HOSPITAL & PROVINCIAL HEALTH SERVICES (HPHS)

RESULTS MANAGEMENT OFFICE (RMO) COLLECTIVE

OKR Training

What are OKRs?

- ▶ OKR = Objectives and Key Results
- ▶ Collaborative goal-setting methodology used by teams and individuals to set challenging, ambitious goals **with measurable results**
- ▶ OKRs allow us to track progress, create alignment, and encourage engagement around measurable goals

"I will (Objective) as measured by (Key Results)"

What are OKRs?

OBJECTIVES AND KEY RESULTS

OKRs are a management methodology which helps to ensure that your company focuses efforts on the same important issues throughout the organization.

OBJECTIVES

## An Objective is what you want to accomplish.

A good Objective is significant, concrete, action-oriented and inspirational. Can be set annually or over an even longer-term.

KEY RESULTS

Key Results are how you will accomplish it.

Good Key Results are specific, timebound, aggressive yet realistic measurable and verifiable. Can be set quarterly and evolve as work progresses.
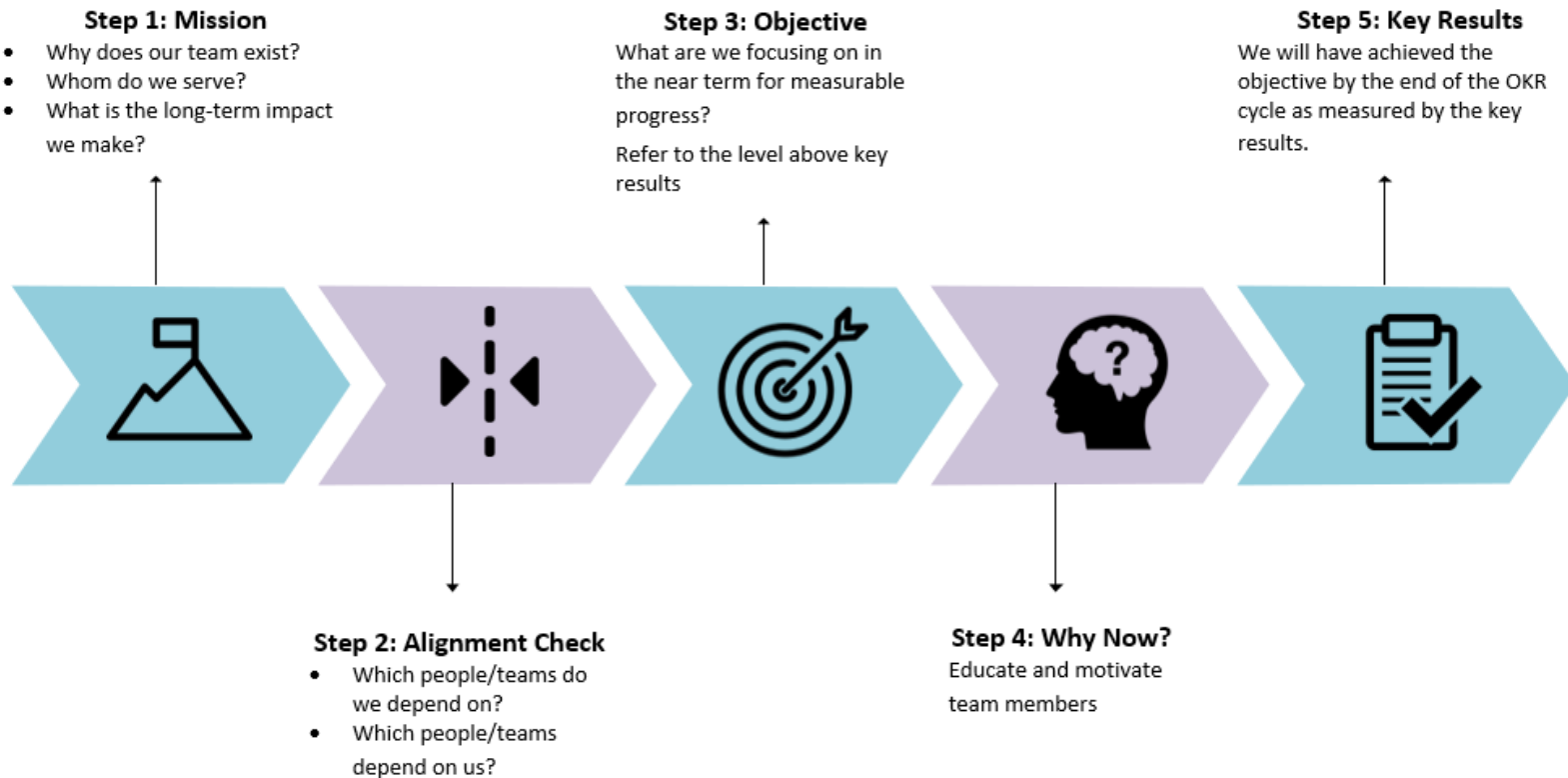
What Matters

KR4

KR3

KR1

KR2
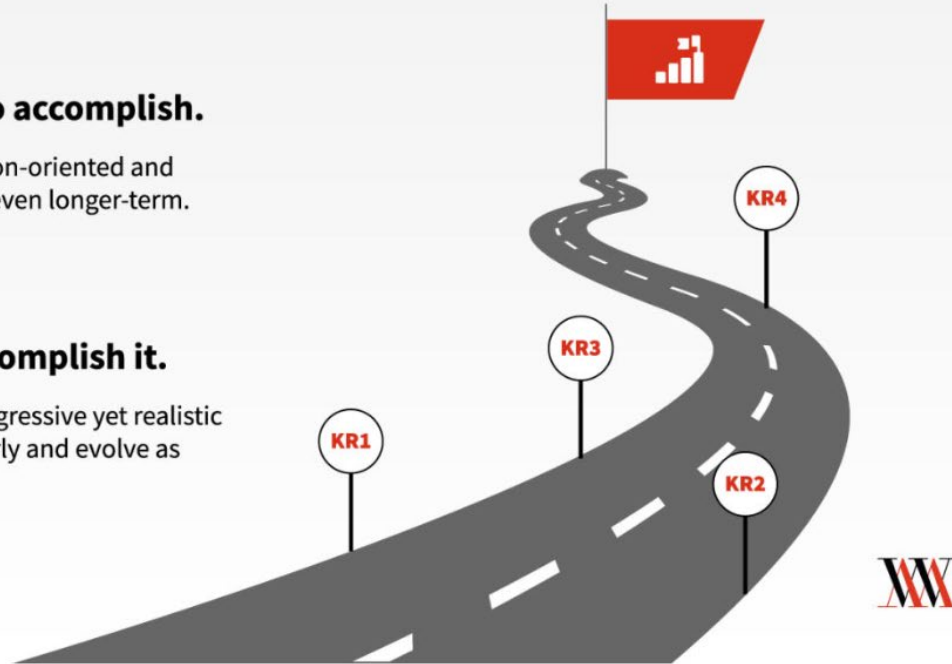
Types of OKRs

OKRs come in three types: **Committed**, **Aspirational**, and **Learning**

▶ Committed OKRs are like their name suggests — commitments. When graded at the end of a cycle, a Committed OKR is expected to have a passing grade

▶ Aspirational OKRs are sometimes called stretch goals or "moonshots." The pathway to an Aspirational OKR is expected to be forged since no one else has gotten there before

  ▶ They also may be long-term and live beyond an OKR cycle or even be transferred between team members to stretch employee engagement

▶ Learning OKRs are for when learning something new is the most valuable outcome for the cycle. If a team isn't sure how to proceed, they could set a Learning OKR that answers "What is the most important thing we're trying to learn in the next 90 days?"

 ▶ The results can then inform a related Committed or Aspirational OKR in the next cycle

Via whatmatters.com

The Process of Setting OKRs

Step 1: Mission
- Why does our team exist?
- Whom do we serve?
- What is the long-term impact we make?

Step 2: Alignment Check
- Which people/teams do we depend on?
- Which people/teams depend on us?

Step 3: Objective

What are we focusing on in the near term for measurable progress?

Refer to the level above key results

Step 4: Why Now?

Educate and motivate team members

Step 5: Key Results

We will have achieved the objective by the end of the OKR cycle as measured by the key results.

Benefits of OKRs

Remember the acronym **FACTS**

▶ **Focus**: OKRs allow a team to rally behind a small set of carefully chosen priorities.

▶ **Alignment**: OKRs provide a method for an entire organization to align its goals at every layer with its top-level priorities and with its ultimate purpose.

▶ **Commitment**: OKRs demand a level of collective commitment from the parties involved to choose and stick to agreed-upon priorities.

▶ **Tracking**: OKRs allow a team or organization to track their progress toward a goal and know earlier when to change tactics.

▶ **Stretching**: OKRs empower teams to set goals that stretch beyond BAU - or "business as usual" - and make significant, meaningful change.

Via whatmatters.com

Benefits of OKRs

1. FOCUS
2. ALIGNMENT
3. COMMITMENT
4. TRACKING
5. STRETCHING
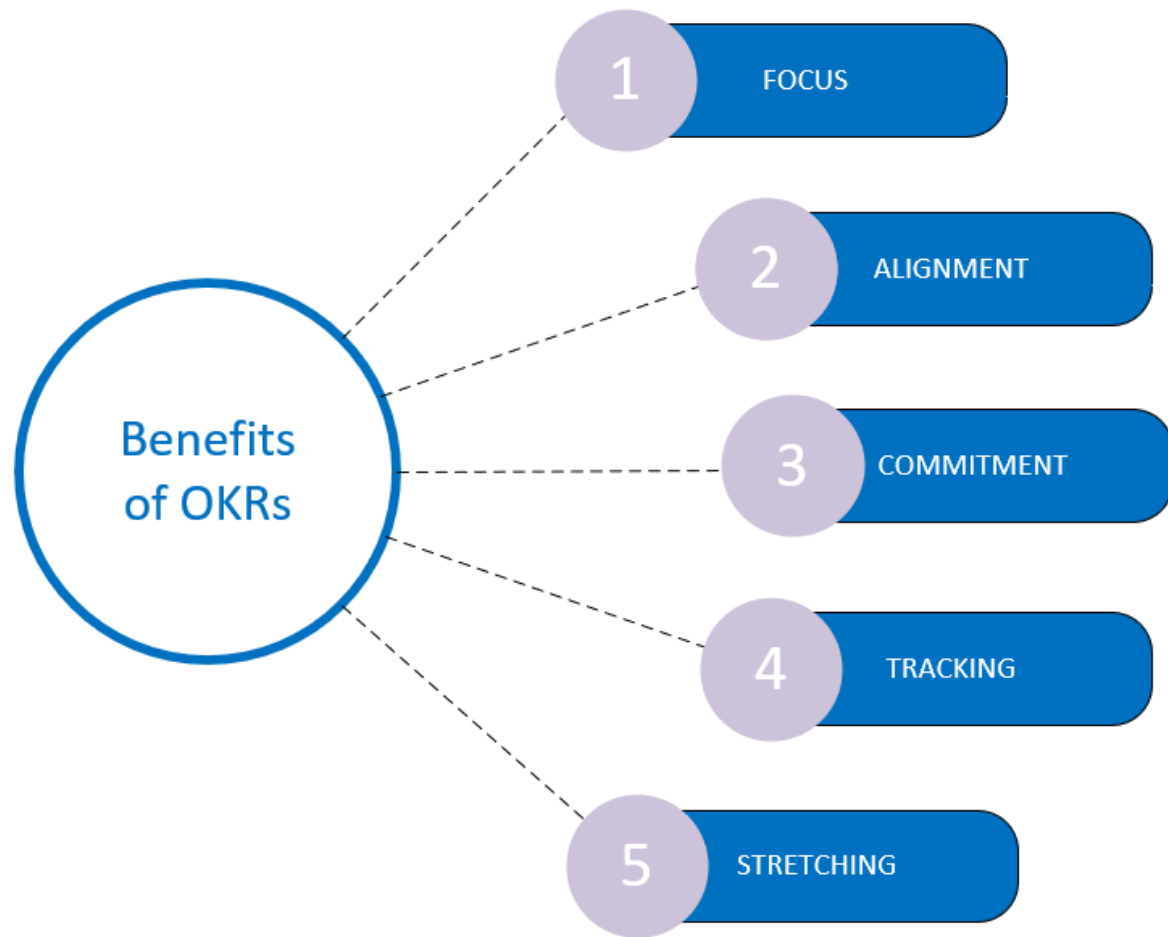
Example: Personal OKR

Objective: Run a 10K in under 50 minutes by June

KR1: Go for a run 3x/week for at least 30 minutes.

KR2: Increase distance of run by 1 mile every week.

KR3: Increase mile speed by 5 seconds every week.

Example via whatmatters.com

Examples in table form

Strategy	Objectives [PO Template Language: Minister's Priority Initiatives]	Key Results [PO Template Language: "Tangible outcomes for people / key announcements in this mandate (what)"]	Activity Indicator [AKA lead measure]	Milestone dates over next 18 months [PO Template Language: Proposed milestone dates including comms/engagement (when)]	Actions & Resourcing Plan (AKA Work Breakdown Structure)
Improve staffing model	Example: Increase the resiliency of the workforce	1. Hire 50 people by March 2023	Monthly report on how many people have been hired	- Interviews conducted – Feb 2023 - Candidates hired – Mar 2023	- Post jobs - Review applications - Marketing plan - Funding confirmed for FTEs
Increase personal fitness	Example: Run a 10K in under 50 minutes by June	1. Go for a run 3x/week for at least 30 minutes. 2. Increase the distance of running by 1 mile every week. 3. Increase mile speed by 5 seconds every week.	Track runs using smartphone app	- Run speed increases to 3 min/km – April 2023 - Run speed increases to 4 min/km – May 2023 - Run speed increases to 5 min/km – Jun 2023	- Plan runs - Perform speed drills - Complete stretching regimen

The OKR Pyramid

- **Mission** — Why we exist
- **Vision** — What our future will be
- **Strategy** — Broad priorities
- **Objectives** — What we will focus on in the near term
- **Key Results** — How we know we've achieved an objective

Helpful Links

- What is an OKR? - 2 mins
- Objectives and Key Results explained (New OKR Crash Course) - 15 mins
- Translating Strategy into Action through OKRs - 23 mins