

Objective → What Is To Be Achieved ①

- Significant
- Concrete
- Action-oriented
- (Ideally) Inspirational

Key Results Benchmark AND Monitor HOW to get to the objective

- Specific
- Time-bound
- Aggressive, yet Realistic
- Measurable and Verifiable

Rate the OKR - Post-mortem Analysis

whatmatters.com

OKR Superpowers:

1. Focus
2. Align
3. Track
4. Stretch

CFR

1. Conversation
2. Feedback
3. Recognition

- It almost doesn't matter what you know, It's (2) what you can do with whatever you know or can acquire and actually accomplish that tends to be valued here.

OBJECTIVE → Direction → Where are we going to go?

KEY RESULTS → Measurable?

Did I do it? Yes or No?

- Distinguish between Output AND Activity
- Monthly Individual Objectives & Key Results
- Less is more:
 - A few extremely well-chosen Objectives
 - Impart a very clear message - What we say 'Yes' to and what we say 'No' to.
 - 3 to 5 OKRs per cycle
 - Each Objective should have 5 or fewer key results.
 - While certain Operational Objectives need to be met in full, aspirational OKRs should be uncomfortable and possibly unattainable.
 - OKRs and Bonus are best kept separate.

- We will achieve a certain OBJECTIVE as measured by (a.m.b.) the following KEY RESULTS.
- What needs to be done AND why It Needs To Be Done.

SUPERPOWER 1 : FOCUS AND COMMIT TO PRIORITIES
Its our choices... that show what we truly are,
far more than our abilities

- What is most important for the next three, six or 12 months?
— J.K. Rowling

OKRs require a public commitment — in word AND deed

- If an objective is well-framed, 3 to 5 KR's will be adequate to reach it.
- One solution is to pair Key Results — To measure "both effect and counter-effect"
The paired KR's should stress on the quality of the work.

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Pg 46/248 → Table 4.2 (4)

WHAT MATTERS MOST?

- All my goals are team goals - RED FLAG!!
- If we try to focus on everything, we focus on Nothing.
- Top-line objectives need to be significant.
- The art of management lies in the capacity to select from the many activities of seemingly comparable significance the 1 or 2 or 3 that provide leverage well beyond the others and concentrate on them.
- 3 matchword for Entrepreneurs:
 - o Solve a problem
 - o Build a simple product
 - o Talk to your users
- How to paint a picture with 1 page of it.
- Discern what was inessential, like number of registered users. No one cares if they don't come back to use it.
- You can't fear screwing up. That squelches Innovation.

COMMIT: Focus + Commitment → 1st Super Power⁵

- You have to build your own goal muscle gradually, incrementally.
- Stay the course with OKRs!! It may take some time.

SUPER POWER 2: ALIGN & CONNECT FOR TEAMWORK

My Key Results (KRs) become their objectives (Os)
Pg 63/248 - Very ~~good~~^{bad} OKR ~~OKR~~ throughout the organization

KRs need to be Specific or Time Bound.
When our HOW is defined by others, the goal won't engage us to the same degree.

- Focus & Alignment are binary states.
- OKR values need to be Transparent & Accountable
- When we face a trade-off between our customers and a business goal, we align with the customer.
- Want everyone to know -
 - What We were doing?
 - How?
 - Why?

- 4 to 5 Business Objectives per quarter, along with 1 or 2 personal ones.
- When people understand your priorities and constraints, they're more apt to trust you when something goes sideways.
- What is the CEO doing if his goals never change?
- Best Idea should win, not the biggest title

SUPER POWER 3 - Track for ACCOUNTABILITY

- In God, we trust; all others must bring data. - W. Edwards Deming
- All must adopt. Yes, there will be late adopters, resisters and garden-variety procrastinators.
- Greatest motivator is 'making progress in one's work'. The days that people make progress are the days they feel most motivated and engaged.
- Writing Your Goal AND Sharing it with colleagues
- If the ladder is not leaning against the right wall, every step we take just gets us

to the wrong place faster. (7)

- Our goals are servants to our purpose, not the other way around.
- What did I learn that I didn't foresee at the beginning of the quarter? And how will I apply this lesson in the future?

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Scale of 0.0 to 1.0

- 0.7 to 1.0 ⇒ Green (We Delivered)
- 0.4 to 0.6 ⇒ Yellow (We made progress, but feel short of completion)
- 0.0 to 0.3 ⇒ Red (We failed to make real progress)

• SCORING →

• SELF-ASSESSMENT:

OKR a.m.b

Score/Scale

Self-Assessment

John Dewey - We do not ~~reflect~~ learn from experience, we learn from reflecting on experience.

Reflections for closing out on OKR cycle: ⑧

- Did I accomplish all of my objectives? If so, what contributed to my success?
- If not, what obstacles did I encounter?
- If I were to rewrite a goal achieved in full, what would I change?
- What have I learned that might alter my approach to the next cycle's OKRs?

OKR wrap-ups are retrospective and forward-looking at the same time.

- Quit Thinking about Incremental Progress. What would you do if you had unlimited resources?
- When you have that big a goal, how can you know you're making progress?
- Jim Collins - what can you be the best at in the world? - Jim Collins
 - Then, we laid the OKR system on top of it.
- Our biggest Advantage - We aimed higher
- When a goal is too aspirational, its bad for Credibility.

- Objectives & Missions all the time ⑨
- Mission is Directional
 - An Objective has a set of concrete steps that you're intentionally engaged in and actually trying to go for.
 - Until you set a really big goal, like vaccinating every child everywhere, you can't find out which lever or mix of levers is most important.
 - Bold goals don't faze them.

SUPER POWER 4: STRETCH FOR AMAZING

The biggest risk of all is not taking one.
Entrepreneur: Those who do more than anyone thinks possible... with less than anyone thinks possible.

2 kinds of OKRs in 2 categories:

1. Committed Goals
2. Aspirational or Stretch Goals

Larry Page observes: Most people tend to assume that things are impossible, rather than starting from real-world physics and figuring

out what's actually possible.

1000%. Improvement means/requires Rethinking problems.

- I was driven by the power of Imagining.
- Be "Uncomfortably Excited"
- Have a healthy disregard for the Impossible
- Once you brake, it's not easy to reaccelerate.
- Big Rocks Theory
- True scarce commodity is increasingly Human Attention. It's a virtuous cycle - More satisfied viewership (Watch Time) → Advertising → Content creators → ↑ Viewership
- True Currency ≠ Views / clicks but Watch Time
- Once the BHAG (Big Hairy Audacious Goal) was set, however, we never did anything without measuring impact on Watch Time. If a change might slow our progress, we'd be scrupulous about estimating just how much.
- Daily Watch Time is driven by 2 factors:
 - Avg. no. of Daily Active Viewers (DAVs)
 - Avg. amount of time those viewers spend watching

- If you don't have goals, what the hell are you talking about? What did you achieve, and how? (11)
- After receiving the general congratulatory pat on the back, you should ask, What one thing did you like about it? The idea is to capture more specific feedback in real time.
- Key point about one-on-one: It should be regarded as subordinate's meeting, with its agenda & tone set by him - The supervisor is there to learn & coach.
 - When you are David taking on Goliath, time and opportunity are of essence. There's no margin for unfocused operations
 - What's the main thing which we need to accomplish today - you'd get 8 different answers.
 - OKRs formalize Reflection
 - Transparency is scary. Admitting your mistakes visibly and publicly can be terrifying.
 - Because of an accident of longitude and latitude, you live or die - That doesn't feel right.
 - Who are we working for? Is he at the table? Who's the client here?

- BE BETTER EVERY DAY

o 4 SUPER POWERS OF OKRS :

1. FOCUS & COMMIT TO PRIORITIES
2. ALIGN & CONNECT FOR TEAMWORK
3. TRACK FOR ACCOUNTABILITY
4. STRETCH FOR AMAZING

Continuous Performance Management Importance of Culture

- In choosing OKRs, look for objectives with the most leverage for outstanding performance.
- For each objective, settle on no more than 5 measurable, unambiguous, time-bound key results - how the objective will be attained.

