



OKR Workshop for HR: 8 of the Most Common Mistakes



[Clubhouse]

OKR Workshop for HR
with Harry Siggins

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OKRs: The Basics

Understand Why You Want to Adopt OKRs

A shared understanding of why your team is adopting OKRs will help guide their creation and ensure their success. OKRs can be used to promote **focus, alignment, engagement, transparency**, and **accountability**.

Discuss with your team to determine what your key goals are in implementing OKRs.

How to Create OKRs

Objectives are what you want to achieve and a Key Result is how you plan to measure your objective.

Objectives should be qualitative and aspirational. These can be broad, and should be linked with the larger goals of your organization.

Key results should be quantitative. They will let you know if you have achieved your objective, so they should be measurable to avoid any doubt.

Considerations

- **Duration:** For what time period will the OKRs be set?
- **Check-ins:** How often should key results be updated?
- **Maximum number of objectives:** What is the maximum number of objectives a team or individual should set?
- **Top-down / bottom-up:** Who sets objectives? Does the manager set them for the team, or the CEO for the company (top-down)? Do employees set their own OKRs (bottom-up)?

OKRs: 8 of the Most Common Mistakes

1 **Linking your OKRs to performance reviews**

Performance reviews are backwards-looking and individual while OKRs should be forward-looking and collaborative.

2 **Linking your OKRs to compensation**

When a compensation is linked to OKRs, it may lead to “sandbagging,” when a team or employee understates their ability to reach a goal to avoid financial penalties. If you want to create the psychological safety for your team to fly, unlink OKRs and compensation.

3 **Focusing on output**

OKRs focus on outcomes and stretch goals, not output. OKRs shouldn't track the completion of tasks; They should show the outcomes of the effort you put in.

4 **Having too many OKRs**

While highly-motivated teams may be tempted to set many objectives, remember that the value of OKRs lies in their focusing power. At the start, you might even consider having only one OKR so your team learn the value of focus.

5 **Lack of leadership**

If you don't assign OKRs to an owner, responsible for tracking progress, they're much more likely to be left by the wayside.

6

Setting qualitative, instead of quantitative, key results

In order to be effective measuring tools, key results must be measurable. If a key result is measuring whether or not a task has been accomplished, it still has a numerical value, a 1 for yes and 0 for no.

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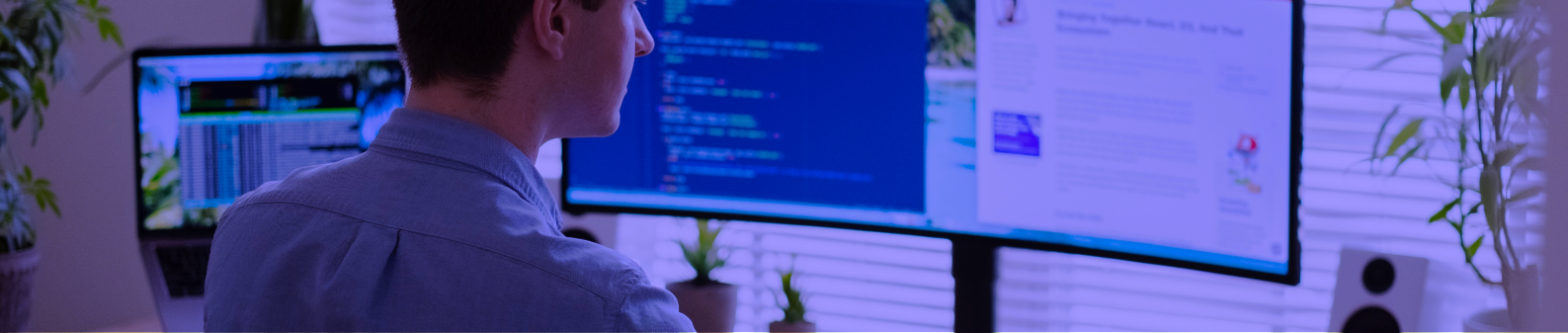
Everyday work as OKR

OKRs aren't for keeping the status quo. Set OKRs when you're ready to dream big and work hard.

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OKRs as a to-do list

When starting out, some teams will make objectives that have tasks as the key result. However, not all efforts lead to results.



HR OKRs: Examples

Objective: Make Work-Life Balance a Priority for All Employees

KR 1 Improve work-life balance survey score to 80%

KR 2 Reduce overtime by 5 hours

Objective: Create a Diverse and Inclusive Workplace

KR 1 Create a diversity and inclusion council and create a monthly recurring meeting

KR 2 Improve number of diverse candidates in the pipeline by 20%

Objective: Build the Best Hiring Process

KR 1 Increase time to hire by 25%

KR 2 Maintain Offer Acceptance rate of 90%

KR 3 100% of new hires stay for 6+ months

Objective: Our Company is a Magnet for Top-Talent

KR 1 25% of new hires from employee referrals

KR 2 Increase total applicants by 15%

KR 3 95% of new hires pass assessment

Objective: Happy workplace, Happy employees

KR 1 Increase eNPS by 30%

KR 2 Reach employee retention rate of 75%

KR 3 Engagement in company-wide events increase by 10%



Our purpose is to enable organizations to improve internal alignment and maintain focus through our world-class OKRs platform. We strive to guide them along their journey of accelerated growth and transformational change.

Over 600 enterprises, not-for-profits, startups, and governments from around the world rely on Gtmhub to help them achieve their goals with OKRs.



We help companies automate their HR processes, empower their employees with always up-to-date information, and make smart business decisions

We create tools to better manage every part of the employee life cycle: recruitment, onboarding, training, absences, time management, payroll, compensation, goal-setting, performance management, feedback, productivity, and company culture.



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