

OUTCOMES OVER ACTIVITY

KEN GAVRANOVIC

KENGAVRANOVIC.COM

©2022 Actionable Growth Strategies, LLC

Objective **Key** **Result**

OUTCOMES **OVER ACTIVITY**

**INCREASE SALES, MARGINS,
AND EMPLOYEE ENGAGEMENT.
GET MORE TIME BY DOING LESS
WASTEFUL WORK.**

Right Formula

Right Tactics

Repeatable Actions

OKR's

KEN GAVRANOVIC

Objective Key Result

KENGAVRANOVIC.COM

©2022 Actionable Growth Strategies, LLC

OKR's



What are OKR's?



Why do you need them?



**How will they help you,
your team and your
company?**

Do you need OKR's?

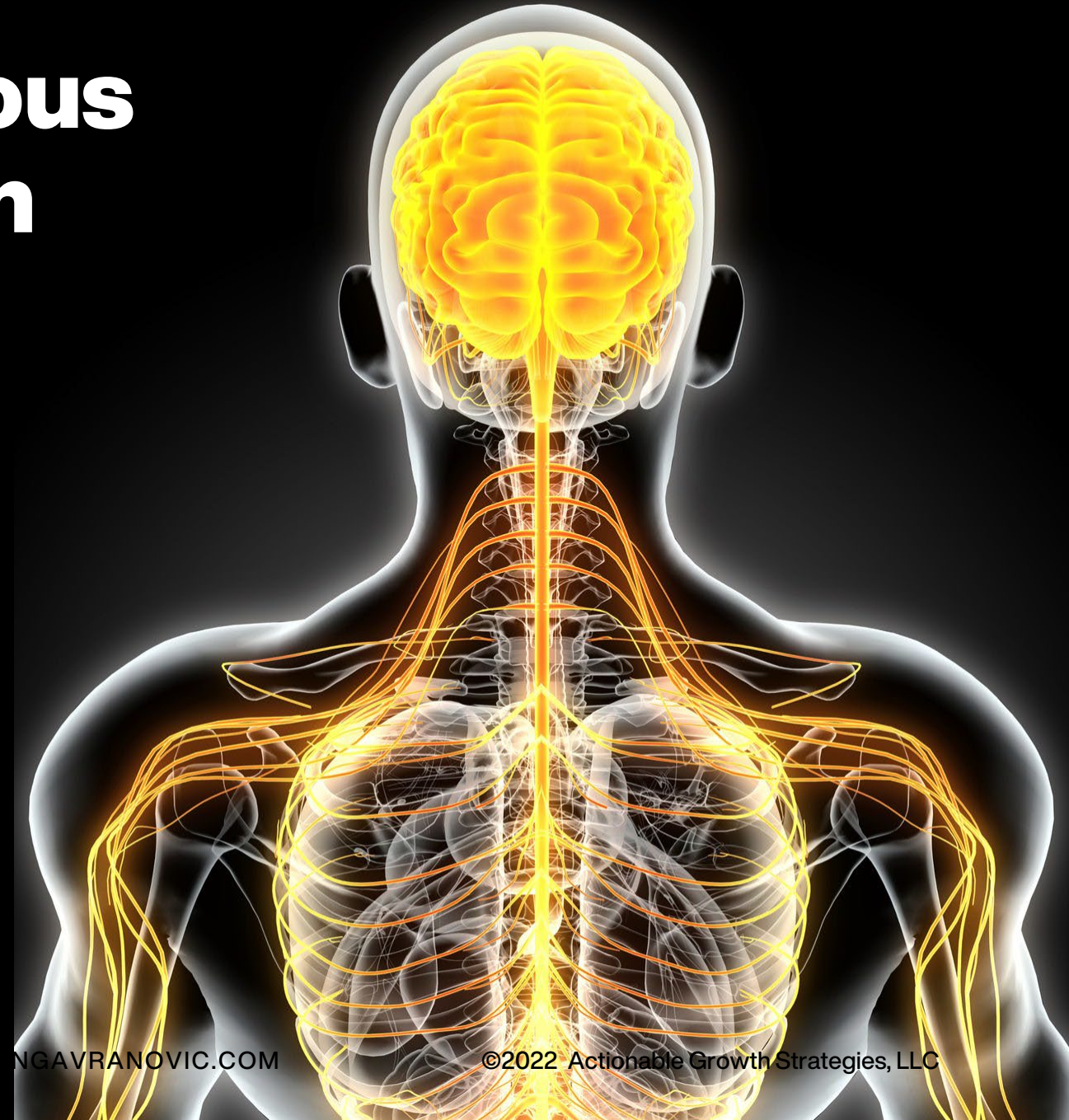
**Teams not aligned.
Operate in Silos.**

**Low or
inconsistent engagement**

**Inconsistent or incorrect tactics
to unclear outcomes**

OKR's are the nervous system of a well-run company.

KEN GAVRANOVIC



KGAVRANOVIC.COM

©2022 Actionable Growth Strategies, LLC

WHY OKR's?

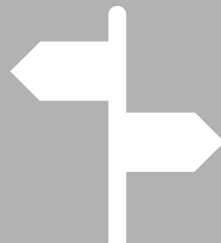
**OKRs allow you to
Align on Objectives
instead of being
divided by tactics.**

WHERE TO START?

KEN GAVRANOVIC



Ideally
Company or Top
of Organization



Optionally
Business Unit, Organi-
zational Unit, or Team

KENGAVRANOVIC.COM

©2022 Actionable Growth Strategies, LLC

OKR **FRAMEWORK**

Objective Key Result
is a critical thinking
framework and ongoing
discipline that seeks to
ensure employees work
together

FOCUS ON WHAT'S IMPORTANT

**In other words,
the most important
things need to get
done first, or they
won't get done at
all.**

MANAGE BY OBJECTIVES

“What”

Annual

Private & Siloed

Top-Down

Risk Averse

V S

OBJECTIVE KEY RESULTS

“What” & “How”

Quarterly or Monthly

Public & Transparent

Bottom-up or Sideways

Aggressive & Aspirational

ROADMAPS

Long-term

Address team-specific
issues

Owned by the product
manager

Planning tool

Solution-driven

V S

OKRs

Time-bound

Contextual

Owned by the team

Measure progress
towards goals

Problem-driven

OKRS ARE NEON-LIST ROAD SIGNS

- Demolish **silo's and** cultivate **connections**
- **Enables front-line autonomy**
- **Give rise to new solutions**
- **Keep members** continuously stretching
- **Accelerate delivery of results**



OBJECTIVES & KEY RESULTS

Objectives indicate WHAT will be achieved, no more and no less

Key Results benchmark and monitor HOW we get to the Objective

When properly designed and deployed, they're a vaccine against fuzzy thinking and fuzzy execution.

“ Goal setting isn't bulletproof. When people have conflicting priorities, unclear, meaningless, or arbitrarily shifting goals, they become frustrated, cynical, and unmotivated.”

COMMITTED OKRs

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

V S

ASPIRATIONAL OKRs

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

WHAT ABOUT DEPENDENCIES?

**Always have the
group that create
the OKR be
accountable
to the key result.**

CLASSIC OKR WRITING MISTAKES AND TRAPS

TRAP #1

Failing to differentiate between committed and aspirational OKRs

TRAP #2

Business-as-usual OKRs

TRAP #3

Timid aspirational OKRs

TRAP #4

Sandbagging

TRAP #5

Low-Value Objectives (aka the "Who cares?" OKR)

The litmus test: If you ask your customers what they want, does your aspirational Objective meet or exceed their request?

PRACTICE

Pick an objective

PRACTICE

What is a Key Result?

OKR EXAMPLES

OK

Objective:

Win the Indy 500

Key Results:

Increase lap speed

Reduce pit stop time

DECENT

Objective:

Win the Indy 500

Key Results:

**Increase average lapspeed
by 2%**

*Reduce the average pit stop
time by one second*

GOOD

Objective:

Win the Indy 500

Key Results:

**Increase average lap
speed by 2%**

Test at wind tunnel ten times

*Reduce the average pit
stop time by one second*

Reduce pit stop errors by 50%

*Practice pit stops one hour
per day*

Next Steps #1

- **Set your OKRs at the highest level you are implementing and cascade down**
- **Publish your OKR and progress with Red/Yellow/Green monthly status**
- **Review/Revise Quarterly or Annually**

Next Steps #2

- Help the community email okrs@kengavranovic.com with good or bad examples of OKRs. I will remove names but share best/worst (and keep updated).
- You can download this presentation and crowd sourced updated of good and bad examples of OKRs at [**KENG.VC/OKRS**](https://KENG.VC/OKRS)
You are free to use any of the content for your companies direct benefit (i.e. not resell)

Next Steps #3

- You can download this presentation and crowd-sourced updates of good and bad examples of OKRs at **KENG.VC/OKRS**
You are free to use any of the content for your companies direct benefit (i.e. not resell)



**Want tips, tricks,
this deck or examples
email me at
ken@kengavranovic.com**