

1. Record Nr.	UNINA9910812039203321
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Titolo	Objectives and key results : driving focus, alignment, and engagement with OKRs // Paul R. Niven, Ben Lamonte
Pubbl/distr/stampa	Hoboken, New Jersey : , : John Wiley & Sons, Incorporated, , [2016] ©2016
ISBN	1-119-25566-X 1-119-25558-9 1-119-25554-6
Descrizione fisica	1 online resource (227 p.)
Collana	Wiley corporate F&A THEi Wiley ebooks
Disciplina	658.4/012
Soggetti	Organizational effectiveness Strategic planning Performance Balanced scorecard (Management)
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Includes index.
Nota di contenuto	Cover; Title Page; Copyright; Contents; Introduction; Acknowledgments; Chapter 1 Introduction to OKRs; The History of OKRs; What Are Objectives and Key Results (OKRs)?; Objectives; Key Results; Organizational Challenges, and Why You Need OKRs; Executing Strategy; Organizing to Meet New Realities; The Challenge of Sustaining Growth; The Threat of Disruption; Employee Engagement; Benefits of OKRs; OKRs Are Easy to Understand-Increasing Buy-in and Use; A Shorter Cadence Fosters Agility and Change-Readiness; OKRs Demand Focus on What Matters Most; Transparency Promotes Cross-Functional Alignment OKRs Facilitate Focused Conversation and Drive Engagement OKRs Promote Visionary Thinking; Notes; Chapter 2 Preparing for Your OKRs Journey; Why Are You Implementing OKRs?; Executive Sponsorship: A Critical Component of Your OKRs Implementation; Gaining Executive Sponsorship; Where to Develop Your OKRs; Company-Level Only; Company and Business Unit or Team; Entire Organization; Pilot at a

Business Unit or Team; Use OKRs for Projects; Special Cases; Two Teams Using a Single Set of OKRs; Many Teams for a Single Set of OKRs; An OKRs Development Plan; Planning Phase; Development Phase
Key Lessons for Successful Transformation
The Building Blocks of OKRs: Mission, Vision, and Strategy; Mission; Vision; Strategy; Roadmap Strategy; The Four Fundamental Questions You Must Answer When Creating a Strategy; The Four Lenses; Notes; Chapter 3 Creating Effective OKRs; Omaha; Creating Powerful Objectives; Inspirational; Attainable; Doable in a Quarter; Controllable by the Team; Provide Business Value; Qualitative; Tips for Creating Objectives; Avoid the Status Quo; Use Clarifying Questions; Frame Objectives in Positive Language; Use Simple Rules; Start with a Verb
What's Holding You Back? Use Plain Language; Objective Descriptions; Characteristics of Effective Key Results; Quantitative; Aspirational; Specific; Owned; Progress-Based; Vertically and Horizontally Aligned; Drive the Right Behavior; Tips for Creating Key Results; Key, Not All; Describe Results, Not Tasks; Use Positive Language; Keep Them Simple and Clear; Open up to All Possibilities; Be Sure to Assign an Owner; Types of Key Results; Baseline Key Results; Metric Key Results; Milestone Key Results; Health Metrics; Scoring OKRs; Mid-Quarter Check-Ins; What to Expect When Grading Key Results
Should You Score and Grade Objectives? How Often Do We Set OKRs?; How Many OKRs Do We Have?; Do OKRs Stay the Same from Quarter to Quarter?; Can OKRs Change during the Quarter?; The Process to Set OKRs; Create; Refine; Align; Finalize; Transmit; Notes; Chapter 4 Connecting OKRs to Drive Alignment; A Critical Link; Connecting OKRs; How to Connect OKRs; How Deep to Connect; Determine the Number of OKRs; Preparing Your Groups for Connecting; Ensure Everyone Understands the Highest-Level OKRs; The Key to Connecting Is Influence; The Mass Connect Approach; Creating Alignment; Vertical Alignment
Horizontal Alignment
