Objectives and Key Results: *The Book*

The advanced guide to using OKRs.

By Alexander Maasik

WEEKDONE

Introduction

There are many books and resources about goal setting systems that promise to get you from zero to hero. But the most effective methodology is the famous Objectives and Key Results (OKR).

Way too many people read something, watch a Youtube video, or attend a conference and get hooked on OKR. Only to fail using it as there was nothing to really help them get from point A ("OKRs will solve my problems") to point B ("We are actually seeing results. Yay!").

While most books teach you the basics of OKR and the benefits of implementing it in your company or team, very few of them actually take you through the journey of implementing the system.

So this book is about that. Getting from knowing OKRs to using OKRs. From the What to the Why and How. It's best to know a little about the methodology before reading this book (although we do cover the basics). So, if you don't know what OKRs are, just Google it (seriously, they are great at using the system). Find out how Google implemented OKRs. Read about John Doerr's experiences on promoting it. And then get ready to succeed with this book.

The startup Sam had founded with two years ago their friend, Mike, was doing well. The organization was growing slowly, had 10 wonderful employees, and most employees were happy. There was no danger of running out of money. However, progress had remained roughly the same for 12 months. There was no exponential growth and the energy that had once been there had faded.

Last week an investor forwarded a newsletter to their Slack chat, promoting Objectives and Key Results. This goal setting methodology was supposed to help companies stay focused, grow, and "solve all the world's problems".
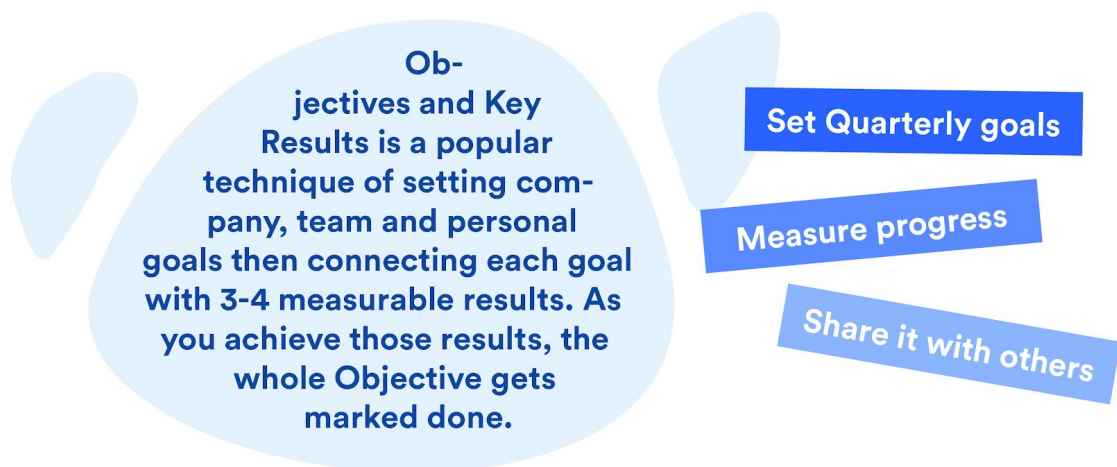
Sam was feeling skeptical. Yet, knowing you can't succeed if you close your mind to new ideas. Sam decided to do some research and find out the benefits of the system and try it out in their company.

"Seeing what people are doing and having an automated report is a value in itself."

Andrew Nelson –Exxact Corporation

Benefits of OKR

If you're reading this book you're probably already familiar with the benefits of the methodology. You already know that writing goals down and communicating them well greatly increases the likelihood of achieving those Objectives. But there are many more reasons to start using OKRs.

Ob- jectives and Key Results is a popular technique of setting company, team and personal goals then connecting each goal with 3-4 measurable results. As you achieve those results, the whole Objective gets marked done.

Set Quarterly goals

Measure progress

Share it with others

Always know what's happening in your team. OKRs show you at a glance what is happening in your team and company. Key Results let you know the status of everyone's Objectives.

You can make more informed decisions. When using OKRs, you can quickly see when an indicator underperforms, so you can be proactive and take action before any problems arise.

Focus on the work that matters. With OKRs you'll know what needs to be accomplished each week and quarter as well as who is responsible for it. This will keep large company and team Objectives in focus so everyone can plan their day and week with the company vision in mind.

If there is one leadership and team management practice every leader should implement, it's OKRs. It's lightweight as it consumes very little time or resources, and it provides countless benefits for your productivity, focus, and company culture.

"The process of OKRs helps companies envision what success looks like."

Henry Mason – Managing Director of TrendWatching

Basics of OKR

Using OKRs is hard work. Anyone who says otherwise, is trying to sell you something. If you think adopting OKRs will just magically make all your problems disappear, you might want to get ready for disappointment. So, why should you even try?

My pitch for getting people to start using OKRs is very simple. **Using OKR will make you happy.** OKRs make employee's lives easier by helping them understand what they need to do and why their work has meaning. It also lets them have more control over their day-to-day work.

Employees using OKRs

82.2	**Like their co-workers**
76.5	**Like their leader**
75.2	**Like their work**
74.0	**Feel engaged**

According to a customer survey we conducted, an average Weekdone user is two times more engaged than the average employee in the US and 6 times more engaged than the average employee worldwide (employee engagement rate in the US is 30% and 13% worldwide).

Employees using OKRs are more engaged because they have a better understanding of their role in the company. They know where their team is heading and what is expected of them. This decrease in confusion and uncertainty help them contribute more and live less stressful lives.

OKRs are usually a part of a recurring quarterly planning and progress review process. While the majority of OKR usage is quarterly, some companies also set annual or monthly OKRs. In all cases, OKRs are kept public in front of everyone, so people and teams can move towards the same goals and know what others are focusing on.

OKRs consist of a list of 3-5 high-level Objectives. Under each Objective you then set 3-5 measurable Key Results. Each Key Result has a progress indicator or score of 0-100% (or 0 to 1.0) that shows its achievement.

You can also use Weekly Reporting or Weekly Initiatives to show the tasks you are working on to advance your Key Results.

While it sounds clear in theory, there are a lot of hurdles you need to overcome to implement the system in your team. We'll cover those as you read more.

"Without Weekdone, it would be very hard for us to manage our Objectives, so I consider it to be highly valuable for us."

Scott Wolfe Jr. – CEO of zlien

Implementing OKRs

There are many OKR resources out there. Many books, that promote the methodology. But most of them lack practical examples on how to actually get OKRs to work. This is the most important part of this book. It is recommended to know the basics before continuing with this implementation guide.

As they were only a team of 11 people, Sam decided to try out OKRs with the entire team for two to three quarters to see what would happen. After all, most of the research suggests that using them for a shorter period of time is useless.

Before implementing the system, Sam needed to become an expert. Someone who could answer any question others may have and address any confusion a new goal setting methodology might bring.

Sam also decided to use an OKR software right away instead of trying them first with spreadsheets or some other analog way. OKR softwares are usually easier to use and they have customer support who is invested in making sure you use the system effectively and get results with it. They will help you with onboarding, OKR training, and anything else your team might need.

3 approaches to implement OKR.

After you have made the decision to implement OKRs, decide which people and teams will use this system in your organization. There are many different ways you can start using it. You must decide which one is the best for your company and team.

Pilot Team	Team Leaders Only	Everyone
• Easy way of testing if OKRs might work for your company • See how OKRs will work with a full team • Work out any issues before rolling it out to other teams	• Simplest way of starting to implement OKRs • OKRs on the Company level and Team level to start • Lack full overview of how OKRs will work with a full team	• Best for SMEs or companies with flat hierarchies • Most difficult to implement • Get full value much faster

With a Pilot Team.

Some companies choose to first roll out OKRs to only one team in the company before rolling it out to subsequent teams. This can be a good way to work out any kinks in your OKR cycle before rolling it out to everyone.

With this approach, a small team (and their manager) will go through an extensive training on how to use OKRs They will try the methodology out for a quarter or two and then find the best way the system works for your company's needs.

The main benefit of this approach is that by the time you start implementing goal setting throughout your entire organization, you'll have a enough OKR experts inside your teams to answer any questions.

The downside of this approach is that it will take longer for your organization to get the full value out of the methodology.

With top level management.

Other companies prefer to initially roll out to team leads and managers to simplify the process. You can set company level OKRs and team level OKRs first, before rolling out Personal OKRs. The main benefit here is that managers and team leads will be very involved in the OKR process. The downside to this method is the same as the previous method: it will take longer to get everyone on board.

With the entire company.

Implementing OKRs with everyone at once can seem like a daunting task, but in SME's or companies with flat hierarchies, it can work quite well.

The implementation process starts with leadership training, followed by employee training, and then establishing one or more OKR champions in your company. When everyone is informed enough, Objectives are set and all your teams start measuring their Key Results at once.

However, no amount of training makes this transition perfectly smooth. It will still take two or three quarters for everyone to use the methodology right and for it to deliver results. So if you are committed to OKRs, you need to test the methodology out for at least a year.

If you do decide to start with everyone right away, it can be easier to just start with company level and team level OKRs while having individuals focus on updating their weekly plans.

OKR Champions.

When deciding to implement OKRs in your company, you should assign a go-to person, who will be responsible for learning all there is to learn about the methodology. We call them OKR champions.

OKR Champions are responsible for making sure everyone adapts the new methodology, takes charge of educating the team, and makes sure no one falls behind.

That person will help you onboard other employees and answer their questions. They will also be responsible for making sure, other employees will set OKRs and update their Key Results regularly.

It can take a lot of time to master the ins and outs of OKRs to become a true OKR champion.

Sam told everyone about the new system a month before they were supposed to start using it. They were well-prepared and, surprisingly, excited.

Like expected, people were confused. And a little scared. Change is always scary.

"How will it affect me?" was the question on everyone's mind.

Having read all the books, Sam had the answer. "It will make your life easier. You'll always know where we are going and what we are doing to get there."

"Will we have to spend much more time on reporting, wasting the time we could be working?"

"No," Sam knew: "you'll actually spend less time on reporting and making plans. The only time consuming part will be setting the OKRs themselves. But for most of the quarter, you'll actually spend less time on meetings or sharing information with others. You'll have a chance to do more meaningful work."

Setting your first Objectives and Key Results.

The first question that comes up is: should defining the OKRs happen bottom-up or top-down?

There is no wrong or right way in this case. Sometimes upper management or the CEO outlines the company OKRs first and then asks team managers to set their team goals in accordance with the company Objectives, followed by personal employee goals based on team Objectives. This approach is better for making sure all goals align with your company's vision. It is good to have the CEO say, "this is where we need to go. You need to figure out how your work will get us there."

When you start by setting personal goals, employees have more input and they will be more invested in their work. But of course this doesn't mean everyone just does what they want. It requires a lot more discussion at the team level to come up with personal and team Objectives and then explain why these are the right Objectives to the C-suite.

In the end, the process moves both ways. You need to go over the company level Objectives and personal Objectives many times before they work well together. That is all part of the process of setting and aligning goals.

Objectives.

Setting the right Objectives is key. If you get this part wrong, it will take a lot of energy to fix the system afterwards.

Objectives should be qualitative and describe the desired outcome. For example: Understand customer needs. There is no need to have metrics for an Objective (you'll have those with Key Results, but that we'll discuss a little later.).

You can see examples of different Objectives for different teams at the end of this book.

The main characteristics of Objectives:
- **Actionable**: Objectives should be goals that a person or a team can execute independently.
- **Inspirational**: They should excite employees and give them a reason to be excited on Monday morning when going to work.
- **Time Bound**: OKRs should be set quarterly so that people can get them done as fast as possible.

Key Results.

Key results measure how far from reaching your Objective you are. It adds metrics to Objectives. The easiest way to set Key Results is to follow the SMART model. SMART is a methodology that sets criteria to the tasks you set.

The KRs must be Specific, Measurable, Achievable, Relevant, and Time-bound. This is called the SMART model.
SMART goals are:
- **Specific**: is the KR well-defined and understandable for everyone?
- **Measurable**: can you measure success or failure?
- **Achievable**: is it realistically possible to do?
- **Relevant**: is this KR important for your Objective?
- **Time-bound**: have I clearly established when the goal must be met? For OKRs this time is usually one quarter.

You can take a look at some great examples of both Objectives and Key Results at the end of this book.

Setting Company Objectives was easy for Sam. The company needed to grow 3 times in 12 months. That meant increasing revenue, growing the team and improving their product.

But how to do it, how to measure progress towards that goal, was a lot harder nut to crack.

Sam couldn't just tell the sales team to sell three times more. If they had knew how to do that, they wouldn't be in this situation.

Sam decided to discuss this with their entire team. So they took 2 days off and organized an team offsite to discuss and review their work and come up with ideas on how to best implement the OKR.

The solution was to focus on research and experiments for the first quarter. To see what aspects of their day to day work could be improved.

For Sales the Objectives they decided on were "Improving internal processes." For marketing, it was to "Get an understanding of our customers needs." Sam herself set an Objective to "Build Company Culture." Sam wanted to start with hiring new people but during the offsite they realized there's no point in doing that before the research is complete and they know where their growth will come from.

After the Objectives were set, each team themselves came up with their first Key Results. And they discussed all of them as a group. That way everyone had a clear understanding about what to do. This also made sure Sam, their OKR champion, could make sure everyone is on the same page.

"Real-time reporting is very important for
retrospective reasons and to see what is going on,
if other teams have problems, I can help."

*Toby Young - CTO of Ebury*

Using OKRs Every Week

Any goal setting methodology only works if you are willing to commit to your goals every day. Luckily, OKR was designed so that you can't ignore your goals. This is one of the main reasons it is better than the yearly review process many companies still commit to.

You need to set your Objectives every quarter. You must update your Key Results every week. And you must make sure your day to day tasks move you towards your goals.

Weekly reporting.

In order for OKRs to work you need to keep measuring your KRs every week. You must make sure that you, your team, and your company are all always moving towards your goals.

The best way to do this is to use a weekly reporting methodology called Plans, Progress, Problems (PPP). PPP is a best practice management technique for recurring (usually weekly) team progress and status reporting. PPP works as initiatives or tasks for your Objectives. This makes sure all of your tasks are focused on accomplishing your long term goals.
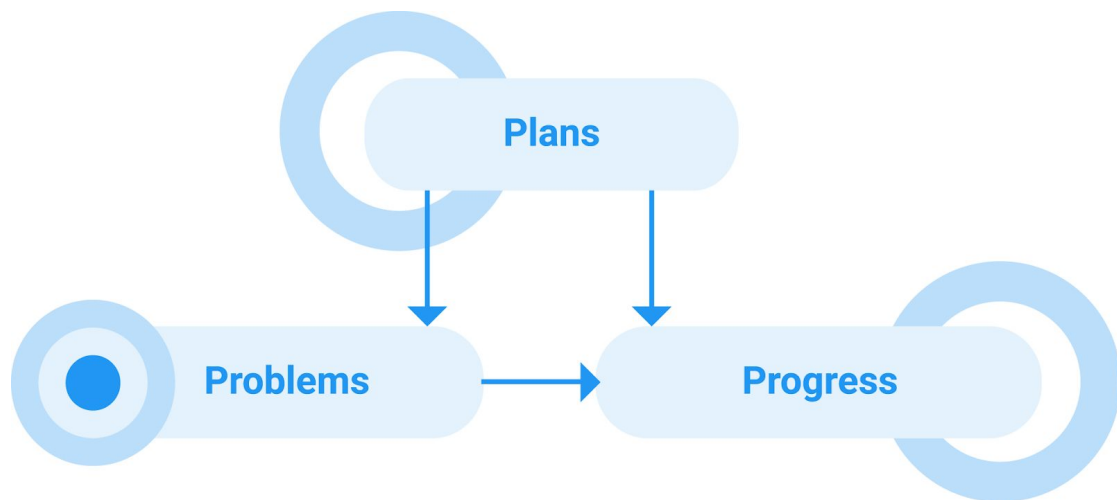
'Weekly status reporting consists of 3 different questions or categories. Each person reports 3-5 achievements, goals, and challenges.

- **Plans**. What are you planning? (Future)
- **Done**. What have you accomplished? (Past)
- **Problems**. What problems are you facing? (Present)

Each week employees answer these questions (without writing long essays) and a manager can get an overview of what's going on. When used with OKRs, it's important that each of your tasks under Plans is linked to one of your Objectives. That way, you can be sure that your work contributes to your long-term goals. And, while tasks might seem important, not being able to link it to a specific goal, means, you might need to rethink its importance.
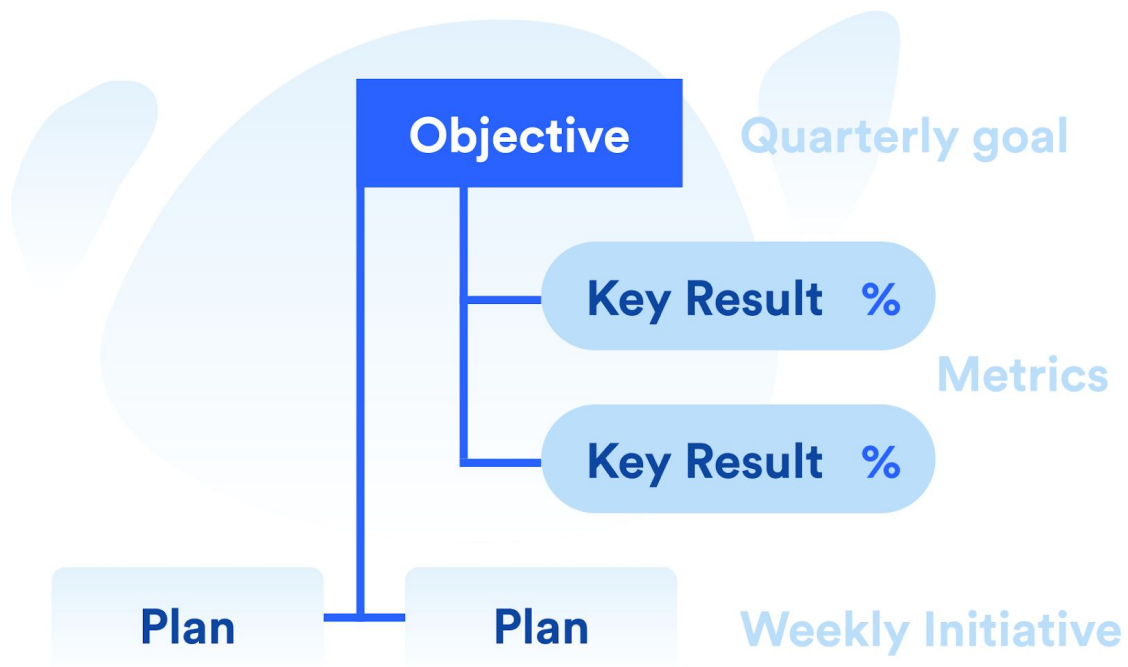
Filing reports is a time killer that draws people away from actually beneficial tasks. Still, without reporting, companies will fall into chaos. Knowing what is going on in your team is the only way to make good business decisions and plan work in the long run. That's why you need to turn weekly reporting into a smooth and easy process where employees will not even notice that they're filling out reports.

Weekly meetings.

Weekly status meetings are required to make sure you and everyone in your team are moving in the right direction with their goals. After all, OKRs need to be public, so it's important for employees to know what others are working on.

If you are running a small start up, weekly meetings can be for the entire company. But more commonly, they should be done at the team level to discuss how the team is doing.

Monthly review.

Once a month, you should have a meeting to discuss company level Objectives and how the teams are supporting those Objectives through their OKRs.

This is the time to identify any red flags and brainstorm ways of fixing them before the quarter ends. Ideally these meetings should take place between the company and team leads, and team leads and their direct reports.
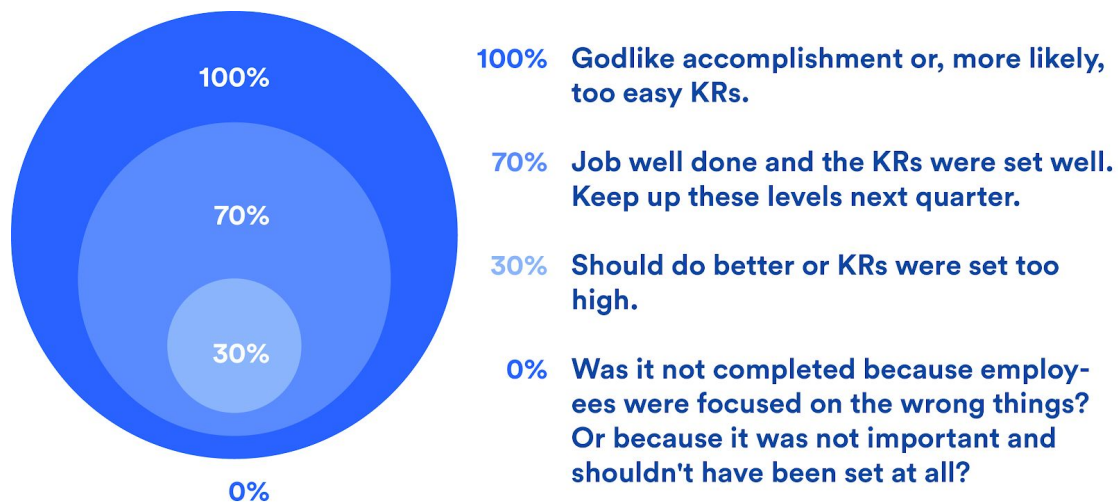
Quarterly grading.

There is a very important aspect of OKRs that a lot of people get wrong. **You don't grade your Objectives, you grade your Key Results.**

Objectives are meant to be inspirational goals that keep everyone aligned and inspired. Key Results are the measurements you need to pay attention to.

There are two main ways to grade OKRs at the end of the quarter. Either by looking at KRs and seeing how much was accomplished (giving a % value) or by a binary system. Whichever way you choose it is vital that before starting using the system, everyone knows how they'll be graded.

When you measure OKRs by percentage of completion, it is very important to remember that OKRs are meant to be hard, and completing a KR 100% should be difficult to achieve.

A standard model for how OKRs should be set up would look like this.

100% Godlike accomplishment or, more likely, too easy KRs.

70% Job well done and the KRs were set well. Keep up these levels next quarter.

30% Should do better or KRs were set too high.

0% Was it not completed because employees were focused on the wrong things? Or because it was not important and shouldn't have been set at all?

You can also go with grading Objectives by adding a binary "done-not done" mark on it. This commonly used model states that an Objective is done if you complete all the KRs. So, if you had 3 KRs and didn't hit the mark on any of them, the Objective stays at 0.

This approach tends to reduce morale and increase confusion as OKRs are often set very high and the risk of failure with some KRs is not only common but expected. KRs must always be measurable, and you need to figure out that criteria when setting them.

It is very common to finish your first quarter with mostly 100% or with mostly zeros, especially if you had no prior experience in setting OKRs. It's important to remember that OKRs are not a project you run for 3 months. To work well, they must be used constantly and the progress must be improved every quarter. In 3 or 4 quarters, you should have a clear idea on how they work and most of your KRs should fall into the 70% category. Then you're all set.

Yearly review process and OKR.

Companies have used the yearly review process to evaluate employee performance for decades. But it is safe to say, that for most companies today, the system is too slow and time consuming.

That said, you can use OKRs to set annual goals. As long as you still update your progress weekly and review (and modify) it monthly. Still, it is better to only do it on a company level. For team's and personal OKRs, a shorter period of time is better. Otherwise you lose one of the most important psychological aspect of OKRs: urgency.

Yearly Objectives will always seem more abstract, more unreal. For many employers, they are not something one should worry about in February. Also, as OKRs are meant to be ambitious, yearly Objectives are more likely to fail.

For the first few weeks Sam had to remind everyone personally to update their KRs on Friday (the day they had agreed to do it) but afterwards it got easier. Seeing progress every week improved morale and cut the time spent on weekly status meetings by half. Moreover, for the first time, Sam knew what everyone was working on without spending time chatting with everyone.

After 4 weeks, Sam called an all hands on deck meeting to discuss company progress. While Marketing was on track, the Sales team was struggling with their Objective (improving the sales process) and dealing with customers. This feedback helped Sam to decide that they need to hire more salespeople (an OKR for next quarter). But for now they decided to remove one of the KRs from Sales, so they could better manage their time and still generate revenue.

This is a normal adjustment when setting OKRs for the first time. After all, you don't know your limits before you try something. It's better to set to high KRs and Objectives and fail rather than setting the bar too low.

By the time the quarter finished, most teams had finished about 60% of their KRs. But still, they now had a good understanding of who their customers were, they had a faster sales process, and Sam knew how and who they needed to hire next.

In quarter two, more progress was made. In time, updating KRs became a habit for everyone and the growth Sam had visioned became a reality.

By the fourth quarter, growing 3 times larger no longer seemed like an ambitious enough a goal.

Common Mistakes and How to Avoid Them

There are many pitfalls both new and experienced OKR users might fall for. It is good to go over this list every time you set new OKRs to make sure you are not making rookie mistakes.

Having too many Objectives.

You might find that at the end of the quarter, you haven't made much progress on any of your Objectives. This could be because you have divided your attention among too many different Objectives. It's important that when you're writing your Objectives, you try to limit yourself to no more than 3 Objectives per team and 3 Objectives per person.

The first time you set OKRs it can be hard to prioritize what's most important because everything can feel like it's important! However, having too many Objectives can mean you're spreading yourself too thin and not focusing enough on any of your goals. Keep it simple and you'll find that you're actually able to achieve more.

Writing Project Plans instead of OKRs.

Upon reflecting on your OKRs, you might realize that most of your KRs were binary. You either completed them 100% accomplished or nothing at all. In these cases, it's most likely you didn't follow proper methodology

when writing your OKRs. When most people start using OKRs, they often write an Objective that's actually a project, and write Key

Results that are actually tasks for that project. To correct this, think about the outcome you want to achieve from the goal you have set and try to find ways to measure those outcomes. If you must have a binary Key Result, try to measure it by phases and milestones.

Not updating progress on OKRs.

Another common mistake people make is not updating progress of OKRs regularly. It's important to update the progress of your OKRs on a weekly basis, otherwise you may reach the end of the quarter and realize you have no idea if you achieved anything at all. To prevent this, you should implement a weekly cycle or ritual for everyone in the company to access the progress of their OKRs.

Ideally, OKRs should be updated and discussed within teams once a week. Weekly meetings also allow you to address an problems with your OKRs that may have occurred and brainstorm on how to fix them before it's too late.

If things did not go perfectly during the first quarter, don't give up! Most companies run into a few problems and roadblocks their first time using OKRs. It's perfectly normal to not do everything right, or even anything right, the first quarter you try to implement OKRs. Implementing OKRs is a process and requires a lot of time, dedication, and a shift in mentality.

> "If you are using an OKRs based management approach, Weekdone is the best tool I have seen."
>
> *Lyle Stevens – CEO of Mavrck*

OKRs and Other Performance Metrics

For most people, OKRs are not the first time you set goals. Almost all companies have some sort of review process in place and every CEO has a long term vision that they are working towards. Implementing OKR is not just using an entirely new system, but it is a better way to structure and manage the goals you had before.

From KPIs to OKRs.

Key Performance Indicators (KPIs) exist in most companies. You may have used them for years in your own team. However, often when the team and company grow, KPI based tracking stops being satisfactory.

KPIs help you track work but they don't inspire your team and they don't help you stay focused. That is why, a lot of smart leaders are following the likes of Google and have started looking at Objectives and Key Results (OKR) methodology.

It may be quite hard to see the difference between KPIs and OKRs. If you are using KPIs now and want to move to a OKR based goal setting, your first instinct will probably be to just use your KPIs as Objectives.

While KPIs are measurable, Objectives are not. In the OKR system you measure Key Result that help you get to your inspirational Objectives. That makes the move from one system to another tricky as you can't just copy-paste your KPIs.

It is important to remember that while KPIs are metrics. Objectives need to be inspiring and easy to remember.

To make sure you get the transition from KPIs to OKRs successfully, use this 3 step plan to help you. The 3 steps are easy to follow and foolproof:

Step 1: Set Objectives. Objectives in OKR are not metrics and so can't be copied straight from KPIs. What you need to do is look at your KPIs and group them into captivating goals.

Step 2: Copy KRs from KPIs. When your Objectives are set, you can attach your old KPIs to them as Key Results. Make sure you don't have more than 3 KPIs attached to a single Objective. Otherwise, you'll be overwhelmed. As OKR coach Felip Castro has said, the fewer Key Results you have, the easier they are to follow: "Even so, no team should have more than 10 KRs – and I am not saying that every team can have 10, the fewer, the better."

Step 3: Make sure your KRs are worded correctly. The easiest way to set Key Results is to follow the SMART model. SMART is a methodology that sets criteria to the goals you set. The Key Results must be Specific, Measurable, Achievable, Relevant, and Time-bound. The questions you need to ask for each goal are:
- Specific: is the KR well-defined and understandable for everyone?
- Measurable: can you measure success or failure?
- Achievable: is it realistically possible to do?
- Relevant: is this KR important for your Objective?
- Time-bound: have I clearly established when the goal must be met? For OKRs the time is usually one quarter.

"The clear benefit of Weekdone is that we are more aligned, structured and people feel more connected."

Kaspar von Grünberg – CEO of Humanitec AG

OKR Software

From spreadsheets to software.

The main reason why people start OKRs on spreadsheets is because it is free. While it is nice to see if OKRs are a good fit for your company, cheaper isn't always better. Moreover, most of the OKR softwares offer free trials anyway.

Don't get me wrong, spreadsheets are a great tool for getting started and organizing your personal OKRs, but the number one problem with spreadsheets is implementation. Companies start using OKRs in order to get people engaged with their goals. In order to do that, you need to make it as easy and comfortable as possible.

So, if you are thinking about implementing OKRs, you should seriously consider if spreadsheets is the right OKR solution for you. You might end up wasting your precious time.

OKRs are meant to align and engage people, but if this process is not made comfortable enough, there is a big chance that you won't be able to reap the full benefits of OKRs.

For a successful implementation you need to create a habit of using OKRs regularly. With an OKR tool you can update your OKR progress with one click. The system will instantly update the status of your KRs and if the OKRs are linked to other levels, it will also change the progress of other OKRs,

Also, the changes made are instantly visible to everybody else. With a tool like Weekdone, everybody will get a notification in their newsfeed or OKR timeline and see that somebody made progress on their goals. With spreadsheets, it is harder to update your goals and the changes are not as easily seen as in an automated tool.

In case, you are serious about implementing OKRs with your team, I would recommend to use a tool that takes away the pain of clunky spreadsheets and implement an automated OKR software, so you could start making real progress towards your team or company goals.

"Weekdone helps to train people to use
Objectives and Key Results in the right way."

Scott Wolfe Jr., CEO of zlien

Weekdone.

Over the last 6 years, Weekdone has helped thousands of teams refocus their work, achieve their goals, and grow their companies.
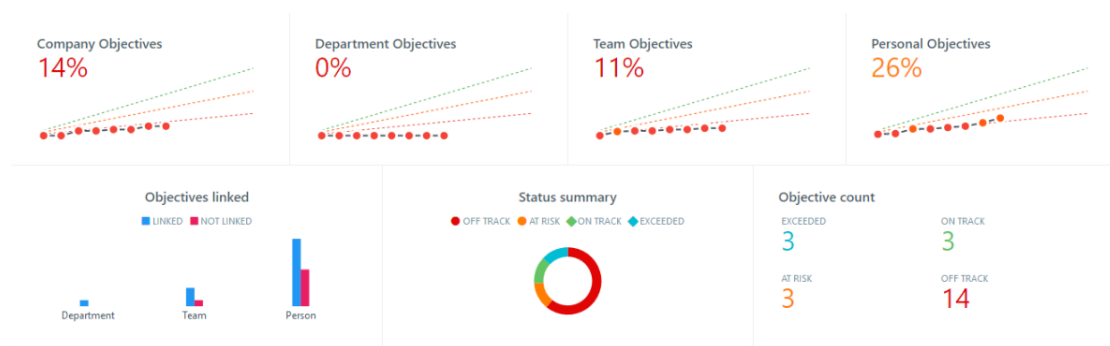
Weekdone is, at its core, an app that helps you get work done. It is designed to make using OKRs easy and transparent. And it let's you track weekly progress with PPP based weekly status reporting.

Weekdone puts a lot of effort into training our users on how to use and implement OKRs. Weekdone's dedicated customer success team makes sure, OKR users avoid common mistakes and have an easier time implementing and learning the system.

All of this makes sure, you and your team are working on the right tasks that move you towards your long term goals. It's progress monitoring made easy.

You can try out Weekdone for free with your team at https://weekdone.com/

"Using Weekdone for a while I have noticed that collaboration has improved."

Shawn Rucks – CEO of deverus

Moving forward

Most teams fail to use OKR well the first time they implement it. That is perfectly normal. People either set too high goals and fail to accomplish them or their Objectives are so low, everyone accomplishes them 100%. While this may result in a loss of enthusiasm, don't let yourself be swayed.

OKRs are not a project you run for 3 months. To work well, they must be used constantly and the progress must be improved every quarter. In 3 or 4 quarters, you should have a clear idea on how they work and most of your KRs should fall into the 70% category. Then you're all set.

Already when you are grading your last quarter, you must think about the next one. Go back to the "Setting Objectives" phase and start the process again. Take feedback from your peers and employees, analyze your experience from last quarter, and set better OKRs.

OKR examples

Example Company OKR
- Achieve record revenues while increasing profitability
  - Hit quarterly revenue of over $1000000
  - Start sales in 2 new countries and achieve first quarter revenues totaling over $100000
  - Increase gross profit margin % from 63% to 54%

Example HR OKR
- Improve internal employee engagement
  - Conduct 3 monthly "Fun Friday" all-hands meetings with an external motivational speaker
  - Start using OKR in all 10 teams and 5 departments
  - Conduct face to face interviews with 48 employees on their needs. (4 per week)

Example Product Management OKR
- Successfully launch version 3 of our main product
  - Get over 10000 new signups
  - Get published product reviews in over 15 publications
  - Achieve sign-up to trial ratio of over 25%

Example Marketing OKRs
- Successfully implement the weekly newsletter
  - Grow subscriber base at least 5% per every week
  - Increase the CTR% to above industry average of 3.5%
  - Finalize the content strategy, key messages, and topic structure for the next 6 months (0 - 100%)
- Activate user-testing
  - Conduct at least 4 face to face testing sessions per month
  - Review at least 15 video interviews from Usertesting.com

Example Sales OKR

- Increase Q2 recurring revenues
    - Increase average subscription size by $500 dollars per month
    - Increase the share of monthly subscriptions vs one-time contracts sold to 85%
    - Increase annual renewals by 50%