

OKR Cheat Sheet

1. The OKR Formula

I will (*Objective*) as measured by (*this set of Key Results*)

2. Objectives

- **Aspirational** – Motivate and challenge the team.
- **Memorable** – Simpler, shorter and easy to memorize. Shouldn't be boring.
- **Qualitative** – No numbers.
- **Fit your Culture** – Can be informal and fun. Slangs and internal jokes can be used – whatever fits your culture.

3. Key Results

- **Quantitative** – Every Key Result should have a number.
- **Value based** – Measure results instead of holding a list of tasks/deliverables/projects.
- **Deliver results during the quarter** – Doing a 3 month project to deliver results in the next quarter is not enough. Try breaking down your project in smaller pieces to deliver value sooner.

4. If you are stuck with a task, convert it in Key Results using this model:

If we are successful with _____, we will have more _____ and/or less _____

Example:

If we are successful with the ERP implementation, we will have more speed in report generation and/or less manual work

You may also create an OKR that measures if a priority project or initiative was delivered **successfully**:

Successfully migrate the platform

- Reduce infrastructure costs by 30%.
- Maintain availability during migration in 99,99%.
- Maintain revenue of R\$ X.

5. Alignment

- Check if your OKRs are aligned with the company's OKRs and with the other teams (use the *360° Alignment Template*).
- You may have a "local" OKR, but most of your OKRs should contribute to the company's OKRs.
- Check if you don't have to create shared OKRs with other teams.

6. Focus

- Set few OKRs, less is more here.
- An OKR should have between 2 and 5 Key Results. If your Objective has only one Key Result, try merging it with another OKR or check if you don't have to balance it.

7. Balancing

- Avoid perverse incentives: "This metric drives the behavior we want? Which consequences can it bring? Do we need to balance it to drive sustainable results?"

8. Measurement Infrastructure and new metrics

If you don't have a baseline to set a target for your Key Result, you have two options:

- Run a quick pilot to measure the current value of the metric, even with a high margin of error.
- Develop your measurement infrastructure during the quarter in order to include the Key Result in the next cycle. In this case, list the new metrics under development next to your OKRs.

