

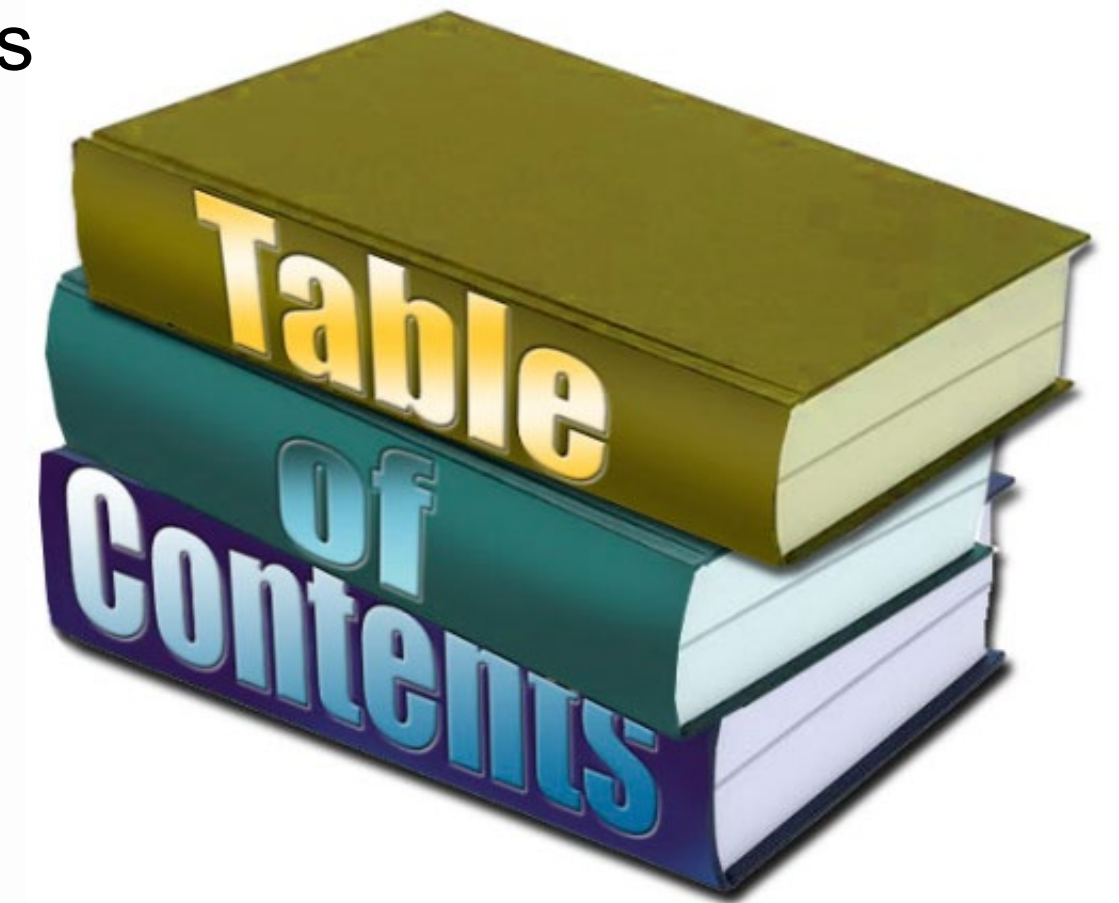


Objectives and Key Results Fundamentals Certified (OKRFC™)

**Webinar and Certification Prep
(3 hours)**



1. Webinar Format and Prerequisites
2. Understanding Objectives and Key Results(OKR) Concepts
 - a. Brief History of OKRs
 - b. Why use OKRs?
 - c. Why use the OKRBOK™ Guide?
 - d. OKR Principles
 - e. OKR Roles, Artifacts and Reports
 - f. OKR Processes
3. Next Steps
4. All ready for the OKRFC™ Certification!





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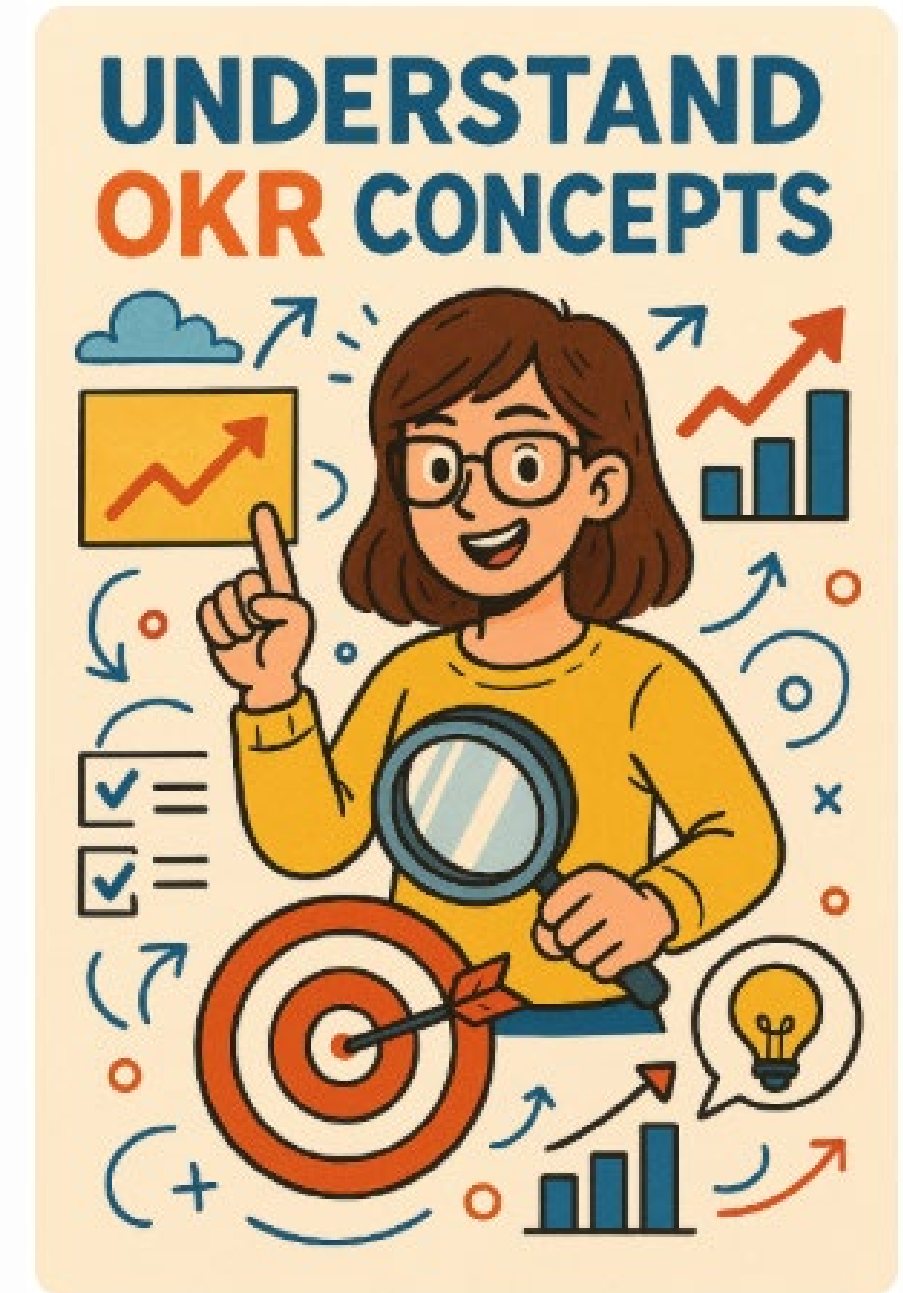
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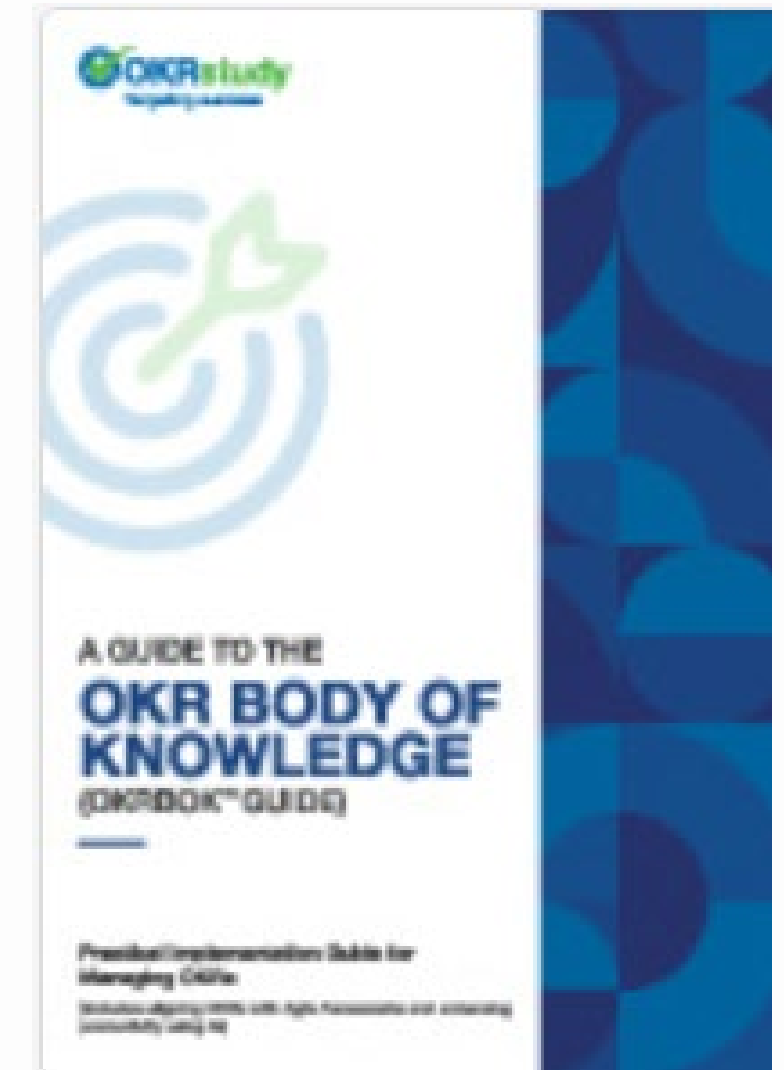
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Acad Team – please put the certification for OKRFC logo here

Discount Vouchers and other benefits as you refer friends and grow the OKR community!




**THIS OKR WEBINAR
WILL INCLUDE**



**THREE HEALTH
BREAKS**

**AT REGULAR
INTERVALS**

**FOR YOU TO RELAX
AND RECHARGE.**



**There will be three
quizzes during
the session, so make
sure to pay attention!**



1. Webinar Format



1. Prerequisites

- There are no prerequisites for this webinar.
- Anyone interested in understanding Objectives and Key Results concepts can join this webinar
- Students can also take the coveted Objectives and Key Results Fundamentals Certified (OKRFC™) certification exam after the webinar.





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2.a What are Objectives and Key Results (OKRs)?

Objectives and Key Results (OKRs) are:

- A goal-setting framework used by organizations to align teams toward a clear, measurable direction.
- “**Objective**” defines *what you want to achieve* — a bold, inspiring, qualitative goal.
- “**Key Results**” define *how you will measure success* — specific, time-bound, and quantifiable outcomes that indicate progress toward that objective.

For example, an Objective could be “Improve customer satisfaction,” while Key Results could include metrics like “Achieve 90%+ customer satisfaction score” or “Reduce support response time to under 2 hours.”



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For example, an Objective could be “Improve customer satisfaction,” while Key Results could include metrics like “Achieve 90%+ customer satisfaction score” or “Reduce support response time to under 2 hours.”



2.a Where is the Objectives and Key Results (OKR) framework used?

- Objectives and Key Results are applied across all industries and domains including finance, healthcare, retail, manufacturing, IT, telecommunications, government, logistics, energy, and more.



2.a Where is the Objectives and Key Results (OKR) framework used?

- Objectives and Key Results (OKRs) are used across all departments of a company to ensure alignment, transparency, and measurable progress toward common goals.
- Each department sets its own OKRs that contribute to the company's overall strategic direction.
- Cross-functional adoption promotes collaboration, clarifies priorities, and enables teams to focus on outcomes rather than activities.
- OKRs help every department stay accountable and continuously improve performance.



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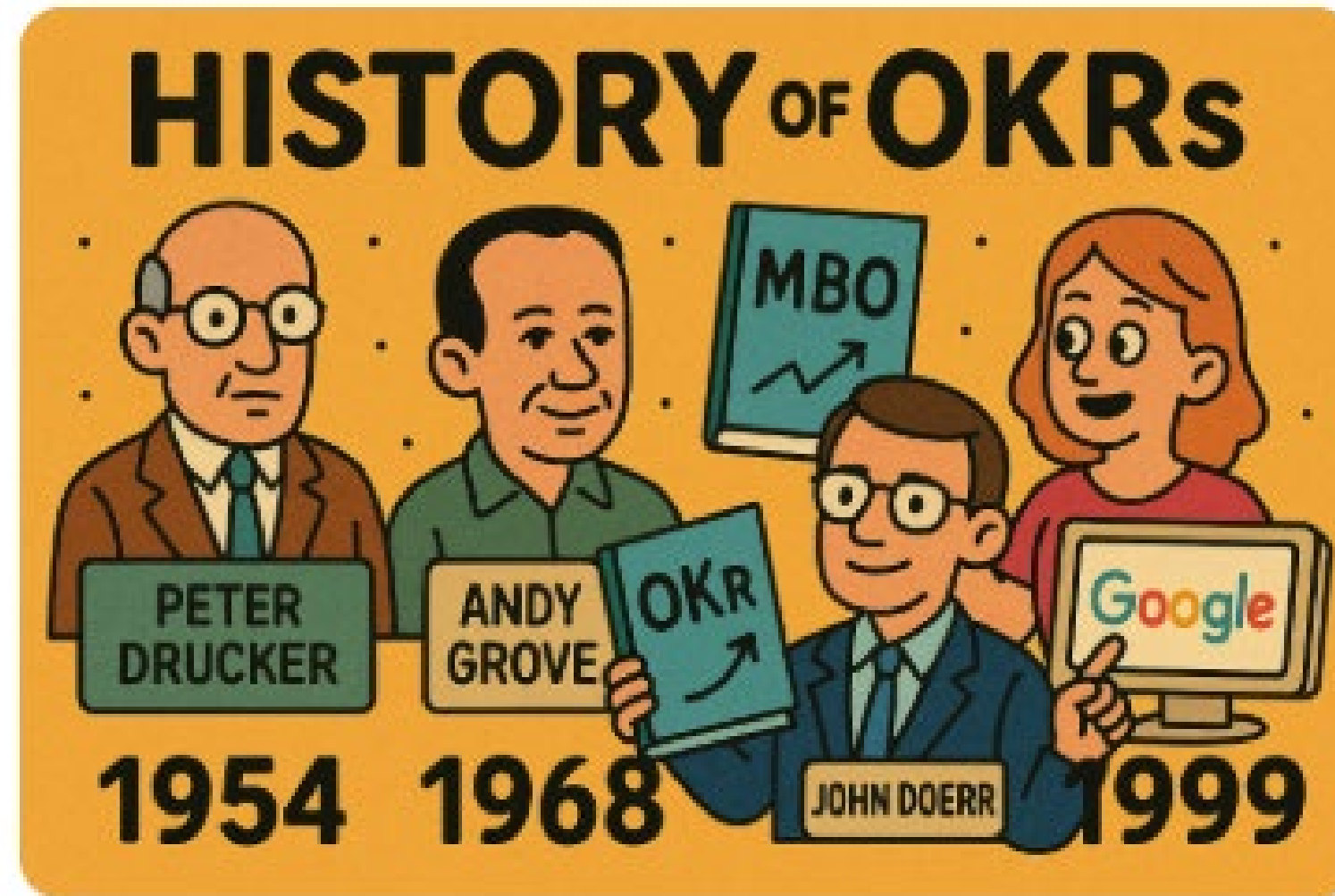
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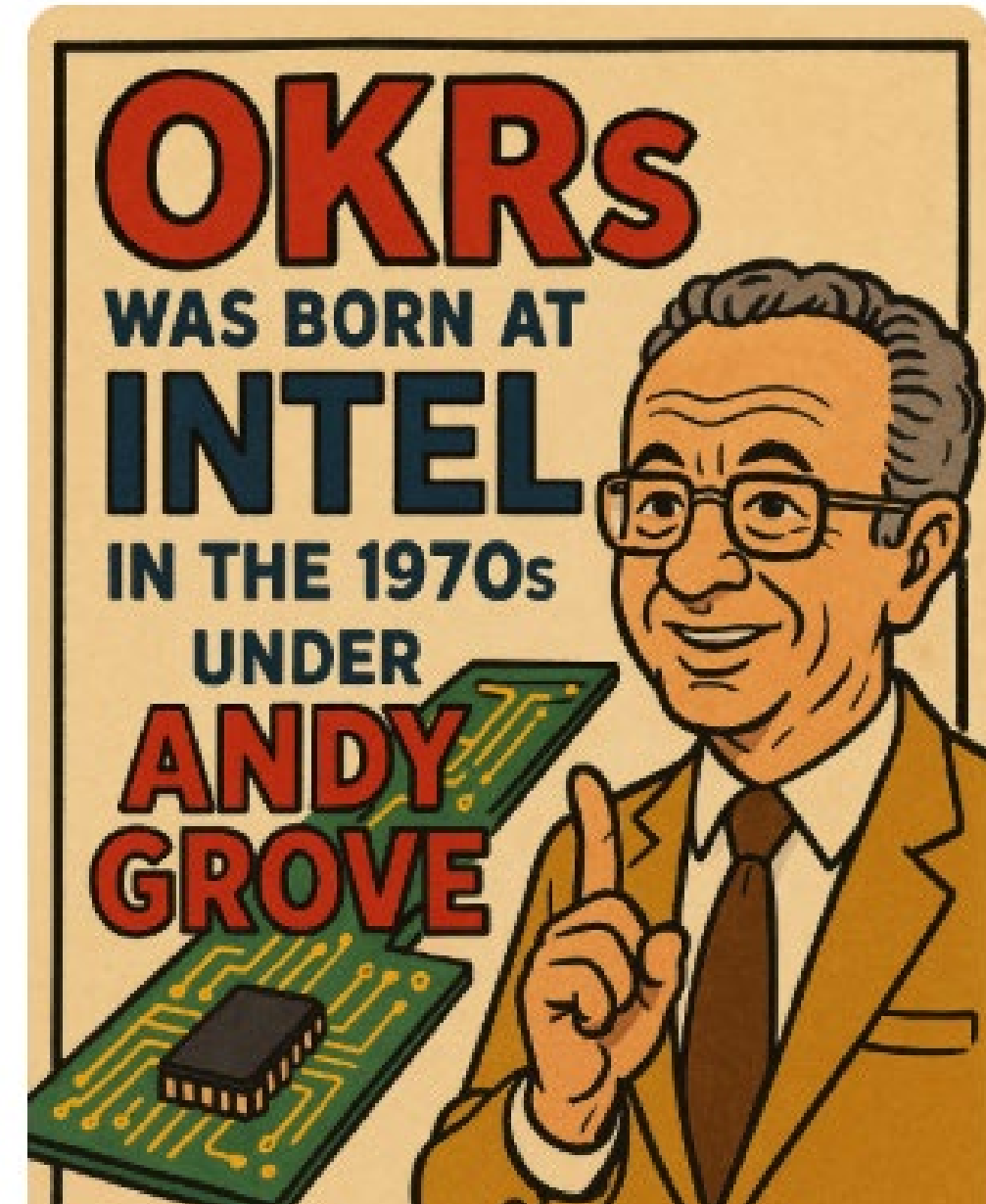


2.a Brief History of OKRs



2.a Brief History of OKRs

- **Born at Intel in the 1970s under Andy Grove (former CEO of Intel)**
 - to bring extreme clarity and execution discipline during Intel's competitive battle against Motorola.
 - Grove introduced the term “Objectives and Key Results” to ensure teams knew exactly what to aim for (Objective) and how success would be measured (Key Results).



2.a Brief History of OKRs

- Evolved from Peter Drucker's "Management by Objectives" (MBO)
 - OKRs were built as an improvement over MBOs. While MBOs focused on setting goals, they lacked transparency, agility, and measurable outcomes.
 - Andy Grove evolved MBOs by adding measurable, time-bound Outcomes (Key Results) and promoting team-wide visibility, frequent check-ins, and stretch goals.





2.a Brief History of OKRs

- **Introduced to Google by John Doerr in 1999**
 - OKRs helped Google maintain laser-sharp focus, alignment, and accountability even as the company scaled from 40 employees to thousands of employees globally.
 - **“OKRs have helped lead us to 10x growth, many times over”** - Larry Page, co-founder, Google

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– Larry Page
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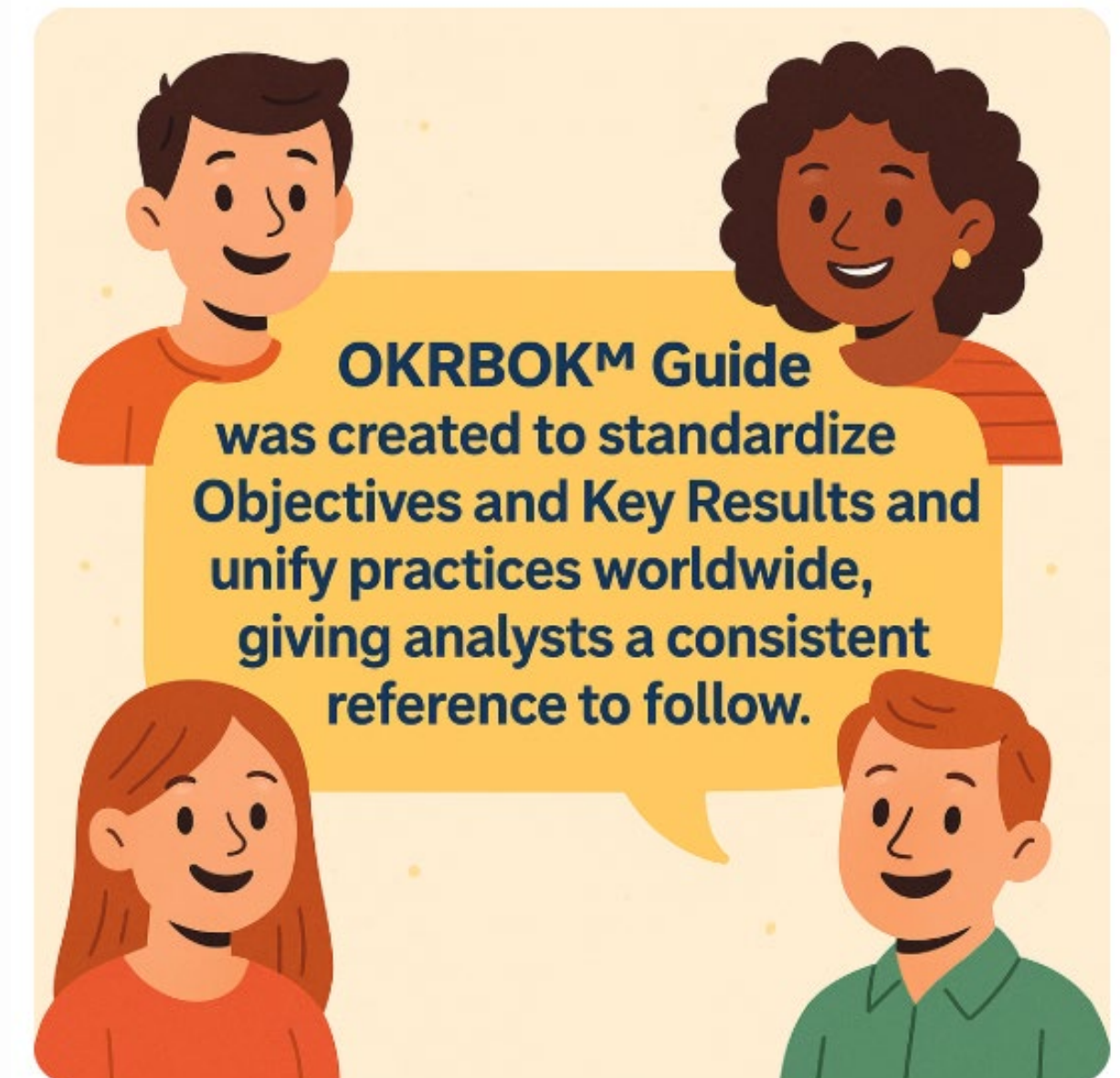
2.a Brief History of OKRs

- **Global adoption across industries in the 2000s onward**
 - OKRs were rapidly adopted by companies like LinkedIn, Twitter, Spotify, Microsoft, NGOs, governments, and universities.
 - OKRs are now considered the world's most effective goal-setting framework — used not just in tech, but across finance, healthcare, education, manufacturing, sustainability, and startups.



2.a Brief History of OKRs

- **2025**
 - OKRBOK™ Guide was created to standardize Objectives and Key Results and unify practices worldwide, giving analysts a consistent reference to follow.
 - AI-powered SaaS platform Vabro.ai introduces a complete Objectives and Key Results solution to support end-to-end OKR Processes.










2.a Brief History of OKRs



Current Adoption of Objectives and Key Results


-  **Global Recognition:** Objectives and Key Results are now a core function in organizations worldwide, recognized as a critical profession across North America, Europe, Asia, and beyond.
-  **Cross-Industry Adoption:** Widely applied in IT, finance, healthcare, manufacturing, telecom, retail, and government—OKR ensures value delivery regardless of sector.
-  **Standardized Certifications:** Popular certifications such as those offered by OKRstudy, are in high demand, validating OKR as a standardized global profession.
-  **Support for Agile & Digital Transformation:** OKRs play a central role in Agile frameworks (Scrum, Kanban, DevOps) and digital transformation projects across industries.
-  **Bridging Strategy to Execution:** Organizations adopt Objectives and Key Results to ensure smooth collaboration between business stakeholders and technical teams, reducing failures and boosting ROI.




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5-minute Break

1. Webinar Format and Prerequisites
2. Understanding Objectives and Key Results(OKR) Concepts
 - a. Brief History of OKRs 

5-minute Health Break



Optional – Please review Section 2.a about “What is Objectives and Key Results” and “Brief History of OKRs ” in the Webinar Reference Document

After the break – 3 question Quiz



2.a Brief History of OKRs (Ques 1 of 3)



Quiz Question:

Why did Grove introduce the term “Objectives and Key Results” (OKRs)?

- a) To help teams decide who is responsible for each task
- b) To ensure teams know what to aim for and how success is measured
- c) To create a timeline for completing every project phase
- d) To reduce the number of meetings held by leadership teams

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.a Brief History of OKRs (Ans 1 of 3)

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Why did Grove introduce the term “Objectives and Key Results” (OKRs)?

- a) To help teams decide who is responsible for each task
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- c) To create a timeline for completing every project phase
- d) To reduce the number of meetings held by leadership teams

Correct Answer: b

Justification:

Grove introduced OKRs so that teams would have **clear direction (Objective)** and a **measurable way to track success (Key Results)** — making option **b** the correct one.



2.a Brief History of OKRs (Ques 2 of 3)



Quiz Question:

What was one major benefit of using OKRs at Google?

- a) They reduced the need for engineering innovations
- b) They helped lower the company's marketing expenses
- c) They ensured focus, alignment, and accountability while scaling
- d) They replaced all management roles within the company

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.a Brief History of OKRs (Ans 2 of 3)



Quiz Question:

What was one major benefit of using OKRs at Google?

- a) They reduced the need for engineering innovations
- b) They helped lower the company's marketing expenses
- c) They ensured focus, alignment, and accountability while scaling
- d) They replaced all management roles within the company

Correct Answer: c

Justification:

OKRs helped Google stay **focused, aligned, and accountable** even during rapid growth from a small team to thousands of employees — which is exactly what option c states.



2.a Brief History of OKRs (Ques 3 of 3)



Quiz Question:

How are OKRs viewed in modern organizations today?

- a) They are considered the world's most effective goal-setting framework
- b) They are used only by small startup companies for planning
- c) They are mainly designed for academic research and studies
- d) They are focused on tracking daily routine administrative work

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.a Brief History of OKRs (Ans 3 of 3)



Quiz Question:

How are OKRs viewed in modern organizations today?


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- b) They are used only by small startup companies for planning
- c) They are mainly designed for academic research and studies
- d) They are focused on tracking daily routine administrative work

Correct Answer: a

Justification:

OKRs are widely adopted across industries and are recognized globally as the most effective framework for goal-setting and execution, making option a the correct one.



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2.b Why use OKRs?

Why use OKRs?

	<p>Aligns teams toward common goals</p> <p>Increases focus on priorities</p>
	<p>Enhances transparency and accountability</p> <p>Encourages measurable outcomes</p>
	<p>Drives innovation and ambition</p>
	<p>Improves performance tracking</p> <p>Enables continuous learning and improvement</p>
	
	



2.b Why use OKRs?

1. Aligns teams toward common goals

- Everyone in the organization is moving in the same direction
- Help teams understand how their work contributes to the company's larger objectives





2.b Why use OKRs?

2. Increases focus on priorities

- Teams work on what truly matters instead of spreading effort across too many tasks
- Helps reduce distractions and keeps attention on the most impactful goals





2.b Why use OKRs?

3. Enhances transparency and accountability

- Goals visible to everyone, so responsibilities are clear
- Creates a culture where people own their commitments and track progress openly





2.b Why use OKRs?

4. Encourages measurable outcomes

- Focus on clear, trackable results
- Helps teams know exactly when a goal is achieved and how success is measured





2.b Why use OKRs?

5. Drives innovation and ambition

- Inspire teams to set bold, challenging goals that push beyond comfort zones
- Leads to creative thinking and better solutions





2.b Why use OKRs?

6. Improves performance tracking

- Simple structure to measure progress regularly
- Teams can quickly see where they stand and make adjustments





2.b Why use OKRs?

7. Enables continuous learning and improvement

- By reviewing outcomes, teams understand what worked and what didn't
- Each OKR cycle brings valuable lessons that lead to better performance in the next one





2.b Why use OKRs?

Why use OKRs?



Aligns teams toward common goals

Increases focus on priorities



Enhances transparency and accountability

Encourages measurable outcomes



Drives innovation and ambition




Improves performance tracking

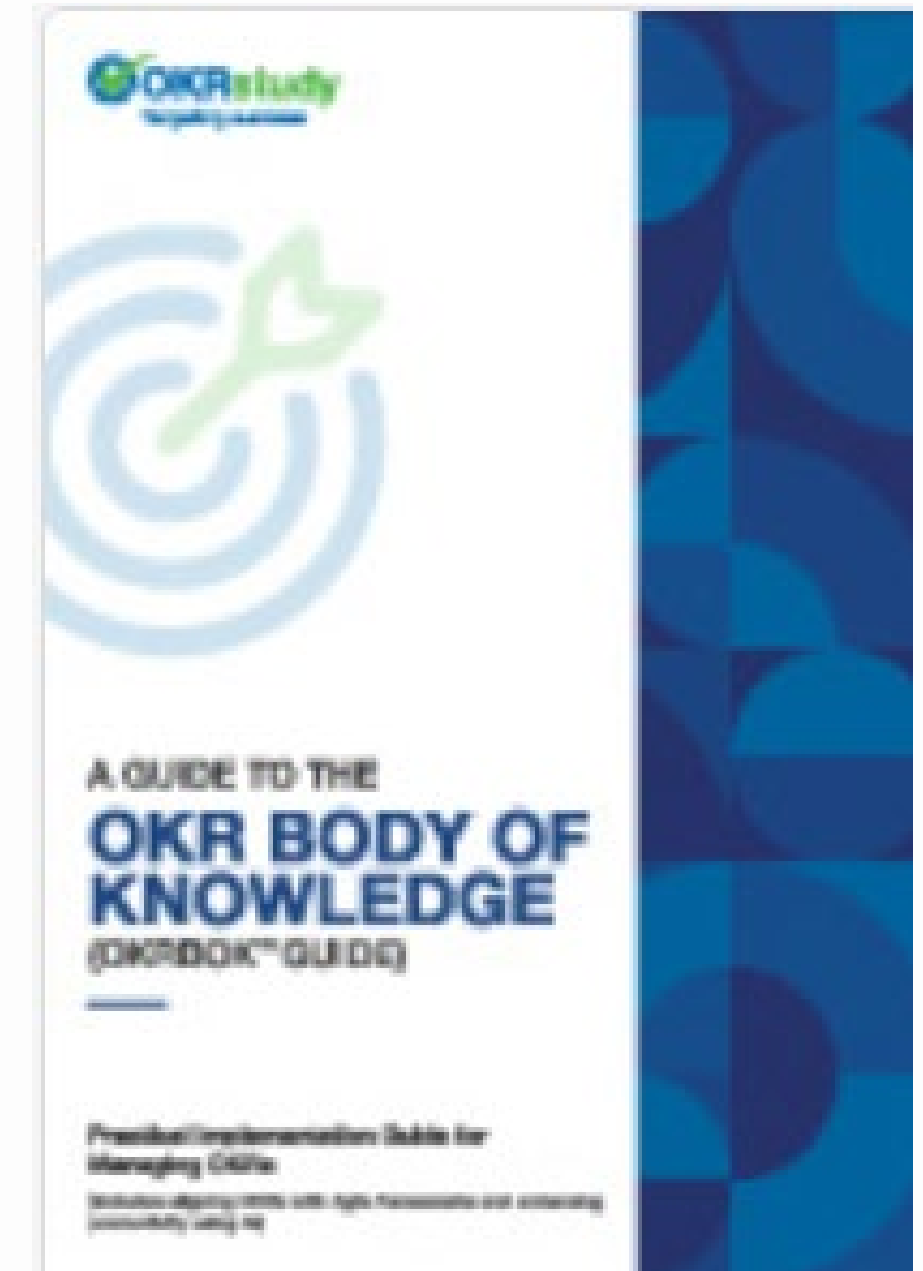
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2.c Why use the OKRBOK® Guide?

Practical, Contemporary and Supports AI

	Other OKR Books	OKRBOK® Guide
1.	Overly theoretical, lengthy and lack practical examples	Practical and relevant
2.	No mention of contemporary topics such as AI, or OKR Tools	Includes Contemporary concepts and AI
3.	No practical use with any tool	Practical implementation with Vabro.ai – a leading AI-powered SaaS OKR Tool
4.	Very rudimentary (fewer than 50 pages), or extremely lengthy and non-relevant	Very comprehensive but follows the 80-20 rule; detailed Role Guide to focus on what you need to learn for your specific role
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Easily organized and Fun to Read!



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2.d OKR Principles

Why Are OKR Principles Essential?

- Help organizations set clear, measurable, and ambitious goals while ensuring alignment and focus
- Organizations can build a culture of high performance, alignment, and continuous improvement



2.d OKR Principles

OKR PRINCIPLES

-  Focus on What Matters Most
-  Ambition with Achievability
-  Measurable Key Results
-  Alignment and Transparency
-  Regular Check-ins and Updates
-  Commitment to Results
-  Learning from Failure
-  Inspiration and Motivation



2.d OKR Principles

1. Focus on what matters most

- Identify the few key objectives that will make the biggest difference
- Say “no” to less impactful work, distractions, or low-priority ideas
- Align teams around clear priorities that serve the overall mission.
- Encourage teams and individuals to concentrate their energy on a small number of high-value goals, usually set quarterly, instead of spreading themselves too thin.

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2.d OKR Principles

1. Focus on what matters most - Example

Example 1: A Startup Launching a Product

Company Vision:

Become a market leader in AI-driven productivity apps.

OKR:

Objective: Successfully launch the AI productivity app by Q3.

Key Results:

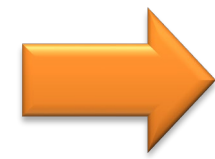
- Achieve 1,000 beta users by end of July.
- Reduce onboarding time from 10 mins to under 2 mins.
- Fix 95% of high-severity bugs reported during beta.
- Reach 50 positive reviews on the app store.

Here, instead of trying to improve every feature or explore new product lines, the focus is on what matters most right now — a successful product launch. This tight focus aligns teams and resources for maximum impact.



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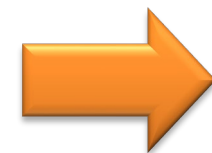
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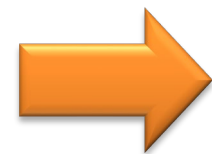
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2.d OKR Principles

1. Focus on what matters most - Example

Example 2: A Marketing Team in a Large Company

Objective:

Increase brand awareness in the UK market.

Key Results:

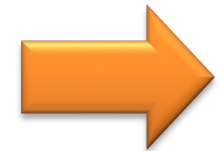
- Grow website traffic from UK by 50%.
- Secure 3 major PR mentions in UK tech publications.
- Increase LinkedIn followers in UK by 10,000.

Rather than trying to improve awareness globally (which can dilute efforts), the team focuses specifically on UK, based on strategic priorities. All activities, meetings, and campaigns are tied to this narrow, impactful goal.



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2.d OKR Principles

2. Ambition with Achievability

AMBITION WITH ACHIEVABILITY

 <p>E.g. Increase conversions by 25%</p>	 <p>E.g. Become the market leader</p>
 <p>E.g. Improve team fitness levels</p>	 <p>E.g. Win a Nobel Prize</p>

2.d OKR Principles

2. Ambition with Achievability

- Set bold, stretch goals—objectives that go beyond what feels immediately achievable
- Inspire innovation, drive significant progress, and unleash untapped potential.
- Purposeful stretching to spark creativity, challenge limits, and accelerate progress.



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2. Ambition with Achievability

- Setting goals that are challenging and stretch beyond comfort zones
- Prioritizing growth and innovation over playing it safe.
- Encouraging teams to aim high, even if they don't achieve 100%.

In OKRs, achieving 70% of an ambitious goal can be seen as success—unlike traditional goal-setting methods that reward 100% completion of conservative goals.





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2. Ambition with Achievability - Example

Example 1: Google Search Team

Google famously uses OKRs and believes "If you set a goal of 10x improvement, you'll approach the problem differently than if you aim for a 10% gain."

Objective

Make Google Search significantly smarter and more useful.

Ambitious Key Results:

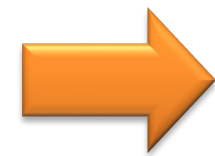
- Improve voice search accuracy from 90% to 99.9%.
- Decrease average search load time globally from 2.5s to 0.5s.
- Integrate AI-based results for 90% of complex queries.

These are stretch goals—possibly unachievable within one quarter—but they push the team to radically innovate rather than optimize incrementally.



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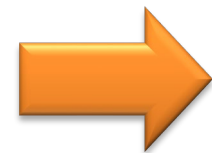
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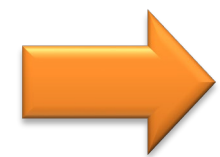
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2.d OKR Principles

2. Ambition with Achievability - Example

Example 2: A Sales Team in a Growing Company

Objective: Dominate the North American enterprise market.

Key Results:

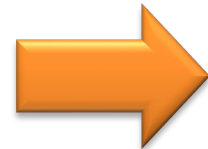
- Secure 50 new enterprise clients (previous best was 20).
- Increase annual recurring revenue (ARR) by \$10M (last year: \$5M).
- Hire 10 top-performing sales leaders from competitors.

These goals may seem overly ambitious—but they signal intent to grow aggressively, challenge norms, and align the team with a growth mindset.



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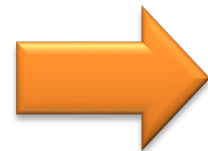
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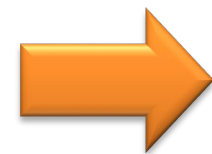
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2.d OKR Principles

2. Ambition with Achievability - How to Apply This Principle

- Encourage risk-taking: Make it culturally safe to aim high and fall short.
- Use moonshots and roofshots: Set one “moonshot” (very ambitious) and one “roofshot” (realistic but still challenging).
- Communicate that 100% completion isn't mandatory: Hitting 70% of a stretch OKR can be a success.
- Balance ambition and morale: Too many impossible goals can demoralize. Set bold but believable OKRs.



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Ambition with Achievability
How to Apply This Principle



The infographic is a 2x2 grid of illustrations. The top-left panel shows a man in a suit pointing upwards with a speech bubble saying 'Think Big' and an upward arrow. The top-right panel shows a woman pointing at a bar chart with a star above it, labeled 'Set Ambitious Goals'. The bottom-left panel shows a clipboard with a checklist and a lightbulb, labeled 'But Be Realistic'. The bottom-right panel shows a man climbing a bar chart towards a target, labeled 'Take Goal-Oriented Steps'.

Think Big **Set Ambitious Goals**

But Be Realistic **Take Goal-Oriented Steps**

These are stretch-goals—possibly unachievable—

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2.d OKR Principles

3. Measurable Key Results

- A foundational aspect of the OKR framework
- Ensures that progress toward ambitious goals is clear, objective, and trackable
- Ensures that OKRs are not just aspirational but also actionable and results-driven.
- Transforms vague goals into concrete targets and empowers teams to move forward with confidence, alignment, and purpose.





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2.d OKR Principles

3. Key Results should be:

- Quantitative, not vague.
- Time-bound and specific.
- Evidence-based, showing what success looks like.
- Able to define how you know if you're making progress toward an Objective.



While the Objective is inspirational, Key Results are measurable outcomes that track real-world performance.



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3. Objectives vs. Key Results

Objective (O)	Key Results (KRs)
Inspirational, qualitative, directional 	Quantitative, specific, trackable
Describes what you want to achieve	Describes how you'll measure success
Motivates and focuses the team	Tracks progress and drives accountability



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2.d OKR Principles

3. Objectives vs. Key Results



Example 1: Product Development Team

Objective: Improve mobile app performance for a better user experience.

Measurable Key Results:

- Reduce app crash rate from 3% to less than 1%.
- Increase app store rating from 3.8 to 4.5 stars.
- Decrease average app load time from 5s to under 2s.

These KRs are quantifiable, easy to measure, and give clear direction to the team.



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2.d OKR Principles

3. Objectives vs. Key Results



Example 2: Customer Success Team

Objective: Enhance customer satisfaction and loyalty.

Measurable Key Results:

- Improve Net Promoter Score (NPS) from 40 to 60.
- Reduce customer churn rate from 12% to 7%.
- Increase average customer support satisfaction rating to 95%.

Each KR has a baseline and a target. The team can track progress with surveys and reports.



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3. Tips to Create Measurable Key Results (KRs)

- Start with a baseline: Know your current performance level.
- Set specific targets: Use numbers, percentages, dates.
- Keep it outcome-focused: Avoid listing tasks or activities.
- Make it trackable: Ensure data is accessible throughout the OKR cycle.
- Limit to 2–5 KRs per Objective: Avoid clutter.

Tips to Create Measurable Key Results (KRs)

- Be specific and quantitative
- Avoid binary, yes/no descriptions
- Make sure they are relevant



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Tips to Create Measurable Key Results (KRs)

- Be specific and quantitative
- Avoid binary, yes/no descriptions
- Make sure they are relevant



2.d OKR Principles

3. Tips to Create Measurable Key Results (KRs)

- Start with a baseline: Know your current performance level.
- Set specific targets: Use numbers, percentages, dates.
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4. Alignment and Transparency

- Build a connected, open, and purpose-driven organization
- Everyone can see the bigger picture and understand how they fit into it
- Make OKRs visible to everyone in the organization and aligned across teams, departments, and leadership

Alignment and Transparency

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4. Alignment means

- Everyone's OKRs contribute to a shared vision
- Teams and departments coordinate their efforts to avoid duplication or conflict.
- Individuals see how their work supports broader priorities.



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Example 1: Company-wide Alignment

Company Objective: Expand market share in Southeast Asia by 20%.

Marketing Team OKR:

- Objective: Drive qualified leads from Southeast Asia.
- KR: Generate 3,000 leads from targeted campaigns.
- KR: Increase website traffic from SEA by 50%.

Sales Team OKR:

- Objective: Convert Southeast Asia leads into paying customers.
- KR: Close 100 new B2B deals in SEA region.
- KR: Reduce sales cycle time in SEA from 45 to 30 days.

Alignment ensures that both Marketing and Sales are rowing in the same direction. Their efforts support the company's strategic goal, with clear responsibility.



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2.d OKR Principles

Example 2: Transparency in Action



A tech company uses an OKR dashboard visible to all employees:

- CEO's OKRs include increasing user growth, entering new markets, and reducing churn.
- The Product team sees this and sets OKRs that support user growth through new features.
- The Support team aligns its OKRs to improve user retention by enhancing service response times.

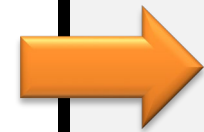
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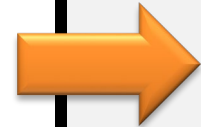


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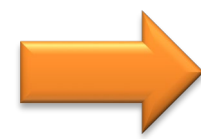


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4. How to Foster Alignment & Transparency

- Cascading OKRs: Start with top-level objectives and cascade down to teams/individuals.
- Shared OKR Platforms: Use tools like Vabro.ai, Google Sheets, or Workboard to keep OKRs visible.
- Weekly Check-ins or Reviews
- Cross-functional Planning



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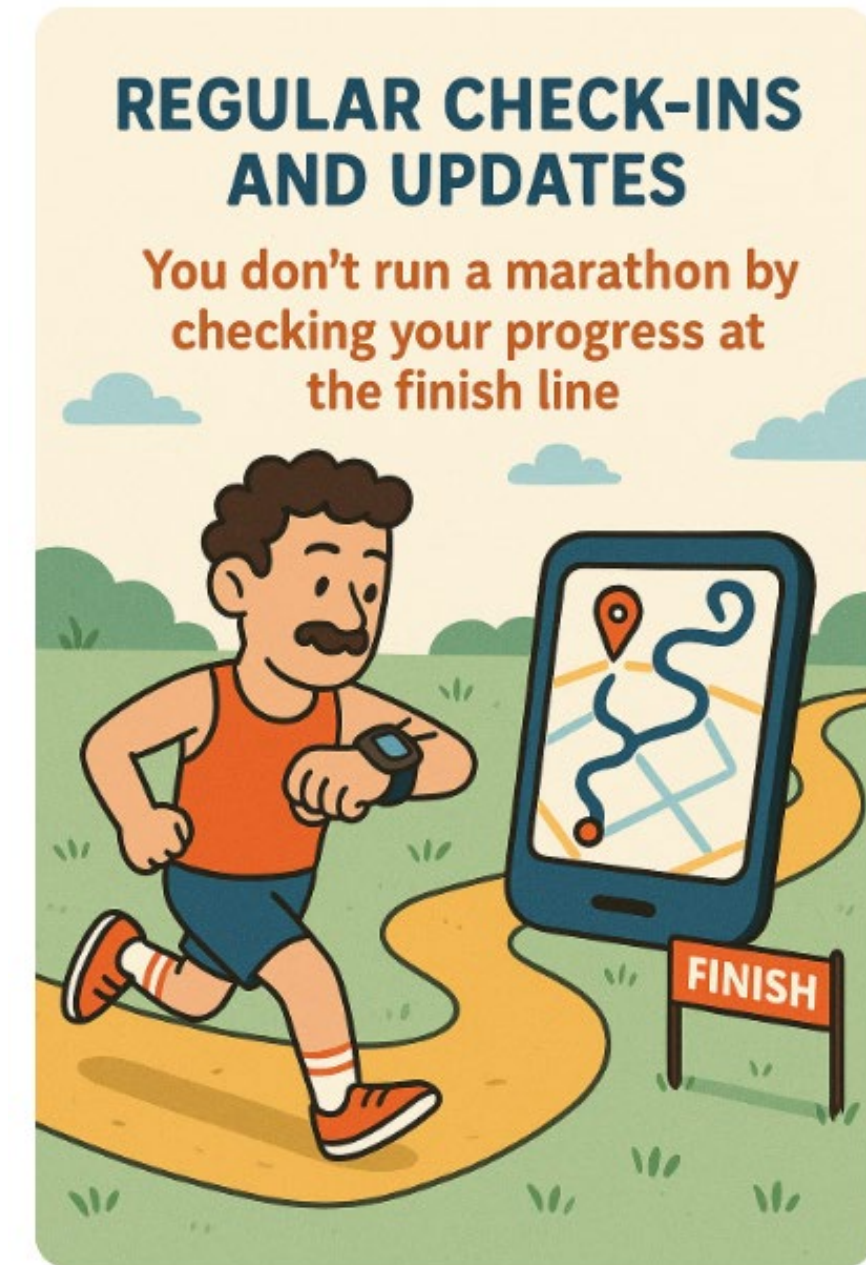
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5. Regular Check-ins and Updates

- importance of frequent reviews to track progress, resolve roadblocks, and ensure that OKRs remain relevant and actionable.
- Frequent reviews foster accountability, enable rapid problem-solving, and keep goals aligned with dynamic business needs.



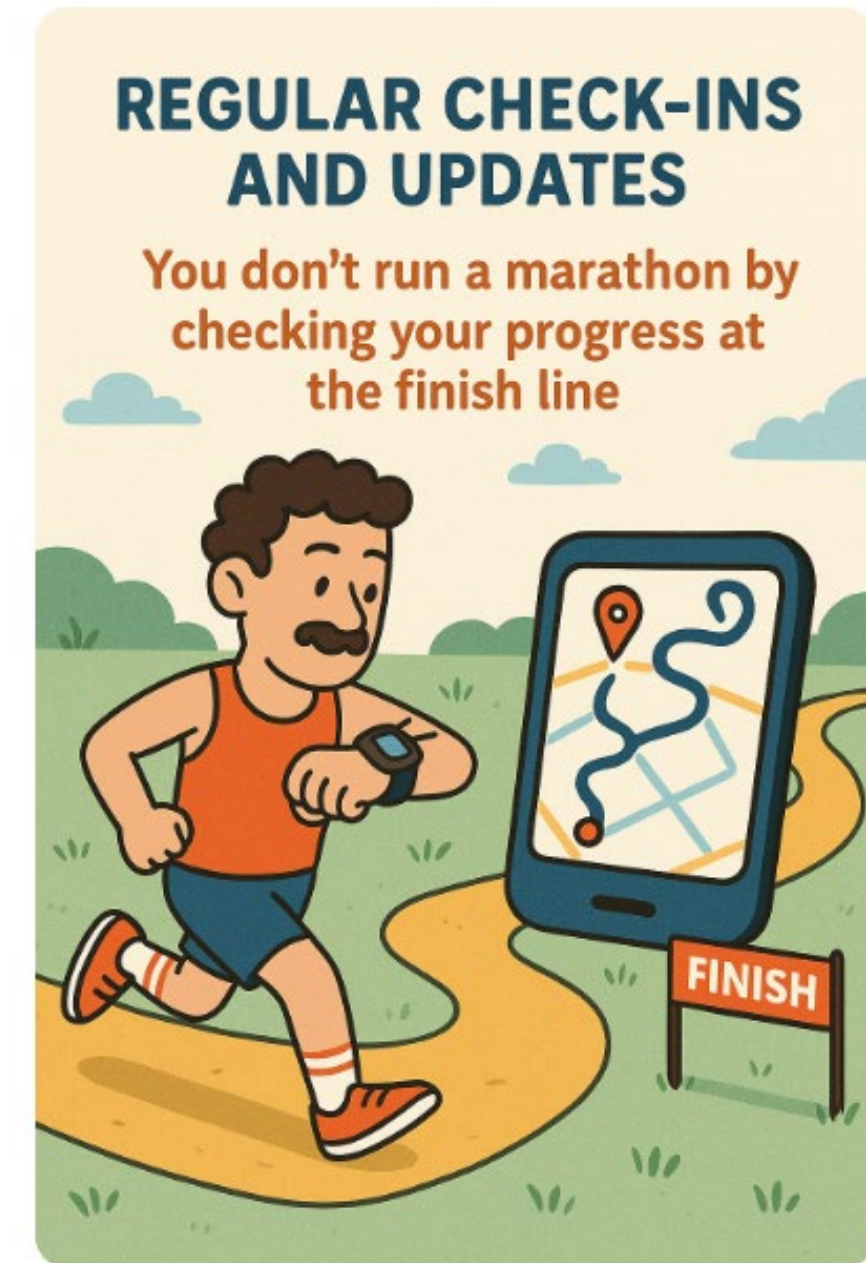
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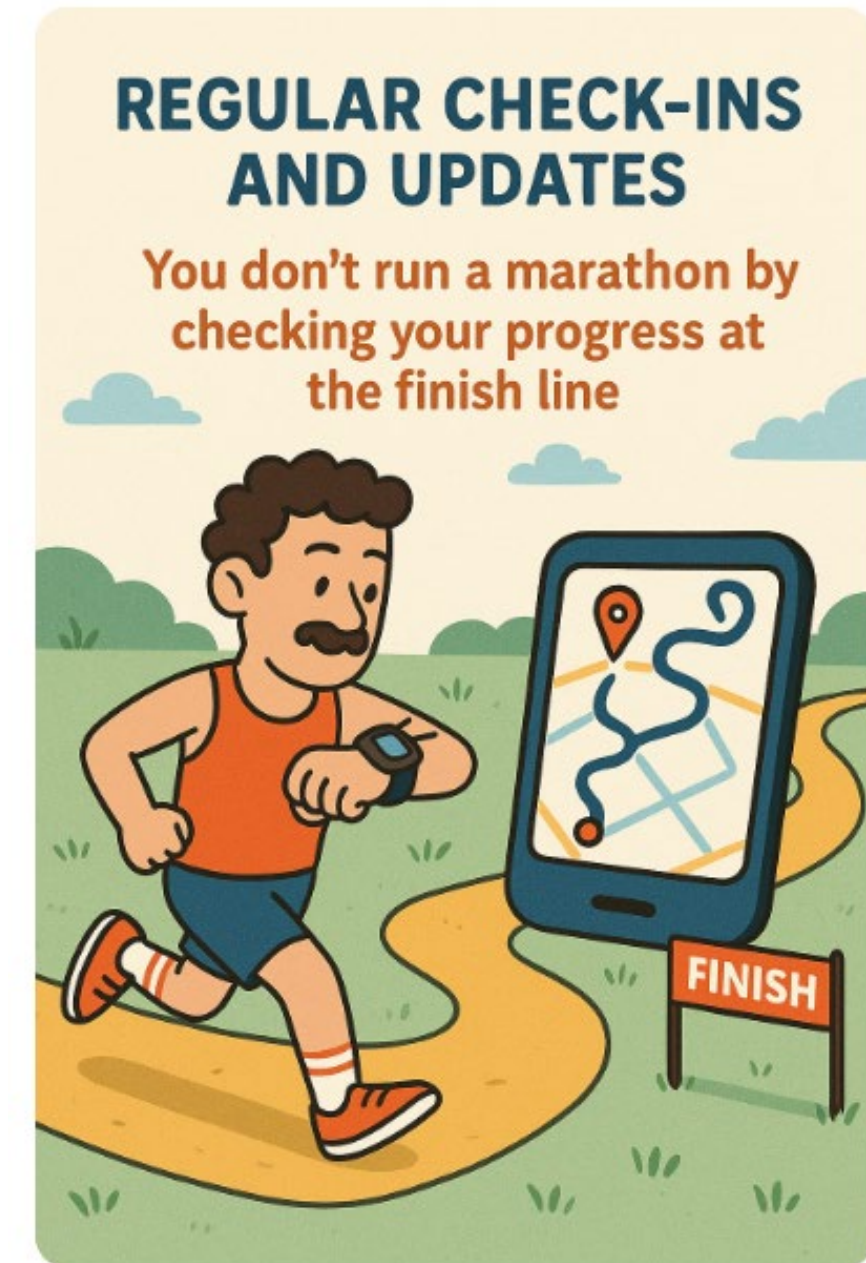


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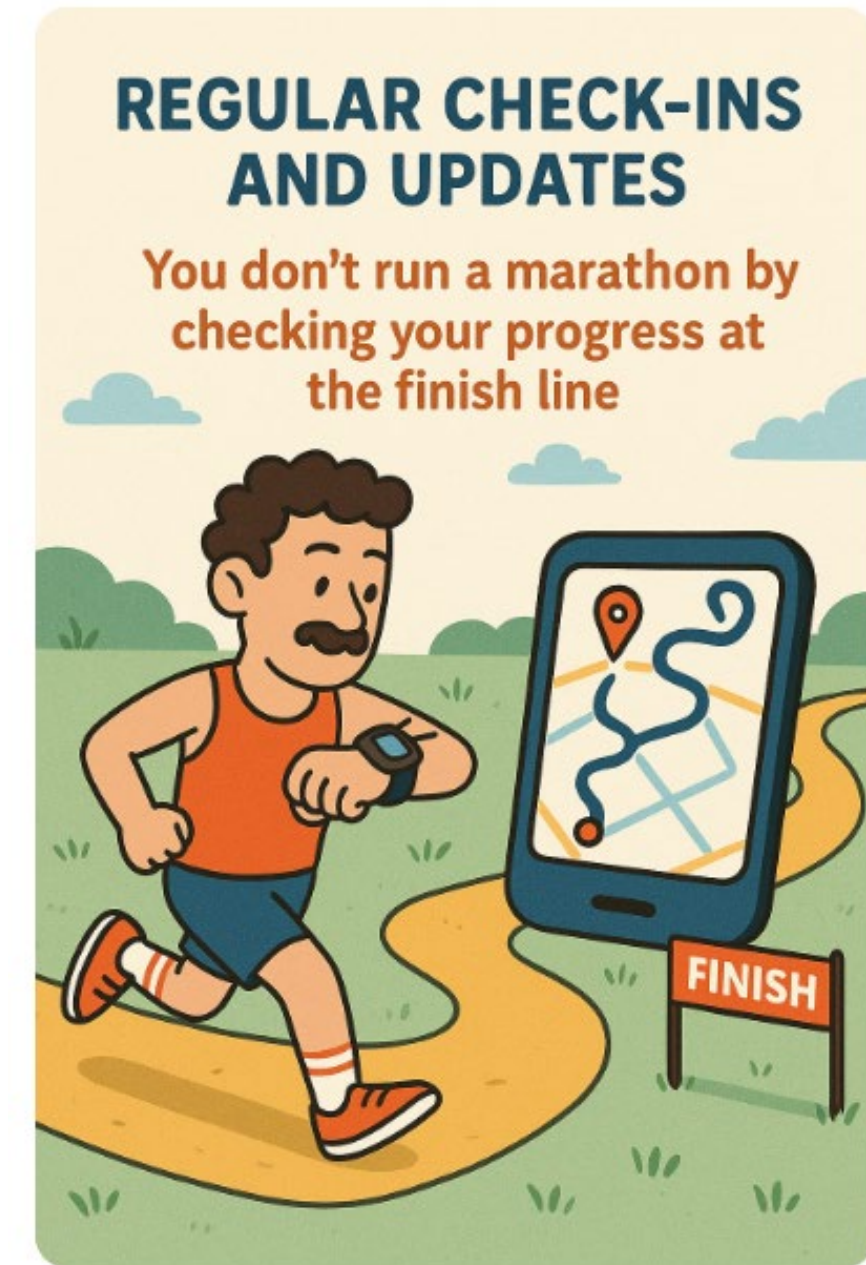
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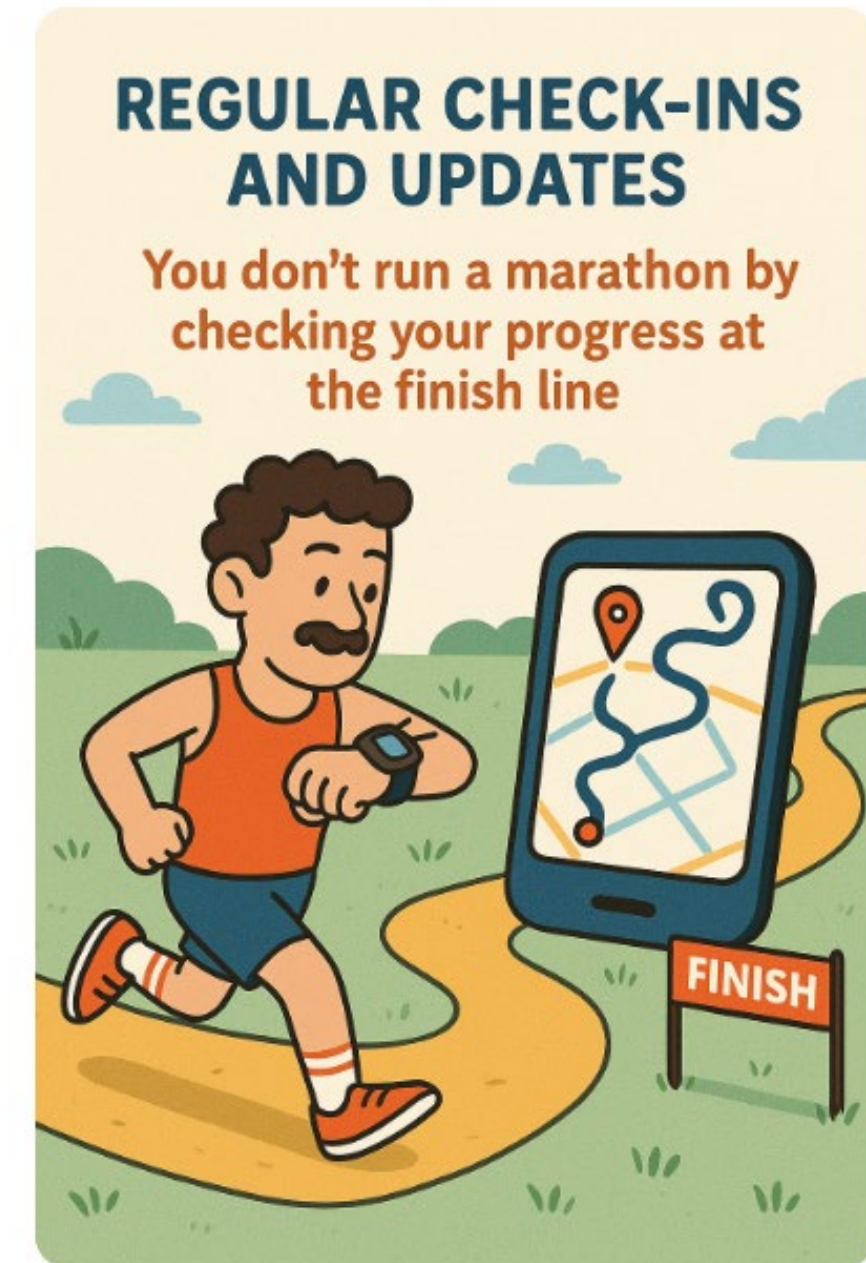
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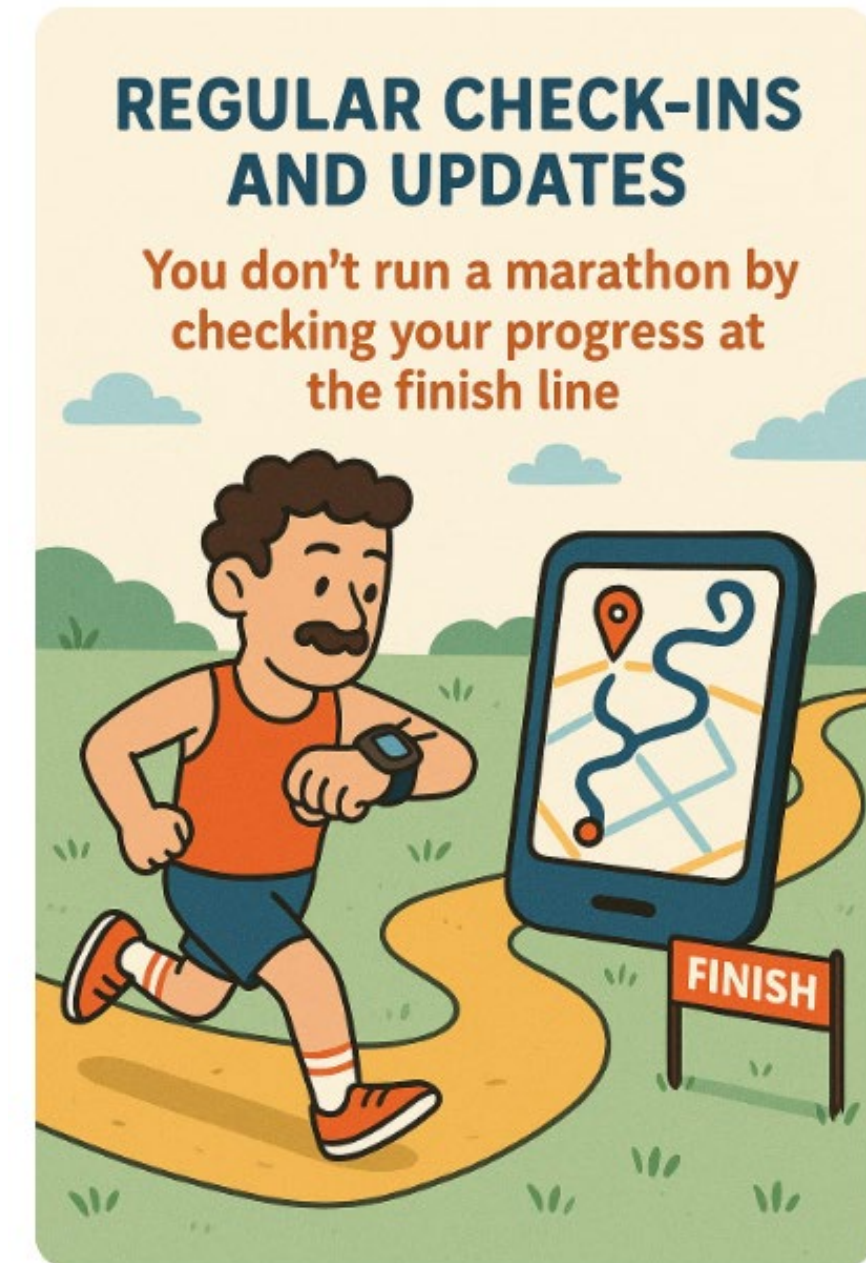
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Example 1: Weekly OKR Review in a Product Team

Team Objective: Launch new onboarding experience by end of Q2.

- Key Result 1: Increase new user activation rate from 25% to 50%.
- Key Result 2: Decrease average onboarding time from 15 mins to under 5 mins.

Weekly Check-In Meeting:

- Progress: KR1 is at 30%, KR2 is at 6 minutes.
- Blocker: Delay in receiving updated UI assets from design.
- Action: PM to escalate to design lead and set a new internal deadline.
- Update in tool: KR1 updated to 30% with notes, KR2 to 6 mins with reasoning.

Outcome: Team is aligned, issues are resolved proactively, and no one is surprised at the end of the quarter.



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- Use a shared OKR tracker: Keep it visible to all stakeholders (Google Sheet, Vabro.ai, Asana, etc.).
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- Color-code or score progress such as 'On track', 'At risk' and 'Off track'



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6. Commitment to results

- Accountability, follow-through and ownership to achieve intended outcomes
- Transforms OKRs to real, value-driven outcomes
- OKRs not a formality – but a promise to deliver

“Ideas are easy. Execution is everything.” – John Doerr



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- Treat OKRs as serious goals, not just wishful thinking.
- Hold individuals and teams accountable for progress.
- Act early to solve problems.
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- Stay committed to stretch OKRs.
- OKRs ≠ To-Do Lists



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Example 1: Engineering Team

Objective: Improve system uptime and reliability.

Key Results:

- Maintain 99.95% system uptime during Q3.
- Resolve high-priority bugs within 24 hours 95% of the time.
- Implement full automated deployment pipeline by quarter-end.

What “Commitment to Results” Looks Like:

- Engineers monitor downtime logs daily.
- High-priority issues are swarmed immediately.
- If the automation pipeline falls behind, hours are reallocated from less critical projects.

The team owns the goal and the outcome—they don't blame external factors or settle for excuses.



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7. Learning from Failure

- Treats failure not as a setback but as a source of insight, innovation, and improvement.
- Promotes a growth mindset
- Turns setbacks into springboards

“Failure is simply the opportunity to begin again, this time more intelligently.” – Henry Ford



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Example 1: Sales Team Missing Revenue Goals

Objective: Increase Q2 revenue by 30%.

Key Results:

- Close \$5M in new deals.
- Reduce sales cycle from 45 to 30 days.

Actual Outcome:

- Only \$3.5M in deals closed.
- Sales cycle reduced to 38 days.

Reflection:

- New market was harder to penetrate than expected.
- Training on value selling was insufficient.

Next Steps:

- Invest in better training.
- Launch localized marketing campaigns to support outreach.

Insight: The OKR failure helped uncover root causes and triggered process improvements.



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Insight: The OKR failure helped uncover root causes and triggered process improvements.



2.d OKR Principles

Example 1: Sales Team Missing Revenue Goals

Objective: Increase Q2 revenue by 30%.

Key Results:

- Close \$5M in new deals.
- Reduce sales cycle from 45 to 30 days.

Actual Outcome:

- Only \$3.5M in deals closed.
- Sales cycle reduced to 38 days.

Reflection:

- New market was harder to penetrate than expected.
- Training on value selling was insufficient.

Next Steps:

- Invest in better training.
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2.d OKR Principles

8. Inspiration and Motivation

- Purpose-driven system designed to ignite enthusiasm, energize teams, and unite people around meaningful goals
- Source of energy and purpose
- Bring passion, resilience, and creativity to work

“People want to work for something bigger than themselves.” – John Doerr, Measure What Matters



2.d OKR Principles

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2.d OKR Principles

8. What does “Inspiration and Motivation” mean?

- Setting objectives that excite people
- Framing goals that are aspirational
- Creating a sense of shared mission and achievement
- Going beyond duty – to innovate, persist, and care deeply about the results



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2.d OKR Principles



Example 1: A Health-Tech Startup

Objective: Help 1 million people manage their chronic conditions better.

Key Results:

- Onboard 200,000 new users to the app.
- Improve patient adherence rates by 25%.
- Partner with 50 healthcare providers.

This objective is not just about numbers—it's about making a real difference in people's lives. Employees working on this goal feel proud, inspired, and motivated to deliver meaningful outcomes.



2.d OKR Principles

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2.d OKR Principles



Example 2: Internal HR Team

Objective: Make our company one of the best places to work.

Key Results:

- Achieve 90% positive feedback in employee satisfaction survey.
- Launch a new career development program by Q2.
- Increase employee retention rate from 82% to 90%.

Instead of just “reduce turnover,” this objective speaks to a vision of belonging and growth. It can inspire HR professionals to think creatively and empathetically.



2.d OKR Principles

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2.d OKR Principles

OKR PRINCIPLES

-  **Focus on What Matters Most**
-  **Ambition with Achievability**
-  **Measurable Key Results**
-  **Alignment and Transparency**
-  **Regular Check-ins and Updates**
-  **Commitment to Results**
-  **Learning from Failure**
-  **Inspiration and Motivation**



2.b OKR Principles – further study

Additional Reference and Further study:




- OKRBOK™ Guide Chapter 2: Principles (Pages 14–32)
- Advanced OKRstudy Certifications such as OKROC™, OKRPC™, OKRAC™, etc.





12-minute Break

12-minute Health Break

1. Webinar Format and Prerequisites
2. Understanding Objectives and Key Results(OKR)s
 - a. Brief History of OKRs
 - b. Why use OKRs? 
 - c. Why use the OKRBOK® Guide? 
 - d. OKR Principles 



Optional – Please review Section 2.b. 2c. and 2d. in the Webinar Reference Document

After the break – 12 question Quiz



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 1 of 12)

Quiz Question

Why use OKRs?

- a. To align teams toward common goals
- b. To delay decisions and reduce clarity
- c. To increase meetings without purpose
- d. To create confusion in team priorities

Please select the correct option. The correct answer and justification will be shown on the next slide.




2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 1 of 12)

Quiz Question

Why use OKRs?

- a. To align teams toward common goals
- b. To delay decisions and reduce clarity
- c. To increase meetings without purpose
- d. To create confusion in team priorities

 **Correct Answer: a. To align teams toward common goals**

Justification:

OKRs are designed to ensure that everyone in the organization is working toward the same clear, shared objectives. They improve alignment by helping teams understand what matters most and how their work contributes to the overall mission. Options b, c, and d describe negative outcomes that are the opposite of what OKRs aim to achieve.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 2 of 12)

Quiz Question

How do OKRs drive innovation and ambition?

- a. By limiting teams to safe routine tasks
- b. By avoiding change and new challenges
- c. By discouraging bold ideas or risks
- d. By inspiring teams to set bold challenging goals

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 2 of 12)

Quiz Question

How do OKRs drive innovation and ambition?

- a. By limiting teams to safe routine tasks
- b. By avoiding change and new challenges
- c. By discouraging bold ideas or risks
- d. By inspiring teams to set bold challenging goals

 **Correct Answer: d. By inspiring teams to set bold challenging goals**

Justification:

OKRs encourage teams to aim higher than usual, push beyond comfort zones, and think creatively. This ambition naturally leads to innovation and better solutions. The other options describe behaviours that block creativity and do not reflect how OKRs work.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 3 of 12)



■ Quiz Question

What is a key advantage of the OKRBOK® Guide compared to other OKR books?

- a. It focuses mainly on long theoretical chapters
- b. It avoids practical examples and real use cases
- c. It includes contemporary concepts and AI content
- d. It excludes modern topics and emerging OKR tools

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 3 of 12)

Quiz Question

What is a key advantage of the OKRBOK® Guide compared to other OKR books?

- a. It focuses mainly on long theoretical chapters
- b. It avoids practical examples and real use cases
- c. It includes contemporary concepts and AI content
- d. It excludes modern topics and emerging OKR tools

 **Correct Answer: c. It includes contemporary concepts and AI content**

Justification:

The OKRBOK® Guide stands out because it integrates modern, relevant topics such as contemporary concepts and AI—something missing in many other OKR books. The other options describe limitations typically seen in older or overly theoretical resources, not advantages of the OKRBOK® Guide.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 4 of 12)

Quiz Question

Why are OKR principles essential for organizations?

- a. They help set clear measurable and ambitious goals
- b. They make teams work with vague and random goals
- c. They reduce alignment and confuse overall priorities
- d. They limit improvement and discourage high performance

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 4 of 12)

Quiz Question

Why are OKR principles essential for organizations?

- a. They help set clear measurable and ambitious goals
- b. They make teams work with vague and random goals
- c. They reduce alignment and confuse overall priorities
- d. They limit improvement and discourage high performance

 **Correct Answer: a. They help set clear measurable and ambitious goals**

Justification:

OKR principles guide organizations toward clarity, focus, and ambition. They ensure teams align with shared priorities and build a culture of high performance and continuous improvement. The other options state the opposite of what OKR principles are meant to achieve.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 5 of 12)

Quiz Question

What does the OKR principle “Focus on what matters most” emphasize?

- a. Saying yes to every new task and idea
- b. Adding many objectives to cover all areas
- c. Prioritizing low-impact work and activities
- d. Selecting key objectives that create the biggest impact

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 5 of 12)

Quiz Question

What does the OKR principle “Focus on what matters most” emphasize?

- a. Saying yes to every new task and idea
- b. Adding many objectives to cover all areas
- c. Prioritizing low-impact work and activities
- d. Selecting key objectives that create the biggest impact

 **Correct Answer: d. Selecting key objectives that create the biggest impact**

Justification:

The principle “Focus on what matters most” encourages organizations to identify a few high-value objectives and avoid distractions or low-priority work. Options a, b, and c represent the opposite—spreading effort too thin or focusing on less meaningful tasks.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 6 of 12)



■ Quiz Question

What does the OKR principle “Ambition with Achievability” encourage teams to do?

- a. Set goals that are simple and always easy
- b. Choose targets that feel safe and routine
- c. Avoid objectives that challenge the team
- d. Set bold stretch goals beyond immediate reach

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 6 of 12)

Quiz Question

What does the OKR principle “Ambition with Achievability” encourage teams to do?

- a. Set goals that are simple and always easy
- b. Choose targets that feel safe and routine
- c. Avoid objectives that challenge the team
- d. Set bold stretch goals beyond immediate reach

 **Correct Answer: d. Set bold stretch goals beyond immediate reach**

Justification:

The principle “Ambition with Achievability” urges teams to aim higher than their comfort zone by establishing bold, challenging objectives while still keeping them attainable. Options a, b, and c describe cautious or limited goal-setting, which contradicts the purpose of this OKR principle.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 7 of 12)

Quiz Question

Why are measurable Key Results important in the OKR framework?

- a. They make progress clear objective and trackable
- b. They keep goals vague without any real metrics
- c. They encourage teams to guess progress randomly
- d. They make OKRs aspirational but not actionable

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 7 of 12)

Quiz Question

Why are measurable Key Results important in the OKR framework?

- a. They make progress clear objective and trackable
- b. They keep goals vague without any real metrics
- c. They encourage teams to guess progress randomly
- d. They make OKRs aspirational but not actionable

 **Correct Answer: a. They make progress clear objective and trackable**

Justification:

Measurable Key Results are essential because they show clearly and objectively whether progress is being made. They ensure OKRs are actionable, results-driven, and not just high-level aspirations. Options b, c, and d contradict the purpose of measurable Key Results.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 8 of 12)



■ Difficult Quiz Question

Which practice best supports creating measurable Key Results that remain effective throughout an OKR cycle?

- a. Writing task-based statements without numeric targets
- b. Adding many Key Results to capture every small detail
- c. Setting goals without knowing the current performance
- d. Using clear numeric targets supported by accessible data

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 8 of 12)

■ Difficult Quiz Question

Which practice best supports creating measurable Key Results that remain effective throughout an OKR cycle?

- a. Writing task-based statements without numeric targets
- b. Adding many Key Results to capture every small detail
- c. Setting goals without knowing the current performance
- d. Using clear numeric targets supported by accessible data

✓ **Correct Answer: d. Using clear numeric targets supported by accessible data**

📄 Justification:

Effective measurable Key Results require specific numerical targets **and** data that can be tracked throughout the OKR cycle. This ensures clarity, transparency, and continuous measurement.

Options a, b, and c violate key principles: they either make KRs task-based, cluttered, or disconnected from a baseline—leading to poor measurability.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 9 of 12)

Quiz Question

How can organizations foster alignment and transparency using OKRs?

- a. By keeping OKRs private within individual teams
- b. By avoiding shared platforms for OKR visibility
- c. By hiding objectives from cross-functional groups
- d. By using shared OKR platforms to keep goals visible

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 9 of 12)

Quiz Question

How can organizations foster alignment and transparency using OKRs?

- a. By keeping OKRs private within individual teams
- b. By avoiding shared platforms for OKR visibility
- c. By hiding objectives from cross-functional groups
- d. By using shared OKR platforms to keep goals visible

 **Correct Answer: d. By using shared OKR platforms to keep goals visible**

Justification:

Alignment and transparency improve when everyone can see organizational goals. Shared OKR platforms—like Vabro.ai, Google Sheets, or Workboard—ensure visibility, enable cascading OKRs, and keep teams synchronized. The other options involve hiding or limiting visibility, which goes against OKR best practices.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 10 of 12)

Quiz Question

Why are regular check-ins and updates important in the OKR process?

- a. They help track progress and resolve roadblocks early
- b. They discourage teams from reviewing goals frequently
- c. They make OKRs irrelevant for most of the cycle
- d. They prevent teams from acting on changing priorities

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 10 of 12)

Quiz Question

Why are regular check-ins and updates important in the OKR process?

- a. They help track progress and resolve roadblocks early
- b. They discourage teams from reviewing goals frequently
- c. They make OKRs irrelevant for most of the cycle
- d. They prevent teams from acting on changing priorities

 **Correct Answer: a. They help track progress and resolve roadblocks early**

Justification:

Regular check-ins ensure that OKRs remain active, visible, and actionable. They allow teams to identify progress, fix issues, and adapt priorities. Options b, c, and d contradict the purpose of frequent reviews and fail to support effective OKR execution.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 11 of 12)

Quiz Question

What does commitment to OKRs primarily require from teams?

- a. Treating objectives as optional suggestions
- b. Ignoring challenges until the cycle ends
- c. Avoiding accountability for key results
- d. Taking OKRs seriously and acting early on issues

Please select the correct option. The correct answer and justification will be shown on the next slide.




2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 11 of 12)

Quiz Question

What does commitment to OKRs primarily require from teams?

- a. Treating objectives as optional suggestions
- b. Ignoring challenges until the cycle ends
- c. Avoiding accountability for key results
- d. Taking OKRs seriously and acting early on issues

 **Correct Answer: d. Taking OKRs seriously and acting early on issues**

Justification:

Commitment to OKRs means treating them as real, meaningful goals, holding teams accountable, and proactively addressing problems. Options a, b, and c reflect behaviours that weaken OKR execution and contradict true commitment.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ques 12 of 12)

 *“Failure is simply the opportunity to begin again, this time more intelligently.” – Henry Ford*

According to Henry Ford’s quote, what is the deeper meaning of failure?

- a. It proves that goals were unrealistic from the start
- b. It offers a chance to restart with greater wisdom
- c. It shows that effort should stop after setbacks
- d. It suggests success happens without any learning

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.d Why use OKRs, OKRBOK Guide, and OKR Principles (Ans 12 of 12)

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- a. It proves that goals were unrealistic from the start
- b. It offers a chance to restart with greater wisdom
- c. It shows that effort should stop after setbacks
- d. It suggests success happens without any learning

✓ **Correct Answer: b. It offers a chance to restart with greater wisdom**

📄 **Justification:**

Ford’s quote emphasizes that failure is not an endpoint but a learning opportunity. It allows individuals to begin again *more intelligently*, applying insights gained from previous attempts. The other options imply negativity, avoidance, or lack of learning—all contrary to Ford’s message of constructive growth through failure.



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 - a. Brief History of OKRs
 - b. Why use OKRs?
 - c. Why use the OKRBOK® Guide?
 - d. OKR Principles
 - e. **OKR Roles, Artifacts and Reports** 
 - f. OKR Processes
3. Next Steps
4. All ready for the OKRFC™ Certification!





2.e OKR Roles





2.e OKR Roles

CEO/Executive Leadership

- Set the overall vision and direction of the organization
- Ensure OKRs support long-term strategic goals
- Sponsor the OKR process and create a culture of alignment and accountability





2.e OKR Roles

Solution/Workspace/Department Leaders

- Translate company-level OKRs into department-specific objectives
- Guide teams, allocate resources, and make sure all department efforts contribute to larger organizational goals



2.e OKR Roles

Product Owners/Project Managers/Kanban Managers/Scrum Masters

- Help teams define their OKRs, plan execution, and monitor progress
- Act as facilitators, ensuring tasks are prioritized, timelines are followed, and teams stay aligned with key results





2.e OKR Roles

Team Members (Individual Contributors)

- Responsible for performing the actual tasks that achieve key results
- Daily work transforms OKRs from plans into measurable outcomes that push the organization forward



2.e OKR Roles

Cross-functional Teams

- Include members from different departments working together toward a shared OKR
- Break silos, promote collaboration, and ensure complex goals are achieved efficiently





2.e OKR Roles

HR/People Operations

- Support OKR implementation by aligning OKRs with performance reviews, learning programs, and company culture
- Help employees understand the OKR process and ensure it promotes engagement and growth





2.e OKR Roles

Finance Team

- Ensure that OKRs are financially realistic, budgeted, and aligned with revenue or cost goals
- Monitor financial impact and provide insights to help leaders make data-driven decisions



2.e OKR Roles

OKR Champion/OKR Coach (optional)

- Guide teams on how to write effective OKRs and follow the process correctly
- Provide training, answer questions, and make sure best practices are followed at every level





2.e OKR Roles

OKR Reviewers/Performance Reviewers (optional)

- Evaluate progress at regular intervals and provide constructive feedback
- Help teams stay aligned, make corrections, and ensure transparency and improvement



2.e OKR Roles

Data Analysts/Business Intelligence Teams (optional)

- Collect and interpret data to measure progress on key results
- Provide dashboards and insights
- Make sure OKR tracking is accurate and evidence-based





2.e OKR Roles





2.e OKR Roles



OKR Roles

CEO/Executive Leadership

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Department Leaders**

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Managers/Kanban
Managers/Scrum Masters**

**Team Members
(Individual Contributors)**

Cross-functional Teams

HR/People Operations

Finance Team

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(optional)**

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Reviewers (optional)**

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OKR Roles



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(optional)**

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Intelligence Teams (optional)**

1-minute review



2.e OKR Roles – further study

Additional Reference and Further study:

- OKRBOK™ Guide Chapter 3: Roles (Pages 33–42)
- Advanced OKRstudy Certifications such as OKROC™, OKRPC™, OKRAC™, etc.



2.e OKR Artifacts – Templates

AI-powered OKR Templates can be tailored for various industries, departments and roles.

OKR Templates help organizations to:

- Set SMART Goals (Specific Measurable, Achievable, Relevant and Time-bound)
- Align across Teams
- Provide recommendations for Key Results
- Automate Updates



2.e OKR Artifacts – Templates

AI-powered OKR Templates can be tailored for various industries, departments and roles.

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2.e OKR Artifacts – Templates

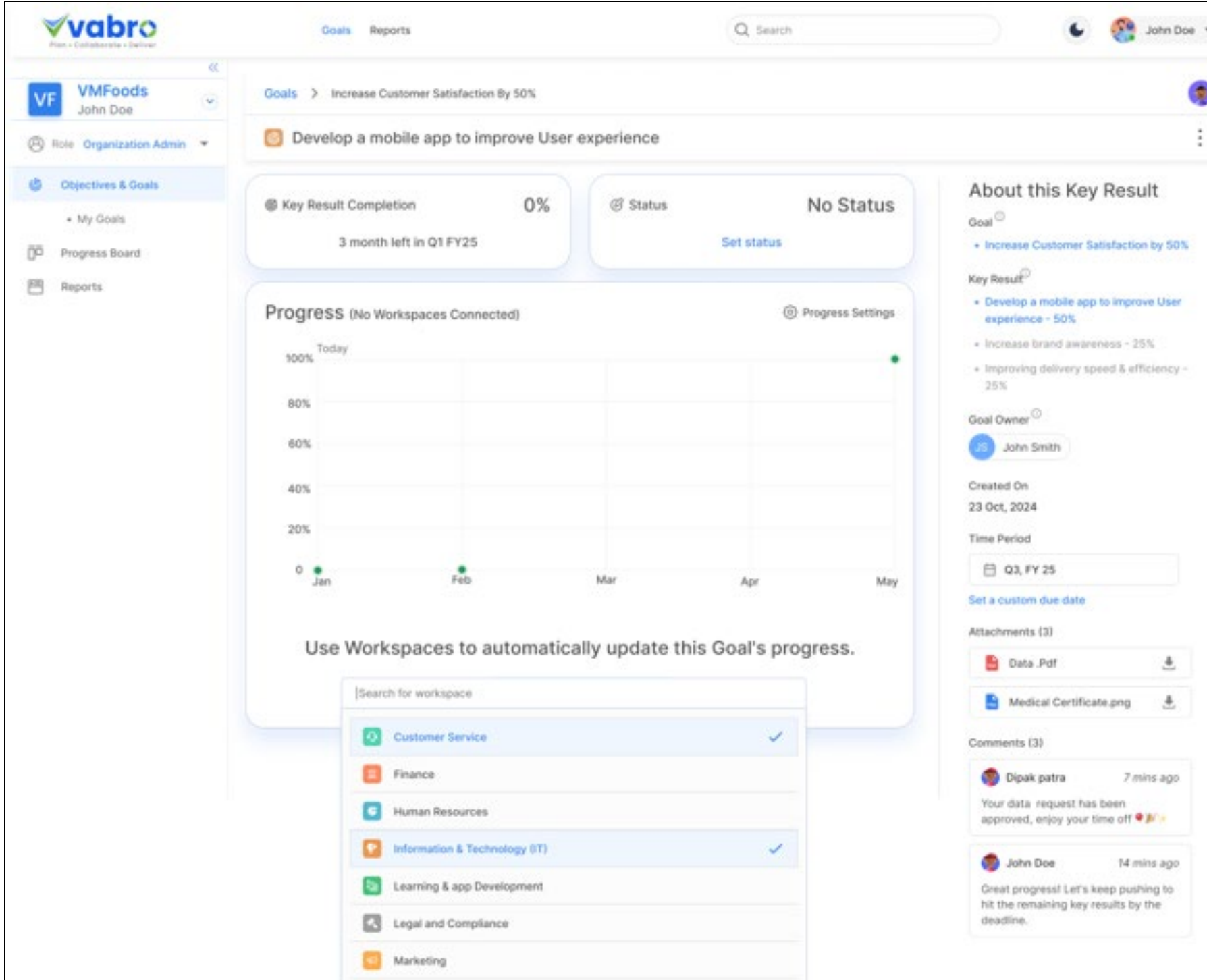
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2.e OKR Artifacts – Templates



The screenshot displays the vabro OKR management interface. The main goal is "Increase Customer Satisfaction By 50%". A key result is "Develop a mobile app to improve User experience", which is currently at 0% completion. The progress chart shows 0% for Jan and Feb, and 100% for Today. A workspace selection dropdown is open, showing options like Customer Service, Finance, Human Resources, Information & Technology (IT), Learning & app Development, Legal and Compliance, and Marketing. The right sidebar provides details about the key result, including the goal owner (John Smith), creation date (23 Oct, 2024), time period (Q3, FY 25), and attachments (Data .Pdf, Medical Certificate.png). Comments from Dipak patra and John Doe are also visible.

Goal: Increase Customer Satisfaction By 50%

Key Result: Develop a mobile app to improve User experience

Key Result Completion: 0% (3 month left in Q1 FY25)

Status: No Status (Set status)

Progress (No Workspaces Connected):

Month	Progress (%)
Jan	0%
Feb	0%
Today	100%

About this Key Result:

- Goal: Increase Customer Satisfaction by 50%
- Key Result: Develop a mobile app to improve User experience - 50%
- Increase brand awareness - 25%
- Improving delivery speed & efficiency - 25%

Goal Owner: John Smith

Created On: 23 Oct, 2024

Time Period: Q3, FY 25

Attachments (3): Data .Pdf, Medical Certificate.png

Comments (3):

- Dipak patra (7 mins ago): Your data request has been approved, enjoy your time off 🎉
- John Doe (14 mins ago): Great progress! Let's keep pushing to hit the remaining key results by the deadline.

2.e OKR Artifacts – Dashboards

An OKR Dashboard:

- Is a centralized tool or visual display used to track and monitor the progress of Objectives and Key Results (OKRs).
- Helps Teams stay aligned with their OKRs



2.e OKR Artifacts – Dashboards

An OKR Dashboard includes:

1. Objective Overview
2. Key Results Tracking
3. Score/Completion Metrics
4. Visualization of Progress
5. Alignment with Organizational Goals
6. Updates and Changes
7. Actionable Insights and Alerts

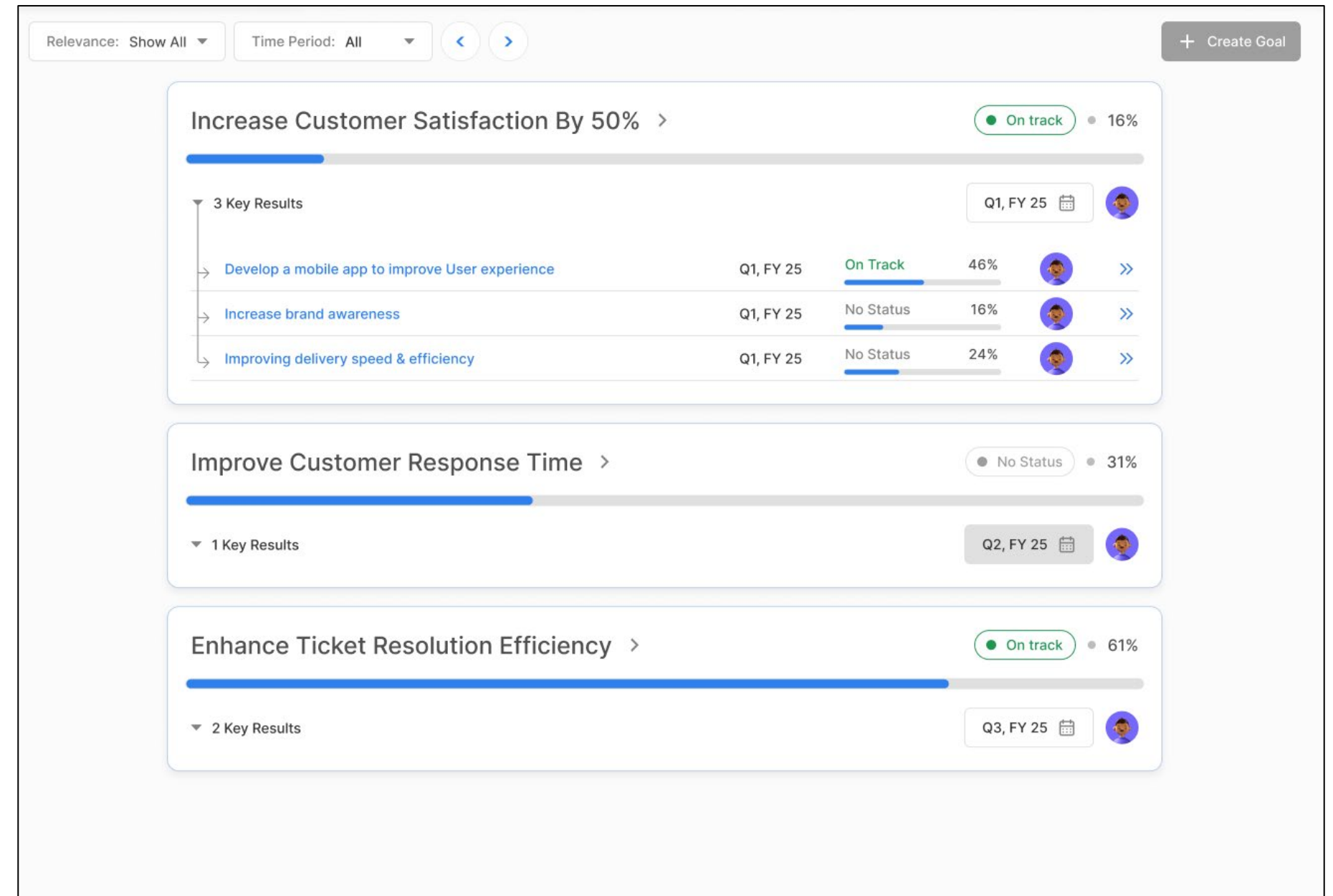


2.e OKR Artifacts – Dashboards

Components of an OKR Dashboard:

1. Objective Overview:

- Objective Name/Title
- Objective Status
- Progress Indicator





2.e OKR Artifacts – Dashboards

Components of an OKR Dashboard:

2. Key Results Tracking (for each Objective) includes:

- Key Result Description
- Progress: A visual representation of progress, such as a percentage or completion score.
- Target: The numeric goal or target that needs to be achieved.
- Actual Value: The current value of the key result (e.g., current traffic, revenue, followers).
- Status: A color-coded indicator (e.g., green = on track, yellow = at risk, red = off track).

2.e OKR Artifacts – Dashboards



The screenshot displays the Vabro OKR dashboard for a user named John Doe. The main focus is on a key result titled "Reduce average response time by 20%".

Key Result Summary:

- Key Result Completion: 3% (3 months left in Q3 FY25)
- Current Value: 33% (Target: 21%, Range: 21% - 100%)
- Status: No Status (Set status)

Progress Chart:

Month	Progress (%)
Jan	0%
Feb	15%
Today	33%

Use Update Progress to automatically update this progress. [+ Update Progress](#)

About this Key Result:

- Goal: Improve Customer Response Time
- Key Result: Reduce average response time by 20% - 50%
- Additional Goal: Achieve a 95% satisfaction rate in customer feedback - 50%
- Goal Owner: John Smith
- Created On: 23 Oct, 2024
- Time Period: Q3, FY 25

Attachments (3):

- Data .Pdf
- Medical Certificate.png

Comments (3):

- John Doe (7 mins ago): Your data request has been approved, enjoy your time off 🎉👍
- John Doe (14 mins ago): Medical certificate is missing please send it via email hr@vabro.com

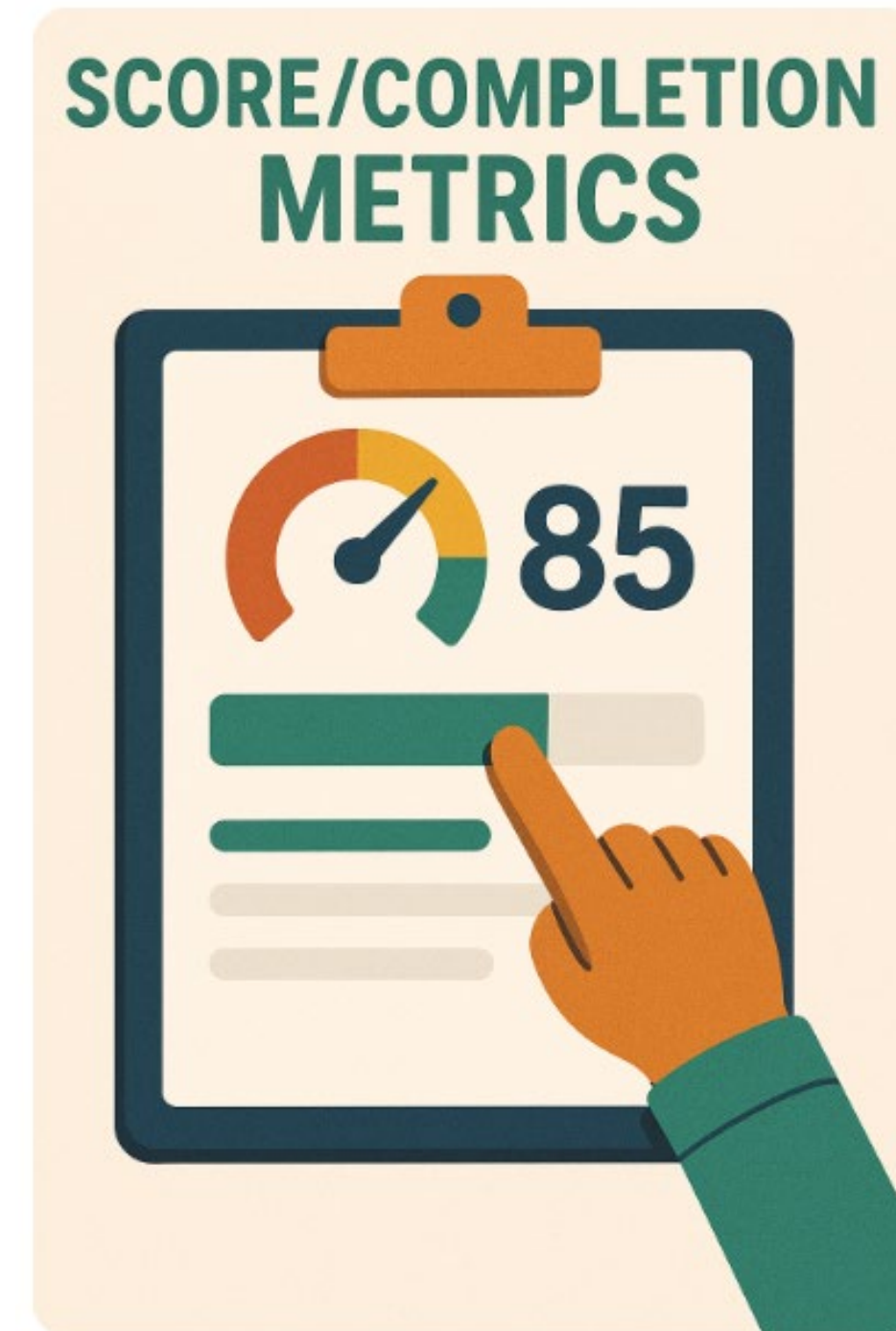
[Convert to Workspace Goal](#)



2.e OKR Artifacts – Dashboards

An OKR Dashboard includes:

1. Objective Overview
2. Key Results Tracking
- 3. Score/Completion Metrics
 - Available for each key result
 - Shows how close to meeting the target
4. Visualization of Progress
5. Alignment with Organizational Goals
6. Updates and Changes
7. Actionable Insights and Alerts





2.e OKR Artifacts – Dashboards

An OKR Dashboard includes:

1. Objective Overview
2. Key Results Tracking
3. Score/Completion Metrics



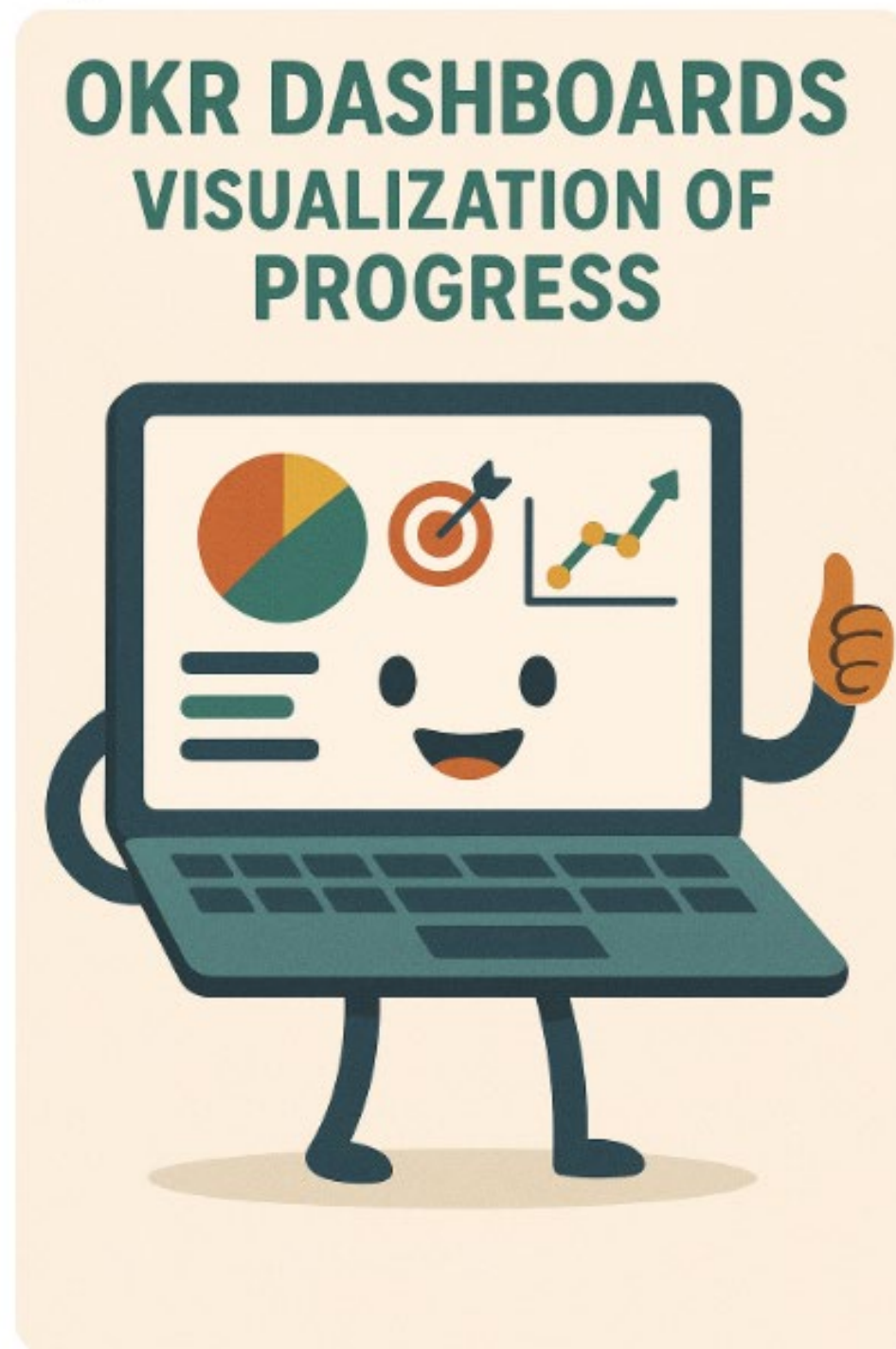
4. Visualization of Progress

- Graphical elements to help visualize progress
- e.g. Progress Bars, Pie Charts, Heatmaps, Gantt Charts, Timelines

5. Alignment with Organizational Goals

6. Updates and Changes


7. Actionable Insights and Alerts





2.e OKR Artifacts – Dashboards

An OKR Dashboard includes:

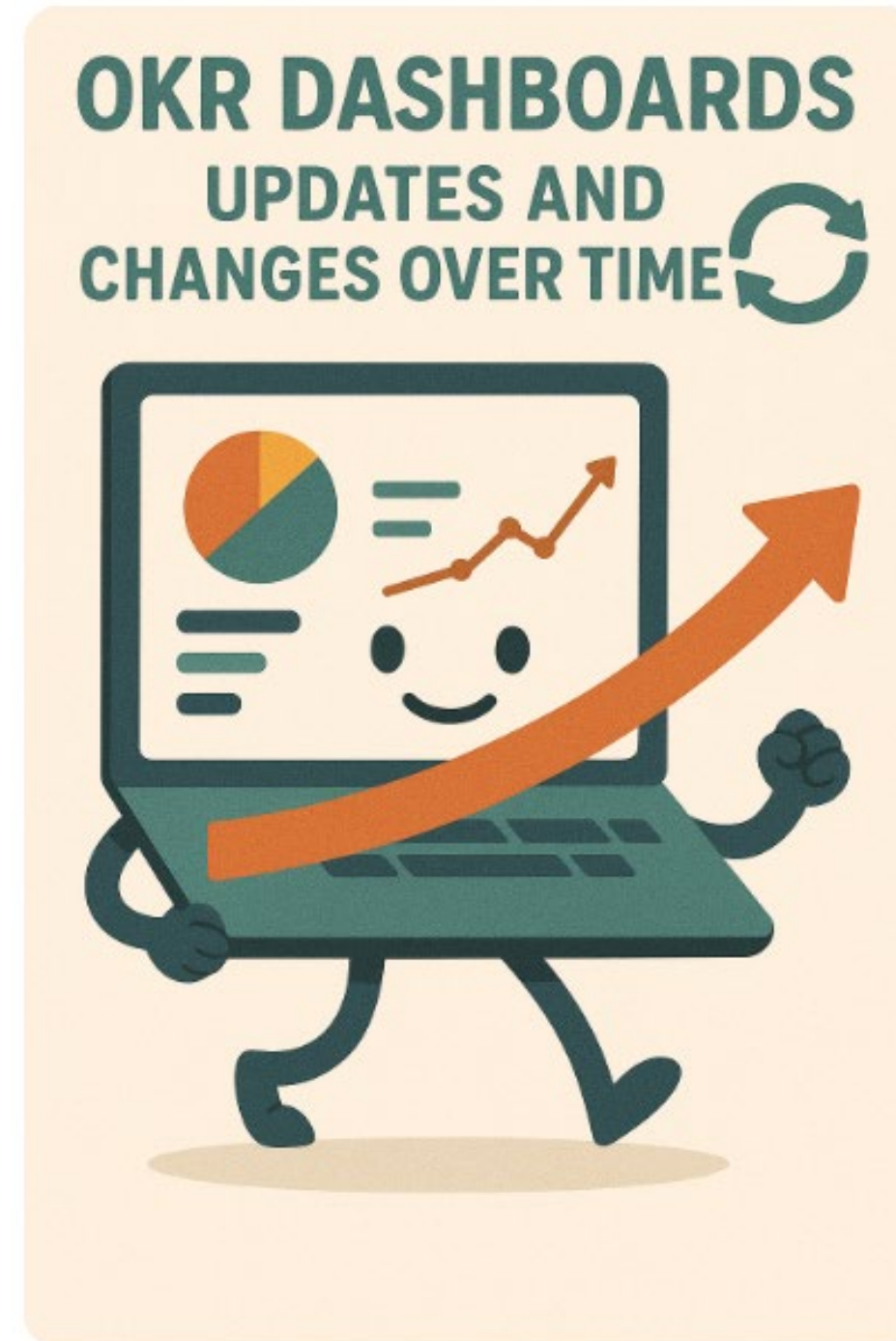
1. Objective Overview
2. Key Results Tracking
3. Score/Completion Metrics
4. Visualization of Progress
-  5. Alignment with Organizational Goals
 - How Team or Individual OKRs align with larger Organizational or departmental OKRs
6. Updates and Changes
7. Actionable Insights and Alerts



2.e OKR Artifacts – Dashboards

An OKR Dashboard includes:

1. Objective Overview
2. Key Results Tracking
3. Score/Completion Metrics
4. Visualization of Progress
5. Alignment with Organizational Goals
- 6. Updates and Changes
 - Updates or adjustments over time
 - Helps maintain transparency
7. Actionable Insights and Alerts



2.e OKR Artifacts – Dashboards

An OKR Dashboard includes:

1. Objective Overview
2. Key Results Tracking
3. Score/Completion Metrics
4. Visualization of Progress
5. Alignment with Organizational Goals
6. Updates and Changes
- 7. Actionable Insights and Alerts**
 - Alerts or notifications to flag areas where progress is off-track



2.e OKR Artifacts – Dashboards

An OKR Dashboard includes:

1. Objective Overview
2. Key Results Tracking
3. Score/Completion Metrics
4. Visualization of Progress
5. Alignment with Organizational Goals
6. Updates and Changes
7. Actionable Insights and Alerts





2.e OKR Artifacts – further study

Additional Reference and Further study:

- OKRBOK™ Guide Chapter 4: Artifacts (Pages 43–86)
- Advanced OKRstudy Certifications such as OKROC™, OKRPC™, OKRAC™, etc.



2.e OKR Reports

- Essential tools for tracking the progress of Objectives and Key Results (OKRs)
- Help organizations assess performance, identify challenges, and ensure alignment across teams
- Different OKR Reports used at various stages
- Some popular OKR Reports: Progress Reports, Review Reports, Alignment Report, Health Check Report, Dashboard Report and Final Assessment Report

OKR REPORTS



2.e OKR Reports

- Essential tools for tracking the progress of Objectives and Key Results (OKRs)
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2.e OKR Reports – further study


Additional Reference and Further study:

- OKRBOK™ Guide Chapter 5: OKR Reports (Pages 87–98)
- Advanced OKRstudy Certifications such as OKROC™, OKRPC™, OKRAC™, etc.



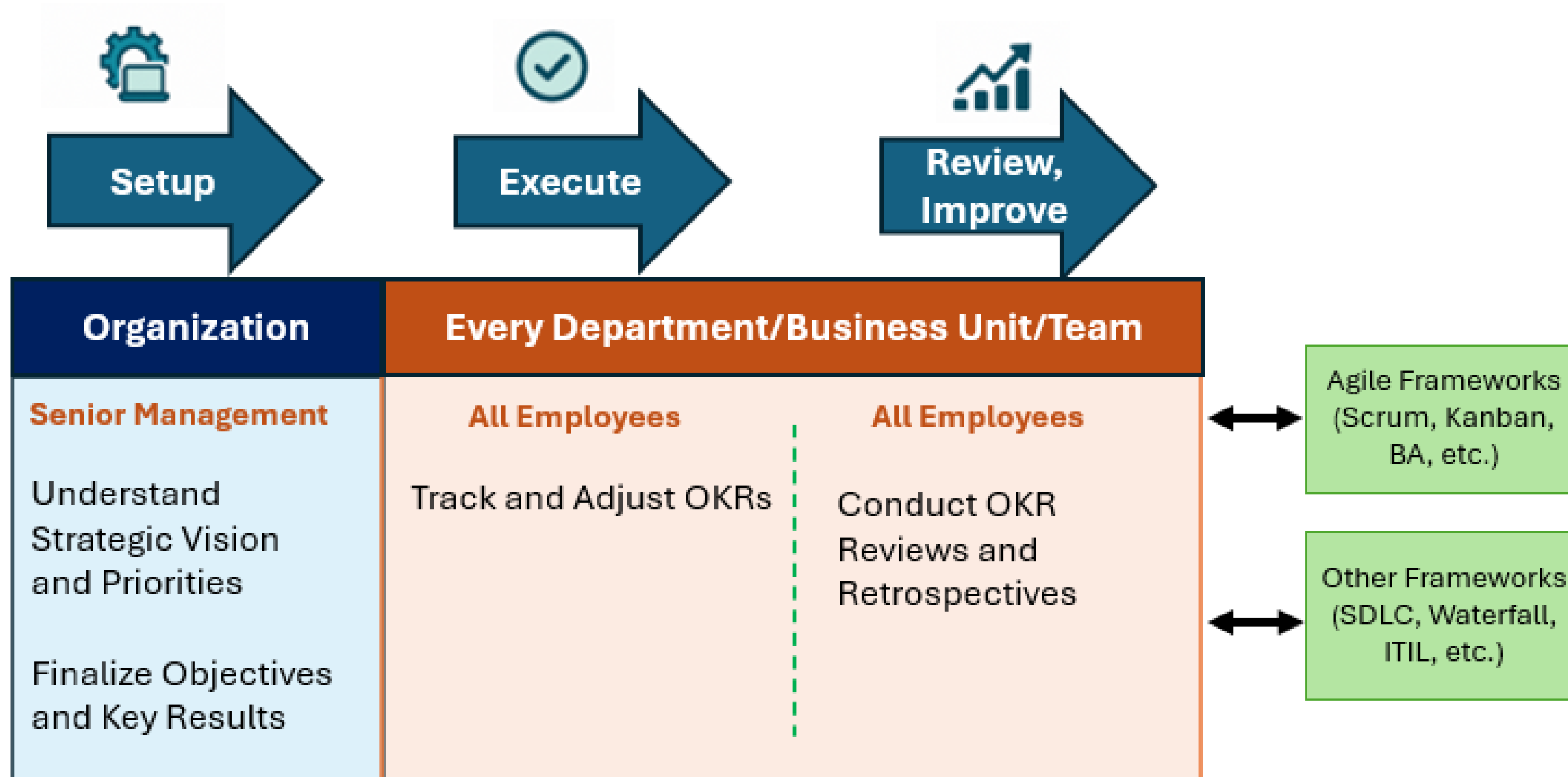


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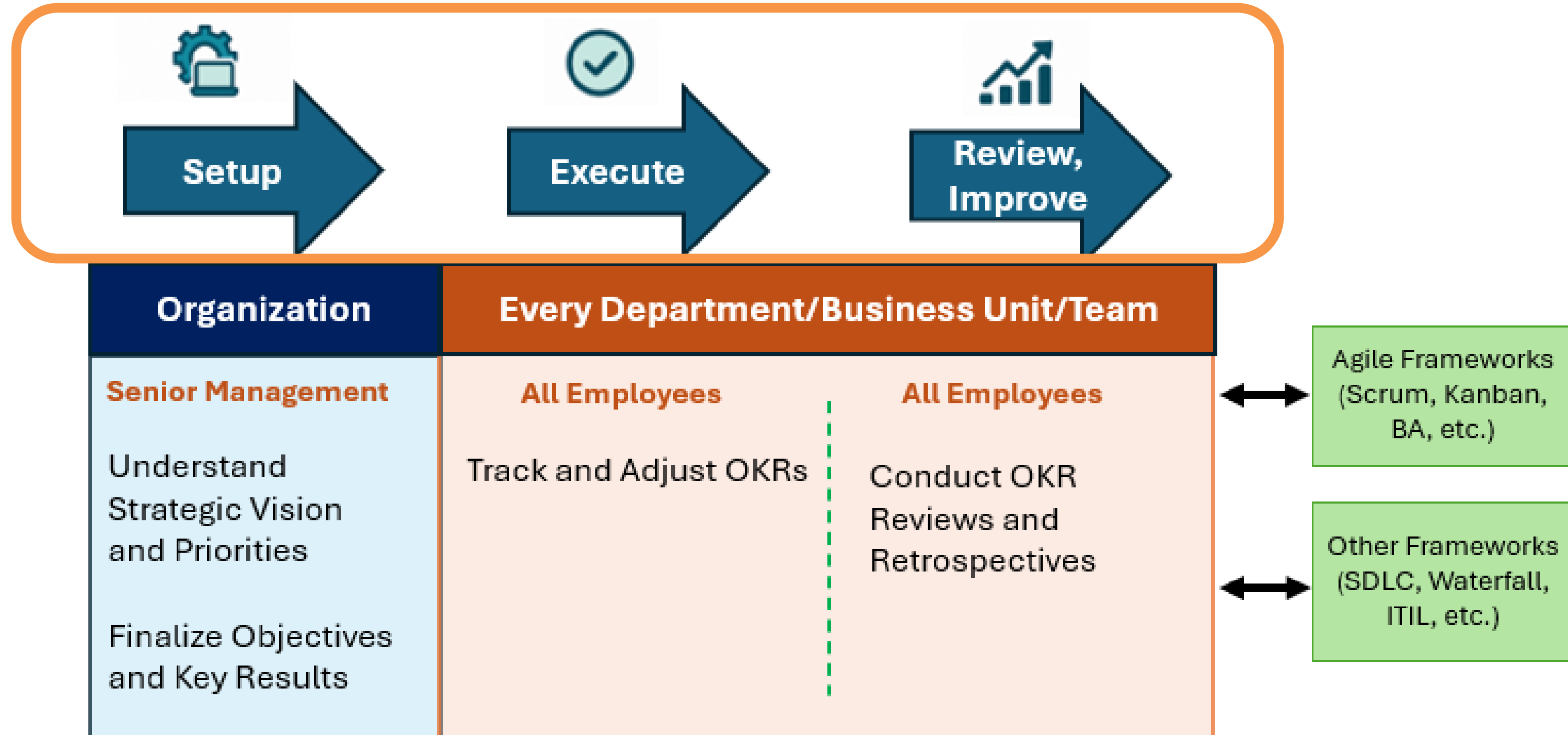
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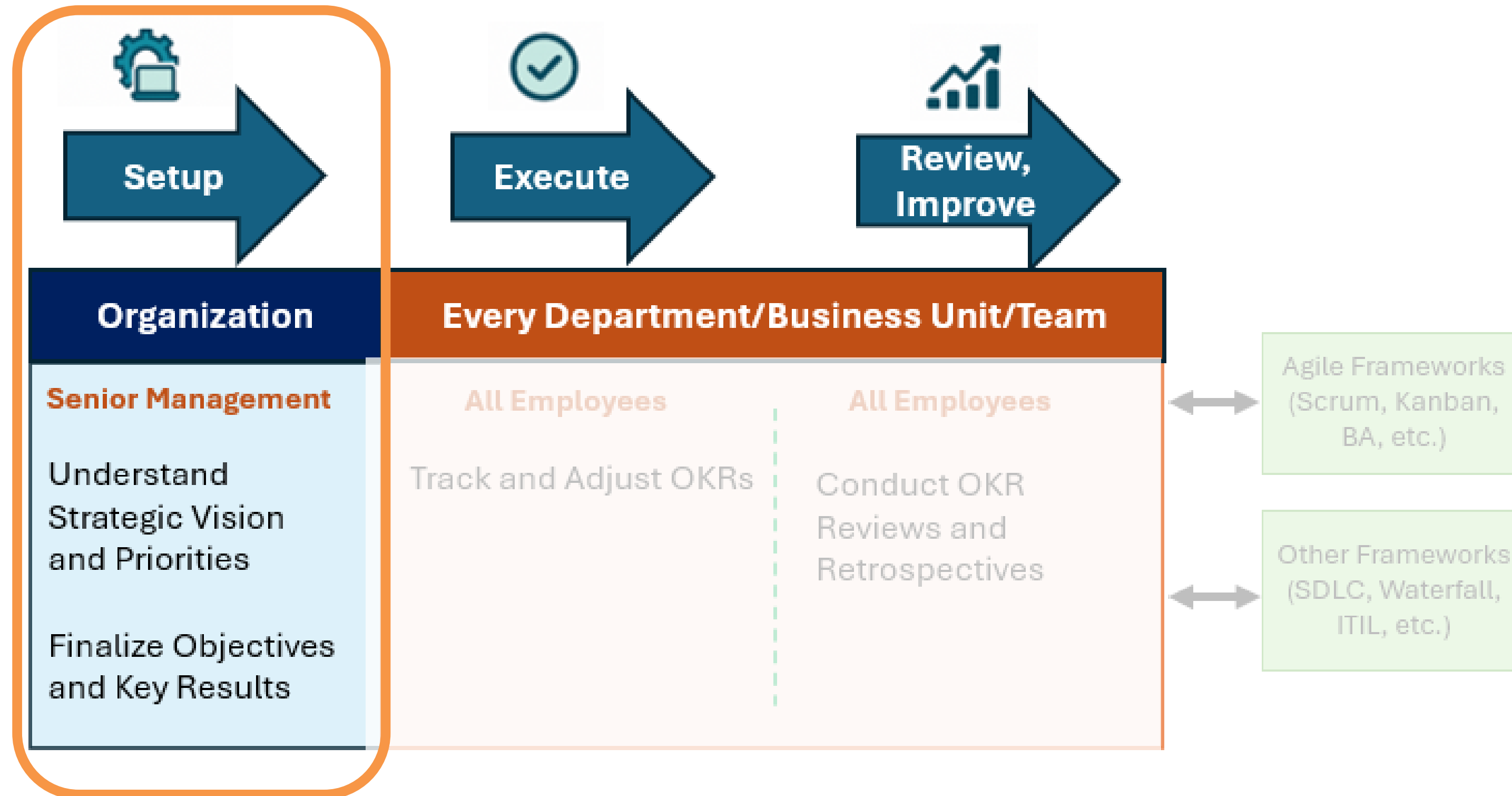
2.f OKR Processes



2.f OKR Processes



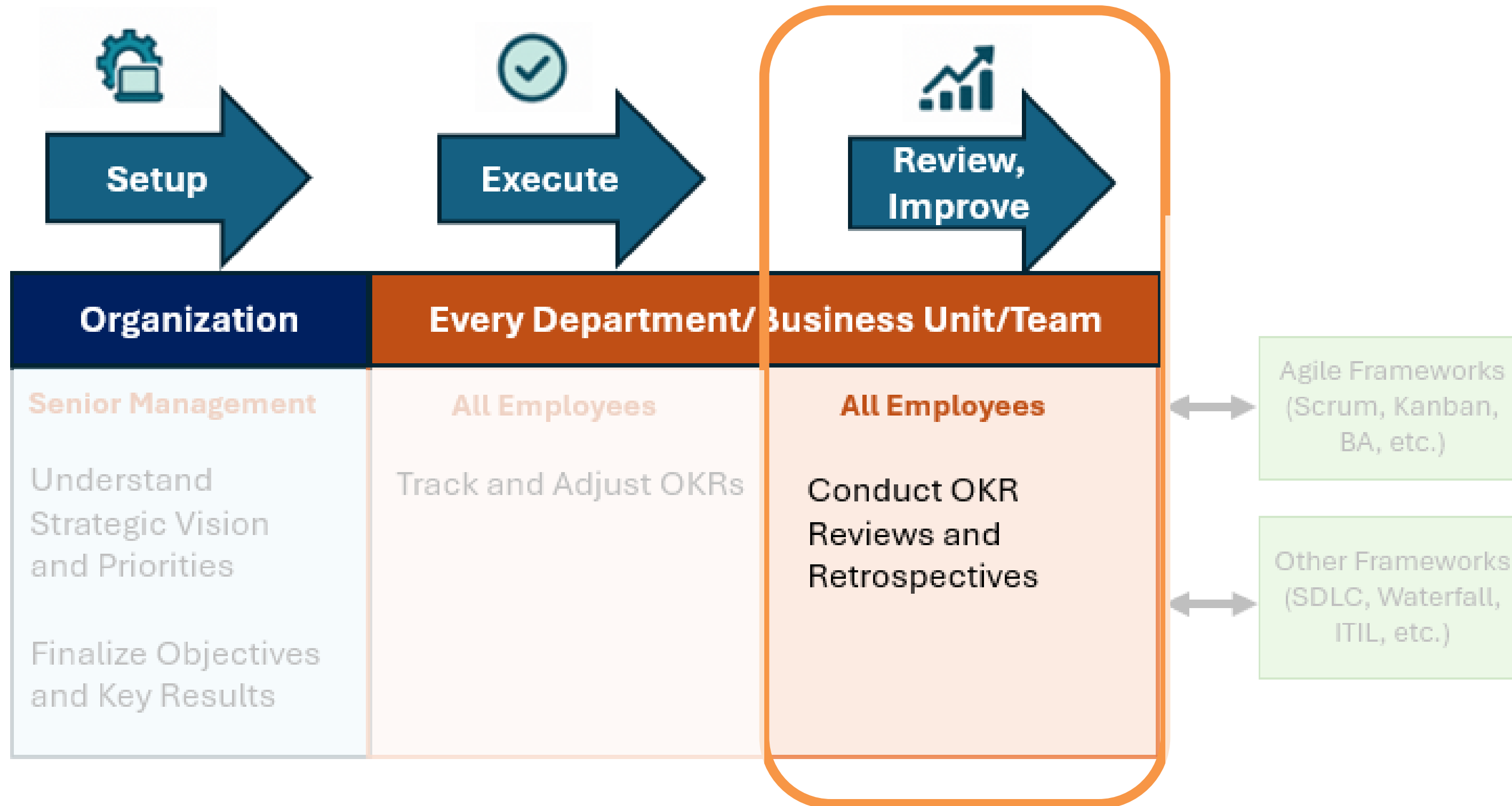
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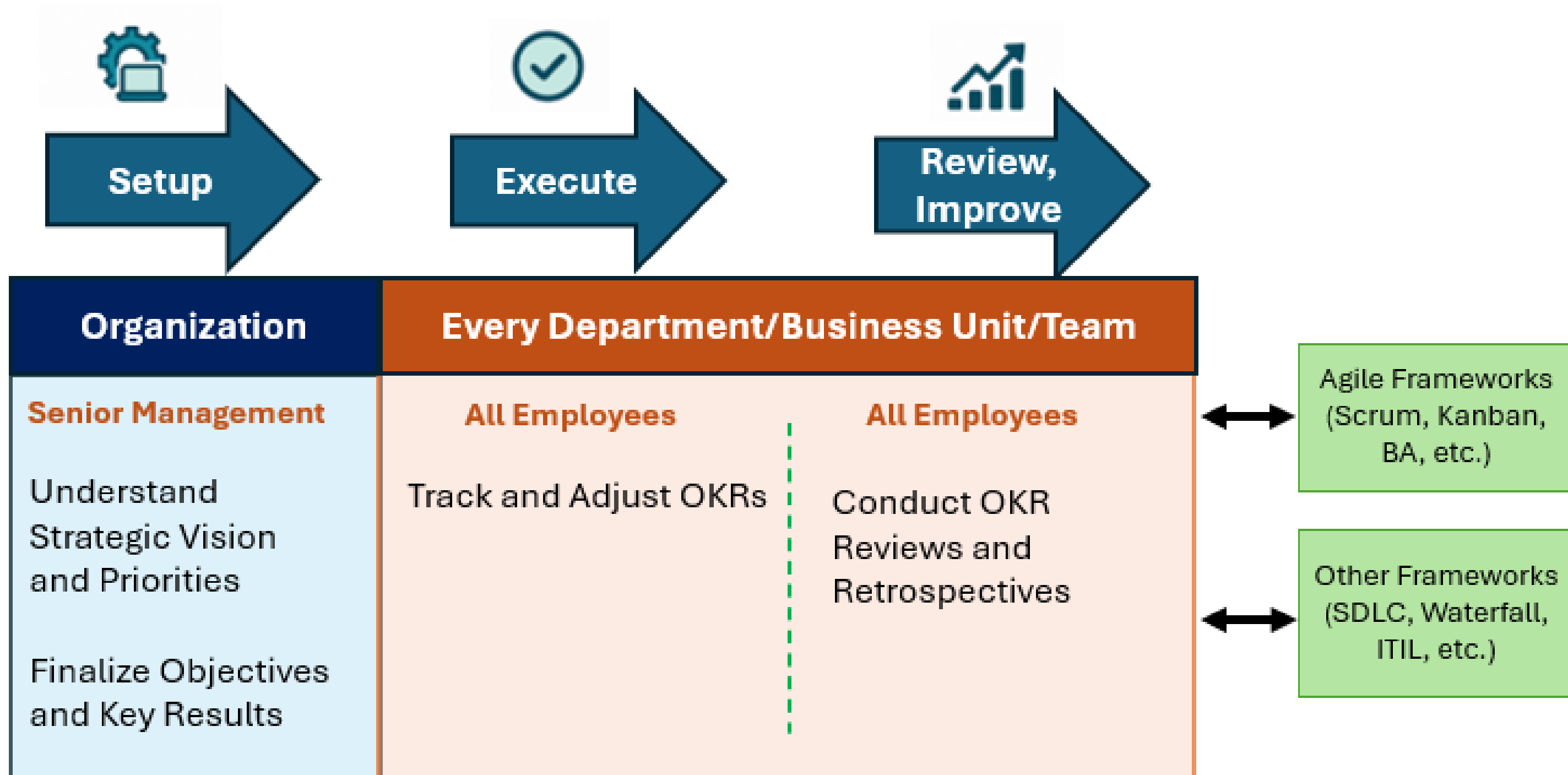
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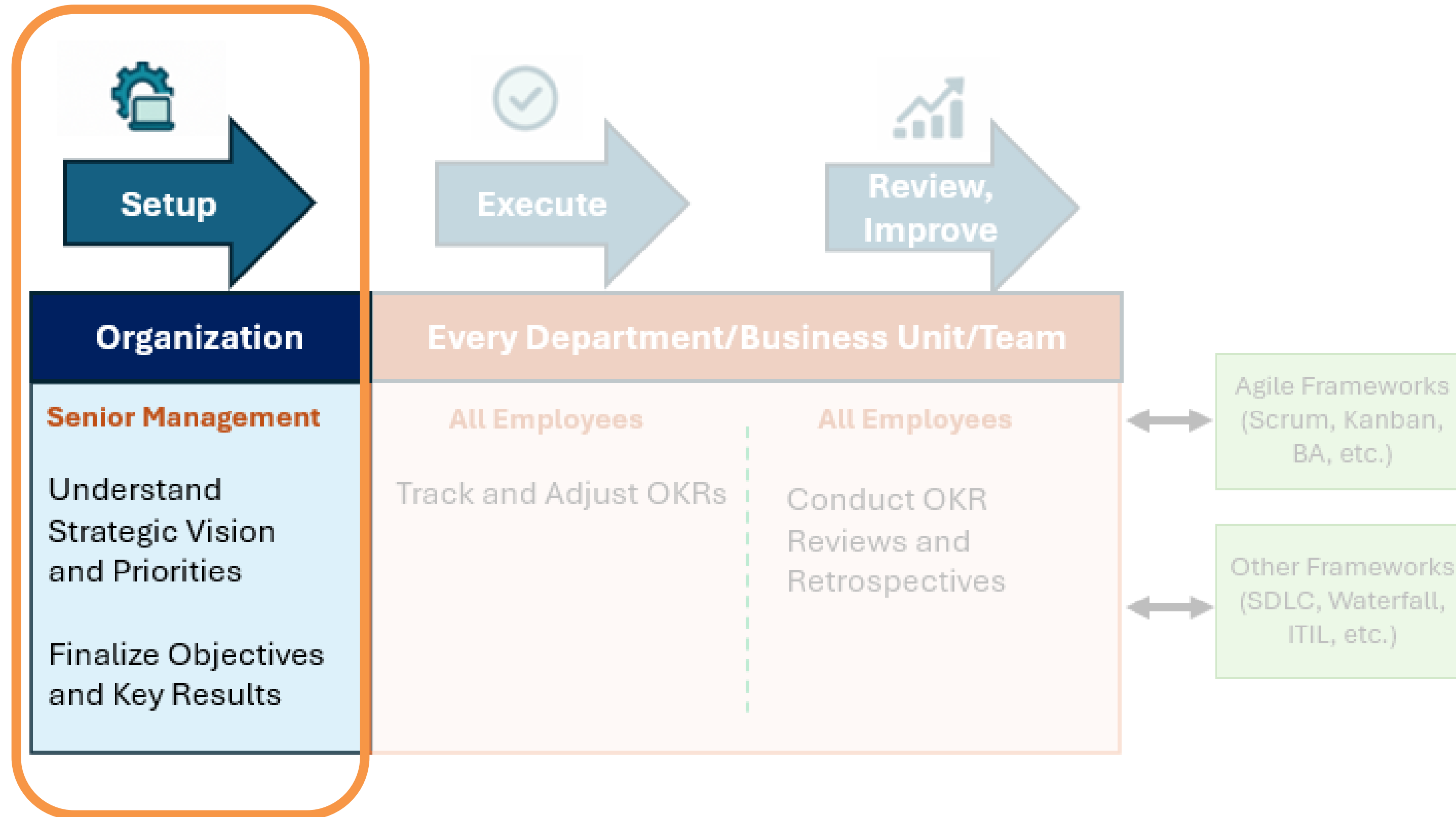
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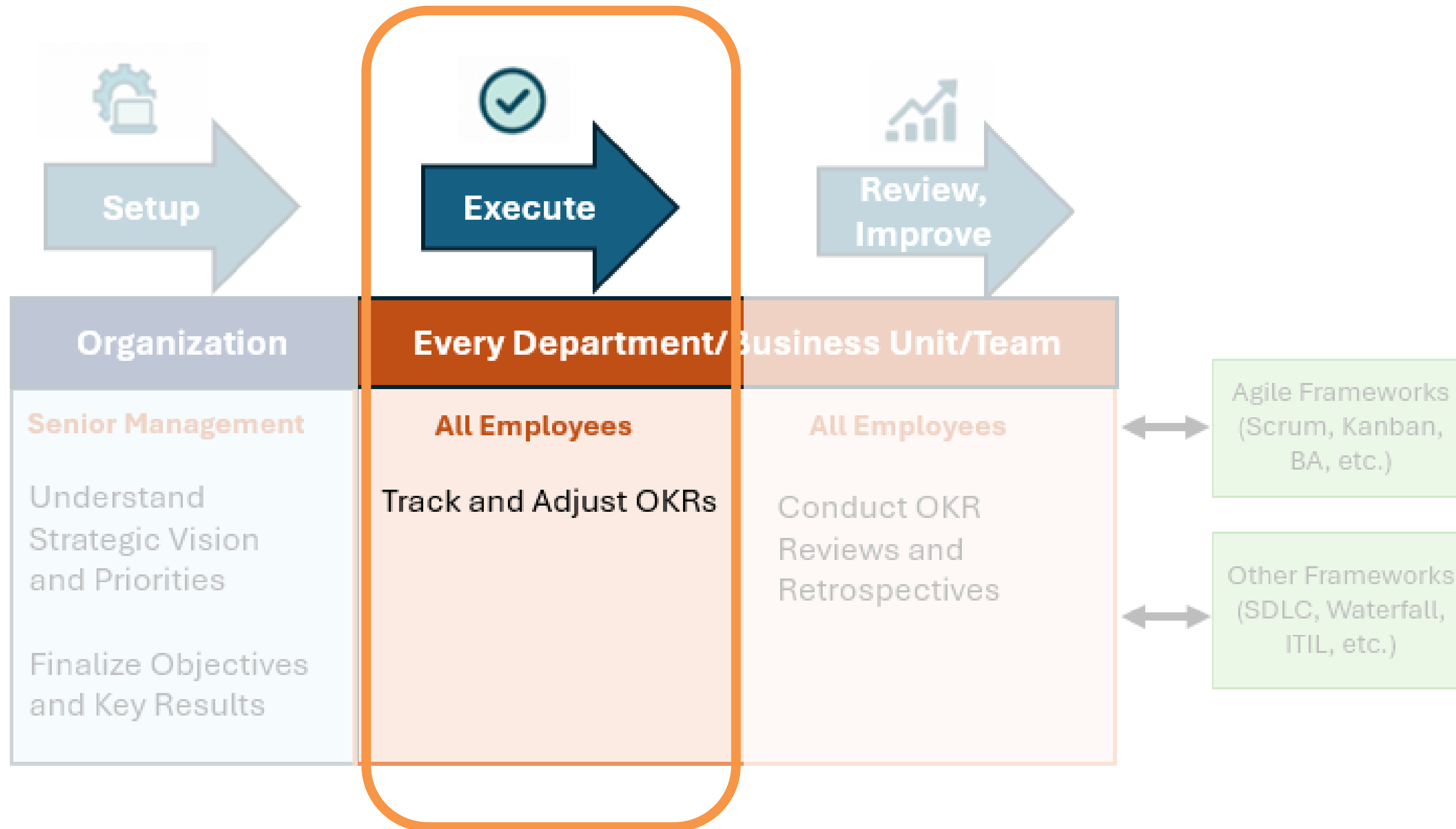
2.f OKR Processes



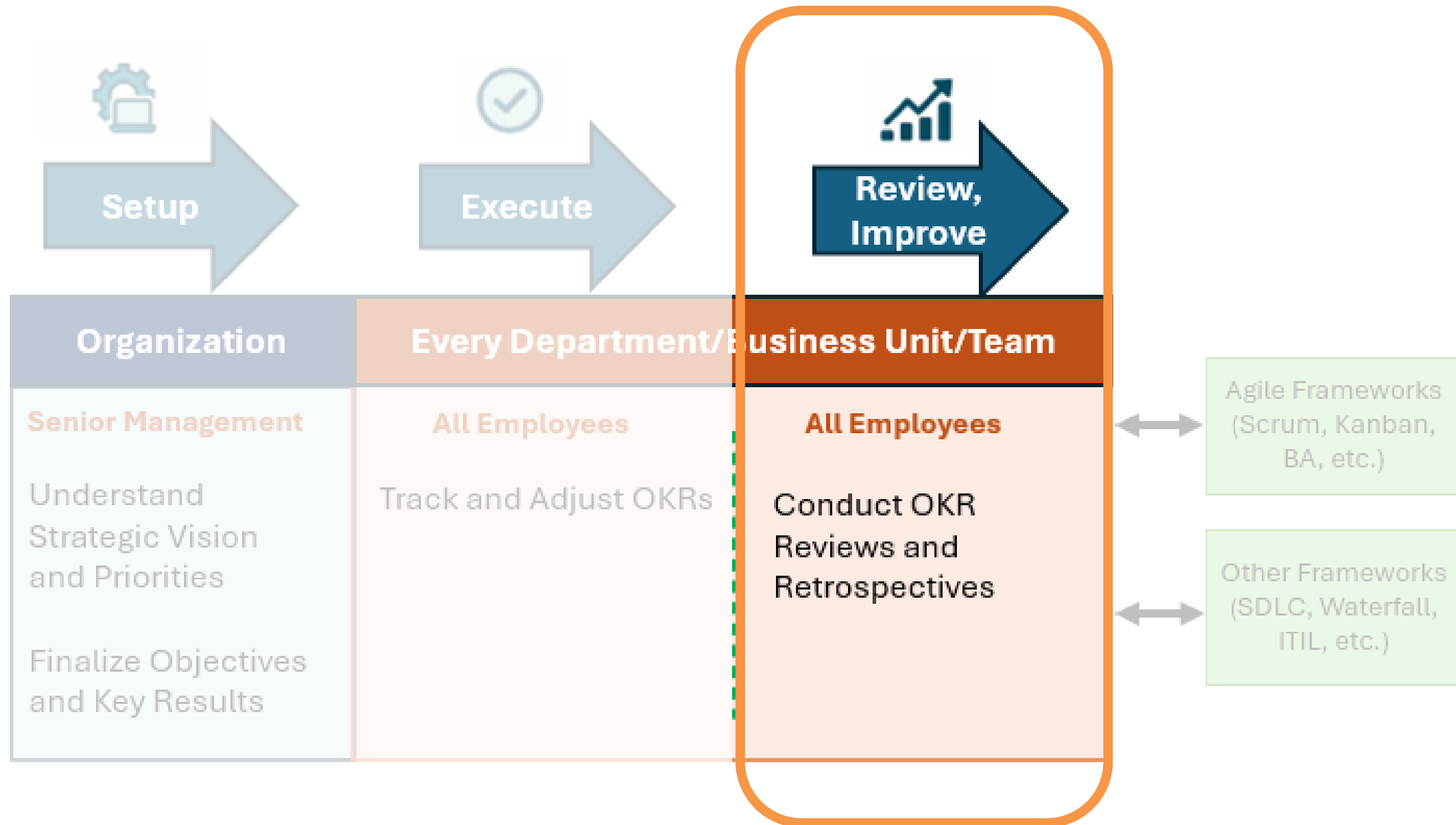
2.f OKR Processes



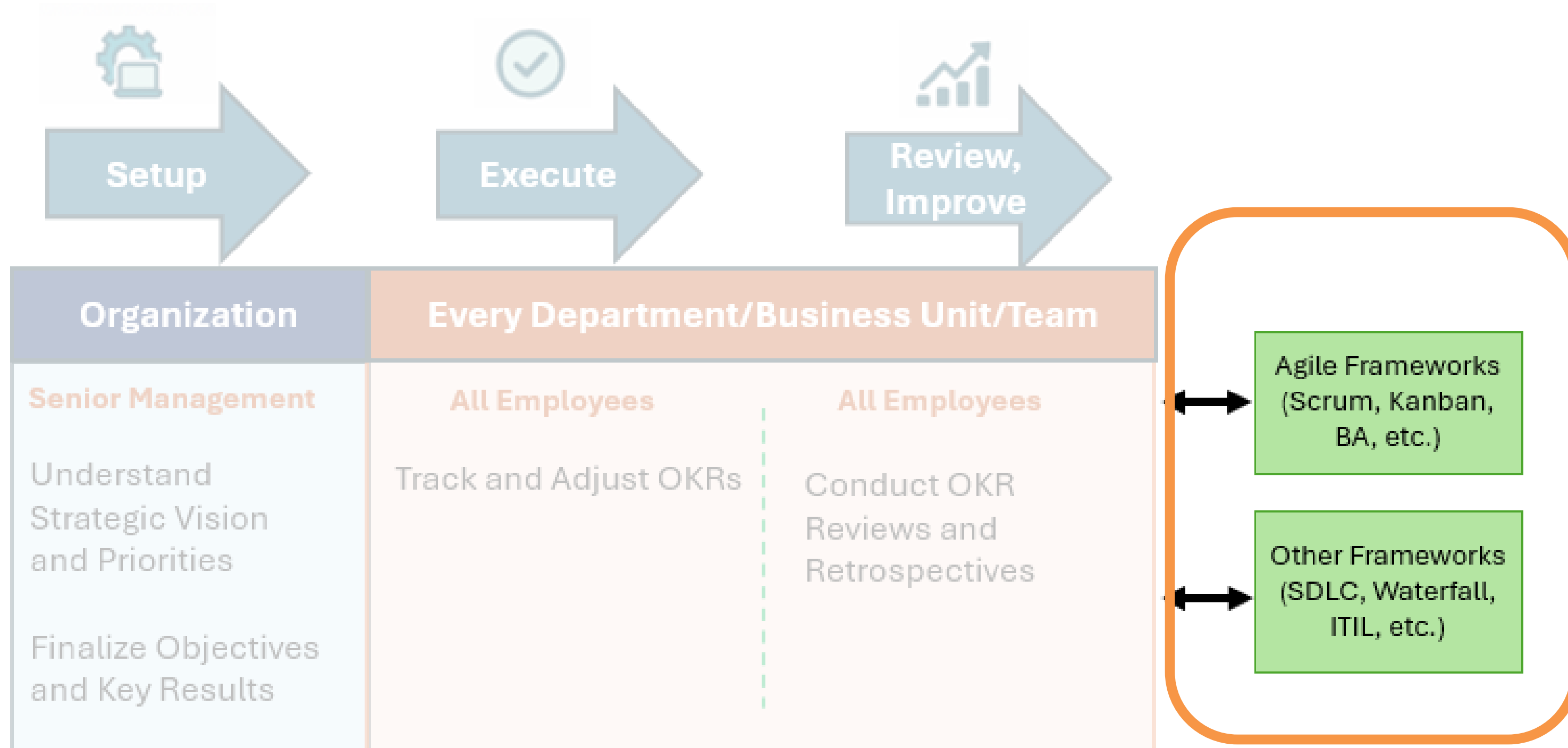
2.f OKR Processes



2.f OKR Processes



2.f OKR Processes



2.f OKR Processes – further study



Additional Reference and Further study:

- OKRBOK™ Guide Chapter 6: OKR Setup (Pages 99–108)
- OKRBOK™ Guide Chapter 7: Execute (Pages 109–114)
- OKRBOK™ Guide Chapter 8: Review, Improve (Pages 115–118)
- Advanced OKRstudy Certifications such as OKROC™, OKRPC™, OKRAC™, etc.





10-minute Break

1. Webinar Format and Prerequisites
2. Understanding Objectives and Key Results (OKR) Concepts
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 - d. OKR Principles
 - e. OKR Roles, Artifacts and Reports 
 - f. OKR Processes 

10-minute Health Break



Optional – Please review Section 2.e. and 2.f. in the Webinar Reference Document

After the break – 10 question Quiz



2.f OKR Roles, Artifacts, Reports, Processes (Ques 1 of 10)



Q. Which responsibility best reflects the role of CEO/Executive Leadership in the OKR framework?

- a. Coordinate weekly check-ins and monitor individual team updates
- b. Create task lists and assign daily activities to employees
- c. Set the vision and ensure OKRs support long-term strategic goals
- d. Collect progress data and prepare monthly operational summaries

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.f OKR Roles, Artifacts, Reports, Processes (Ans 1 of 10)

Q. Which responsibility best reflects the role of CEO/Executive Leadership in the OKR framework?

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- b. Create task lists and assign daily activities to employees
- c. Set the vision and ensure OKRs support long-term strategic goals
- d. Collect progress data and prepare monthly operational summaries

Correct Answer: c

Justification:

CEO/Executive Leadership is responsible for **setting the overall vision and direction** of the organization and **ensuring that OKRs align with long-term strategic goals**, which directly matches option c.



2.f OKR Roles, Artifacts, Reports, Processes (Ques 2 of 10)

- Q. What is the primary responsibility of Team Members (Individual Contributors) in the OKR framework?
- a. Define the organization's long-term strategic direction and objectives
 - b. Approve department-wide OKRs and allocate major business resources
 - c. Monitor cross-team alignment and coordinate overall organizational priorities
 - d. Perform daily tasks that turn key results into measurable organizational outcomes

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.f OKR Roles, Artifacts, Reports, Processes (Ans 2 of 10)

Q. What is the primary responsibility of Team Members (Individual Contributors) in the OKR framework?

- a. Define the organization's long-term strategic direction and objectives
- b. Approve department-wide OKRs and allocate major business resources
- c. Monitor cross-team alignment and coordinate overall organizational priorities
- d. Perform daily tasks that turn key results into measurable organizational outcomes

Correct Answer: d

Justification:

Team Members (Individual Contributors) are responsible for **executing the actual tasks** that drive progress on key results. Their **daily work converts OKR plans into measurable outcomes**, which directly matches option d.



2.f OKR Roles, Artifacts, Reports, Processes (Ques 3 of 10)



- Q. What is the primary responsibility of an OKR Champion/OKR Coach within an organization?
- a. Provide training, answer questions, and ensure OKR best practices are followed
 - b. Approve company-wide OKRs and finalize all strategic-level objectives
 - c. Execute daily operational tasks and directly complete assigned key results
 - d. Create organizational budgets and allocate resources across departments

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.f OKR Roles, Artifacts, Reports, Processes (Ans 3 of 10)

Q. What is the primary responsibility of an OKR Champion/OKR Coach within an organization?

- a. Provide training, answer questions, and ensure OKR best practices are followed
- b. Approve company-wide OKRs and finalize all strategic-level objectives
- c. Execute daily operational tasks and directly complete assigned key results
- d. Create organizational budgets and allocate resources across departments

Correct Answer: a

Justification:

The OKR Champion/OKR Coach is responsible for **training teams, clarifying doubts, and ensuring best practices are consistently followed**, which aligns directly with option a.



2.f OKR Roles, Artifacts, Reports, Processes (Ques 4 of 10)

- Q. What is one important way OKR Templates support organizations in managing their goals?
- a. Assign individual tasks and monitor personal employee performance daily
 - b. Replace strategic planning by automatically creating all organizational goals
 - c. Eliminate the need for team discussions during quarterly OKR planning sessions
 - d. Set SMART goals, align teams, guide key results, and automate regular updates

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.f OKR Roles, Artifacts, Reports, Processes (Ans 4 of 10)

Q. What is one important way OKR Templates support organizations in managing their goals?

- a. Assign individual tasks and monitor personal employee performance daily
- b. Replace strategic planning by automatically creating all organizational goals
- c. Eliminate the need for team discussions during quarterly OKR planning sessions
- d. Set SMART goals, align teams, guide key results, and automate regular updates

Correct Answer: d

Justification:

OKR Templates are designed to **help organizations set SMART goals, ensure alignment across teams, provide guidance for writing key results, and automate updates.** These combined benefits are captured entirely in option d, making it the correct choice.



2.f OKR Roles, Artifacts, Reports, Processes (Ques 5 of 10)

Q. What is one important benefit of using an OKR Dashboard?

- a. It creates new objectives automatically without team involvement
- b. It helps teams stay aligned with their OKRs throughout the cycle
- c. It assigns daily tasks to employees based on individual performance
- d. It replaces all planning meetings and removes the need for reviews

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.f OKR Roles, Artifacts, Reports, Processes (Ans 5 of 10)

Q. What is one important benefit of using an OKR Dashboard?

- a. It creates new objectives automatically without team involvement
- b. It helps teams stay aligned with their OKRs throughout the cycle
- c. It assigns daily tasks to employees based on individual performance
- d. It replaces all planning meetings and removes the need for reviews

Correct Answer: b

Justification:

An OKR Dashboard is designed to **help teams stay aligned with their OKRs** by providing a clear, centralized view of progress. This is accurately reflected in option **b**.



2.f OKR Roles, Artifacts, Reports, Processes (Ques 6 of 10)

Q. What should employees do regularly to stay aligned with their OKRs?

- a. Write new objectives every day without reviewing previous progress
- b. Wait until the end of the quarter to check overall performance
- c. Focus only on tasks without checking results or progress at all
- d. Track their progress and make adjustments to stay aligned with goals

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.f OKR Roles, Artifacts, Reports, Processes (Ans 6 of 10)

Q. What should employees do regularly to stay aligned with their OKRs?

- a. Write new objectives every day without reviewing previous progress
- b. Wait until the end of the quarter to check overall performance
- c. Focus only on tasks without checking results or progress at all
- d. Track their progress and make adjustments to stay aligned with goals

Correct Answer: d

Justification:

Employees must **regularly track their OKRs and adjust their actions** to remain aligned with organizational goals. This ongoing monitoring is captured accurately in option **d**.



2.f OKR Roles, Artifacts, Reports, Processes (Ques 7 of 10)



Q. What happens after the Execute phase in the OKR process?

- a. The Review and Improve phase evaluates the OKR cycle and finds improvements
- b. The Setup phase begins again without reviewing any previous results
- c. Employees create new tasks without looking at earlier performance
- d. Teams finalize budgets before checking OKR progress or outcomes

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.f OKR Roles, Artifacts, Reports, Processes (Ans 7 of 10)

Q. What happens after the Execute phase in the OKR process?

- a. The Review and Improve phase evaluates the OKR cycle and finds improvements
- b. The Setup phase begins again without reviewing any previous results
- c. Employees create new tasks without looking at earlier performance
- d. Teams finalize budgets before checking OKR progress or outcomes

Correct Answer: a

Justification:

After Execute, the OKR cycle moves into the **Review and Improve** phase, where teams **evaluate results and identify improvements**, which is accurately captured in option a.



2.f OKR Roles, Artifacts, Reports, Processes (Ques 8 of 10)



- Q. What do teams mainly do during the Review/Improve phase of the OKR cycle?
- a. Create new daily tasks without checking previous performance outcomes
 - b. Conduct OKR reviews and retrospectives to analyze results and capture lessons
 - c. Approve long-term budgets and assign major organizational responsibilities
 - d. Write company-wide strategies without discussing challenges or progress

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.f OKR Roles, Artifacts, Reports, Processes (Ans 8 of 10)

Q. What do teams mainly do during the Review/Improve phase of the OKR cycle?

- a. Create new daily tasks without checking previous performance outcomes
- b. Conduct OKR reviews and retrospectives to analyze results and capture lessons
- c. Approve long-term budgets and assign major organizational responsibilities
- d. Write company-wide strategies without discussing challenges or progress

Correct Answer: b

Justification:

During the **Review/Improve phase**, teams **conduct OKR reviews and retrospectives**, analyze progress, discuss challenges, and learn lessons to improve the next cycle. This matches option **b** perfectly.



2.f OKR Roles, Artifacts, Reports, Processes (Ques 9 of 10)

Q. Which option correctly identifies the three main stages of the OKR Framework?

- a. Plan resources, assign tasks, and evaluate employee performance
- b. Set budgets, approve projects, and track financial performance
- c. Design strategies, create teams, and monitor daily work activities
- d. Setup, Execute, and Review and Improve as the core OKR process

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.f OKR Roles, Artifacts, Reports, Processes (Ans 9 of 10)

Q. Which option correctly identifies the three main stages of the OKR Framework?

- a. Plan resources, assign tasks, and evaluate employee performance
- b. Set budgets, approve projects, and track financial performance
- c. Design strategies, create teams, and monitor daily work activities
- d. Setup, Execute, and Review and Improve as the core OKR process

Correct Answer: d

Justification:

The OKR Framework is built around **three core stages—Setup, Execute, and Review and Improve**. These stages define how OKRs are created, implemented, and refined, making option d the correct answer.



2.f OKR Roles, Artifacts, Reports, Processes (Ques 10 of 10)

Q. What is the primary purpose of OKR Reports within an organization?

- a. To assign employee duties and outline daily operational task lists
- b. To design long-term company strategies and finalize executive objectives
- c. To store historical documents and archive results of completed initiatives
- d. To serve as essential tools for tracking the progress of Objectives and Key Results

Please select the correct option. The correct answer and justification will be shown on the next slide.



2.f OKR Roles, Artifacts, Reports, Processes (Ans 10 of 10)

Q. What is the primary purpose of OKR Reports within an organization?

- a. To assign employee duties and outline daily operational task lists
- b. To design long-term company strategies and finalize executive objectives
- c. To store historical documents and archive results of completed initiatives
- d. To serve as essential tools for tracking the progress of Objectives and Key Results

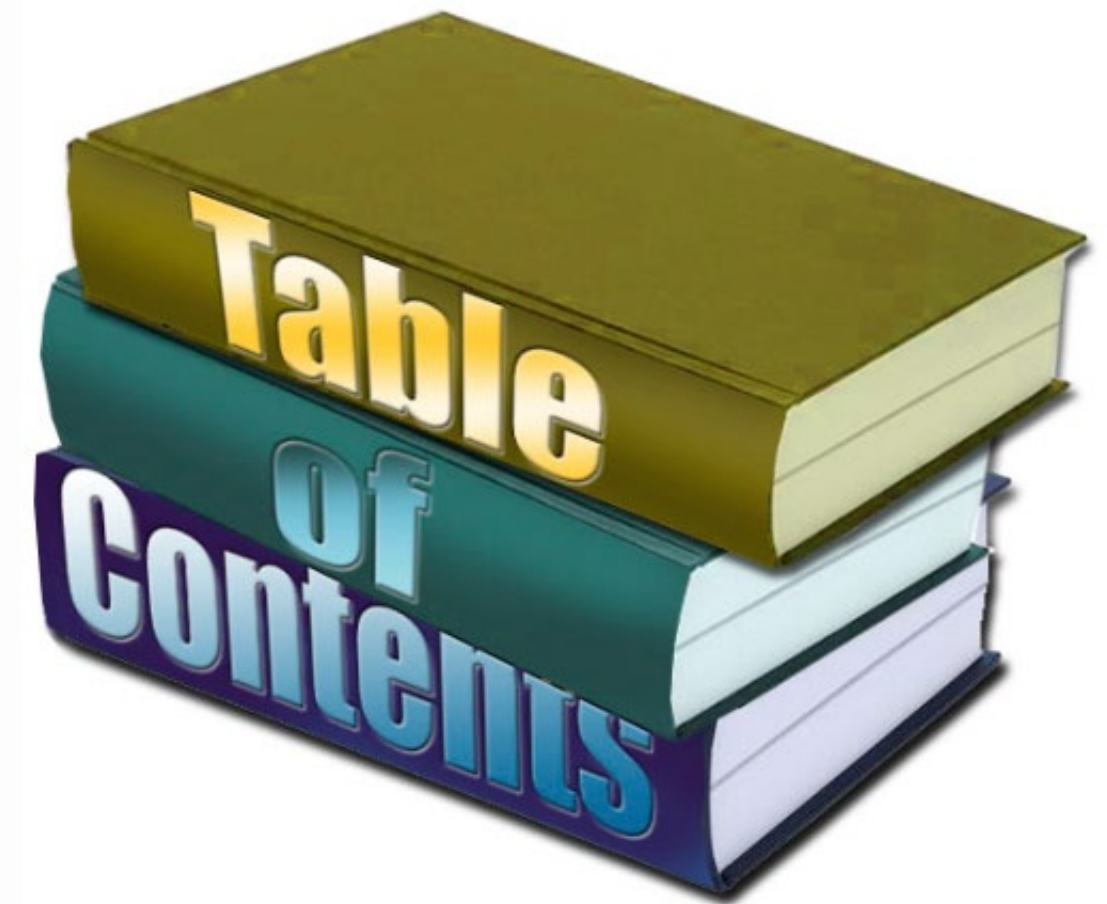
Correct Answer: d

Justification:

OKR Reports are specifically created to **track and evaluate the progress** of Objectives and Key Results. They help teams understand performance levels and identify gaps, which directly corresponds to option **d**.



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 - d. OKR Principles
 - e. OKR Roles, Artifacts and Reports
 - f. OKR Processes
3. Next Steps
4. All ready for the OKRFC™ Certification!



3. Next Steps

Recommended next steps are:

1. Understand how Objectives and Key Results work in real-life scenarios using a high-end, AI-powered SaaS tool. OKRstudy facilitates this through a free certification program — **OKR with AI Certified (OKRAC™)** — where you will setup OKRs for your entire organization using AI and practice on a leading AI-powered SaaS platform, **Vabro.ai**.

You will learn how to apply AI to significantly increase ROI and productivity across your OKR initiatives.



3. Next Steps

Recommended next steps are:

2. As you become more familiar with using Objectives and Key Results, you may wish to explore its nuances and deeper concepts to apply it more effectively.

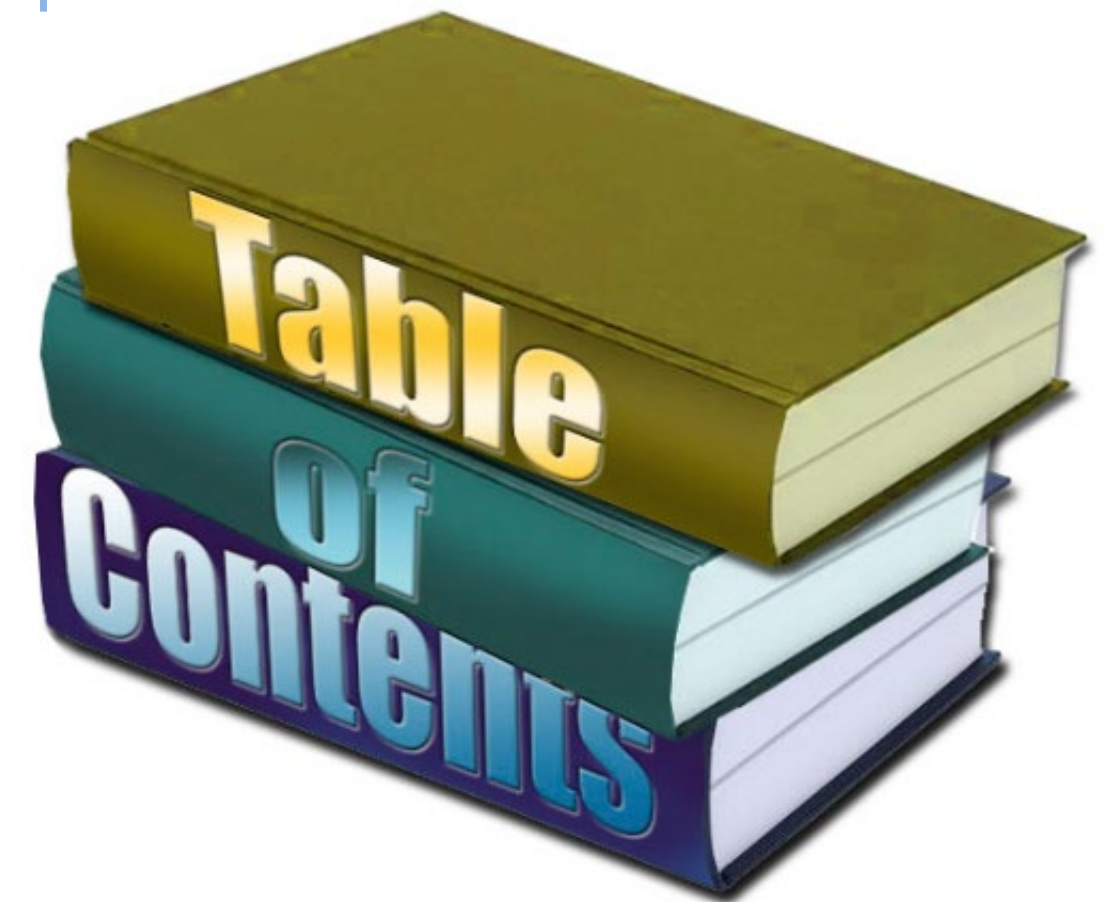
Consider pursuing advanced certifications and courses offered by **OKRstudy**, such as **OKR with Agile Certified (OKRAC™)**, **OKR Professional with AI Certified (OKRPC™)**, **OKR Owner with AI Certified (OKROC™)**, and more.

These programs will help you gain advanced knowledge and skill sets to apply Objectives and Key Results with greater expertise and confidence.





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4. OKRFC™ Certification



Exam Format

- Multiple choice
- 40 questions per exam
- One mark awarded for every right answer
- No negative marks for wrong answers
- 30 questions need to be answered correctly to pass
- 60 minutes duration
- Online unproctored exam

For more details about this certification exam, please visit **OKRstudy.com -> Certification -> OKR Fundamentals Certified (OKRFC™)**

To register and take this certification, you can

- Click on the link available in this webinar
- Click on this link - <https://www.OKRstudy.com/account/register>

If you have completed this webinar, you are ready for the OKRFC™ Certification Exam. No additional preparation is required, and you can take the exam at your convenience. You can take the free certification exam as many times as you want until you pass!

4. OKRFC™ Certification



Exam Format

- Multiple choice
- 40 questions per exam
- One mark awarded for every right answer
- No negative marks for wrong answers
- 30 questions need to be answered correctly to pass
- 60 minutes duration
- Online unproctored exam

For more details about this certification exam, please visit **OKRstudy.com -> Certification -> OKR Fundamentals Certified (OKRFC™)**

To register and take this certification, you can

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4. OKRFC™ Certification



Exam Format

- Multiple choice
- 40 questions per exam
- One mark awarded for every right answer
- No negative marks for wrong answers
- 30 questions need to be answered correctly to pass
- 60 minutes duration
- Online unproctored exam

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