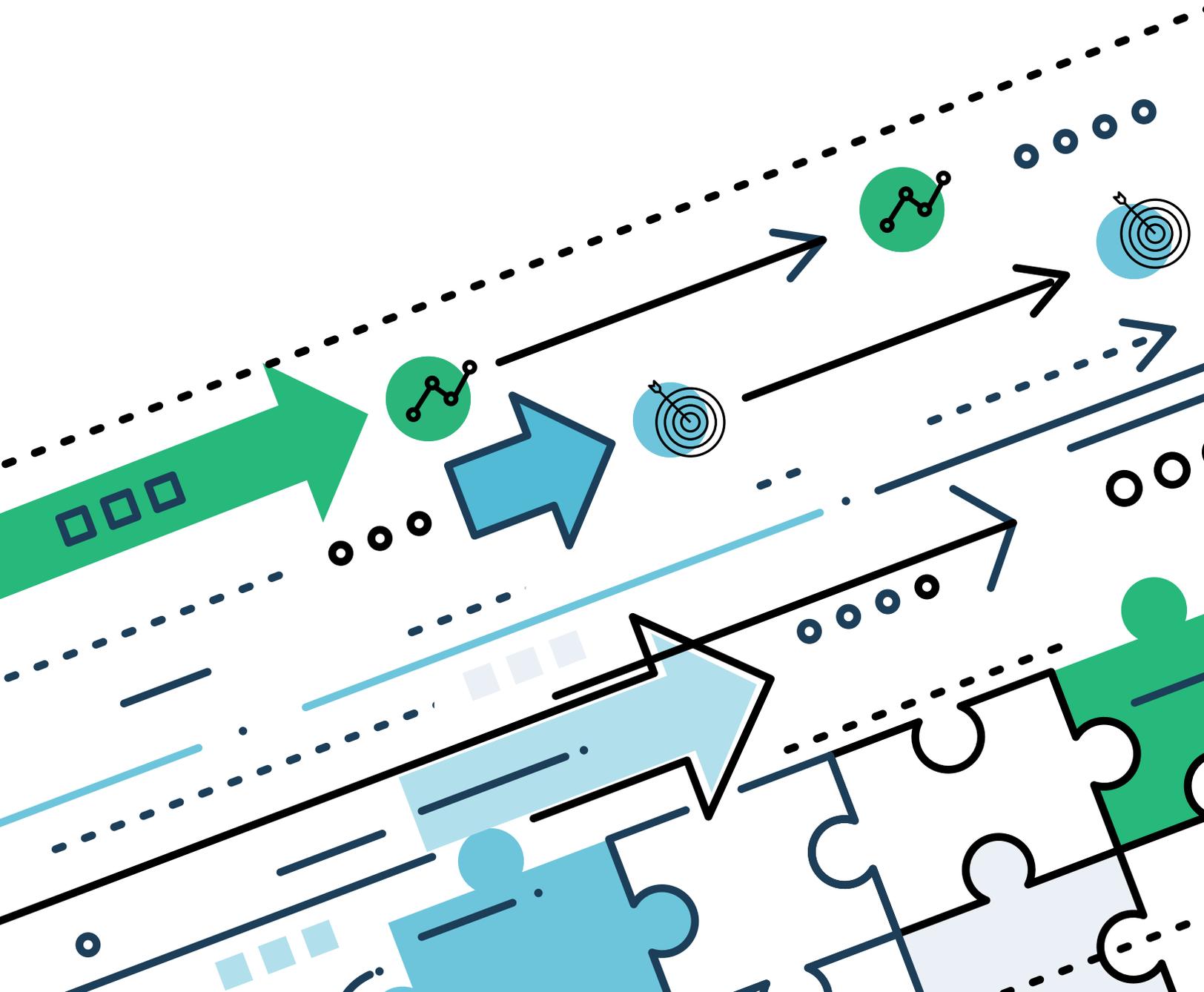


OKRs that Clarify, Inspire and Motivate

A Framework and Samples



OKRs Drive Results Across the Organization

Agile, high velocity organizations use Objectives and Key Results (OKRs) to align and achieve strategic priorities faster. OKRs are a powerful method of driving real clarity, a higher sense of purpose, and aligning efforts to desired business outcomes.

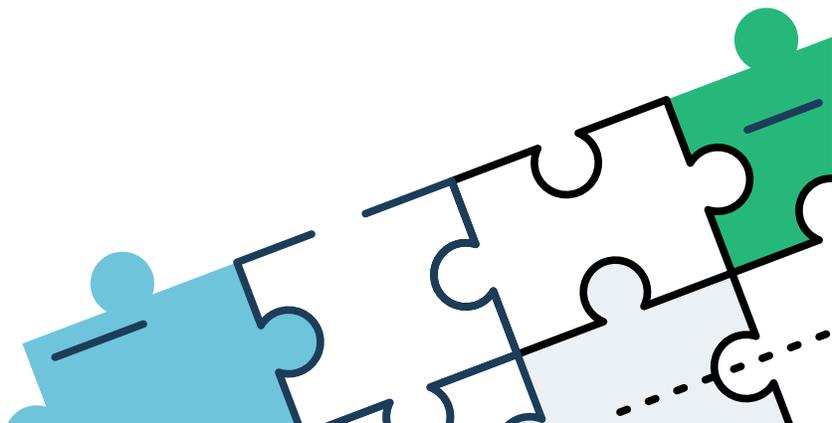
At the leadership level, the objectives center around the typical business levers like innovation, market entry, financial performance, culture, operational excellence, transformation and other strategic themes. Cascading these ensures everyone thinks about their impact on the strategic priorities and drives short term bursts of results.

OKR Principles

1. **Aspire and inspire:** What do we really want to achieve and what are our best possible outcomes?
2. **Radical Clarity:** What is real success and how will we objectively measure it?
3. **Fast, focused pace:** Organize our time in next 90 days around best possible outcomes.
4. **Localized, aligned & transparent:** Bring into nouns and verbs of each team, and connect our dots.

Cultures and histories vary, so while Google was born on OKRs, it may be better for your organization to agree on what achievement level or percentage constitutes success. Mature organizations and those that have less excess capital than Google may find 75-85% is more appropriate than 65-70%.

It's often more effective to start with OKRs for teams rather than individuals. It's less overwhelming and far more clarifying. Some organizations will find that teams need help the first time around to effectively localize the top-level objectives and key results to their team; Workboard provides expert coaching to build this competency and ensure the first OKR cycle is a huge success.



When done well, OKRs speak the team's language rather than corporate speak. The Objective speaks to the intention, while Key Results quantify the outcomes that constitute success. When people say them out loud, they should feel a visceral connection — tapping and amplifying the intent to succeed. A great OKR is something you can say with excitement at home and with pride in the elevator with your boss or board.

Objectives

Objectives provide the organization with clarity on your intention, focus and direction.

- Communicate the 3-5 things you want to achieve in the quarter.
- Declare the big idea and why — not numbers (yet).
- Inspire and motivate people with a sense of purpose so they want to be on board.
- Objectives may have long or short lifespan.
- They align up and can align across other teams and objectives.



*What do you want to accomplish and why is it important?
If others read the objective, will it inform their choices?*

Key Results

Key results are business outcomes that define incremental success.

- Identify 4-6 results that quantify success for each objective in the time period.
- Define the *best possible results* — not most probable.
- Focus efforts on what creates the most value.
- Use numbers to quantify an end state and avoid action items and opinions.
- Balance key results to achieve the right incremental outcomes.
- Key results should be self-evident to others.



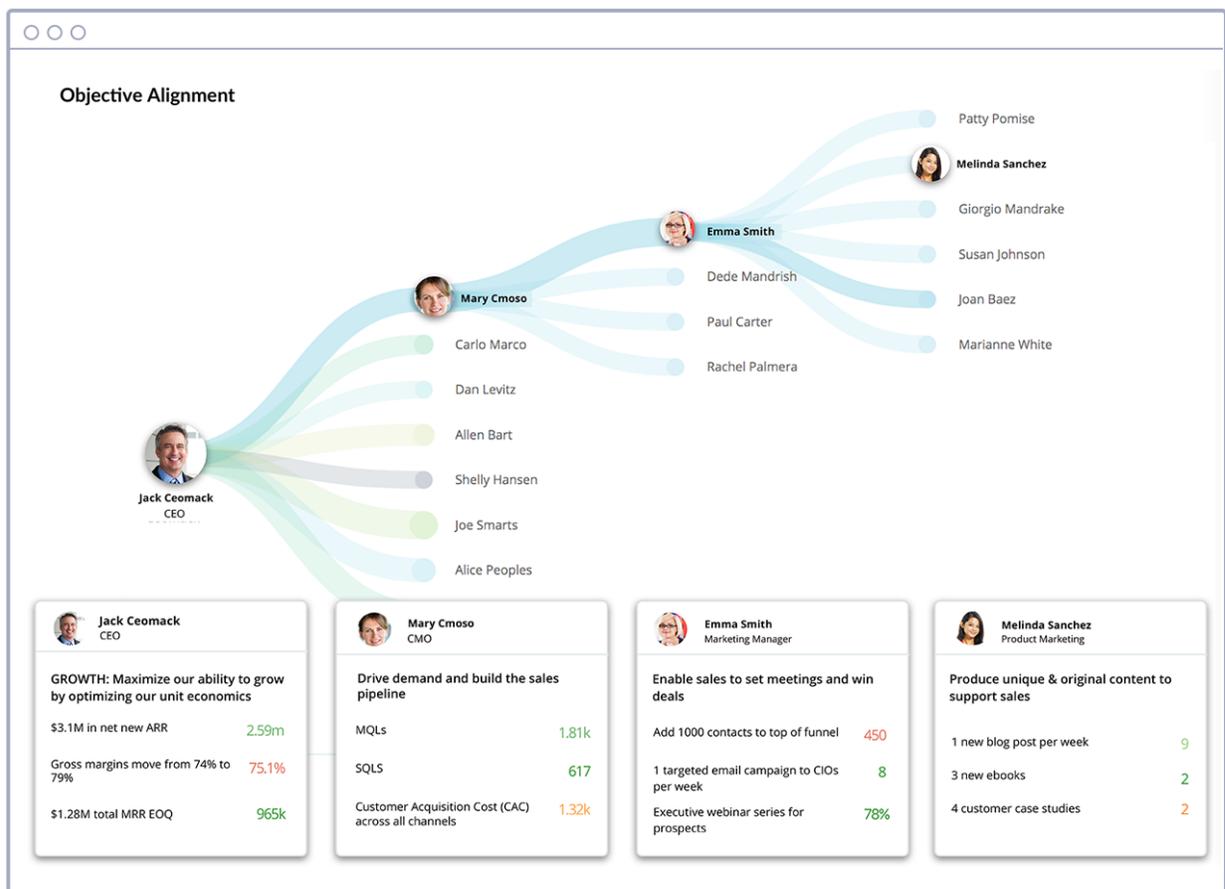
*What would be great?
What will you have more or less of if you accomplish the objective?
What will be true?*

Trigger questions for key results

When do we declare victory? How would we know we were successful? What would be really great this quarter? Is this both our best and possible result?

- How will we know that we are making progress toward achieving our objective? What would be true if we did?
 - "Customers love us" → "Retention increases 7% in Q4" and "10 customers do case studies on the ROI they get from xyz." We know they love us because they say they love us with both their voices and their wallet.
- What would we have more of? How much more?
- What % improvement do you want to see in a QBR at the end of the quarter?
- What quantity of xyz would you LOVE to tell the CxO about because you know he she'll be thrilled?
- If the full result will be realized in the future, back up into what needs to be true in the coming quarter to enable the later result. Incremental victories accelerate and endure ultimate victory.

When cascaded and localized to each team, the parts produce impact greater than their sum. The samples in the rest of this booklet can help spark ideas on the objectives and target results great teams set for themselves.



Sample Function OKRs

EXECUTIVE TEAM

Maximize our ability to grow by optimizing our unit economics

- \$3.1M in net new ARR
- CAC Payback Period for new business deals improves from 10 months to under 8 months
- Improve LTV to CAC to 3.7
- Gross margins move from 74% to 79%
- \$1.28M total MRR EOQ

Customers for Life

- Maintain average NPS of 8
- We meet with all 55K and above customers renewing in the quarter
- Increase average number of users per account from 45 to 90
- Drive gross revenue retention above 83%

We attract, retain and enable the best people to operate at their best

- Every team has OKRs and achieves 85% of key results
- 80% of people feel we value their growth and development
- We achieve 90% of our hiring plan and all roles have a defined ramp plan
- 100% of employees have 360 reviews

Unified value across customer journey from marketing, sales, product, onboarding and instrumentation

- Develop the high value strategic use cases and embed in every function
- 10 T1 customers actively using K2
- 25 customers integrate product into their primary management metrics
- 5 T1 customer testimonials published on our value differentiators
- Cultivate 4 champions from meetings with 3 T1 strategic partners/allies and 3 T2 partners with defined next steps/plan for partnership

CORP DEV AND BIZ DEV

Acquisition amplifies the success of acquired companies

- Employee NPS is the same or better than prior year
- No regrettable people losses
- 80% of employees understand the strategy and are motivated by it
- Stand alone deal cycle time is the same or faster than 4 trailing quarters
- Developer velocity is within 10% of pre-acquisition trailing 3 quarters

Realize the business value of xyz acquisition

- Revenue
- IRR
- Integration completed and available in catalog
- 1000 sellers enabled
- 12 new logos in energy sector on our paper

Go-to strategic growth advisor to the business

- NPS of 9 on our market and portfolio analyses for TRM BU (they love our work)
- Complete analysis of 10 technology companies and provide a recommendation to close the 7 gaps James identified in his AI landscape (build/buy/partner)
- 3 of the recommendations in our growth vision deck are adopted by the BU
- Get buy in and agreement to exploratory diligence on 2 key players in the ML/AI domain
- Identify 20 early stage companies with disruptive innovation synergy; map a fast path to deal for each

Be the partner, investor and acquirer of choice

- Matchmaker for 45 innovator companies not seeking funding with a Kikasko counterpart and establish 2 benefits the company wants from us
- Reputation baseline survey of 1000 technology companies Series A through D
- Every executive meets with at least 3 companies on our Top 100 list to build a personal relationship with the CEO/founders
- The executive "Talk Track" is backed by at least 5 value tactics we can offer these companies

Build stronger alliance and trust with the business

- Everyone does a 2 week rotation with their LoB counterpart
- We are at the table in every BU's strat planning process as partners not spectators
- Bi-weekly huddle with VP Product in TRM BU and ACC BU so we're dialed into the problems they're solving

DEVELOPMENT

Deliver high quality, scalable solutions

- Maintain <500 milliseconds average successful response time on server requests
- Fewer than 15 field reported bugs per month
- Maintain 100% uptime
- 0 critical bugs on initial deploy of production code
- Bug turnaround time in JIRA <48 hours

Tap into the power of analytics to create a differentiated product

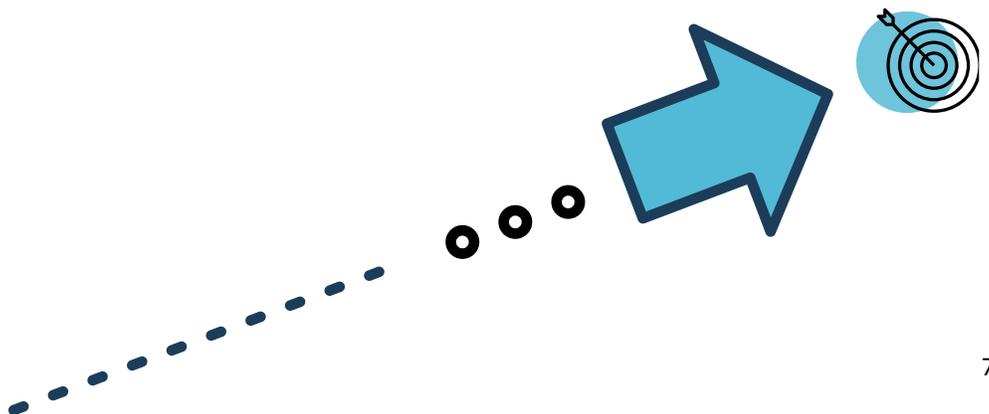
- Identify and execute 6 data science prototypes
- Evaluate 2 machine-learning opportunities
- 50% of team members attend a data analytics skills training
- Run 3 data code analysis experiments

We own product delivery and we learn every time

- 100% of releases have a retro
- 0 customer-reported bugs
- 0 repeat production bugs
- 100% of code pushed to production has 95% test coverage
- Explore 3 automations to reduce future spend

We are code ninjas that celebrate our successes and learn every day

- Celebrate 100% of key feature launches
- 0 regrettable losses - no ninjas left behind!
- 2 QA hires
- 3 social events this quarter
- Attend or host 2 tech events



CUSTOMER EXPERIENCE

Keep and expand our customer base

- Retention forecast 70.10
- \$650K in upgrade quota
- CX to host 5 lunch and learns between customers and developers by the end of year (day in the customer life)
- \$125K renewals MRR

Provide RevOps data and insights that move us from good to incredible

- 100% of Rev Ops requests use Zendesk by Feb 15th
- Define and publish Revenue Ops SLAs
- Deliver quarterly tools usage report value survey
- Provide a real time RevOps workstream and project intake visible to the entire company

Provide exceptional customer experience that extends customer lifetime

- 100% of new accounts active on high-value features at least twice a week
- At least 50% of customers use our differentiated features
- Retention forecast accuracy within 2% of actual
- Measure NPS of ALL customers, not just active customers, with NPS at least 6
- NPS for cohorts onboarded in 2018 of 8

The Customer Experience team operates at its best

- 6 new hires hit their first quarter targets
- 5 new CSMs onboard their first account within 60 days of hire
- Reduce average initial response time on P1 tickets by 50%
- Hold 3 knowledge-building seminars this quarter

MARKETING

Enable the sales team to open, win and close more deals

- Deliver new leads with \$13m in pipeline value this quarter
- 2 integrated campaigns to 2 target channels
- 3k inbound leads
- Set 500 demos

Empower our sales team with great collateral and tools

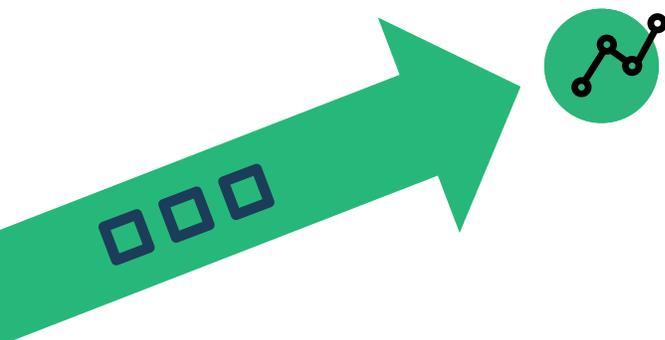
- 6 fresh case studies added to web site
- Deliver messaging framework and solution overview for our 4 buyer personas
- Revamp sales collateral for every stage of the sales cycle
- 20% increase in use of collateral
- Host 2 sales enablement sessions

Our content establishes ourselves as the thought leaders in our industry

- 5 blog posts this quarter
- 10% increase in blog subscribers
- Increase website traffic 15%
- Hold 3 thought leadership events this quarter

We're a passionate learning team that drives the market for our company

- 100% of the team identifies 1 professional development skill
- 2 people from the team present at industry conferences
- We establish a mechanism for sharing best practices



SALES

Make our number with a diversified mix of product and services

- \$11m in US bookings for Geronimo product line
- \$3m in Wombat pipeline stage 2 or later
- 20 Wombat committed pilots in lighthouse accounts
- \$9m in EMEA bookings for Geronimo product line
- Every rep closes at least \$750k in the quarter

Improve efficiency with a data driven approach to sales

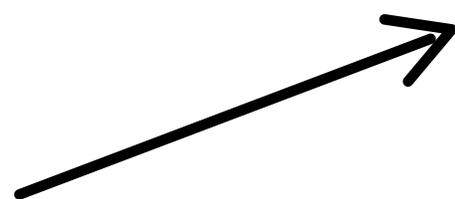
- Complete Salesforce cutover
- All validated opportunities in SFDC
- 4x pipeline coverage ratio
- Average deal size goes from 20.5K to 32K
- Qualify MQLs within 7 days

We are a lean mean fighting machine -- well-armed, always winning

- Systematized measurement of demo rotations, skips and activity goals
- Improve win rate by 10%
- \$3.1M in new logo ARR
- \$258k new MRR

We are strategic about improving our win rate

- 20% of our demos are for the C-Suite
- 95% of deals are compliant with pricing structure
- 100% of sales team receives negotiation skills training
- Every sales team member receives 2 hours of 1on1 coaching per month



IT

Move the business into the 21st century and make employees' lives easier

- Touch projection available in 9 Los Angeles conference rooms
- Shorten hardware and software procurement time from 30 to 7 days
- 100% wifi coverage in every office – no dead conference rooms
- Complete migration of help desk to new cloud provider

Increase our agility and ability to invest in the business by moving apps to the cloud

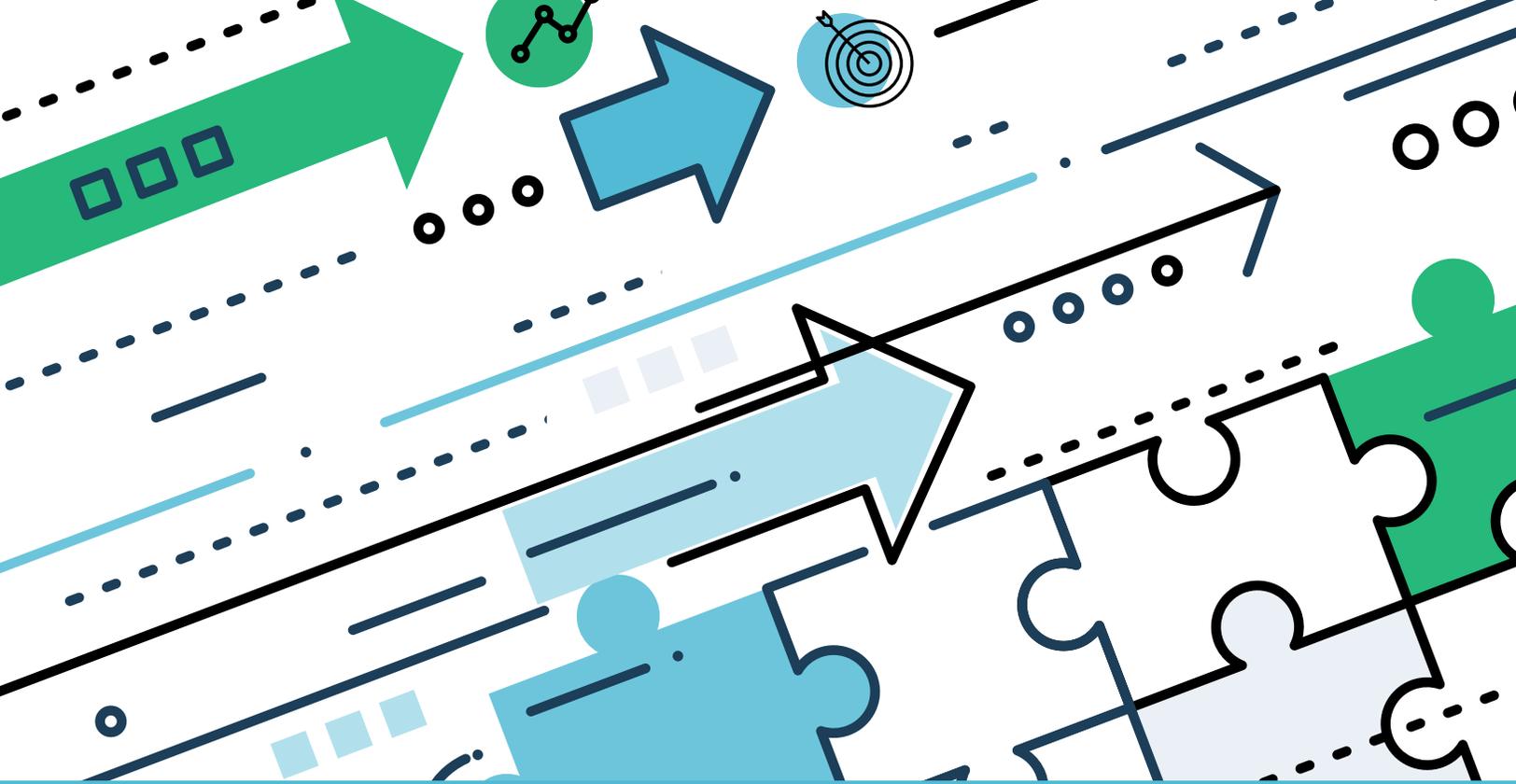
- Close 3 data centers
- Migrate 12 apps to the cloud
- Reduce data migration time to 14 days
- Reduce storage and infrastructure costs \$4.5m

Learning is our passion and priority

- Lunch and learns once a month
- Each team member spends an hour a week on a passion project
- Everyone identifies and learns one new technology, methodology or toolkit this quarter
- We take on 2 experimental projects and share the results with the team

Be the architects of our future

- 3 Blockchain use cases in enterprise non PROD environment
- 4 Chatbots or NLP use cases in non PROD
- 60% of our team can code
- 100% of investment decisions go through a data-driven evaluation process



Activate Your Strategic Priorities

Workboard, Inc., is a fast-growing provider of Active Strategy Management solutions that helps organizations set, measure and execute strategic priorities faster. Company founders, who combined hold 18 patents and two Smithsonian Innovation Awards, created a new solution category when they recognized that market and technology acceleration would require a corresponding acceleration in how companies activate their strategic priorities. Workboard counts IBM, Samsung, 8X8, Catalina, Disys, eSilicon, TrendKite, Influitive, TaskTop and others among its hundreds of customers. The company is funded by Floodgate, Microsoft Ventures, and Opus Capital; Microsoft, IBM, Floodgate and Opus hold seats on the company's board of directors. For more information, visit www.workboard.com or follow the company on Twitter @WorkboardInc.

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