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Summary OCR stands for goals and key results. They are important intrusive help to drive forward good ideas by gaining clarity, transparency and accountability. They are a joint goal-setting structure for individuals, teams, organizations or anything else. Goals are what we want to get done — they have to be constant, actionable and hopefully inspiring. They are a vaccine for fuzzy thinking and action. The main results are how we determine and have a number attached to them. Specific hard goals push people and if you have vertifiable measures of progress, you can hold them accountable. Goals create alignment, engagement, meaning and fulfillment if done correctly. They'll align people within a company and explain what's most important, they break down silos and help people communicate in the same language. They are meant to help communicate, measure and achieve lofty goals. Key takeaways OKRs have four superpowners: Focus, Rig, Track, and Stretch (FATS)FocusSetting goals give people a clear path on how to work on and what success looks like. Key results help indicate success and progress as there is a clear measure for what 'success' means for each goal When helping people set the goals they are more likely to follow through-in-hand with focus is a deep commitment. If you often waive or switch priorities, you'll waste time confusing your teamObjectives, one line should be and is clearly understandable. The key results should be objective and measurableAlignOKRs as teams can move very quickly as it's clear what the priorities are and ensure everyone moves in the same direction ransparency is key and management has a clear idea of what people are working on and why. Goals get people to flush out their hesitations or frustrations that help promote communication and collaboration. Alignment is extremely important, but hard to come by and is the biggest lever to go from strategy to execution — if people don't know the business model and what they do to help the company succeed, it's hard for them to go all-in and know what they're supposed to be working on. In addition, this transparency allows for the whole company to weigh in on the best goals. The best goals tend to get beyond the C-suite, coming from front-line employees who have the best access to accurate information and changing trends. You also get more people thinking about the same problems flushing out ideas, making connections that otherwise might not have been made, and living around cross-sharing collaborative quards, be, strict rules to follow. The OKRs should be visible and related to daily, or else they fade into irrelevance. Making progress in public goals is one of people's most motivating factors. You have to write it down and follow up on the right time is more important than the actual goals Expectations are easier to put across groups and fewer surprises can be expected when OKRs are set and tracked accordingly Post-mortem: OKRs aren't done even when it's completed. You can go through a post-mortem examination: objective scores (are the goals themselves valuable and correct? Google measures each in a 0 to 1 scale, with anything above .7 considered successful, subjective self-assessment and reflection (which contributed to success, what obstacles have I faced) Stretch Google meets and goes after the 10 X improvement. It requires a new way of thinking and a lot of courage to go for 1000% change at a 10% change A stretch goal can't seem like a long arc to nowhere and it can't be imposed from above, with no basing in fact. Employee buy-in is essential and leaders should show that they think the goal is important and obtainable CFRConversation - Feedback - Recognition OCRs set the direction and give clarity, CFRs offer the fuel to get there. They work hand-in-hand and help boost each other. Ongoing performance management rather than quarterly or annually is a manager's first job a personal one – to build a deep and trusting relationship with all their people. The quarterly feedback that is common and most companies are perishing and eating up a lot of time. CFR is an updated way to give your people feedback — building trust and pushing them to learn and grow. They help boost OKRs as people can go all in, knowing that what they're working on is important and getting appropriate feedback and recognition for their hard work. Conversation It is important for managers to have one at one meetings with their people – the employee must set the tone and agenda, manage the conversation, but the manager must make themselves open and available to discuss and meet with them. This should help the employee with goal setting and goals, help them look at their progress and areas where they can improve, enable two-way coaching, future career development, and lightweight performance reviewsFeedback it's very difficult to know if you're moving in the right direction and how you progressAsk new employees — what they love, how do they drain, what their ideal work would look like. Make it clear that the expectation is that they will always tell the truth and the thing, and you'll do the sameUpward feedback – what are you your of me that is useful/harmful? What can I do for you to make you more successful? Career development – what skills or abilities do you want to develop? In what areas do you want to develop and how can I help you get there? RecognitionContinuous recognition. Institute peer recognition Establish clear criteria - projects finished, values outlived, etc. Replace employee of the month with reaching the month Share recognition stories - blog or newsletterRecognition should be simple and achievable Tie recognition in company goals and strategies - customer satisfaction, product launch... OtherIdeas is easy execution is difficult - OKRs help transform fat and audacious ideas into sustainable, scalable, and repeatable processes bout 3 to 5 OKRs per quarter are all about right. There must be one only owner for each OCC or else you dilute ownership and accountability on't confuse your mission with your goals. Your mission is the direction you want to go and your goals are the steps you have to take to get there. The mission should be extremely aspirational and the goals more obtainable. This process allows you to be ambitious, but realistic poerr's favorite quote or definition of entrepreneur is someone who does more than anyone thinks possible with less than anyone thinks possible with less than anyone thinks possible is important to have rules from the start. Just like trying to give a teenage rules when there was none as a child, implementing to the fact The best turnover is internal turnover, where people move to different roles within the company to grow and learnThe adoption period can be difficult and take up to a year, but it's worth it. It should come from the top and everyone should buy incultures, the only thing that doesn't commodit or copied conviction and buy-in from leaders is most important to make this process workShould establish both ambitious and incremental OKRs that I've come out of it some big, actionable takeaways on how to think about and establish OKRs, and why it's important. CFRs are another good idea to take to heart and implement. Simple but certainly not easy The revolutionary movement behind the explosive growth of Intel, Google, Amazon and Uber. With a foreword by Larry Page, and contributions from Bono and Bill Gates. Measuring what matters is about using goals and key results (OKRs), a revolutionary approach to goal setting, to make tough choices in business. In 1999, legendary venture capitalist John Doerr invested \$11.8 million in a startup that had incredible technology, entrepreneurial energy and sky-high ambitions but no real business plan. Doerr introduced the founders to OKRs and with them at the founding of their management, the from forty employees to more than 70,000 grown with a market cap \$600 billion. The startup was Google. Since then, Doerr has introduced OKRs to more than fifty companies, helping tech giants and charities exceed all expectations In the OCR model, define what we want to achieve and key results is how those top priority goals will be achieved. OKRs focus effort, promote coordination. They surface an organization's most important job as everyone's goals from entry level to CEO are transparent to the entire institution. In Measure That Matters, Doerr shares a wide range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility and explosive growth that has spilt OKRs at so many large organizations. -- Publisher's description. Portfolio Penguin (April 26, 2018) 6.02 x 0.91 x 9.21 inches #6,408 in Books (See Top 100 in Books), #204 in Textbooks, #1,165 in Selfhelp (Books) 4.5 out of 5 stars, 2,380Reviews INSTANT NEW YORK TIMES BESTSELLER 'I can imagine John's ebook for anyone intrigued by changing into a larger supervisor', Invoice gates 'Administration magic.... Measure what issues are a must learn for anyone motivated to improve their group' - Former Vice President Al Gore, chairman of the Local weather deeds venture 'Measure What Issues reveal how any group or staff can behave excessively, convey and excel guickly', Sheryl Sandberg, Fb COO and founding father of Leanln.org and OptionB.org 'Measure that deserves issues to be completely embraced by every particular person who is accountable for efficiency in any walk of life' – Jim Collins, author of Good to Nice 'On This Indispensable ebook, Important Enterprise Capital Our period shows a key to enterprise innovation and success - Walter Isaacson, author of Steve Jobs and The Innovators 'Measure What Issues takes you behind the scenes for the creation of Intel's highly effective OKR system - one in every of Andy Grove's best legacies' - Gordon Moore, co-founder and former chairman of Intel - The revolutionary movement behind the Met a foreword by Larry Web page, and contributions from Bono and Invoice Gates. Measure what issues are about using goals and key outcomes (OKRs), a revolutionary method for goal setting, to make powerful decisions in enterprise. In 1999, legendary venture capitalist John Doerr invested nearly \$12 million in a startup that had wonderful know-how, entrepreneurial power and sky-high ambitions but no real marketing strategy. Doerr launched the founders to OKRs and with them based on their administration, the startup grew from forty workers to greater than 70,000 with a market cap of more than \$600 billion. The startup was Google. Since Doerr OKRs launched to larger than fifty corporations, corporations, to tech giants and charities exceeds all expectations. Within the OKR mannequin goals outline what we're looking for to realize and key outcomes is how these top-precedence targets are likely to be achieved. OKRs focus effort, promote coordination and improve office satisfaction. They floor a corporation's most necessary work, as everyone's targets from entry level to CEO are evident to your entire business. In Measure What Issues, Doerr shares a broad array of first-person, behind-the-scenes case research, with narrators along with Bono and Invoice Gates, to reveal the main target, agility and explosive progress OKRs have spurred at so many nice organizations. This eBook will offer you how to obtain well-timed, related information to track progress – to gauge what issues. It will quickly transfer and excel any group or staff's intention to be excessive. -- John Doerr joined Kleiner Perkins Caufield & amp; Byers in 1980 and has since backed a number of the world's most profitable entrepreneurs and corporations, reminiscent of Google, Zynga and Amazon. John serves on the boards of Google, Zynga and Amyris. He also led KPCB's funding in Twitter. He is a member of the American Academy of Arts and Sciences, and was a member of U.S. President Barack Obama's Council on Work and Competitiveness. He has 2910kay released to the American Academy of Arts and Sciences, and was a member of U.S. President Barack Obama's Council on Work and Competitiveness. He has 2910kay released to the American Academy of Arts and Sciences, and was a member of U.S. President Barack Obama's Council on Work and Competitiveness. He has 2910kay released to the American Academy of Arts and Sciences, and was a member of U.S. President Barack Obama's Council on Work and Competitiveness. 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