

MEASURE WHAT MATTERS

How Google, Bono, and the Gates Foundation Rock the World with OKRs

JOHN DOERR

JOHN DOERR is an engineer, an accomplished venture capitalist and the current chairman of investment firm Kleiner Perkins. He was an original investor and board member at Google and Amazon who together have created more than 500,000 jobs as they have grown to become the world's second and third most valuable companies. John Doerr has worked in the venture capital industry for 37 years looking for the most disruptive ideas and boldest teams to back. He also works with social entrepreneurs who are working to reimagine the future of healthcare, machine learning and other technologies. John Doerr is a graduate of Chaminade College, Rice University and Harvard University.

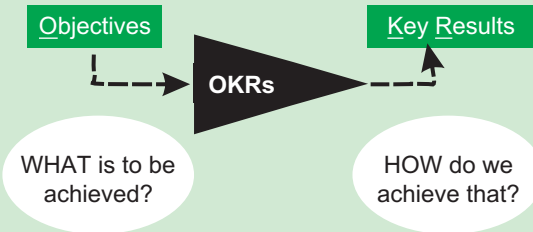
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MAIN IDEA

*Ideas are easy.
 Execution is everything.*
 – John Doerr

In 1999, Google picked up on a simple management tool which had been widely used at Intel and Sun Microsystems. That tool was OKRs:



It turned out that the methodology of articulating your objectives (WHAT is to be achieved) and linking them to the key results you want to measure (HOW do we achieve that) is something of a management super tool. OKRs force people to get specific. Results are measurable and verifiable – you either achieve them or you don't.

Google is pretty much the most data-driven company on the planet and Google's management team have used OKRs to run the company ever since. OKRs are now also widely used in companies like AOL, Dropbox, LinkedIn, Oracle, Slack, Spotify and Twitter to name a few.

In sum, OKRs are the Swiss Army knives of structured goal setting. They provide a shared language for the execution of ordinary or bold and audacious goals. OKRs are an incredibly useful collaborative goal setting protocol that works.

"Objectives and key results drive clarity, accountability, and the uninhibited pursuit of greatness. Take it from former Google CEO Eric Schmidt, who credits OKRs with "changing the course of the company forever". Objectives and key results are a potent, proven force for operating excellence – for Google, so why not for you?"

– John Doerr

The four superpowers of OKRs Pages 2 - 5



Superpower #1 – Focus & commit to priorities

High performance organizations and people have a knack for homing in on what's important and letting everything else fall by the wayside. OKRs force leaders and individuals to make hard choices. That makes OKRs a great way to communicate within and between departments, teams and individuals. OKRs reduce the fog and give the focus that's required to win.

Superpower #2 – Align & connect for teamwork

OKRs provide incredible transparency. Everyone's goals from the CEO to an entry-level employee can be openly shared using OKRs. Individuals can link their objectives to the company's goal plan and then figure out ways to work together. Bottom-up OKRs foster engagement, drive innovation and brings meaning to work.

Superpower #3 – Track & discuss for accountability

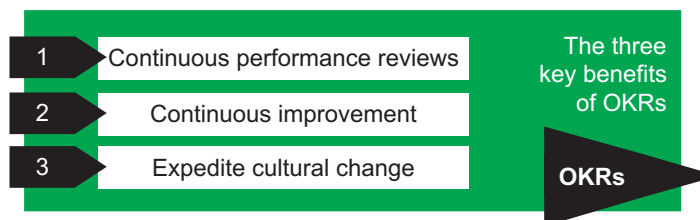
The defining feature of OKRs is they are data driven. You illuminate and animate your OKRs by having periodic check-ins, gradings and assessments. When a key result looks unlikely to be achieved, OKRs will trigger everyone to get into action to get things back on track. They engender an impressive level of personal accountability.

Superpower #4 – Stretch & disrupt for amazing

Pure and simple OKRs motivate you to stretch and excel. They force you to test your limits while at the same time giving you permission to fail while attempting something impressive. In practical terms, OKRs give you permission to unleash your most creative, ambitious self. That's not a bad thing.

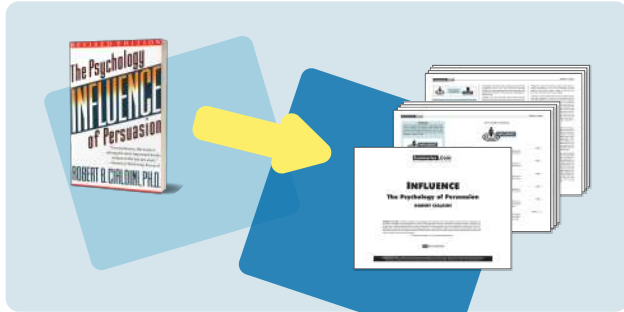
OKRs key benefits Pages 6 - 8

Once you start using OKRs, you can take full advantage of three key benefits:



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