1 Objective, Key Results

1. structured goal setting; created by Andy Grove @ intel

2. Objective: The "what".

   (a) express goals and intents
   (b) aggressive yet realistic

3. Key Results: The "how".

   (a) Measurement benchmark
   (b) KRs are specific and time-bound,
   (c) measurable and verifiable
   (d) express measurable milestones which, if achieved, will advance objective(s) in a useful manner to their constituents
   (e) must describe outcomes, not activities.

4. must be tangible, objective, and unambiguous; should be obvious to a rational observer whether an objective has been achieved.

5. The successful achievement of an objective must provide clear value for the company.

6. If your KRs include words like "consult," "help," "analyze," or "participate," they describe activities.

7. Instead, describe the end-user impact of these activities: "publish average and tail latency measurements from six Colossus cells by March 7," rather than "assess Colossus latency";

8. Must include evidence of completion: This evidence must be available, credible, and easily discoverable.

9. Examples of evidence include change lists, links to docs, notes, and published metrics reports.

10. not everything that can be counted counts.

11. Goals Gone Wild; optimizing what is measurable

12. KR: weak vs strong

    (a) weak: decrease customer-wait-time.
    (b) strong: customer-wait-time decreased by 3 minutes.

13. Four Superpowers of OKRs

    (a) Focus and Commit to Priorities

    (b) Align and Connect for Teamwork

    (c) Track for Accountability

    (d) Stretch for Amazing

14. Continuous Performance Management Importance of Culture

15. Commitments vs aspirational OKRs

    (a) Commitments are OKRs that we agree will be achieved, and we will be willing to adjust schedules and resources to ensure that they are delivered.

    (b) The expected score for a committed OKR is 1.0; a score of less than 1.0 requires explanation for the miss, as it shows errors in planning and/or execution.

    (c) By contrast, aspirational OKRs express how we'd like the world to look, even though we have no clear idea how to get there and/or the resources necessary to deliver the OKR.

    (d) Aspirational OKRs have an expected average score of 0.7, with high variance.

16. Measure What Matters.