



alignment strategy deployment

It's easy to be tempted by a new strategy into diving immediately into projects and workstreams. The danger of doing so is that the original strategic focus becomes quickly diluted. This leaves leaders scratching their heads wondering what went wrong.

The answer is that in their well-meaning enthusiasm, they left out a basic yet critical step: setting goals that provide measurable milestones and deliver concrete results that enable them to know whether and to what degree their strategy is on course and working. These goals should cascade in the same way as the strategies they support.

Enter the concept of objectives and key results (OKRs).

"The OKR framework cultivates the madness, the chemistry contained inside it. It gives us an environment for risk, trust, where failing is not a fireable offense. And when you have that sort of structure and environment, and the right people, magic is around the corner."

Bono, U2

Now a well-known and widely adopted framework for driving progress, OKRs work quite simply: Objectives are directional statements of intent, the "what." Each objective is further defined by three to five key results, which are specific and time bound, and thus measurable. Key results are the "how."

Key results then cascade down to the next level of the company and become the basis for the objectives of that level. That level then sets their own key results that become the objectives of the next level down, and so on. OKRs are tied to annual goals but are set, tracked, and reviewed quarterly.

When used correctly, OKRs can produce remarkable transformation that indeed seems like magic. Which is why we use them exclusively for strategy alignment and deployment.

THE OKR PROCESS

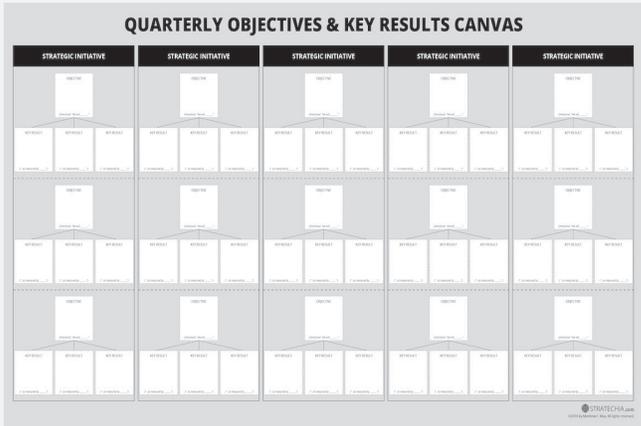
Conceptually, OKRs sit between cascading strategies and workstreams/projects.

The desired outcomes of creating OKRs are threefold: transparency, alignment, and companywide engagement in collaboratively deploying strategy.

For maximum effectiveness, OKRs must be accessible and allow for input and interpretation from all parts of the organization, including lower levels and outer edges.

OKR workshops are a fast and effective means to develop OKRs one level at a time. Designed to be completed in a 1/2-day session, our OKR sessions center on our proprietary Quarterly OKR Canvas, which enables small cross-functional teams to quickly and efficiently develop their objectives and key results, while simultaneously promoting transparency, engagement, and collaboration.

Outcomes of OKR sessions are shared, adjusted based on feedback, and fed into an easy-to-use system to track and communicate visual progress toward completion.



SAMPLE ALIGNMENT CLIENTS

