



How to be an OKR Super Star

Melinda Pappas

Lead Product
Owner



Michaele Gardner

Enterprise
Product Coach





Why OKRs / How We Get Better

- **Outcome focused** not output focused
- **Innovation enabling** Leaders vision is solutioned by team
- **Focus** specific time bound objectives
- **Cross-team Alignment**
- **Flexible** Quarterly OKRs enable teams to pivot as priorities and market conditions change



Why OKRs / How We Get Better

Objective: A broad, *qualitative*, and aspirational goal. An objective is something that inspires a team to get out of bed in the morning.

Key Results: *Quantifiable* statements that demonstrate what success looks like for a given objective.



Key Results: How We Get Better

- Future Forward
- Quantitative
- Balanced
- No % | Time Bound
- Weed Out Activities
- TIP: Start with Key Results
- TIP: Be OK with being OK



Mountain Analogy



Photo by Eberhard grosgasteiger from Pexels

- Where do you want to go?
- How are you going to get there?
 - Plan
 - Measure



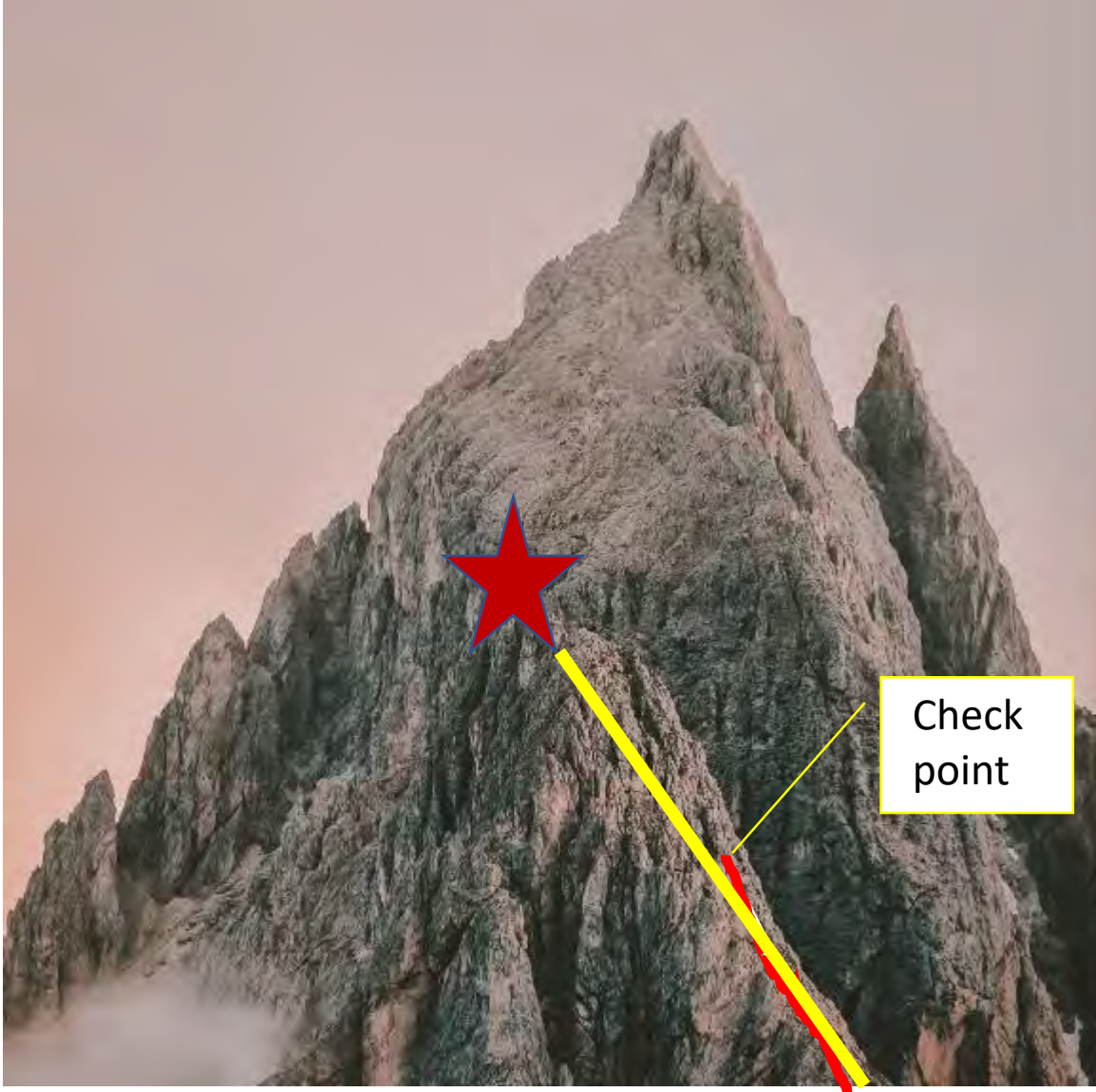
Mountain KR Goal





- Where do you want to go?
- How are you going to get there?
 - Set
 - Plan \



Mountain KR Goal



- Where do you want to go?
- How are you going to get there?
 - Plan 
 - Actual 
- Check In



Mountain KR Goal



- Where do you want to go?
- How are you going to get there?
 - Change KRs as needed



Group Activity

- Look at a sample OKR provided
- Say either “Key Result” or “Activity”
 - Say it out loud – engages your brain



OKR

Objective:

Produce a stylish but affordable subcompact automobile with a low operating cost.

KR 1: Keep cost below \$1919.

KR 2: Keep weight below 1949 pounds.

Objective:

Produce a stylish but affordable subcompact automobile with a low operating cost.

KR 1: Keep cost below \$1919

KR 2: Conform to safety regulations.





OKR

Objective:

Implement Ratings, Reviews and Recommendations to be a world class retailer.

KR 1: Let customers rate 50% of items on our digital site.

KR 2: Do not degrade site performance.



OKR

Objective:

Make Target check outs quick and painless.

KR 1: Decrease lane transaction times from 60 seconds to 50 seconds.

KR 2: Decrease register failures from 2 per day to 1 per day.

KR 3: Increase register uptime from 10 hours per day average to 12 hours per day average.



OKR

Objective:

Create a happier workforce in Q1.

KR 1: Improve employee engagement from 75 to 85.

KR 2: Decrease average overtime from 5 hours a month to 0.



Next Steps

Books

- [Radical Focus: Achieving Your Most Important Goals with Objectives and Key Results – Christina Wodtke](#)
- [Objectives & Key Results: Driving Focus, Alignment and Engagement with OKRs – Paul R Niven and Ben Lamorte.](#)

Websites

- Felipe Castro: <https://felipecastro.com/en/>
- John Doerr: <https://www.whatmatters.com/>
- Christina Wodtke: <http://cwodtke.com/about/>

Target Product Training (free for Target Team Members)

- <https://pages.git.target.com/EEL/dojo/events/>