10 things nobody tells you about OKRs

it could all be so simple


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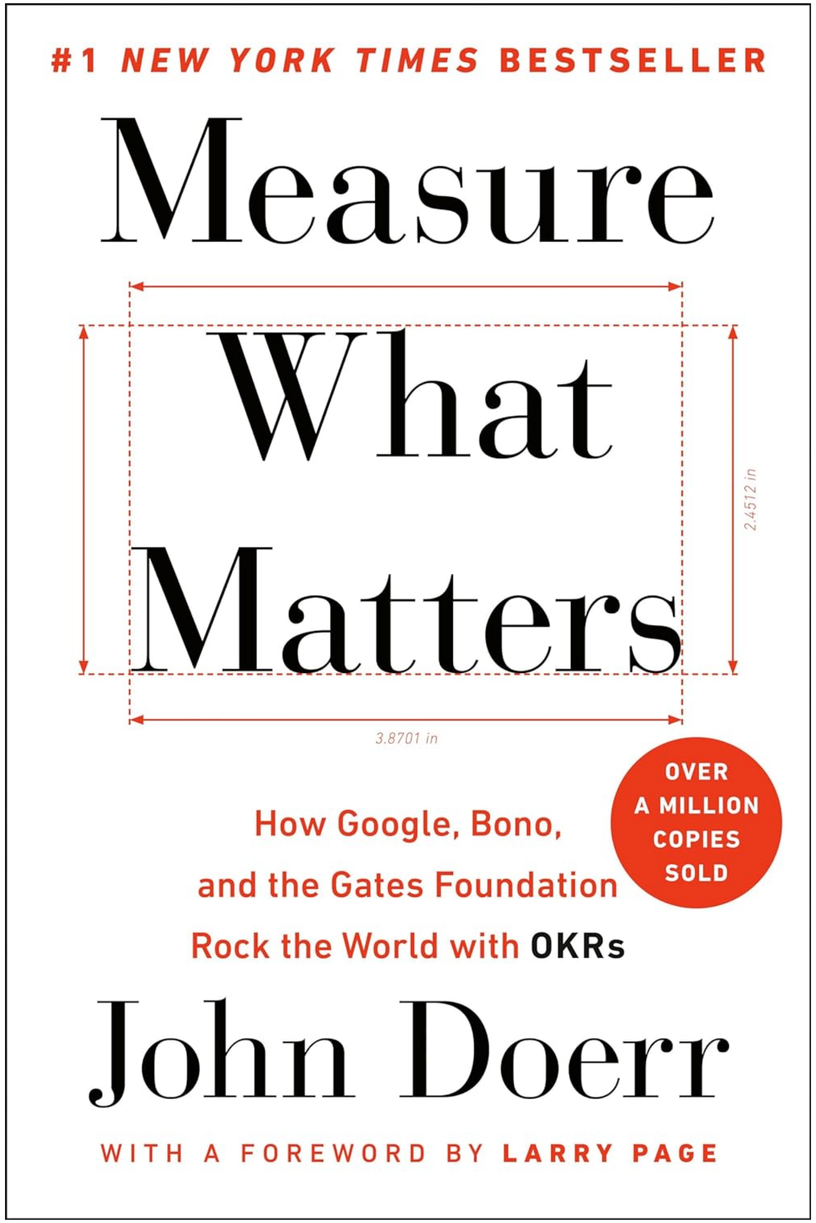


John Doerr

whatmatters.com

they’re so fast


"Choosing Intel gave us a twelve month jump on the competition."
Dr. An Wang
Wang Laboratories
Dr. Wang: "We were first with a unique, new approach to word processing—using microcomputers to implement distributed intelligence in multiple station systems. That approach has enabled us to increase our market share 50% a year in a market that's growing 40% a year. This year our word processing sales will pass $100 million. In 1974 they were just $9 million.
"We decided on Intel's 8080 microprocessor for our distributed logic system. Only Intel offered PL/M, the microcomputer programming language we needed to get our software written quickly. So quickly that we introduced our system a year ahead of any competition. And Intel's tools for programming have continued to help us offer our customers the high quality software they expect from Wang."
Intel's extensive microcomputer design tools have helped hundreds of companies just like Wang Labs capture the marketing advantage with Intel microcomputers and semiconductor memory.
Our Intellec® Microcomputer Development System makes it possible and profitable for companies like yours to take full advantage of the promise and potential of the microcomputer. For example, the world's most advanced microcomputer, our new 16-bit 8086, is the first and only 16-bit microcomputer supported by a high-level programming language—PL/M, part of the total 8086 software development package available for the Intellec system.
To begin writing your own success story, contact Intel Corporation, 3065 Bowers Avenue, Santa Clara, CA 95051 408/987-8080.
Intel's Intellec® Development System
Circle #106 for information
intel® delivers.

sole focus

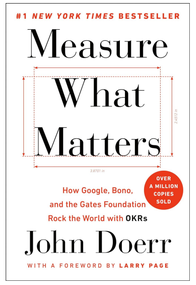
INTEL CORPORATE OBJECTIVE

Establish the 8086 as the highest performance 16-bit microprocessor family, as measured by:

KEY RESULTS (Q2 1980)

1. Develop and publish five benchmarks showing superior 8086 family performance (Applications).
2. Repackage the entire 8086 family of products (Marketing).
3. Get the 8MHz part into production (Engineering, Manufacturing).
4. Sample the arithmetic coprocessor no later than June 15 (Engineering).

John Doerr



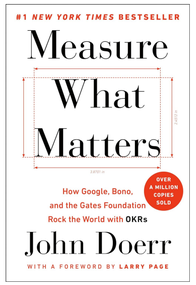
ENGINEERING DEPARTMENT OBJECTIVE (Q2 1980)

Deliver 500 8MHz 8086 parts to CGW by May 30.

KEY RESULTS

1. Develop final art to photo plot by April 5.
2. Deliver Rev 2.3 masks to fab on April 9.
3. Test tapes completed by May 15.
4. Fab red tag start no later than May 1.

John Doerr



boring

1 they’re so fast

2 sole focus

3 boring

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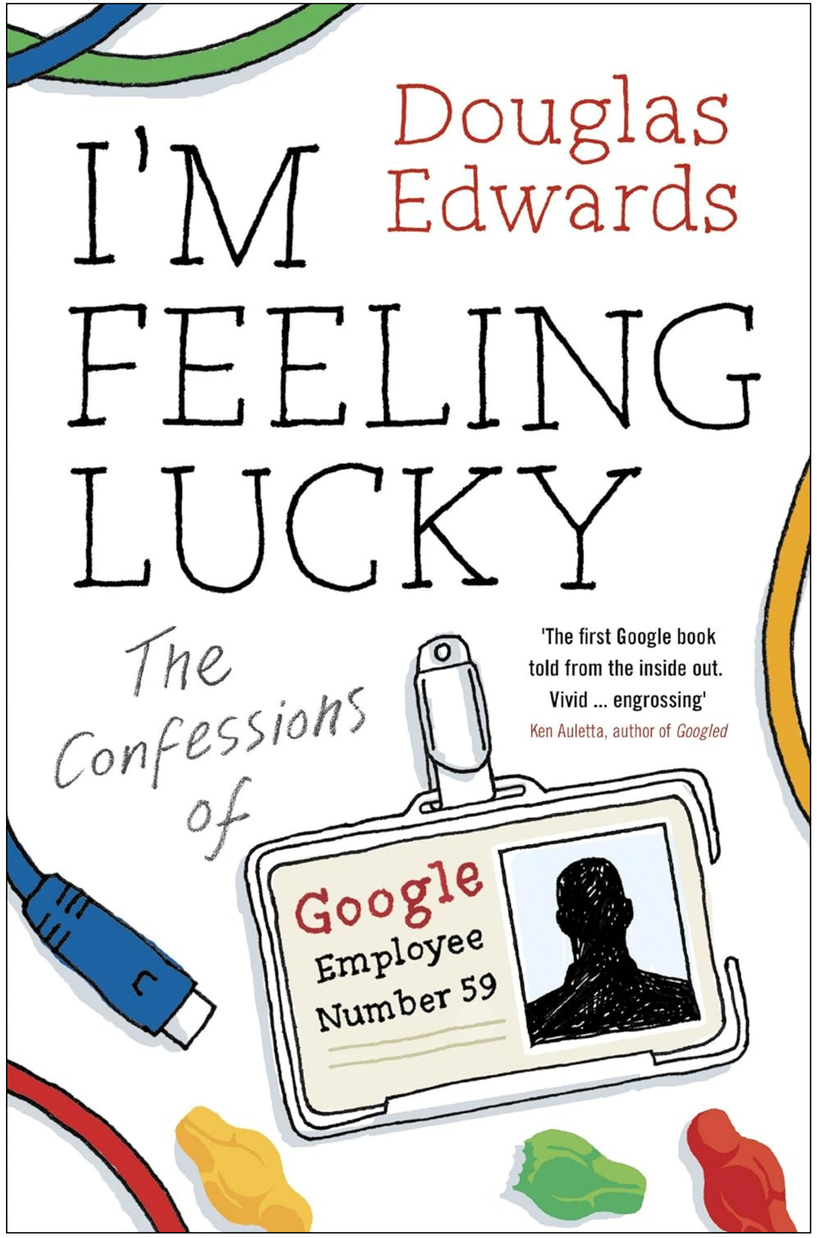
what *else* was going on

4



Douglas Edwards

penguin.co.uk

you can’t
stretch
everything

aspirational
vs
committed

Quentin Blake

you can
never
pick
the right measures

A	**Build exactly this [to a predetermined specification]**
B	**Build something that does [specific behavior, input-output, interaction]**
C	**Build something that lets a segment of customers complete [some task, activity, goal]**
D	**Solve this [more open-ended customer problem]**
E	**Explore the challenges of, and Improve the experience for, [segment of users/customers]**
F	**Increase/decrease [metric] known to influence a specific business outcome**
G	**Explore various potential leverage points and run experiments to influence [specific business outcome]**
H	**Directly generate [short-term business outcome]**
I	**Generate [long-term business outcome]**

7

you
don’t
need
them
at all

this slide intentionally left blank

7

7

“To have a strategy, rather than vague aspirations, is to choose one path and eschew others.

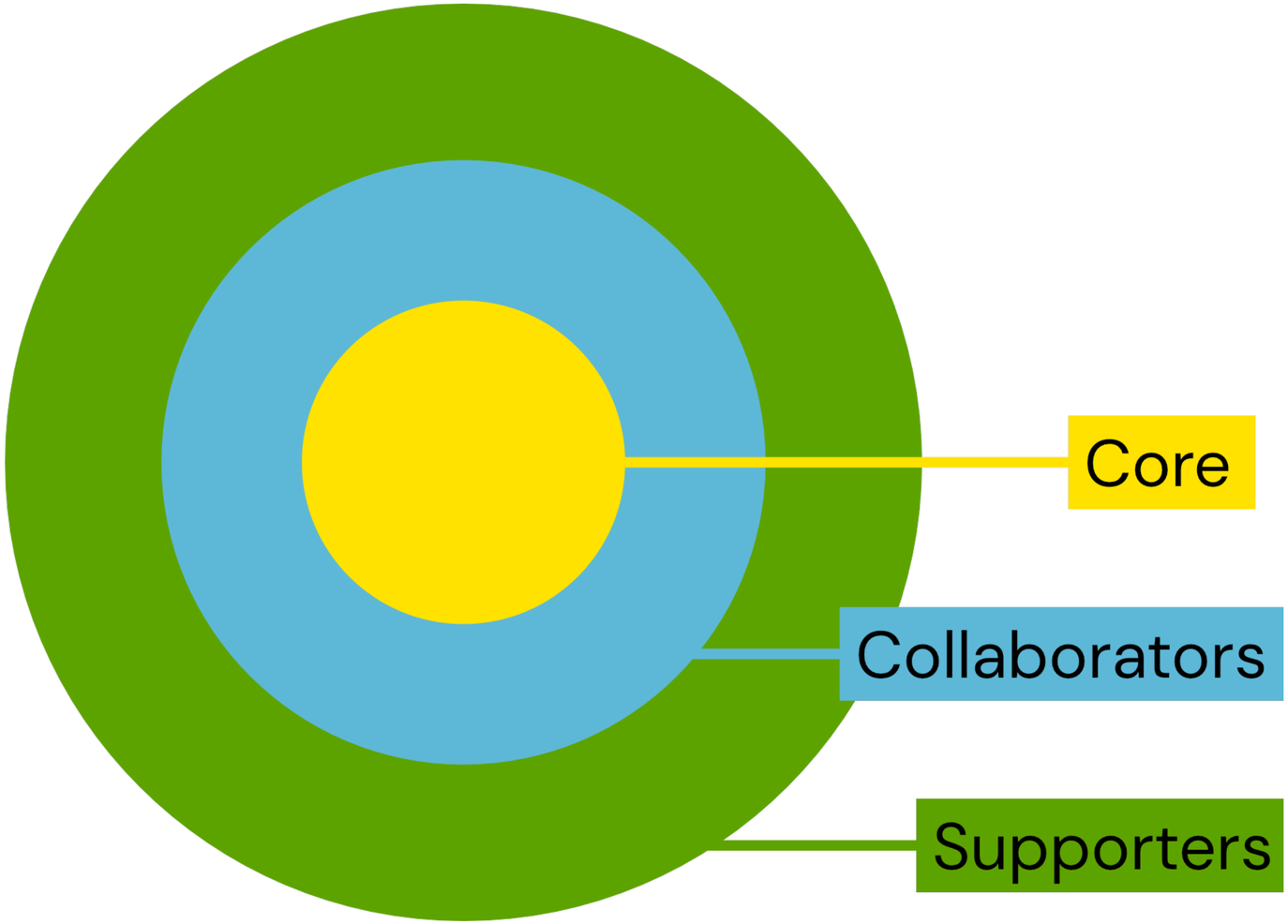
Richard Rumelt

7

a diagnosis
a guiding policy
a set of coherent actions

Richard Rumelt

7



1 they’re so fast

2 sole focus

3 boring

4 what *else* was going on

5 you can’t `stretch` everything

6 you can *never* pick the right measures

7 you don’t need them at all

8

9

10

dropping them

might hurt

BARRIERS TO CHANGE

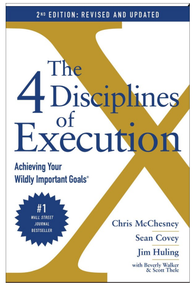
Barriers to Change: Change Theater

> “ erodes the collective belief that change is possible

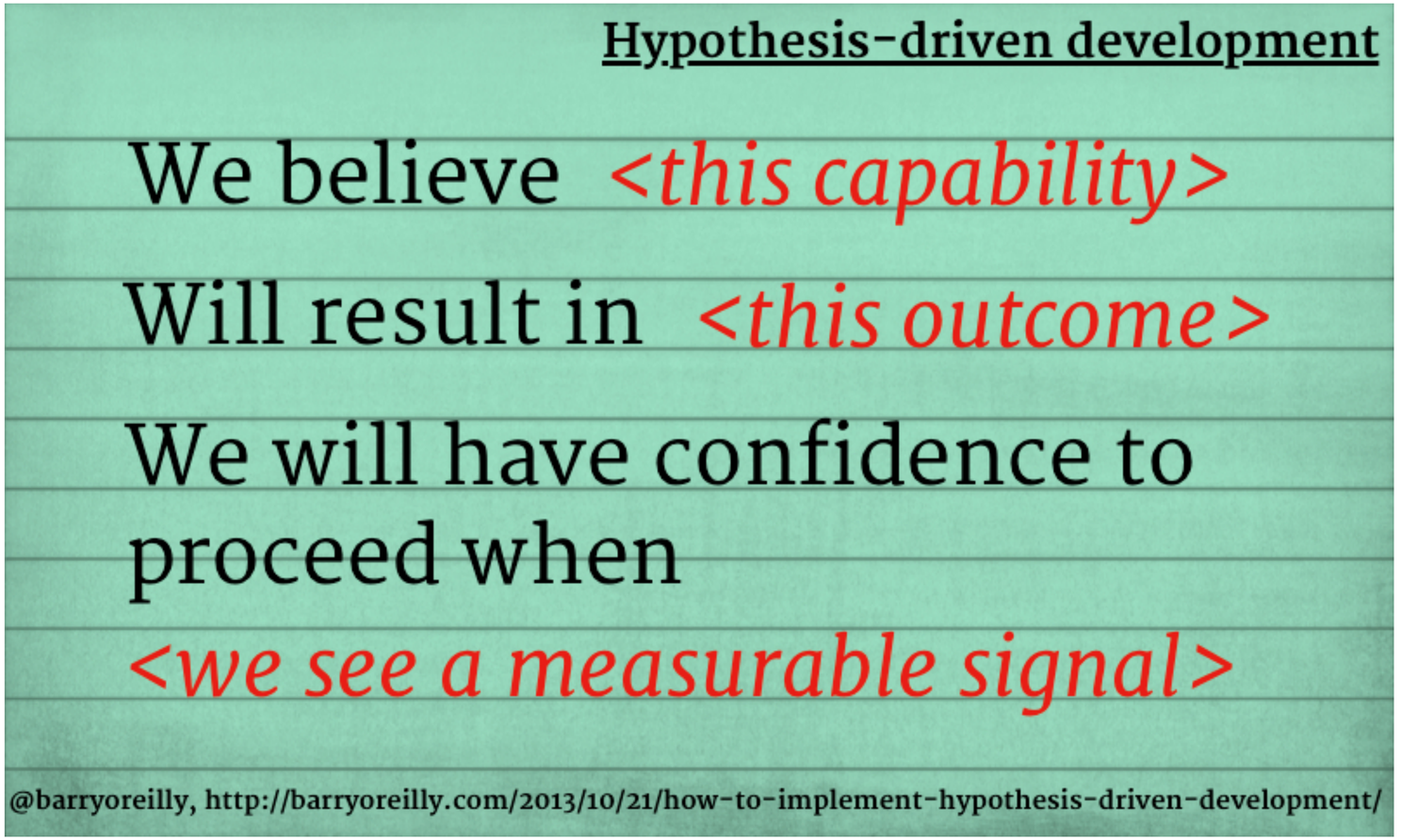
complements

4 disciplines of execution

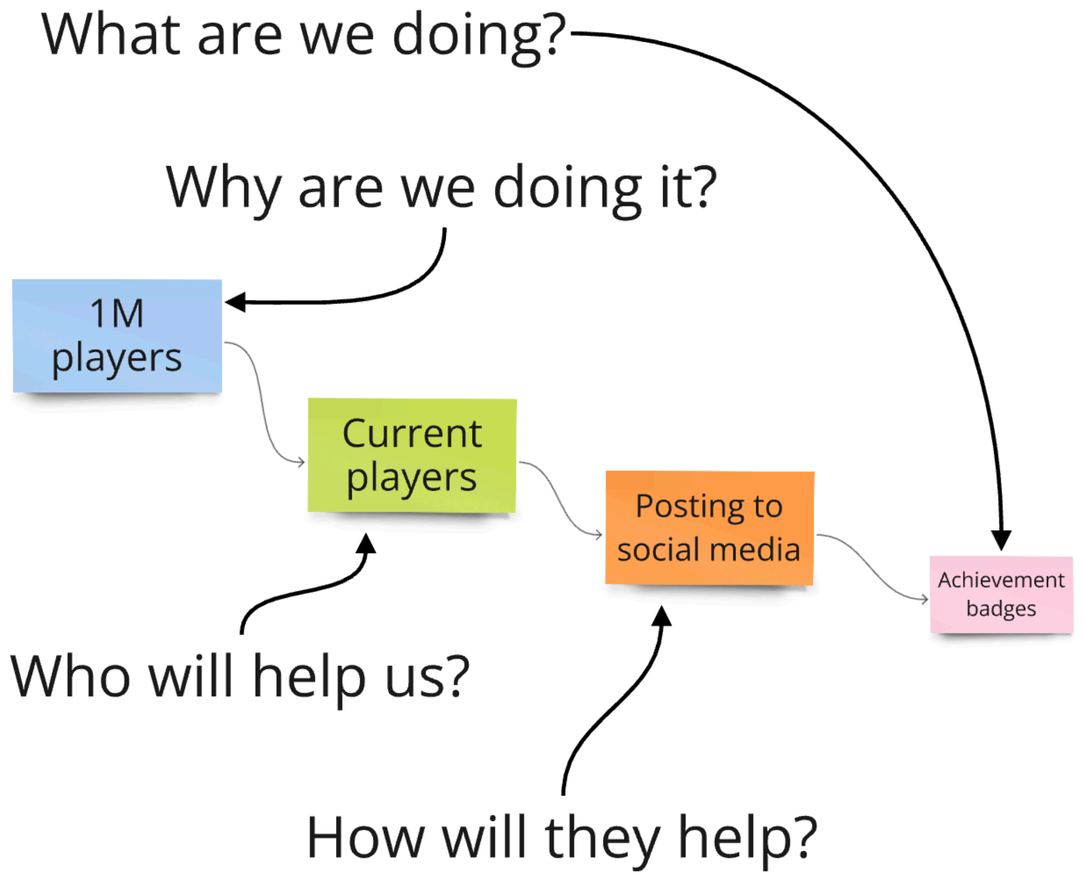
Chris McChesney, et al



Narratives, Commitments, Tasks

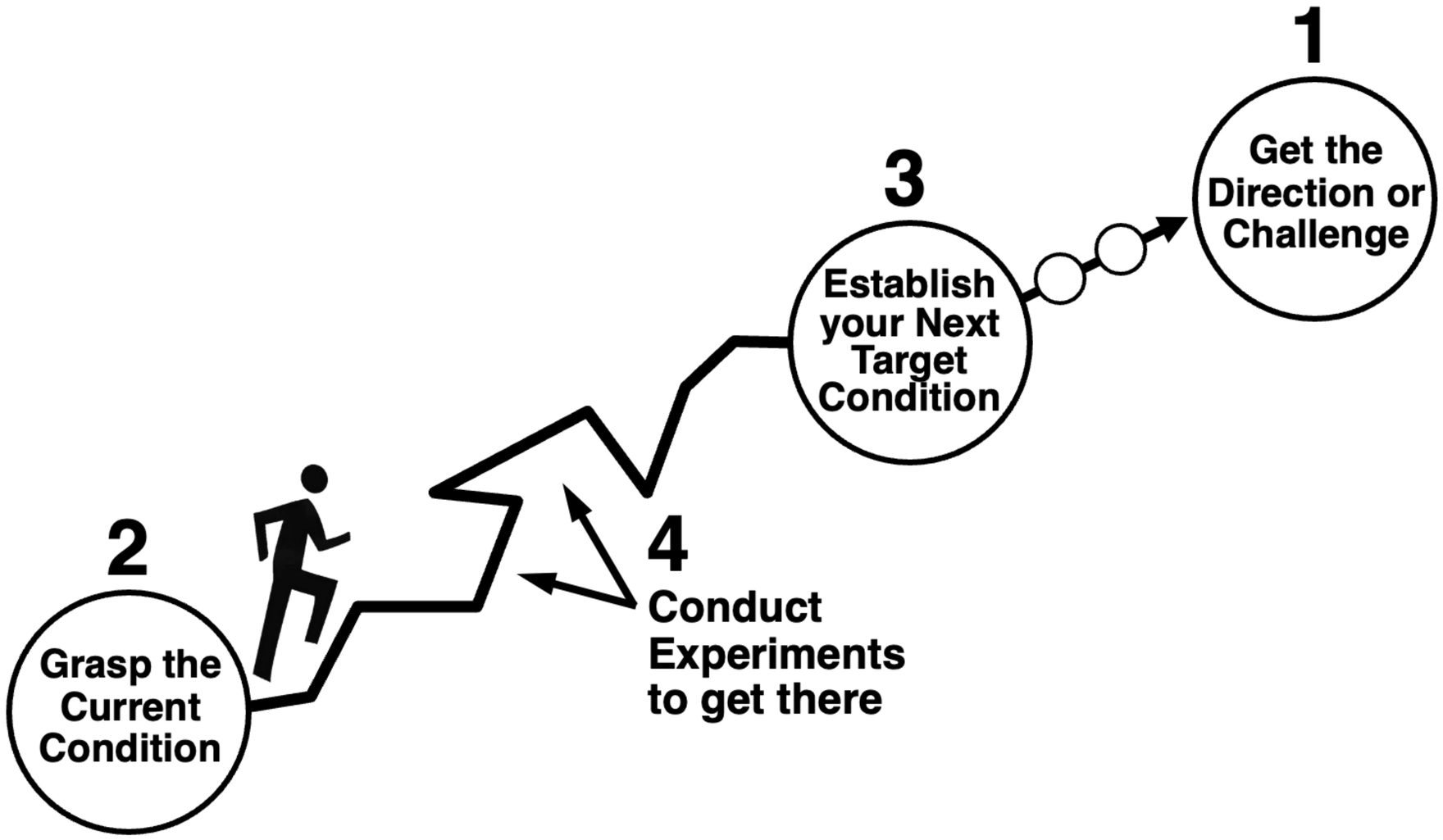

Hypothesis-driven development
We believe <this capability>
Will result in <this outcome>
We will have confidence to proceed when
<we see a measurable signal>
@barryoreilly, http://barryoreilly.com/2013/10/21/how-to-implement-hypothesis-driven-development/

Goal: **Why** are we doing this?	Actors: **Who** can help us achieve this goal?	Impacts: **How** can they help us achieve this goal?	Deliverables: **What** can we do to encourage that?

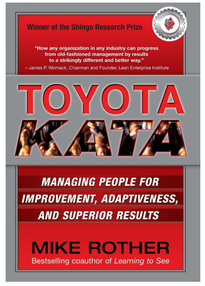


how long change takes


I really don't think scurvy is contagious.
Where'd you get that cool flag with all the holes?
You should try limes. They help prevent scurvy.
I have some exciting scurvy news for you! Read this.
Bye, don't let the scurvy bite you.

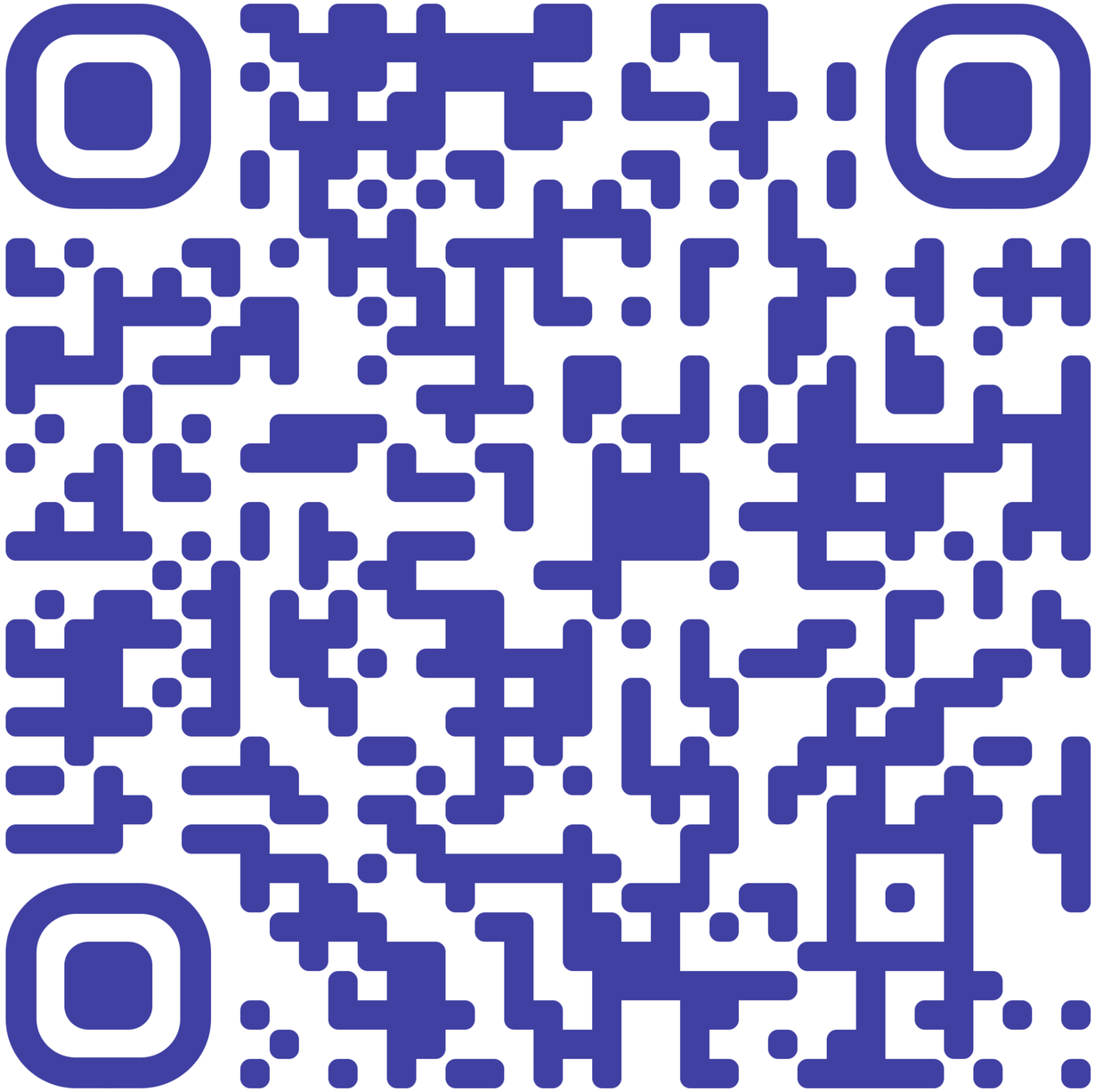

1
Get the Direction or Challenge
3
Establish your Next Target Condition
2
Grasp the Current Condition
4
Conduct Experiments to get there

Mike Rother


Winner of the Shingo Research Prize
TOYOTA KATA
MANAGING PEOPLE FOR IMPROVEMENT, ADAPTIVENESS, AND SUPERIOR RESULTS
MIKE ROTHER

1. they're so fast
2. sole focus
3. boring
4. what *else* was going on
5. you can't `stretch` everything
6. you can *never* pick the right measures
7. you don't need them at all
8. dropping them might hurt
9. complements
10. how long change takes


10
things
somebody
told you
about OKRs



neil-vass.com