OKRs: “A management methodology that helps to ensure that the company focuses efforts on the same important issues throughout the organization.”

- John Doerr
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STATE GOVERNMENT ACCOUNTABILITY

LONG TERM GOALS

OUR VISION
A team of accountability experts respected for providing information that decision makers value.

OUR MISSION
To improve government operations by conducting independent audits, reviews, and evaluations of New York State and New York City taxpayer-financed programs.
OKR HIERARCHY

SGA MISSION
Long-term strategic priority of the organization set in alignment with SGA values.
WHAT ARE OKRs?

INTRODUCTION TO OKRS

OKRs are a collaborative goal-setting tool used by teams and individuals to set challenging, ambitious goals with measurable results. OKRs are how you track progress, create alignment, and encourage engagement around measurable goals.

OBJECTIVES

An Objective is simply what is to be achieved. Objectives are inspirational, achievable, qualitative, and concrete. Objectives should be short and memorable.

KEY RESULTS

Key Results are how you will get the Objective done. Key Results are a set of metrics that measure your progress toward the objective - must contain a number; must be clearly defined.
Focus
To measure what matters, start with the question: “What is most important for the next three (or six, or twelve) months?” Focusing on the handful of initiatives that can make a real difference allows leaders to commit to those choices and makes for a successful organization.

Alignment
OKRs drive 360° alignment - top, down, and sideways - eliminating silos and addressing interdependencies. OKR alignment is validated through short conversations with teams to ensure clarity of objectives and establish roles.

Innovation
OKRs motivate us to excel by doing more than we’d thought possible. By testing our limits and affording freedom to fail, they release our most creative, ambitious work.

Accountability
OKRs are driven by data. They are animated by periodic check-ins, objective grading, and continuous reassessment all in the spirit of no judgement accountability. An endangered key result triggers action to get back on track, or to revise or replace it if warranted.
OKRs ARE NOT BUSINESS AS USUAL

Organizations should use OKRs to create stretch goals, or high-effort, high-risk goals to rethink problems and push for creative solutions.

Stretch is baked into the DNA of OKRs; but by measuring only what matters in the quest for growth, this philosophy can be spread throughout all business operations and drive efficiencies.
An OKR Program consists of key components:

1. Goal Setting: Defining and creating OKRs
2. Performance Management: Managing goals to completion
GOAL SETTING

HOW TO STRUCTURE OKRS

Objectives ~ what you will achieve
“I will ________”

Key Results ~ how to measure the objective’s achievement
“as measured by ___________”

I will (Objective) as measured by (these Key Results)
PERFORMANCE MANAGEMENT

HOW TO MANAGE OKRS?

CHECK-INS: OKR check-ins are regular, short meetings where teams get together to reflect on the progress of achieving their OKRs, discuss potential obstacles, and set new priorities for upcoming weeks.

TRACKING: It’s important to track and score OKRs on a regular (ex. quarterly) basis to know where you stand in relation to your goals. Multiple scoring systems exist.
OKR STEPS

This step-by-step process was developed based on the book Measure What Matters by John Doerr and was designed to help teams get started with OKRs.

STEP 1: Brainstorming - jot down team ideas and priorities
STEP 2: Set Objectives - transform team ideas into Objectives
STEP 3: Set Key Results - define quantitative metrics and milestones
STEP 4: Identify Data Sources - coordinate data you will use to achieve your OKRs
STEP 5: Assign OKR Owners - define who is impacted by OKRs and assign roles
OKR TOOLS

OKR TRACKING TEMPLATE

This customizable template, developed by OKR consultant and expert Felipe Castro, assists organizations in tracking and monitoring OKR progress.

https://resources.felipecastro.com/okr-tracking-template-en2/


