Provide a stellar customer support experience (effective learning center) All users feel supported throughout their journey with 7Geese and beyond (effective engagement), Streamline internal brand management processes (branding)

**Supporting Projects:** Building a community, creating resource guides, creating a copy style guide, creating brand guidelines, doing re-engagement campaigns...

**KPIs / Targets:** Reduce churn, renewals, upsells, NPS, health score...
best practice is to have the owner of an OKR be the individual(s) responsible for making it happen (at all obj. levels)

Q: Should team leads always own department level OKRs?

The owner of the OKR should be the individual(s) responsible for seeing it hits its mark. The person who’s area of responsibility is defined by the key OKR theme, so typically that falls into a team leads area. OKRs should follow your responsibility tree, so since team leads are responsible for keeping that dept on track, have them own the dept. objective.

Whoever is owning the department objectives should still have their own personal objectives; however, with the understanding that most of their time will be working towards supporting their team. Coaching and managing is a goal itself!

Q: When do I use dept. objectives versus personal goals that align to a dept. objective?

OKRs should start at the team level. Define first what are you accomplishing as a team. Next, ask yourself, “will each person be responsible for a different section of this team goal?” If we look to sales, most sales reps have different targets, but together they’re working to achieve one target.

Set the dept. OKR first, owned by the team lead. For example, *Increase monthly recurring revenue by 5%*. Then have each different team member create a personal OKR depending on their exact role. Everyone should own an OKR that they personally are responsible for. Align each personal OKR to the dept. objective to have cascading progress. It’s important to ensure everyone has their own personal OKRs and are not just added as additional owners to the dept. level objective for reflection and coaching purposes at the end of quarter. Breaking it down makes it easy to target specifics of someone’s progress.

Q: Is it alway the CEO who should be the owner of all the organizational OKRs?

Best practice for organizational objectives is to have the owner as the individual(s) mainly responsible for overseeing that particular area. The CEO can own the organization objective, but if the accountability to make something happen ultimately lies on the shoulders of someone else, they should be owning that objective!

For example, if the org. objective is a revenue goal have the head of revenue own it. If there’s an investment goal, typically that’s a CEO, if there’s a retention and team growth goal, perhaps it’s the head of HR.
A child objective is 7Geese terminology for an aligned objective. It’s an OKR that becomes nested under another OKR. This means it is a separate obj. with a different criteria for success.

A key result is how you know you’ve hit your goal. It’s typically a numerical target / milestone measure that you can check into knowing you’ve made progress. Key results are unique to the objective and only impact one OKR. KRs are designed so that you can continually check-in with where you’re at. Best practice is to check-in weekly.

Key results are where you measure how you’re going to define success of the objective within the constrained time frame. A common mistake is listing task items as key results. This is a great starting point, but it’s important to dig a bit deeper into collectively, what are these tasks aspiring to result in? A great key result has a baseline metric that you’re looking to either increase, decrease, maximize, etc. It’s about moving a result in a direction—this is known as a delta.

The most important thing is that key results answer how you know you have achieved something from your work.

Here’s an example of both key results and child objectives being associated with the same objective, Improve overall company culture.

The KR, “send out survey at start of year” is what the OKR owner is doing to contribute to this goal. It’s a measure of success. They’re working on contributing by executing on team surveys. On the left side you can also see there’s 2 department goals (green) and 1 personal goal (blue) that other team members are working on to contribute to improving company culture.

Everyone’s key results will be different per objective, but they are still directly influencing company culture, so they’re aligned to the org. objective.
each OKR should have targets (key results), but can be aligned to other OKRs (making it a child objective)

Q: When do I know if something should be a key result, or be converted to a brand new, aligned OKR?

First, think to how everyone is going to be contributing to make the business goal happen. Take for example, an organization objective: Grow company size and revenue.

You may have a range of teams contributing to increasing size and revenue directly from sales related to marketing, recruitment and even support and engagement.

The organization objective itself would have key results that outline what revenue increases are the main target. How everyone is going to contribute to making that happen is widely different depending on their functional area. This is where you’d want to start making aligned child objectives. What will the marketing team be doing to increase revenue? The support team is also building relationships and providing customer experiences, but not necessarily owning quotas.

Child objectives align efforts across teams to highlight the collaborative nature of success. Think of child objectives like a step ladder. The very top of this ladder is the main goal (in 7Geese terminology this is a parent objective), where the rungs along the way are all the child objectives that help you get to the top. Those in the middle can be classified as both parent and child objectives as they have OKRs that sit both above and below them impacting success.

However, each rung has multiple dimensions that keep it working. These are your key results / targets.

Q: What types of metrics should I be using in my KRs?

For key results we typically like to encourage metrics that are outcome based—this means answering, “why are you trying to do X.” In this case, there’s typically a delta, or integer concept to make it metric-driven. Deltas reference a change in a number, for example, “increase X by Y” or “minimize effort of X.”

Q: How many KRs should I have per objective?

Best practice is to have 3-5 key results otherwise it gets more into the task management realm and can be overwhelming to track than measuring results of outcomes.
Tasks are small, bite-sized chunks of a road-map that lead to the results you track in your OKRs. Measuring results, not tasks moves conversations away from, “what steps (task) am I going to take to complete this outcome,” to, “what am I expecting to achieve if I successfully complete this objective? What target indicator will define success?”

The aim of OKRs is to have a bigger impact by splitting time on fewer things and focusing on results, not tasks. OKRs encourage discussion on how one person’s objectives impact the rest of the team.

Once you’ve established what result you’re hoping to achieve, think to the supporting projects that you’re going to perform to get you there. From there, think further and more specifically down to the tasks to complete that project.

Tasks often change day-to-day, as they are short bursts that help you assess what is working and what's not. You can cross them off a sticky note, to-do list, or mark as complete/incomplete. They typically don’t measure success.

This is why it’s important to try steer clear of making tasks a key result—they can’t be graded. The conversation then becomes “did you hit your target? yes or no?” not “how did you perform, what were the roadblocks you faced, did you aim too high? Were you supported in achieving your results?”

Be sure to keep task/milestone OKRs (complete x or execute on y) as high-level as possible to not bog your team down in paperwork. You don’t want your OKR to be so long that it’s more like a project plan/task list.

There’s multiple actions within each KR that will need to be done/triaged to prioritize accordingly when you make them more higher level/end result driven. This keeps the KR’s "how-to" implementation plan agile.

tasks to OKR: an example

<table>
<thead>
<tr>
<th>Objective/or Outcome:</th>
<th>Potential customers understand our industry's best practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key result #1</td>
<td>Engage and retain existing users; increasing retention rate to 60% (at current 40%)</td>
</tr>
<tr>
<td>Supporting projects:</td>
<td>Webinar on best practices in our industry</td>
</tr>
<tr>
<td>Task 1: Identify target audience; Best suited for webinar</td>
<td></td>
</tr>
<tr>
<td>Task 2: Create engagement campaign to retain customers of webinar</td>
<td></td>
</tr>
<tr>
<td>Task 3: Create webinar; analyzing results to reproduce ongoing</td>
<td></td>
</tr>
<tr>
<td>Supporting project:</td>
<td>Write and submit 3 blog posts per month to increase sales qualified leads</td>
</tr>
<tr>
<td>Task 1: Write blog content that resonates with current industry trends</td>
<td></td>
</tr>
<tr>
<td>Task 2: Use social media to engage potential customers</td>
<td></td>
</tr>
<tr>
<td>Task 3: Track existing marketing tools against the content</td>
<td></td>
</tr>
<tr>
<td>Key result #2</td>
<td>5 companies successfully introduce a product they learned through our flagship show</td>
</tr>
<tr>
<td>Supporting project #1</td>
<td>Engage customers to enter contest</td>
</tr>
<tr>
<td>Task 1: Create morning contest to identify highly engaged customers</td>
<td></td>
</tr>
<tr>
<td>Task 2: Create exhibits at show</td>
<td></td>
</tr>
<tr>
<td>Supporting project #2</td>
<td>Create engagement campaigns to share stories included</td>
</tr>
<tr>
<td>Task 1: Retract engage audience on stage</td>
<td></td>
</tr>
<tr>
<td>Task 2: Create engagement campaign on those</td>
<td></td>
</tr>
<tr>
<td>Task 3: Drop and promote campaign; monitoring results</td>
<td></td>
</tr>
</tbody>
</table>

Snapshot example from Creating GREAT OKRs, watch here: http://bit.ly/7GeeseOKRWebinar
due dates for objectives should match the pace, culture, and current workflow of teams

**Due date restrictions:** Specific KRs in 7Geese can't have deadlines, only the objective. You can either move any specific KRs that need separate deadlines as a child objective, creating milestone KRs that outline the assets in more details, or, just add the deadline in the KR line in the original OKR and check-in accordingly.

**Math is hard:** KRs that involve multiple math steps, such as "Achieve > 50% of previous years ARR" will require math outside 7Geese. Since it's a % of your ARR, you'll have to figure these #s out for your start/target values. Math is tricky, so be sure to keep your metric as simple as possible. Leave the complex math to your internal KPI dashboard.

**The role of language and culture:** Be sure to use language that represents a continual growth model rather than competency language ("Increase x from previous quarter" instead of "get x leads"). This type of framing has been proven to lead to higher achievement than goals that are framed with "meet x by y." (This can establish a fear of failure, which is demotivating should you not actually be moving to meet your target)

**Create concrete key results:** It's common to create OKRs that read something like this: "Onboarding checklist completed day before go live for 90% of new customers" however, be careful to word your OKR in a way where there's more concrete start/target values otherwise it might get tricky to measure since it seems that the target # might fluctuate (you'll get more customers as the quarter continues, so the "go live" target # will always be increasing.

Alternatively, You could check-in once per month, altering the target as you need.

**Don't use more than 1 metric per KR:** Watch out for adding too many values in one KR, for example "KR: Publish two (2) posts per month with an average of 50 likes and 500 views." I'd break this into a child objective so you can track each aspect (# of posts, likes, and views as separate KRs.. there's no way to do all 3 in one KR in 7Geese otherwise)
alignment and assessment

Every great OKR incorporates a discussion where everyone gets asked, “can you realistically commit to all of this?”

Have conversations that answer what success means in relation to how each team will support the other, and what resources are needed to make that support a success.

Clearly discuss how goals will be tracked and how everyone will be held accountable. Clear expectations are key.
new priorities, new hires, shifting strategies... close and start fresh!

Q: Do I need to align my objective to other objectives? Why is alignment important?

Creating objectives can be done at any level, but an important component of making an objective great is how it aligns with other objectives in the organization.

OKRs is inherently a top-to-bottom process, with a bottom-up focus when it comes to clarity of efforts.

Creating great OKRs depends on how well your team as a whole does in identifying business priorities. A customer support rep, for example, can't set a great OKR if they are unsure what the entire support team is focused on. And further, the support team won't know what’s a priority if the organization doesn't set great organizational OKRs.

Because of the higher-level focus of OKRs being driven by core values and business priorities, creating great OKRs means that organizational OKRs should be in place to be aligned up to. This way you start off by establishing the “North Star” (Organization Objectives) that will guide all of the other objectives (Department and Individual) that you'll be setting.

One of the main points of using OKRs is the alignment component. Everyone can see how they are impacting others and collaborating to achieve success as a team.

This “top-down” approach does not mean that you absolutely need organizational objectives and or that there is a hierarchy of importance. You can start with departmental objectives and cascade to personal objectives, or use personal objectives only. It’s just important to link your objectives to a core value or purpose as it is an organizational objective. Alignment is about ensuring you’re being driven by the right guide and strategic aim.

Q: What are must-have conversation topics for teams discussing aligning objectives?

OKRs are inherently collaborative, meaning objectives don't occur in silos. Because of this, the majority of the planning process's end needs to focus on how each team is going to be supporting the other, what resources are going to be needed, and ask each other any questions on clarity if a team's OKRs are unclear or not well aligned.
evaluate and close OKRs no more than a week after they were due

It's important to consider the difficulty of each OKR, team culture, and how you measure success when grading. There are two best practices for grading OKRs...

1. Red or green: Meeting / not meeting expectations. A great place to start with grading is providing a simple expectations assessment: at the end of the quarter, did you meet the expectations for your OKR that you committed to? Why or why not.

2. The traditional 0-1 key result scale. When grading OKRs the traditional way, the recommended scale is 0 - 1. For each of your key results, the highest it can score is a 1, and lowest a 0. OKRs are meant to be challenging, so every individual should be aiming for a 0.6 - 0.7 in the grading process. After rating each of your KR, you can then add them all together.

Any objective with a score of 0.4 might be alarming, but a low score isn't a failure. Remember, OKRs aren't meant to be the sole indicator of performance. A low score is a sign you need to re-evaluate whether the objective is still worth pursuing, or rethink your approach. Perhaps a 0.5/1 is great because priorities shifted halfway through the quarter and you worked on other objectives.

Q: Should every OKR be graded as an aspirational / stretch goal?

Some goals need to be concrete and attainable, so not every OKR you set needs to be graded against a stretch goal criteria. The most important aspect of setting OKRs whether you go the granular, attainable route (where 100% completion is the goal) or the challenging route (where 70% is the target, as it's a stretch goal) is that you setup grading expectations before the work on the OKR begins.

If you set OKRs that are stretch goals, but don't define that 70% means you've gone above and beyond, then you can have the opposite of motivation happen. People just own really tough goals that they're expected to hit at 100%, but can never actually get there. Alternatively, if you set granular, attainable goals, but don't state that the expectation is to get 100% of it completed, then when someone only meets 70% because they were under the impression it was a stretch goal, it could create hiccups in your coaching model and cause performance confusion.

Be sure to set the expectation so you know exactly what you're aiming towards.
new priorities, new hires, shifting strategies... close and start fresh!

Q: **What do I do if someone leaves the team in the middle of an OKR cycle?**

Don’t delete the OKR. If there’s going to be someone taking over the team members objectives, ask the team member leaving to close out and reflect on their progress so far. Next, have the person taking over their responsibilities assess how they’ll continue until the end of the quarter, setting a new interim objective.

OKRs should always be person-specific. Reassigning an objective someone else created can cause when you look back at the end of the quarter. In 7Geese, even if you deactivate someone, their OKRs will still be accessible. Maintaining a record of the original OKR owner and re-creating the OKR keeps the journey of that objective intact. It also ensures the person taking over is creating objectives in a language they associate with, with a success criteria they understand.

Q: **What if an objective is no longer important? Do I delete it?**

It’s common to encounter a situation where you’re asking yourself, “Is it better to hold myself accountable to what I planned at the beginning of the quarter... Or better to adjust to what is reality is now?”

It’s great to practice a process of checking the continuous relevancy of your objectives. If you’ve already decided the objective is no longer a priority, close and assess the objective, and then add key reasons why priorities shifted and why it was no longer a reality. This is great practice to ensure that the rest of the quarter isn’t wasted on areas no longer being prioritized. No point spinning resources if in reality, you won’t want to continue with the OKR for the next month until the quarter’s end. This also frees of time in planning next quarter since you’ve already gone through that particular objective.

There’s no one-size-fits-all planning structure, and the 90 day cycles are guidelines to help you think in small, yet realistic enough chunks to not get too bogged down by planning, but that doesn’t mean you can’t break that cycle with realistic business needs!
at the end of each cycle, assess your progress and have a 1-on-1 with your manager to discuss next steps

Q: It’s the end of the quarter, now what?

Provide a final assessment that reflects on your progress and what happened throughout the quarter. Closing the objective and adding the final reflection is great for long-term lookback reflection quarter over quarter to assess your objectives as you move forward with OKRs.

Never delete an objective. If you delete them, you’ll never be able to go back and see the progress, roadblocks, best practices, or learnings from that particular snapshot in time.

Q: What is the best practice for an OKR if you do not get it completed in the defined quarter? Should it be rolled over to the next quarter?

Depending on the objective’s importance, they can carry over to the next quarter with more clear expectations, or be closed and re-created in a more realistic manner. It’s best to close an objective that is consistently not meeting expectations and start fresh to re-frame how you’re thinking about the results you’d like to measure.

To pro-actively tackle running into this scenario, set grading expectations before starting work on an OKR. It’s important to consider the difficulty of each OKR when grading and assessing to know what should be carried over.

The most important component of carrying over an objective is the conversation as to why it will be rolling over... if it’s simply due to extensions, or was rolling OKR to begin with, try adjusting the due date for that particular OKR instead.

Q: What do people often miss when creating new OKRs from looking back on old ones?

It’s easy to become focused on the strategic goals that they forget about the operational and personal development goals and conversations that need to take place. There’s actual people achieving these objectives that have personal goals, needs, and coaching to continue to improve.

Be sure to weave in coaching moments and career development OKRs throughout the year so that you continue to build on previous quarter’s achievements.
OKRs, when done great, are a tool for motivating and aligning people to work together. They spur perspective sharing, moments of discovery and make even your high performers achieve more. They increase transparency, accountability and empowerment.

They are not designed to be used as a weapon against your team to keep tabs, micro-manage, or couple with negative performance assessments.

OKRs should be decoupled from compensation and performance evaluations so individuals feel free to take more innovative risks than they might otherwise.
Feedback is often a pain point in any goal-setting process. It comes with the unsaid intentions of telling people, "You need to change." Improvement discussions often create fractures and stress, not actual improvement. Feedback sessions become how someone needs to be different, not how they can grow. Confidence buzzkill.

Since OKRs are very transparent, it's important to provide intentional feedback. If you see an objective getting off-track, open a dialogue to discuss what's up. Feedback is about being intentional with your words in the kindest way possible to find a collaborative outcome that best benefits team success.

Goal-setting coaches concentrate on keeping goals manageable and on-time. When you have a mentor, goals become less intimidating, providing more motivation to succeed and tackle roadblocks, together.

Short-term goal coaching should focus on the achievable, action oriented component of long-term achievement. Coaching keeps goals not just realistic, but relevant to the long-term personal development of the mentee. As a goal-setting mentor, you should keep goal conversations focused on, "can your goal really be done?" where you break down long-term goals into short-term, actionable items.

At the end of the quarter, coaching conversations can bridge the gap between what the actual outcome was and the expected result and what next steps need to take place.

Conversations starters can include,

- what were you trying to accomplish?
- What were the actual results of what the project achieved?
- What caused the gap between what you wanted to achieve and results you actually did achieve?

A good coach can help a person think through what should be done next time to improve performance instead of telling them exact next steps. Remember, it's a conversation, not a platform to pick apart performance.

Learn more...
linking incentives to goals can lead to competition over collaboration and less innovative thinking

Having adopted the OKR methodology for goal-setting, you’re already committed to creating a collaborative culture where impacts don’t go unnoticed. As a result, you’re also committing to saying that no one person’s efforts are above the next in helping the team be successful.

We strongly encourage you to keep OKRs and bonuses separate because of underlying negative consequences (competition vs. collaboration, incentive to make easy OKRs vs. stretch goals). Just because you hit your OKR doesn’t mean that you performed well and just because you didn’t hit your OKR doesn’t mean you didn’t perform really well.

Success isn’t just about reaching goals, but also about creating a culture of coaching. OKRs enable accurate communication.

Managers can spend less time crunching numbers and more time using their expertise to coach. Everyone on the team works towards value-driven goals; everyone is accountable. OKRs create an internal platform for ongoing dialog in real-time where employees can engage in meaningful-to-them conversations tied directly to their role within the team.

OKRs, when done great, are a tool for motivating and aligning people to work together. They increase transparency, accountability, and empowerment. They are not designed to be used as a weapon against your employees to keep tabs.

If you’re still going to link the two, here’s a few best practices to keep in mind...

Have oversight over everyone’s OKRs to ensure they meet organization-wide expectations and aren’t throwing the aspirational aspect of goals out the window in favor of creating an easy goal to get a bonus or slack off.

Link bonuses not solely to OKR performance, but other attribute criteria, such as professionalism brought to work, skills acquired, the level of OKR difficulty, amongst other criteria.

Don’t base bonuses solely on whether or not an OKR was met. Incorporate OKRs into the discussion about performance, but don’t let them be the deciding factor for whether a bonus is handed out or not.
other resources

The role purpose plays in OKRs:
https://7geese.com/setting-support-okrs/

OKRs day-to-day, a new employee’s perspective:
https://7geese.com/okrs-day-to-day-a-new-employees-perspective/

Creating GREAT OKRs webinar: http://bit.ly/7GeeseOKRWebinar

a practical guide to getting started with OKRs:

effective coaching and feedback guide:

beginners guide to achievement:
http://bit.ly/7GeeseGuideToAchievement

core values 101 guide: http://bit.ly/7GeeseCoreValues101
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