15Five's OKR Playbook

How to Set, Launch, and Track OKRs for Organizational Success

15five

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Introduction

On July 20, 1969, the first two humans walked on the surface of the moon, with one of them remarking, "That's one small step for [a] man, one giant leap for mankind". Nearly 50 years later NASA declares, "we are going to the moon—to stay," heralding the delivery of permanent tech to the lunar surface by private companies. We have to wonder, how do monumental feats of achievement like these occur?

It all begins with inspiration. Someone pointed at the largest visible object in the sky and said, "We're going there." Next came the strategy— countless teams planned and executed their small part, measuring progress along the way.

Your company is probably not going to have the 400,000 engineers, scientists and technicians who helped accomplish the moon landings, and you may not be able to point at the moon to inspire. But you can make the seemingly impossible happen with a process called **Objectives and Key Results (OKRs)**.

As a company leader, your job is to create the **what**—a clear vision for everyone to align with to achieve success. Without vision, your people are basically walking around in a fog. They may be "moving needles", but without your vision as a leader, they cannot possibly hope to contribute in a meaningful way to a prosperous quarter or year for your company.

Whatever your version of landing on the moon is, this guide is designed to help you get there.

We'll cover topics like the importance of goal setting, an in-depth explanation of the OKR methodology (with examples), best practices for writing OKRs, how to make OKRs part of a comprehensive performance management strategy, and how to be successful when rolling out OKRs at your organization.

It is important to note that there is no one-size-fits-all approach to rolling out OKRs at an organization. A successful OKR program will look different for each organization, because each organization has different goals and needs. This guide is just a starting point for you to gain more insight into how OKRs can be used and how to make them successful. But ultimately, you need to take the mindset of a scientist — roll it out, create feedback loops, and be willing to iterate to find what drives the most impact for your organization and your people.

I. The Importance of Goal Setting

Before we dive into OKRs, let's discuss why goal setting in general is important. Goal setting is essential for *any* organization that wants to achieve high performance because it helps people focus their attention and time, and it helps them prioritize. Well crafted goals can also tap into peoples' intrinsic motivation, making people more likely to strive towards achieving them.

HR professionals can influence business success by championing a clear framework that aligns the organization — from the C-suite to each individual contributor — around shared goals. Having a clear goal-setting process that is standardized across the entire org can help ensure two very important things:

1. **Employees clearly understand what is expected of them**
2. **Each individual and team goal maps back to the company objectives**

Having clear goals helps focus employees' efforts. They're like a roadmap for progress. Think of it like this: If you want to run a marathon, you probably can't just go out and start running 26 miles every day. Most people will follow a training schedule with realistic, incremental goals. Small steps you can build on to bring you closer and closer to your ultimate goal.

By setting goals with your employees, you can ensure they're working on the right things that will move the business forward. This also allows them to more easily gauge their progress and feel a sense of achievement in their role.

What if we told you there was a simple goal-setting methodology used by many of the highest performing organizations in the world, and that this practice has been attributed to much of their success? This goal-setting methodology is called **Objectives and Key Results (OKRs)**.

II. What are OKRs?

Objectives and Key Results, or OKRS, is a framework for defining and tracking business objectives and outcomes. Andy Grove, dubbed "The Grandfather of OKRs" created and rolled out this methodology when he was CEO of Intel. One of Grove's seminar students, John Doerr, went on to write #1 New York Times bestseller Measure What Matters, where he shares how OKRs helped tech giants from Intel to Google achieve explosive growth—and how they can help any organization thrive.

Objectives are what the organization or individual wants to accomplish, and are typically qualitative or subjective, ambitious, and time-bound.

Key Results are concrete, specific, and measurable. They should describe the milestones that will point to the overall objective's success, and help you gauge whether you are on track, behind, or at risk of accomplishing an objective.

EXAMPLE OKR
Customer Success

O: Delight our current customers in Q3

KR: Achieve a Net Promoter Score of 50 or better in Q3

KR: Reduce customer churn rate to 2% or less in Q3

KR: Generate 50 new online customer reviews in Q3

EXAMPLE OKR
Marketing

O: Improve our brand health in Q3

KR: Increase unaided brand awareness from 20% to 35% in Q3

KR:

Increase the total market perception that our brand

KR: is "good value" from 3.5 to 4 in Q3

EXAMPLE OKR
Prodcut

O: Improve the way we validate our product roadmap in Q3

KR: Develop and market test a user testing questionnaire in Q3

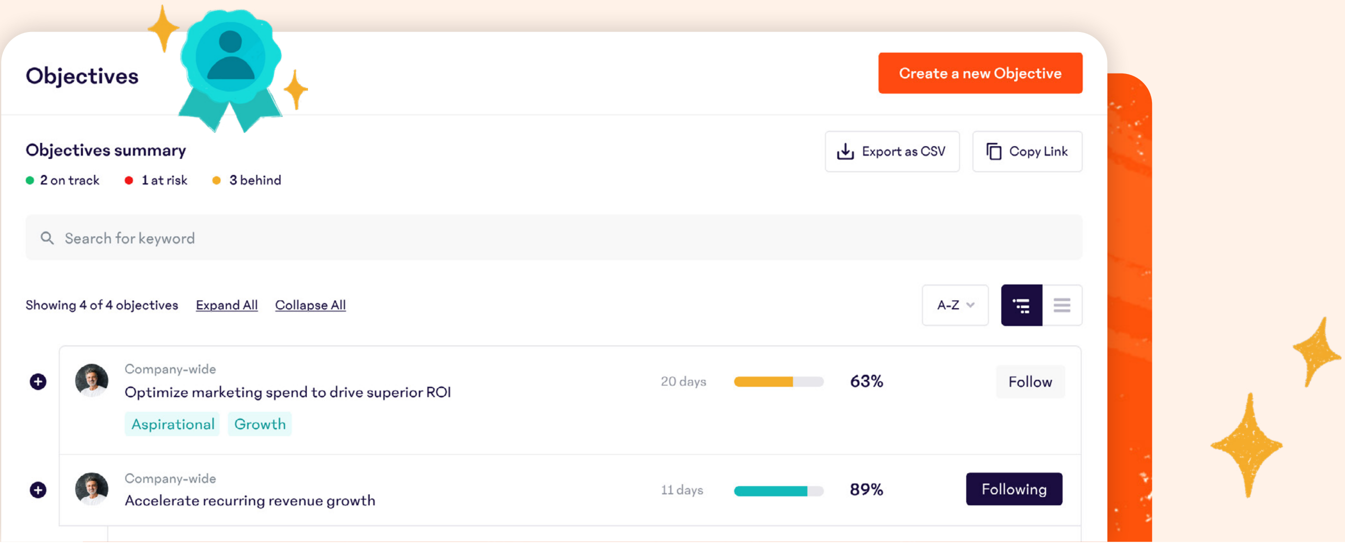
KR: Conduct 30+ user testing and interview sessions in Q3

KR: Prepare retro deck of findings from first round of user testing in Q3

A Typical OKR Journey

Here is an example of an OKR process, but your organization's blueprint may differ:

- The company sets 3-5 objectives at the beginning of each period.
- Each team sets 1-3 objectives that are aligned with the overarching company objectives.
- Each employee sets 1-3 individual objectives and key results, aligned with team and company goals.
- Employees and managers gain mutual agreement on set OKRs as stretch goals that are not easily achievable and are not tied to performance evaluations.
- Employees evaluate goals (score them) at the end of each quarter (Targets set by the company can be between 50-70% success for aspirational OKRs or 100% for commitment based OKRs.)
- Employees and managers decide whether employees should continue incomplete objectives (which only occurs if they are still important to the business).
- During a quarterly review, employees and managers celebrate the wins and learn from the failures.



Benefits of Creating OKRs

FOR CEOs

- Achieve goal focused company alignment: align with your leadership team on top priorities and highest leverage activities each quarter
- Fit objectives into company vision, mission, and values to motivate your company with purpose
- Gain greater visibility into company, department and individual progress, wins, and roadblocked areas

FOR MANAGERS

- Keep your team focused, inspired, and aligned by providing context and direction and setting top priorities each quarter
- Increase growth mindset, focus on progress over results, and use goal setting and achievement as learning opportunities
- Improve manager feedback through objective focused management

FOR TEAM MEMBERS

- Feel more purpose by aligning individual goals to company goals to see how individual work drives company goals forward
- Gain visibility into company priorities, updates, and changes that impact individual work
- Identify skills gaps and create learning goals to keep growth and development front and center
- Increase accountability through transparent objectives

III. How OKRs Fit Into a Comprehensive Performance Management Strategy

Every company has goals and metrics in place to regularly observe and measure performance, but when it comes to assessing people, quantitative analysis is only half the story. The other half of analyzing employee performance and team dynamics involves listening to employees to get a complete picture of the health of a people-centered organization.

Managers often look at data in a vacuum instead of taking a step back to see what employee behaviors influenced them. It can be dangerous to run a business by removing the story of what's really going on and why, from the numbers you see.

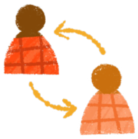
The quantitative data by itself only provides half the picture, and when managers have conversations early enough, they are much more likely to be able to address the issue before it becomes a full breakdown. When people can share openly because they don't feel that their jobs are at risk, managers learn where they are struggling beyond their capacity and become aware of the things that need improvement before it's too late. Standalone objective tracking is insufficient for producing strong results.

Setting goals is just the beginning.

Setting the goals is only half of the equation — what happens *after* you set goals, and what you do with the information you gain from setting and tracking them matters just as much as the goal setting itself.

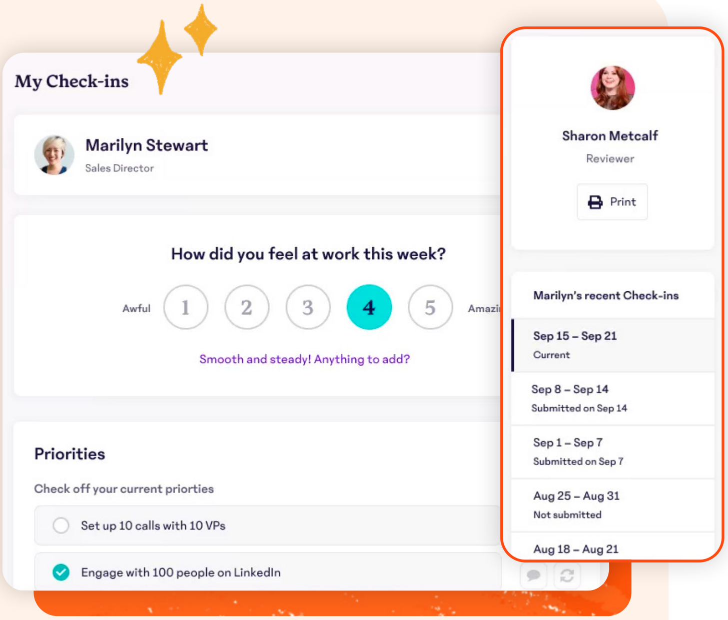
John Doerr, author of *Measure What Matters*, discusses the importance of combining OKRs with CFRs, which stands for **Conversations, Feedback, and Recognition**. Without context, measuring progress on OKRs can be pretty black and white. CFRs add more color to the conversation and help managers and their teams go beyond the question "Was the goal achieved or not?"

CFRs should happen both throughout and after the OKR cycle. What does that look like in practice? It means that an employee has regular conversations throughout the quarter with their manager about the progress they are making on their OKRs for said quarter, but also that when the quarter ends, employees and managers have a closing conversation to reflect on the OKRs, whether or not they were achieved, and why.



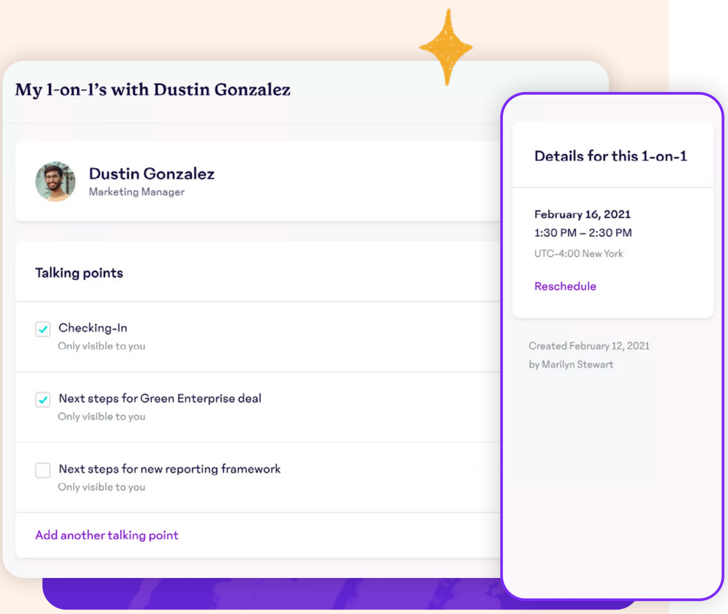
Combine OKRs with regular check-ins and 1-on-1s.

Through a regular (we recommend weekly) check-in combined with regular 1-on-1 meetings, managers can uncover employee challenges so that they can offer support, and even find out what's going on in an employee's personal life that might be affecting work performance. Together these two practices offer managers a solution for receiving employee feedback and responding in a way that re-aligns employees with their quarterly objectives.



[15Five's weekly Check-ins]() are a powerful, two-step path to highly-effective conversations for your team, and, when used alongside OKRs, are the most efficient way to support continuous growth and development.

The check-in is completed asynchronously and includes a prebuilt framework to clearly identify and track progress on work goals and objectives, as well as a series of questions to surface challenges, celebrate wins, and recognize other employees.



Then, the most important topics from the Check-in are pre-populated into their [1-on-1 agenda](), organizing the most pressing talking points to review when they sit down and chat. In 15Five, because team members submit their check-in before the 1-on-1 meeting conversation, managers will already know their team members' progress on their main work goals. The 1-on-1 feature is then used to focus on what matters most, like prioritizing specific roadblocks and challenges, without wasting valuable facetime to obtain status updates.

By asking the right questions every week, managers obtain deeper insight into the motivations, distractions, and other issues that influence or hinder results.

By connecting OKRs to check-ins and 1-on-1s:

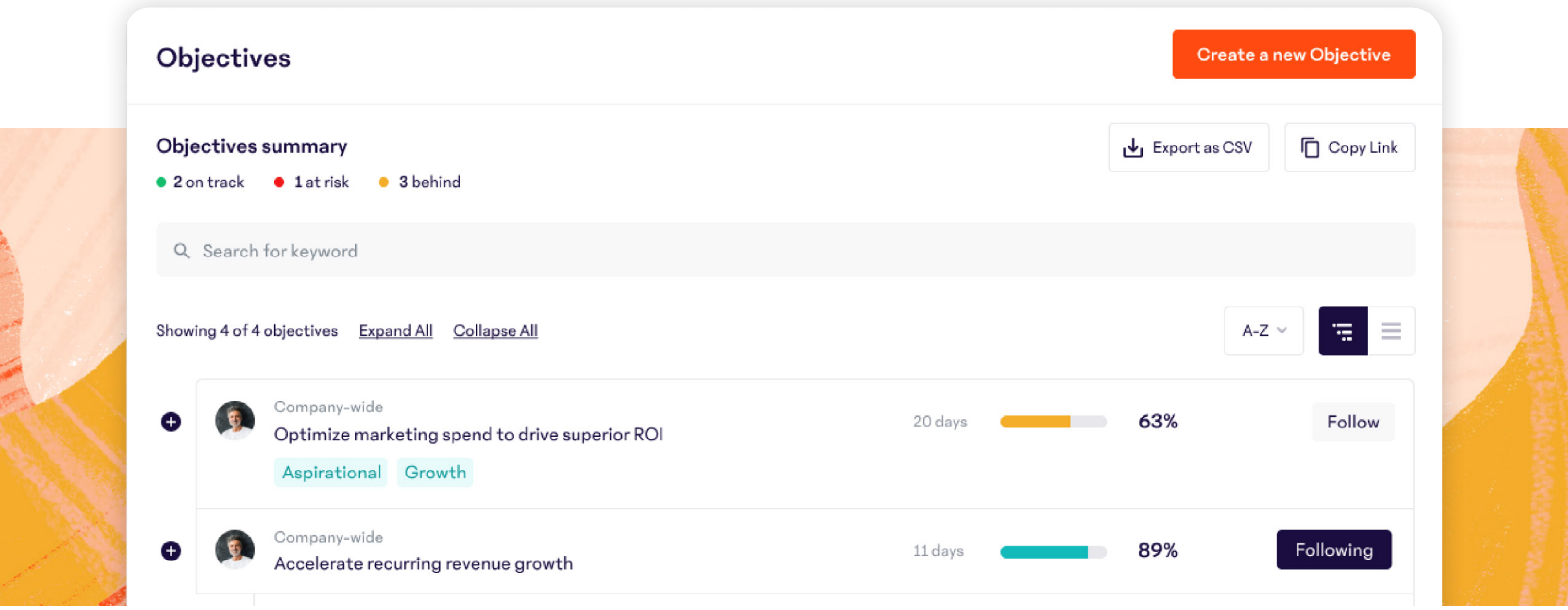
- Managers can see where employees are challenged and offer just enough support to allow them to grow into their roles and achieve their goals.
- Employees have the opportunity to share triumphs and be acknowledged by management. Acknowledgements help motivate employees to perform and boosts morale.
- Managers can quickly and easily discover misalignments and make weekly course corrections.
- Managers can better understand what is working so that they can replicate it elsewhere in the company.

When company leaders connect performance on key objectives with communication, they tap into the human element of performance, and people move naturally towards doing their best work and becoming their best selves.

IV. Launching OKRs for Organizational Impact

Company objectives are instrumental for prioritizing focus areas, directing attention, and ensuring that everyone is aligned and motivated by contributing to something greater than the self. It may seem like common sense, but many companies are unclear about their top priorities or don't communicate them, thereby losing out on a valuable opportunity to increase performance, engagement, and motivation.

Below we'll uncover the secret to effective objective-setting at the company level.



It all starts with leadership.

A strong OKR process starts with the CEO and/or senior leadership team, the people responsible for setting the direction of the company. They must not only develop yearly and quarterly objectives, but also be the chief advocate(s) of the company mission, vision, and values. Objectives translate strategy into organizational priorities.

Company objectives provide context and direction for employees to align their efforts with team and organizational goals. Every company leader must help employees connect their work to a deeper purpose, and make sure the entire company is informed, aligned, and inspired to focus on what matters most.

We recommend that top leadership set company objectives first, followed by nested department level objectives that support the level above, and then allow team members to align their individual objectives with the department and company objectives.

In addition, when first rolling out OKRs in your organization, we recommend starting small by first rolling out OKRs to the executive team. Rolling it out at the top first gives you the opportunity to identify challenges and questions that arise, and decide how you will answer those questions when you roll OKRs out organization wide.

What if our leadership team isn't bought-in?

When trying to implement a new company wide initiative and get executives on board, it's important to speak the language of business. Explain how people are wasting time working on the wrong things because they don't have clear goals. Be specific when telling leaders what impact your proposed goal-setting process can have on productivity. Show them how these goals can map back to the company objectives and help move the business forward.

An engagement survey can also help make the case for a better goal process by providing you with solid employee data you can share with executives. For example, if your survey results show employees are scoring low in role clarity, this can be a sign that they aren't clear on what is expected of them and what their objectives are — something goal setting can fix.

For more advice on getting the leadership team bought in on your strategic HR initiatives, check out The Guide to Getting Executive Buy-In for Strategic HR Investments.

Tracking Progress (Using OKRs as a Data Repository)

Would you believe that **goal monitoring** is just as important to achievement as goal setting?

Research shows that the ability to see the distance from the goal is crucial, so monitoring goal progress is necessary for goal setting to work. Progress monitoring makes it incredibly easy to see the distance between the current and desired result for individual, departmental, and company objectives. Every time an employee and manager check- in, employees should be prompted to monitor the progress of their objectives, which can be shared publicly with the entire organization if that fits in with your overall strategy.

Consider that OKRs create disciplined thinking so that people prioritize their major goals. They let everyone in the organization know what is important and enable more accurate communication because everyone can see everyone else's priorities. They help establish a metrics-driven culture, and they help focus effort and ensure alignment.

Interpreting the Data

To increase performance and motivation, managers should focus on goal progress over results. Although this may sound counterintuitive to the results-driven manager, the research is clear: progress monitoring will greatly increase motivation and a focus on results only can lead to cultures of unhealthy internal competition. Alan Colquitt, author of Next Generation Performance Management, recommends that companies focus on enabling achievement and performance instead of measuring and evaluating it. Goal transparency and a focus on progress are two key research-backed tactics that increase motivation and the likelihood of goal achievement.

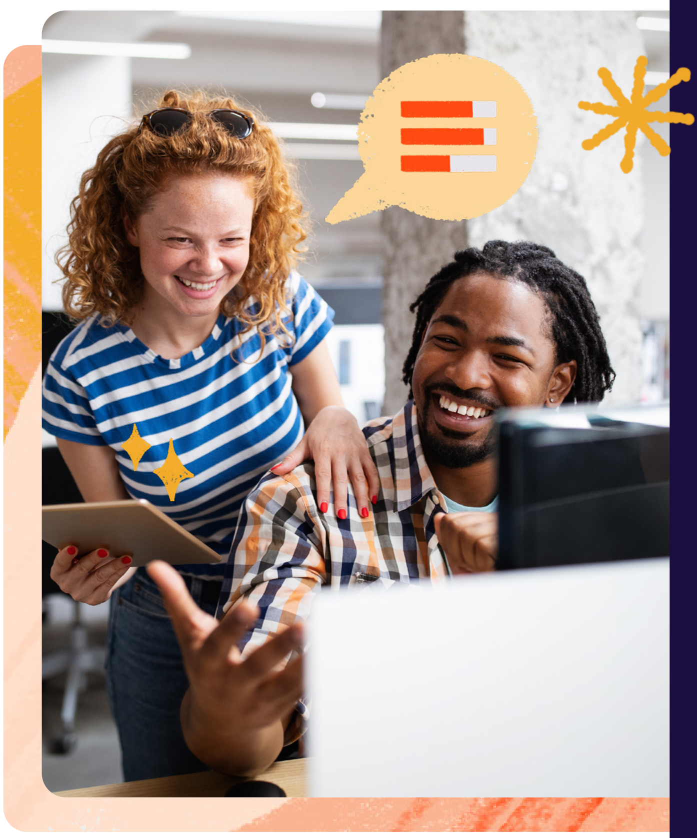
We recommend using software that includes a metrics dashboard to provide managers and top leadership with immediate data to see who is falling behind or at risk of failing to complete an objective. Going a layer deeper provides analysis on goals among and across teams so that conflicts do not arise.

As we mention above, marrying the quantitative with the qualitative is infinitely more powerful. **So along with the data, every manager should ask employees these questions:**

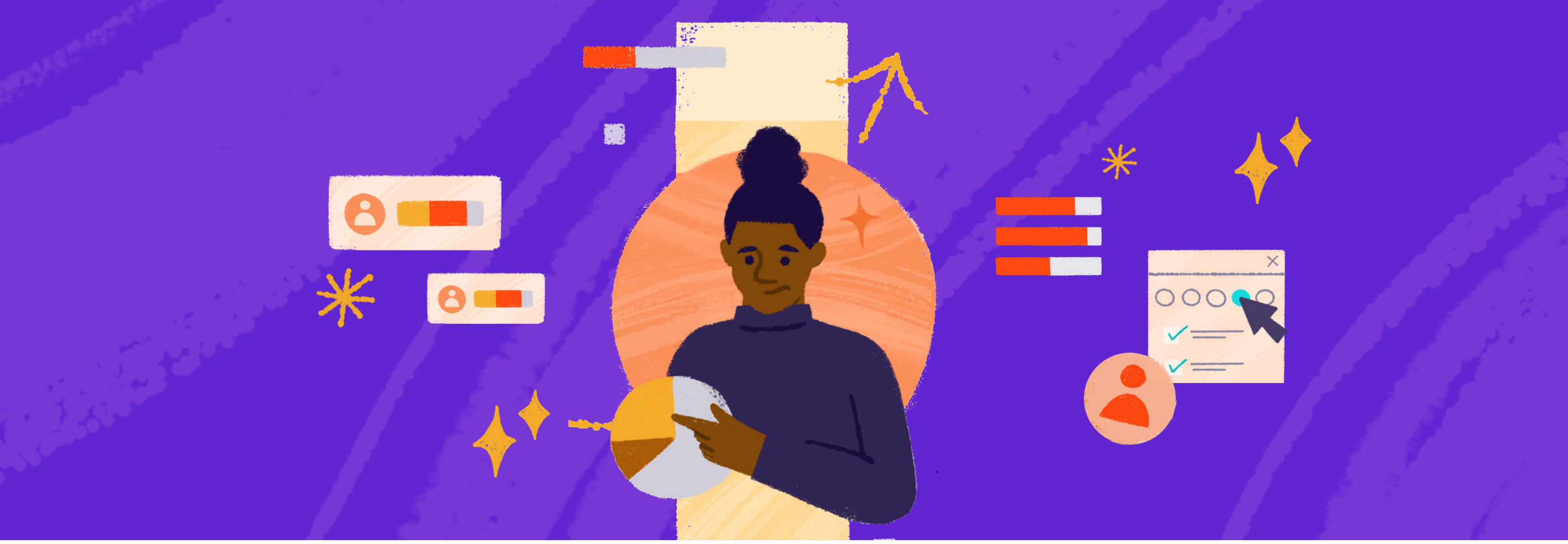
- What are your objectives this quarter?
- What are our company-wide goals?
- Do you see any conflicts between your goals and those of anyone else on the team?
- What do you see as the blocks to achieving your objectives?
- What did you learn based on your performance of last quarter's objectives?

The final piece of the puzzle is providing feedback to teams throughout the organization. Asking if people understand their priorities creates alignment and asking clarifying questions maintains it.

If there's an answer that reveals an idea or roadblock, ask that person follow-up questions like "What do you think is the best way for us to implement this?", "What resources and support do you need to make this happen?", or even "Tell me more". This lets people know that managers care and desire further articulation of an idea.



Supporting employees to do their best work can be challenging for early-stage startups and established businesses with years of success under their belts. OKRs allow management to lead each team to establish objectives that are in-line with company goals. They can give individuals the space to do their best work, and provide them with regular team feedback to always work as a cohesive unit on moving the company forward.



V. Common Pitfalls When Rolling Out OKRs

As we've mentioned, there is no formula to guarantee success when rolling out OKRs at your organization. That being said, we've coached many organizations through the process, and there are some trends we've observed that can be detrimental to the effectiveness of the OKR rollout.

PITFALL 1

Leaders rush to roll out goals downstream.

In the interest of speed, some organizations make the mistake of rolling out goals downstream to mid level managers and individuals before objectives are solidified at the executive level.

Maybe it's the last week of Q2, and executives have drafted the company objectives for Q3, but have not finalized them. In order to finalize OKRs organization wide in time for the next quarter to start, they share the draft OKRs and ask teams and individuals to use those to draft their own OKRs.But what happens if the company level objectives end up changing? This can create a lot of confusion and disconnect at all levels of the organization that could have been avoided if the leadership team had given itself more time to finalize company objectives.

OKR creation should start at the top and trickle down, with the leadership team setting objectives that serve as a "north star" that guides teams and then individuals in setting their own OKRs.

PITFALL 2

OKRs are seen as a tactical list of things that need to be done.

Without a deep understanding of the meaning behind the OKR method, many people default to using OKRs as a tactical list of things that need to get done in a given time frame. But viewing OKRs in this way, especially on a large scale, completely misses the point. OKRs are meant to go deeper than a simple to-do list. They are meant to tap into the why (objectives) and the how (key results) of goals.

NOTE

While conceptualizing OKRs in this way is powerful at the organizational or team level, it is not uncommon for OKRs to be more tactical on the individual contributor level.

But even key results, which add some more logistical context to the objectives, should not be too highly tactical. A strong key result measures what *actually moves*. So completing a task, like "sending a blast email", for example, would not make a great KR because it doesn't give any insight into what is actually happening as a result of completing that task. A better KR would be something like "Boost email blast open rate to 25%". There can be a list of steps that need to be taken to accomplish that KR that are more highly tactical, but the KR itself should always be connected to a success-oriented outcome that measures impact.

PITFALL 3

Goals are not co-created by the people that are owning them.

A key contributor to whether or not a goal will be accomplished is the level of personal investment the employee feels in said goal. Many companies make the mistake of creating goals and rolling them out to employees, without getting any actual input from employees.

The person doing the work has to own it, so they should be a part of building the goal. What language is inspiring to them? What do they think is required to achieve it? These are all questions that are good to ask an employee during the process of crafting OKRs. Crafting OKRs should be an iterative process where employees receive insight into company level OKRs, use those to draft their own team/individual OKRs, and then get guidance from their managers on how to polish and tweak them.

VI. OKRs Role in a Holistic Performance Management System

OKRs can and should play a part in a holistic performance management system — but how exactly do they connect to performance reviews and decisions around compensation and career growth?

When it's time for reviews, OKRs become a valuable resource, with each employee's progress stored in one place. They can provide a lot of insight into an employee's performance level and the impact they are making on the business. But they should never be the only thing taken into consideration when assessing performance.

Some other factors that should be considered during performance reviews include:

- **Demonstration of values**
- **Feedback**
- **Wins and challenges**
- **Self reviews**
- **Peer reviews**

Objectives, key results, and goals often vary in quality, which compromises their accuracy when assessing individual performance.

Ensure your individual contributors and people managers know how to set clear, objective goals at the right level of ambition. Oftentimes, people make significant contributions to your organization's success that are not captured in objectives and goals. When we talk about OKRs in relation to performance reviews, the most common question we hear is whether or not goal completions should be linked to promotions and pay increases.

OKRs can play a large role in determining an employee's compensation, namely if they are eligible for a merit increase. But, if OKRs are considered when making compensation decisions, ensure that OKRs and goals represent objective performance data and someone's actual contributions as much as possible.

If goals are high stretch goals, don't link them to pay. Research shows extremely high goals combined with economic incentives lead to unethical behavior, since tying rewards to goal achievement can create a "results at all costs" mentality. On the flip side, if OKRs are the main contributing factor to whether or not someone will get a raise, that can lead to sandbagging, which is setting goals that are easy to achieve to increase the likelihood of a bonus, high rating, etc.

VII. The Nitty Gritty of Writing OKRs

The OKR Formula

FORMULA FOR OKRS = "I WILL DO 'X' AS MEASURED BY 'Y'"

In other words: I will "complete my ***objective*** as measured by ***completion of these key results***.

Think of objectives like a headline of what you are trying to accomplish — they should be aspirational, inspiring, and infer the "why" behind the initiative. Objectives should be the answer to the question "So what?" Key Results are more like subheadings, and provide specificity on what exactly you are aiming for. They are measures or milestones, without which you would not have achieved success. They should be grounded in data, time-boxed, numeric, and real.

Question:
What makes these objectives great?

- Turn our customers into our best brand ambassadors in Q3
- Develop the next generation of amazing leaders in our company in Q3

Answer: They are visionary (going towards something new), short and clear, and achieving either of them would be a success.

Question:
What makes these Key Results great?

- Improve our NPS from 6.3 to 9.0 in Q3
- Increase customer retention from 40% to 80% for first time users (have used our product for 3 months or less) in Q3

Answer: They are specific (one includes a definition), have a from-to structure, are concrete and exact, and are challenging.

A well constructed OKR means completion of the key result MUST move the needle significantly in meeting the intentions of the objective. If meeting the key result doesn't move the needle on the objective, it's not a good key result. If the objective does not communicate the impact of the initiative, it's not a good objective.

Types of OKR Alignment

Organizations (especially larger ones) are structured in a variety of different ways, which can add complexity to the process of aligning employees. Alignment is not just top-down and typically occurs in 3 ways:

1. **VERTICAL**
   An individual's objectives connect to (and do not conflict with) the objectives of managers and the team.

2. **COMPANY/MISSION**
   An individual can clearly see the importance of his or her objectives because they are connected to the company goals and mission.

3. **HORIZONTAL**
   An individual's objectives connect (and do not conflict) across teams.

Lead With Impact

Leaders must connect people's work to a deeper purpose—the company mission. While increasing revenue, adding MQLs, or improving customer NPS by x % are all important places to focus, most people are driven by impact, not numbers. In other words, the Key Results are measurable and the objectives are what's meaningful and inspirational.

Here are some examples of objectives in the most common categories where a company wants to create impact:

- Recruit & hire phenomenal people to take us to the next level in Q3 (company growth)
- Raise the bar on product UX in Q3 (quality)
- Sustainable repeatable lead generation in Q3 (revenue)
- Pay everyone generously for their hard work in Q3 (performance)

Here are some examples of less-than-great objectives:

- Interview 5 applicants for Design Lead by April 30
- Increase code coverage to 90%
- Hit 732 ICP leads by end of Q2
- Build out accurate job descriptions for 75% of our jobs

The first set of examples are great objectives because they're meaningful, qualitative, and infer impact. Words like "raise the bar" or "phenomenal" are designed to motivate. In contrast, each of the less-than-great objectives above is too quantitative and specific, which would make them great key results.

Here's an example of a top-down creation of OKRs:

COMPANY MISSION

Create the Space for People to Become their Greatest Selves

COMPANY OBJECTIVE

Rethink the Product Foundations to Meet Enterprise Needs

TEAM OBJECTIVE

Design a flexible method for customers to categorize and find data

KEY RESULTS

- Discover the top 3 pain points from enterprise customers through interviews and the annual feedback survey
- Confirm solution with engineers and internal stakeholders with 100% approval on design
- Validate the best solution with 2 customers through feedback that has 80% average. approval on the design

Best Practices For Writing OKRs

LESS IS MORE.

Most teams or individuals start out with way too many OKRs because they believe that's what it means to be ambitious. But your OKRs should never be used to set metrics that fall under the "business as usual" or "work as usual" buckets --- it is not a laundry list of your overall work deliverables. Nor can a team or company realistically achieve multiple extremely challenging goals all at once that pull them in different directions and confuse them on what matters most.

Get radically focused when creating OKRs. It is why it is so important to get radically focused when creating OKRs. Having even just ONE powerful and hyper-focused OKR that rallies people to do their best work and make significant progress in this area is worth far more than having a half dozen OKRs spread across various domains of focus that produce mediocre results because they lack prioritization.

If your CEO required you to choose - which OKR would make the most significant difference to how your company operates? Which would change the rules of the game in your industry? Which OKR would really inspire and challenge your people to do their best work? Therein lie your answers.

BALANCE AMBITION AND SUCCESS.

By this we mean balancing **Commitment-based Key Results** (where you are expected to hit 100% of your metric) with **Aspirational-based Key Results** (where you have only 50-70% chance of actually hitting your metric).

Commitment-based metrics are traditionally how most goal-setting methodologies have occurred in the past, and it is still how many organizations set goals. It can be particularly effective for certain goals (such as sales goals) where you really have to hit your quota to be successful. However, OKRs by and large ask you to go for the stretch. Why? Because those who stretch more often do more. Perhaps more than they ever imagined possible.

The research for setting stretch goals goes back to [Edwin Locke's groundbreaking work] in the late 1960s that advocated for setting challenging goals. So how much does one stretch? A goal that still has around a 50% chance of success is a happy medium, since it is both difficult, but still attainable. Set something too unattainable and you could easily get discouraged and give up when you are still starting out but repeatedly failing. Set something too easy and you've limited your potential.

We have found that if you are still fairly new to setting and using OKRs in your organization, a good starting place to maintain this balance is to make one key result per objective be aspirational in nature. The rest of the key results for that objective can remain commitment based so you can get the satisfaction of having some successes, in addition to getting used to stretching more than usual.

Some guidelines for balancing Commitment-based and Aspirational-based goals:

- Ensure that people know what kind of goals they are setting with clear definitions, FAQs, and enablement
- Explain the purpose of committed and aspirational goals in your organization, including what's in it for them
- Ensure that people know how their compensation and incentives align to each goal type
- Hold managers accountable for the goal-setting process
- Avoid **sandbagging**, which is setting goals that are easy to achieve to increase the likelihood of a bonus, high rating, etc.

VIII. Benefits of Using an OKR Tracking Software

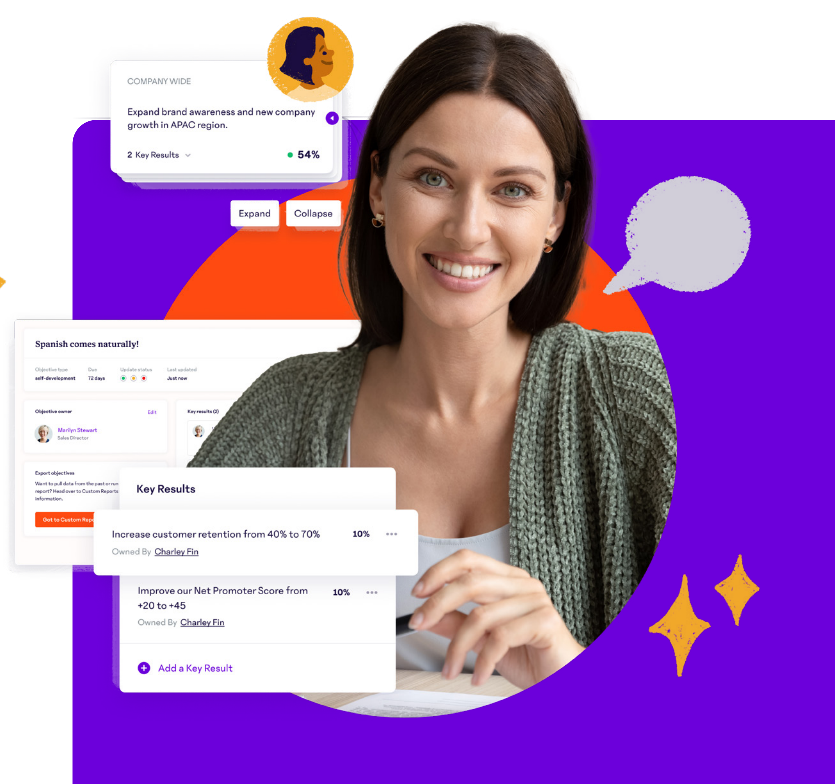
If you're still reading, congratulations! We've covered a lot of ground — an in depth explanation of OKRs, best practices for rolling OKRs out in your organization, and pitfalls to avoid. But we've yet to touch on a crucial question — how and where do you actually keep track of everyone's OKRs?

Many organizations either leave it up to individual departments and teams to figure out which tools to use for goal setting and tracking. Or maybe they try to get all teams to use one big spreadsheet. That can work at first, but as you scale OKRs to more employees, and as your organization grows, it will be a *lot* harder to manage.

Using software that is built specifically to help you set and track goals on the individual, team, department, and organizational level is a game changer for making goal setting impactful at your organization.

Just a few of the benefits include:

- The ability to automatically connect OKRs to a weekly check-in, so employees can update their progress and keep managers in the loop on how its going
- The ability to comment on OKR progress and give real-time feedback
- Having all OKRs stored in one place to easily reference them during performance reviews
- Automated time-boxing, so you can set goals for a given time period (like a quarter) and be prompted to close them out and set new goals once that time period elapses
- Enhanced clarity and transparency because employees have visibility into the goals of their colleagues and other departments



Conclusion

Goal-setting is a team sport. Everyone from executives on down needs to know the playbook and understand how they're performing toward their goals. OKR conversations should be happening regularly and the team should know when goals aren't going to be hit (and celebrate together when they are).

Peers can help each other reach their goals by holding one another accountable, sharing ideas, and offering help. Teams should talk about progress regularly and check in to see what blockers are keeping people from hitting their goals.

As an HR leader, you can be instrumental in removing organizational barriers, providing resources for employees' emotional wellbeing, and helping to limit the number of distractions people are dealing with, so they can focus on achieving their goals and doing fulfilling work.

15Five OKRs

With 15Five's OKR tool, it's easy to set and track your company's top objectives and build OKRs that unify your team and inspire them to work toward the right goals, so everyone moves forward together. Also, using 15Five for OKRs gives you the opportunity to make OKRs part of a holistic performance management system by connecting them to performance reviews, check-ins and 1-on-1s, and more.

But there's no one size fits all formula to rolling out OKRs, and you shouldn't have to figure out how to roll out OKRs organization-wide on your own. This is why we've built the Performance Accelerator program which is a goal setting and execution program involving a blend of group coaching and training for executives and leaders. We have learned from experience that one off trainings do not cut it when it comes to building the mindsets, habits, and skills necessary to fully bring OKRs to life. Our programs follow a learn, practice, apply methodology where we will meet monthly with your teams to set goals, observe progress, debrief the quarter and integrate learnings into the next quarter. Ultimately, we help to create a culture of ownership on your teams where goal execution is the main priority. To learn more, contact us to schedule a demo today.

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Schedule a Demo

Try 15Five Free

About 15Five

15Five is the holistic performance management company. 15Five equips HR teams with a complete, single-platform solution to improve manager effectiveness, drive high performance and engagement, and increase retention. By combining easy-to-use software with coaching, manager training, and a thriving professional community, 15Five's approach provides HR leaders with everything they need to achieve their strategic people objectives. 15Five offers a full suite of products including 360 performance reviews, in-depth engagement surveys, robust goal & OKR tracking, and weekly manager-employee feedback tools like 1-on-1s and pulse ratings. Together, all of these enable HR leaders to continuously measure engagement and performance within the flow of work and then empower their managers to drive change from the bottom up. HR leaders at over 3,400 companies, including Credit Karma, Spotify and Pendo rely on 15Five's software and services to make their talent a growth driver. For more information, visit www.15five.com.