

Objectives | Key Results

Template

Company Objective

The Objectives and Key Results that we set for 2019 is to ultimately increase departmental productivity and test and implement new growth strategies that can increase our annual revenue by 50 percent or more.

Advantages of OKRs



Alignment

Connect individual and team performance back to shared company objectives so that everyone moves in the same direction.



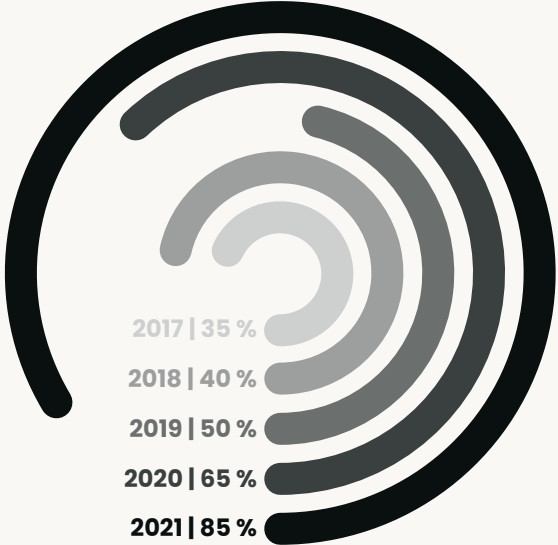
Prioritization

The 3-5 objectives for each level of an organization forces us to what will have the greatest impact on the company.



Transparency

Enable us to have a transparent culture, as everyone knows how each team and individual is planning to make an impact.



Empowerment

Increased visibility gives everyone the context they need to make the best decision and shows the employee the impact of their work.



Measurement

Illustrate how far along individuals, teams and the overall company are in accomplishing the shared company mission.



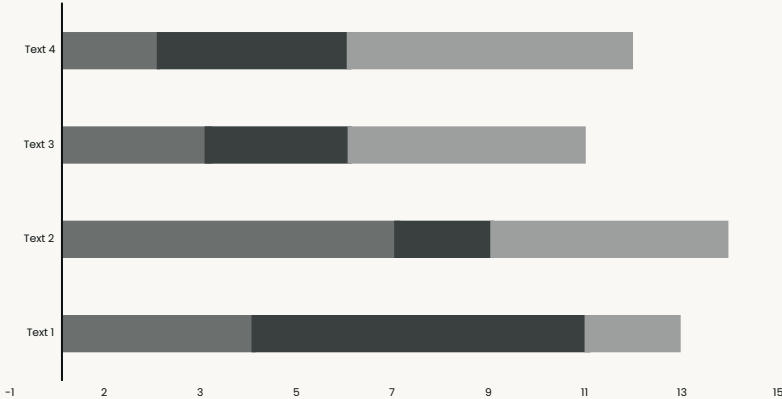
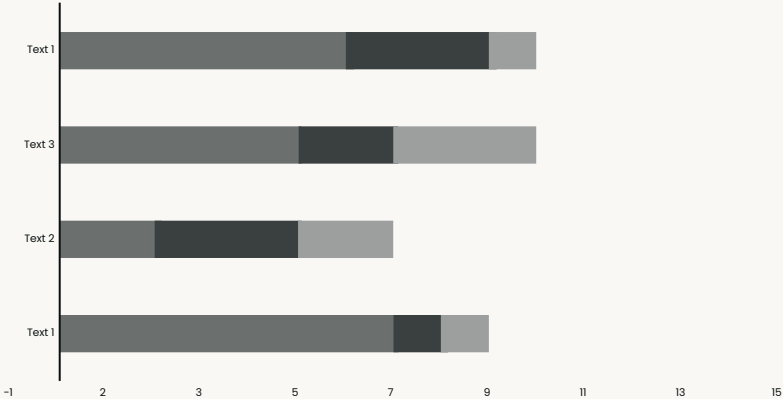
Accomplishment

OKRs are meant to be stretched - just beyond the threshold of what seems possible - so we can achieve remarkable results.

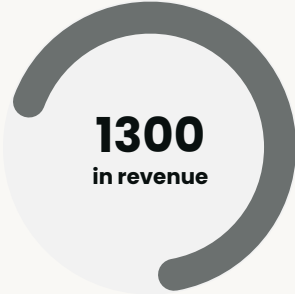
Operational KR



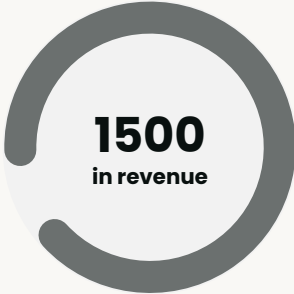
Aspirational KR



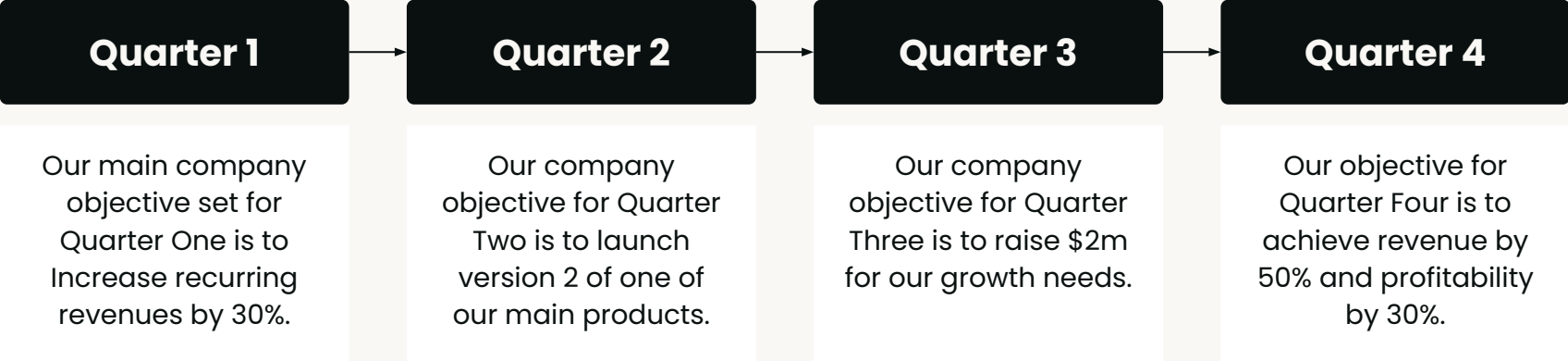
Operational Key Results use a 70–100% success threshold for targets, any score under 100% would be deemed a failure. They are to be achieved in full within the set time frame



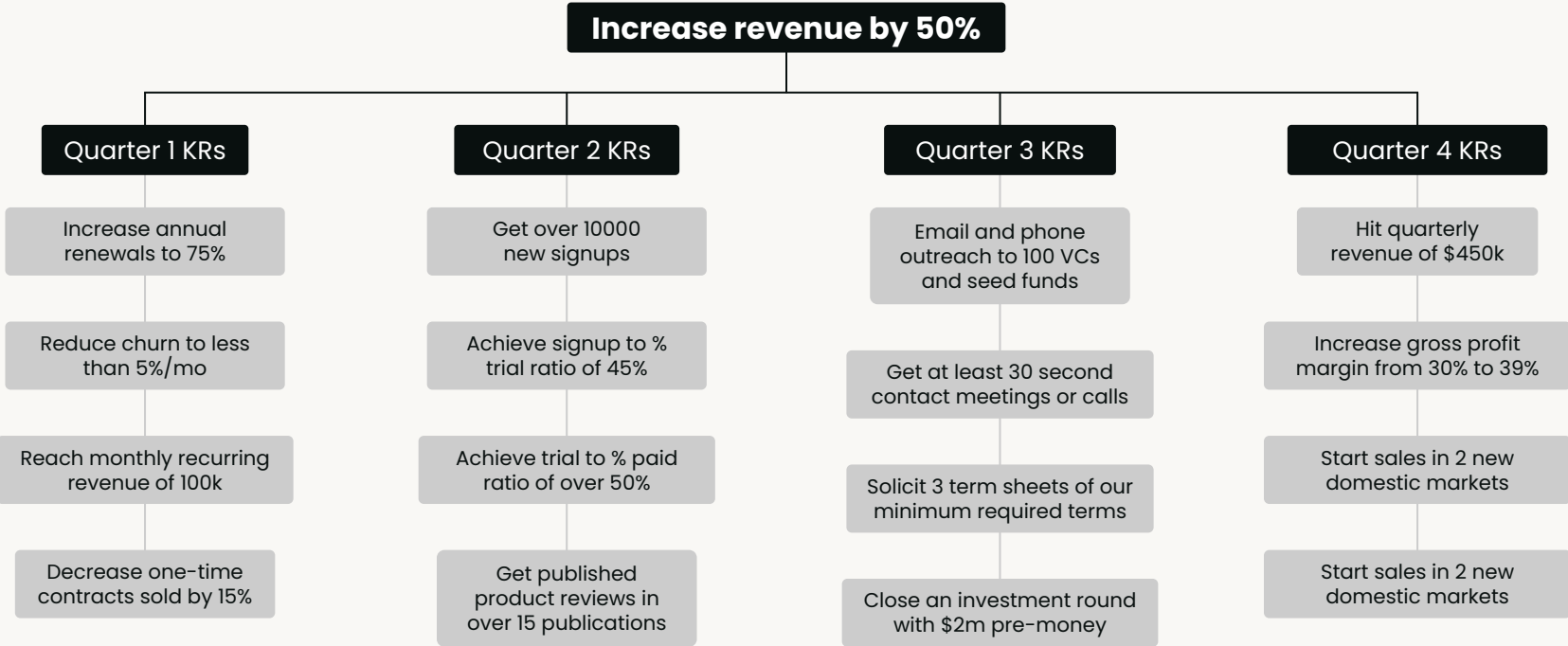
Aspirational Key Results fail at an average rate of 40%, meaning 60% completion. Aspirational KRs are typically set at 60–70% while encouraging employees to aim high.



Quarterly Company Objectives



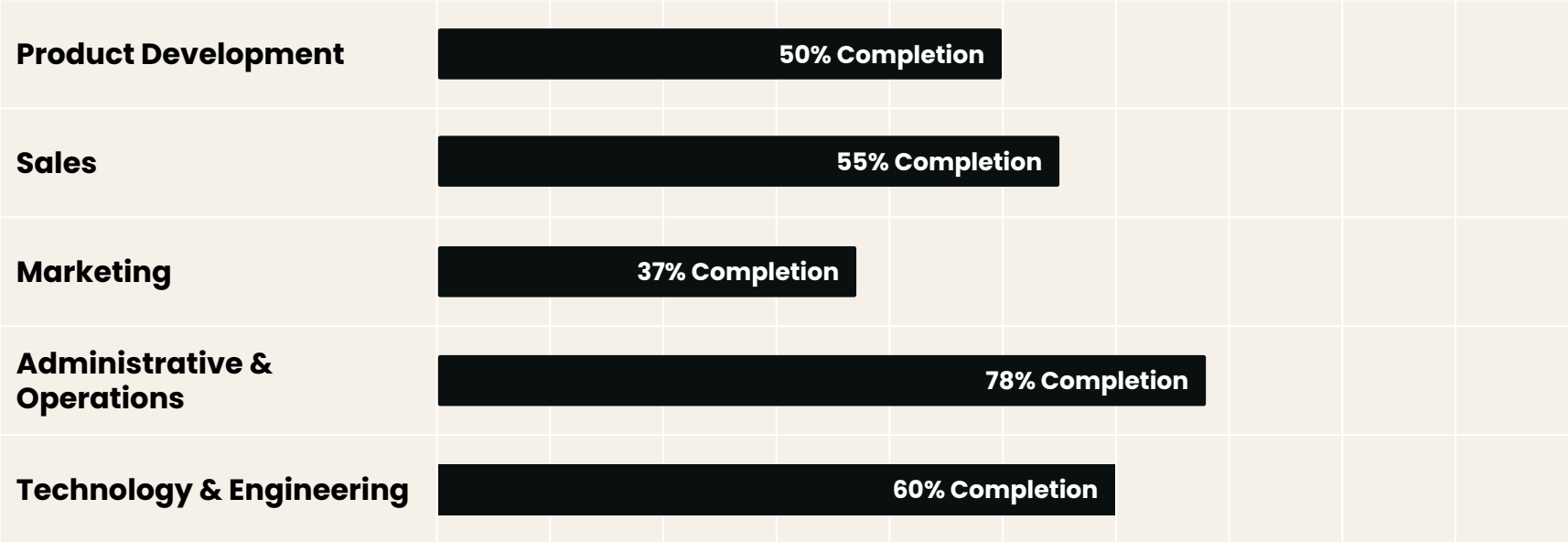
KRs for Quarterly Objectives



Organizational Approach



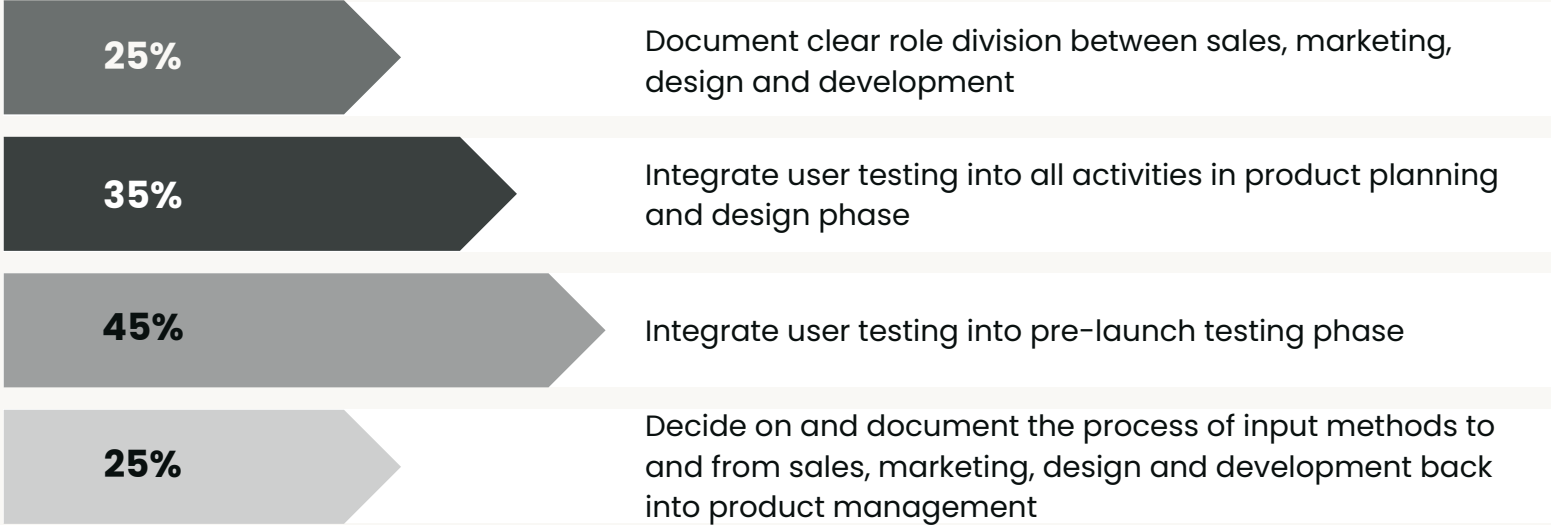
Departmental OKR Progress



Product Development Group Objectives

| | |
|-----------|--|
| Q1 | Quarter 1 Objective Implement new 360-degree product planning process |
| Q2 | Quarter 2 Objective Research, analyze & understand what our users and non-users really think |
| Q3 | Quarter 3 Objective Successfully launch version 3 of our main product |
| Q4 | Quarter 4 Objective Activate user-testing of our product |

Product Development Q1 Key Results



Performance Dashboard



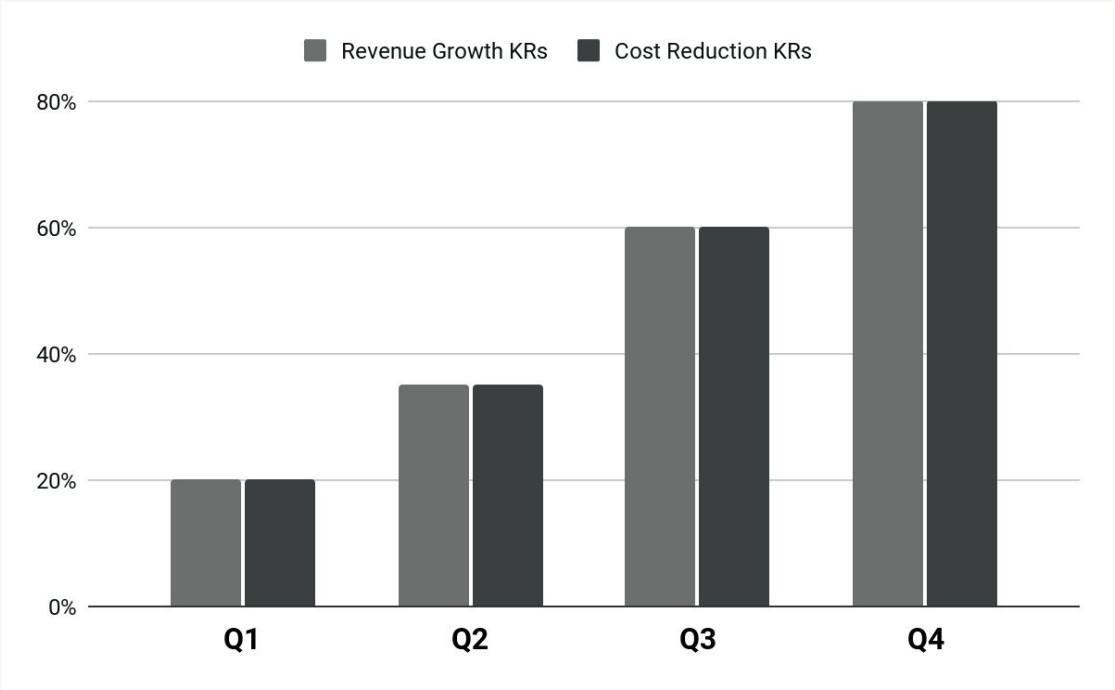
- Team A Average
- Our Team Average
- Team C Average
- Team D Average

02 Months left in Q1

19 Days left in Q1

| Employee Name | Operational KR | Progress | Aspirational KR | Progress | On Track |
|---------------|--------------------------------|-------------------------------------|--------------------------------|-------------------------------------|----------|
| ● Bob Smith | Bob Smith's KR for Q1 is this | <div style="width: 80%;"></div> 80% | Bob Smith's KR for Q1 is this | <div style="width: 60%;"></div> 60% | Y |
| ● John Smith | John Smith's KR for Q1 is this | <div style="width: 35%;"></div> 35% | John Smith's KR for Q1 is this | <div style="width: 25%;"></div> 25% | N |
| ● Joe Smith | Joe Smith's KR for Q1 is this | <div style="width: 50%;"></div> 50% | Joe Smith's KR for Q1 is this | <div style="width: 35%;"></div> 35% | N |
| ● Tom Smith | Tom Smith's KR for Q1 is this | <div style="width: 60%;"></div> 60% | Tom Smith's KR for Q1 is this | <div style="width: 45%;"></div> 45% | N |
| ● Dan Smith | Dan Smith's KR for Q1 is this | <div style="width: 80%;"></div> 80% | Dan Smith's KR for Q1 is this | <div style="width: 70%;"></div> 70% | Y |

Revenue Growth KRs vs. Cost Reduction KRs



Best Practices of OKR Setting

Objectives

- O** Objective
- B** Bracing
- J** Judicious
- E** Exact
- C** Clear
- T** Tangible

Key Results

- R** Reachable
- E** Exponent
- S** Significant
- U** Understandable
- L** Limited to numbers
- T** Trackable

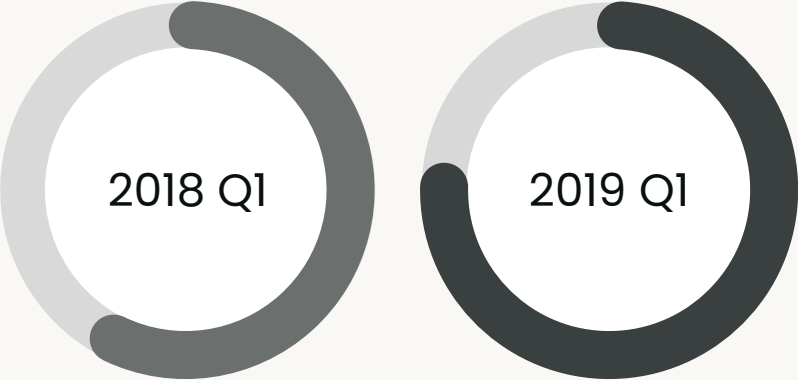
Practices

3-4 Objectives max per level (e.g. per person)

3-5 Key Results max per Objective

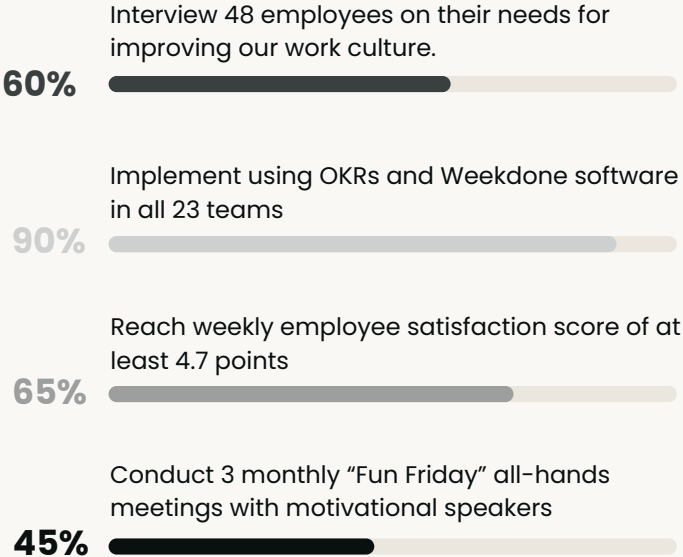
If Write for other people: they must clearly understand your goals

Human Resources Q1 OKR

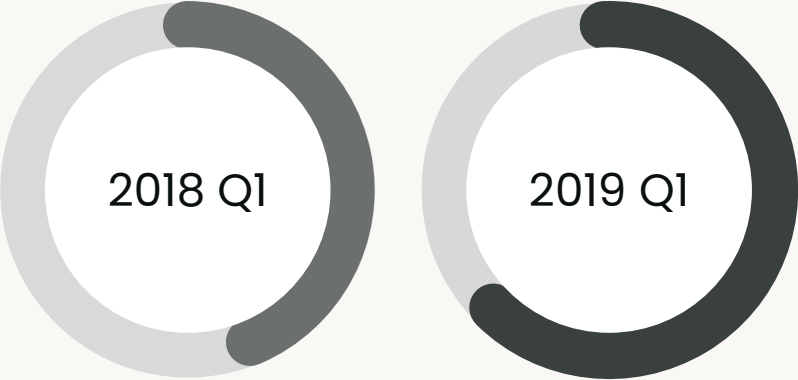


Objective: Improve internal employee engagement and job satisfaction

2019 Q1 Key Results

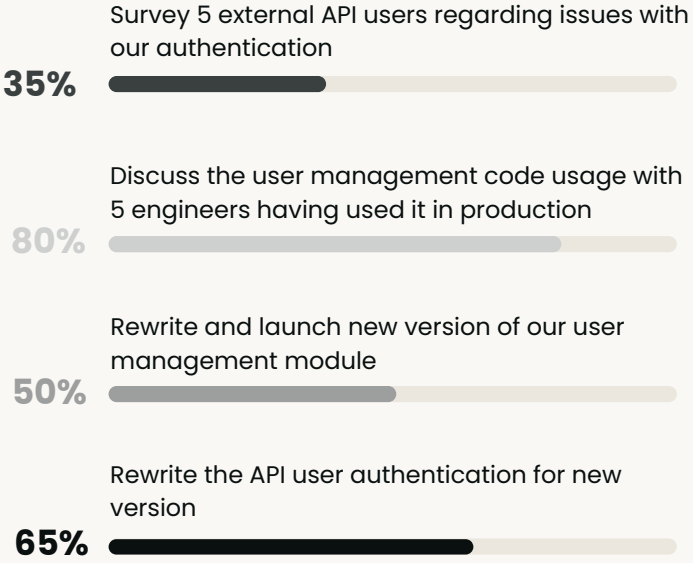


Engineering Q1 OKR

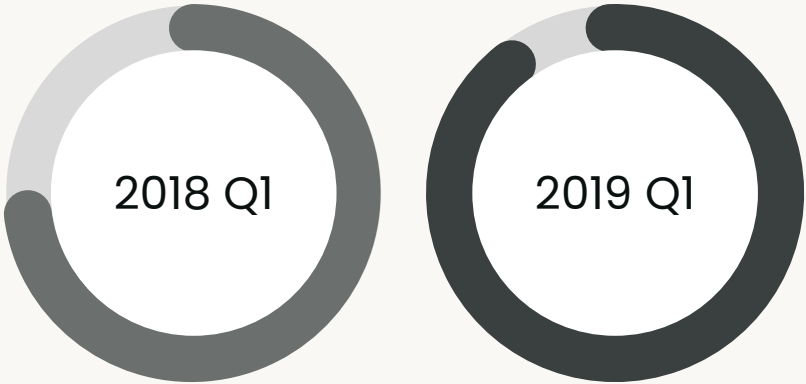


Objective: Refactor our old user management module

2019 Q1 Key Results

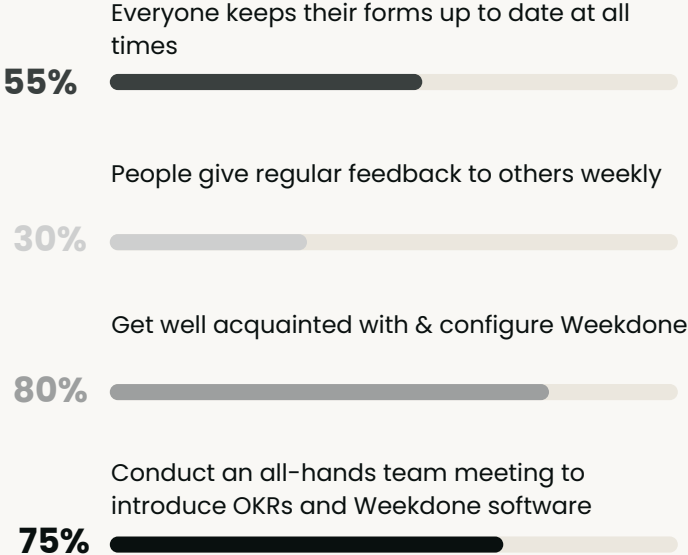


Management Q1 OKR



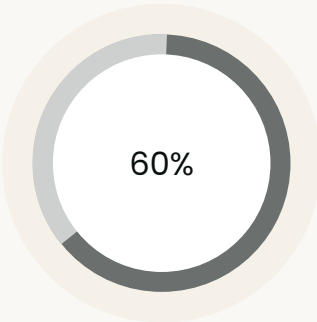
Objective: Implement regular usage of OKRs and Weekdone

2019 Q1 Key Results



Operations Q1 OKR

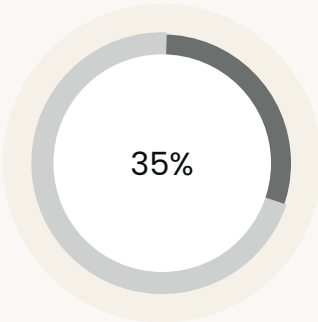
Key Result



Implement a better system for tracking incoming requests

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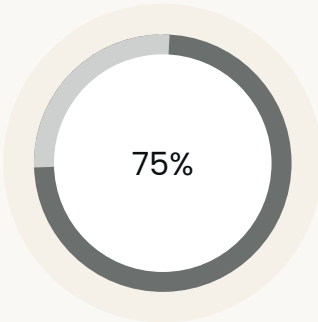
Key Result



Review software options for incoming document tracking

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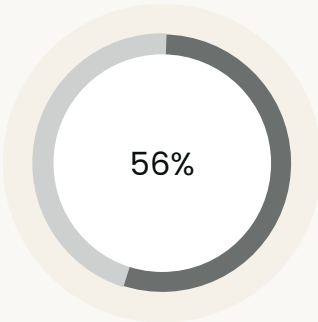
Key Result



Start compiling a weekly "Office Highlights" newsletter to all team members

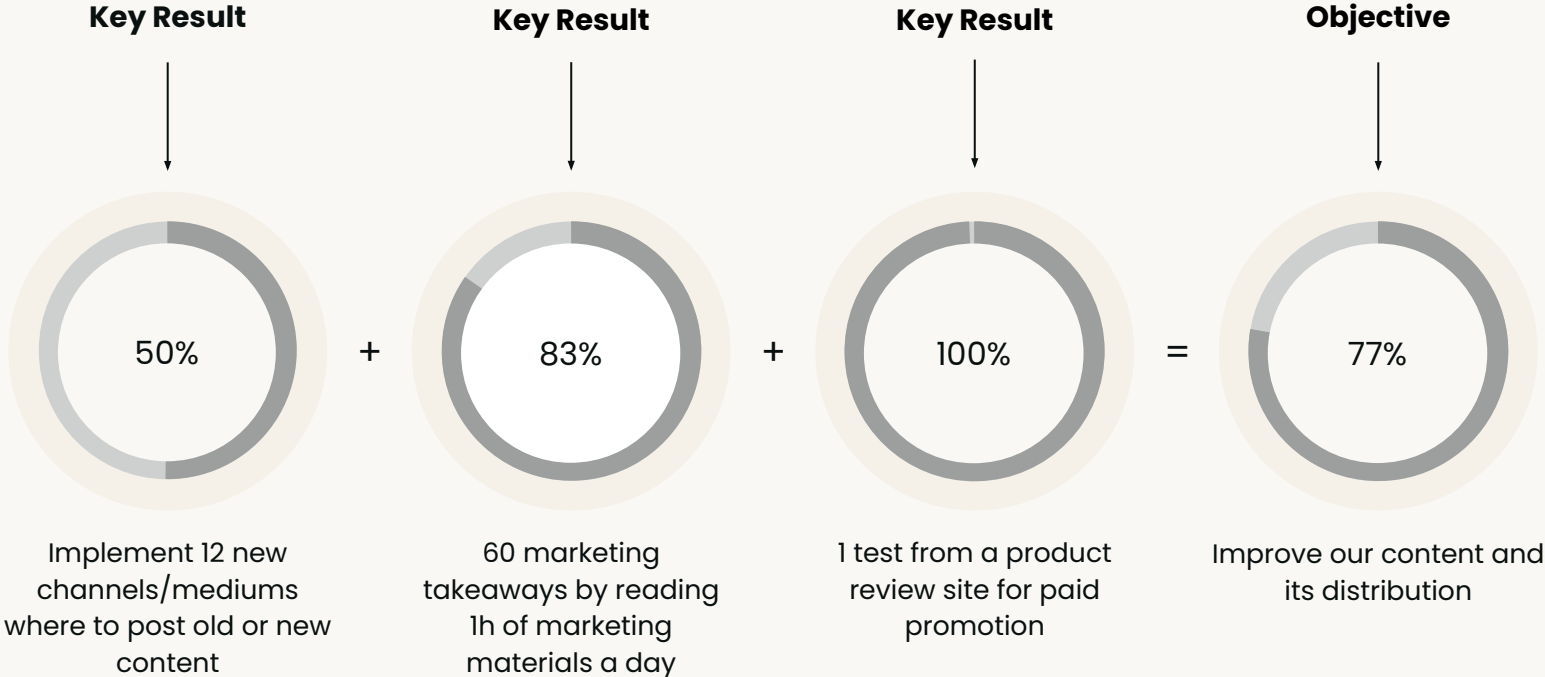
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Objective

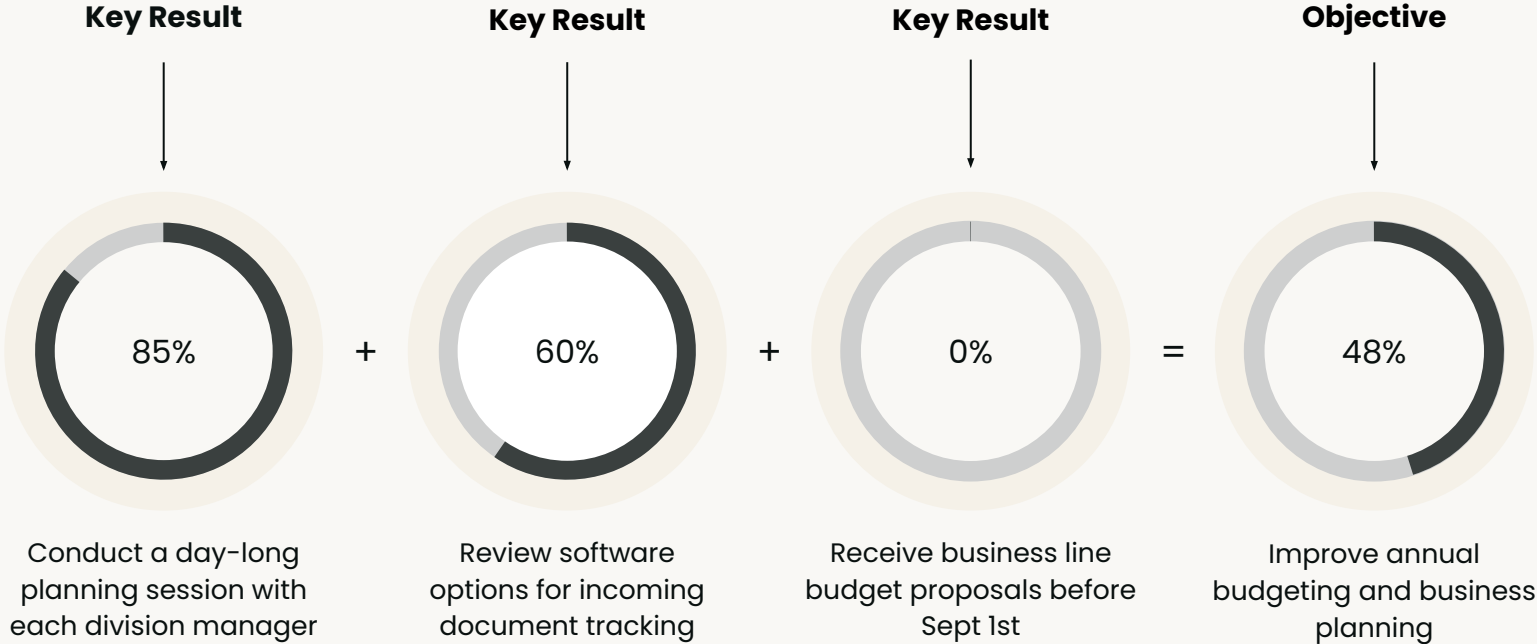


Improve our document and information management procedures

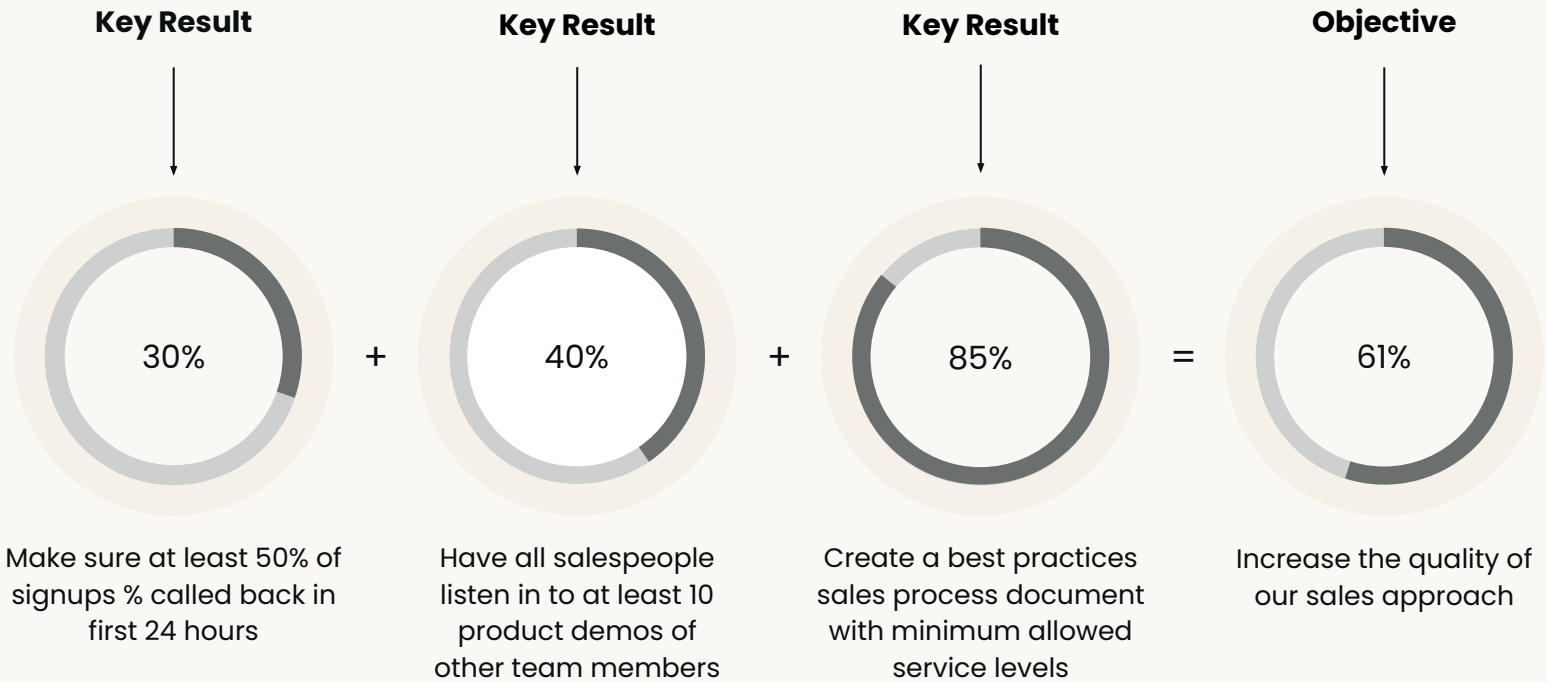
Marketing Q1 OKR



Finance & Accounting Q1 OKR



Sales Q1 OKR



Demand Generation OKRs

| Generate more Marketing Qualified Leads (MQLs) | Optimize our Customer Acquisition | Implement Account Based Marketing |
|---|---|--|
| Generate 150 MQLs from email marketing | Improve our new marketing automation process | Document and implement the new ABM process |
| Generate 100 MQLs from AdWords | Reduce the Customer Acquisition Costs by 20% in Q3 | Do 2 weekly alignment meetings with the SDR team |
| Generate 50 MQLs from organic search | Build a new tops-down and bottoms-up Excel model to analyze the ROI | Do 1 weekly alignment meeting with SDR team managers |
| Generate Net-New Unique leads via Account-Based Marketing | | Generate 20% of closed-won sales via ABM efforts in Q4 |

Online Marketing OKRs

| Improve our website and increase the conversions | Improve our PPC Campaign | Implement Account Based Marketing |
|---|---|--|
| <p>Grow website visitors by 7% every month</p> <p>Improve conversions on Landing Pages by 10% in Q2</p> | <p>Get 150 MQLs from Google AdWords</p> <p>Ensure a Cost per Lead of \$4 or less</p> <p>Ensure a 2% CTR</p> | <p>Get 10 new inbound links from relevant websites</p> <p>Improve our internal on-page optimization</p> <p>Improve our website loading speed</p> |

Content Marketing OKRs

| Launch the new Monthly Newsletter successfully | Improve our Blog Strategy |
|---|--|
| <p>Publish 3 new newsletters this quarter</p> <p>Finalize our new monthly newsletter</p> <p>Ensure we get a 3% CTR or above</p> | <p>Publish 50 new blog posts in Q3</p> <p>Do 5 VIP interviews of industry experts</p> <p>Get 5,000 subscribers on our blog</p> |

PR/Analyst Relations OKRs

| Increase our Brand Awareness | Build Strong Relationships with Jane & Doe |
|--|---|
| <p>Have 30 media calls/meetings by end of Q1</p> <p>Have 15 calls/meetings with key industry influencers</p> <p>Secure a speaking spot at the Annual Industry conference</p> | <p>Do 2 analyst briefings in Q1</p> <p>Submit analyst report applications</p> <p>Feature an analyst on our webinar</p> <p>Provide analysts with details on the new product launch</p> |

Sales Group OKRs

| Generate new bookings pipeline | Recruit world-class A-Players for our sales team | Develop our reps into the best sales team in the industry |
|--|--|--|
| <p>Generate inflow of \$12M in pipeline</p> <p>Keep pipeline above 5x of quota to ensure a 20% Win Rate</p> <p>Do 7 product demos per week</p> | <p>Hire 10 new AEs by the end of January</p> <p>Hire 20 new SDRs by the end of January</p> <p>Hire 5 new Sales Managers by the end of January</p> <p>Maintain a 4:1 onsite "Interview : Offer" ratio</p> | <p>Implement a better onboarding process</p> <p>Ensure we do regular sales coaching every week</p> <p>Bring in the new sales training company to improve our training</p> <p>Do regular monthly anonymous surveys of SDRs and AEs and get their feedback</p> |

SDR Manager OKRs

| Grow our upsell and cross-sell | Implement SDR Social Selling Process | Exceed our Q4 Quotas by 50% |
|--|---|--|
| <p>Promote 3 SDRs to the upsell AE role</p> <p>Increase upsell and cross-sell revenue by 40%</p> <p>Increase customer retention to 98%</p> <p>Have regular weekly alignment meetings with Customer Success</p> | <p>Pass SQL's to sales executives</p> <p>Train 5 SDRs on social selling practices</p> | <p>Generate 80 Sales Qualified Leads</p> <p>Bring in \$50,000 in bookings by end of Q3</p> |

Community Management KRs

| Launch a new customer community | Make community known by industry experts and leaders |
|--|---|
| <p>Create a Customer Community Strategy based on best practices</p> <p>Publish 60 articles during the quarter and get 6,000+ page visits</p> <p>Get 30% of our customers to participate in the community</p> | <p>Reach out to 12 industry experts and thought leaders in Q1</p> <p>Interview them and publish the interview articles on our community site</p> <p>Research and publish the Industry Report & Infographics for the community</p> |

Sales Enablement KRs

| Enable our sales to be more successful | Improve our Sales Analytics Process |
|---|---|
| <p>Ensure we update our new sales technology stack</p> <p>Revise all the email sequences and upload it into the new sales messaging tool</p> <p>Update the CRM based on the new sales pipeline review process</p> <p>Help the VP of Sales with the new data to finalize the new compensation plan</p> | <p>Implement a sales analytics and Business Intelligence platform</p> <p>Set up sales cycle and average deal size triggers to email our VP of Sales</p> <p>Review Sales Activity metrics and send a weekly summary to the team</p> <p>Review Sales Pipeline metrics and send a weekly summary to the team</p> |

People Operations OKRs

| Create an exceptional corporate culture | Improve our employee retention | Grow our team with A-Players |
|---|--|---|
| <p>Launch an ongoing 2-way closed-loop feedback process</p> <p>Create clarity of all departments and teams via clear OKR goals</p> <p>Achieve a weekly Employee Satisfaction / Pulse Score of 8+</p> <p>Celebrate “small wins” and any type of progress every single week</p> <p>CEO and SVPs to launch a monthly Town Hall with Open Q&A</p> | <p>Improve our 2-way closed-loop feedback and ongoing performance management process</p> <p>Improve our employee engagement score and employee satisfaction to 8 or above</p> <p>Survey employees monthly on how to make our company an even better place to work</p> <p>Assess if we are paying salaries and benefits at market rates</p> | <p>Offer our employees a \$500 reward for referrals of A-Players whom we hire</p> <p>Hire 25 new employees this quarter for the 5 requesting departments</p> <p>Survey interviewees after each interview process and get feedback</p> <p>Maintain a 4:1 Interview-to-hire ratio</p> |

People Operations OKRs

| Improve our employee engagement score | Make all of our managers more effective and successful | Transition to ongoing performance management |
|---|---|--|
| <p>Ensure every manager company-wide is doing an ongoing, 2-way feedback loop</p> <p>Survey employees with using a Pulse (Employee Satisfaction Index) weekly</p> <p>Ensure we are setting clarity of work with goals to boost engagement</p> | <p>Provide consistent training to managers on how to manage effectively</p> <p>Ensure every manager is doing regular 1-on-1 meetings with 2-way feedback</p> <p>Do monthly anonymous employee surveys to get feedback on managerial effectiveness</p> | <p>Announce the transition from outdated annual performance review process</p> <p>Implement the ongoing 2-way closed-loop feedback with lite check-ins</p> <p>Institute quarterly performance reviews</p> <p>Announce new annual reviews to serve as a summary for the ongoing process</p> |

Product Management OKRs

| Launch the new product successfully | Develop a new production vision for 2020 |
|--|--|
| <p>Conduct 30 customer development interviews</p> <p>Review 10 usage videos via UserTesting.com and summarize it internally</p> <p>Do 2 training sessions on the new product for Marketing and Sales teams</p> <p>Help Product Marketing by reviewing their technical spec documents</p> | <p>Interview 50 prospective customers and get their feedback</p> <p>Finalize the UX mockups and show it to 20 of those customers</p> <p>Discuss the summary findings with the sales team and get their input</p> |

Finance OKRs

| Improve our annual budgeting process | Improve our financial reporting process |
|--|---|
| <p>Have a meeting with every VP about the new process</p> <p>Review everyone's budget proposals before mid-Q3</p> <p>Finalize the final budget by Sep 15</p> | <p>Hire a new bookkeeper</p> <p>Implement the cloud-based version of QuickBooks</p> <p>Ensure we close our financials within 2 weeks of a quarter</p> |