WORKSHEET + WORKED EXAMPLE

Set OKRs That Mean Something

One objective, a few outcome measures, and a review that keeps the human effect visible.

20-30 minutes | Objectives and key results

Use it in three moves

1. Write the change you want before listing projects.

2. Choose a few results that could show movement toward it; distinguish outcomes from activity.

3. Agree a learning cadence. Discuss evidence and side effects rather than treating a number as a verdict on a person.

What meaningful change are we aiming for?

One direction that people can understand and influence.

Key result 1 · What observable result would indicate progress?

State a baseline, desired change, source, and review date. Leave unknown baselines honest.

Key result 2 · What complementary result matters?

Choose something that stops the first measure becoming the whole story.

Set OKRs That Mean Something

YOUR WORKING NOTES / CONTINUED

Which activities might contribute?

These are bets about how to help, not key results merely because they are completed.

What must not get worse?

Name quality, access, workload, or relationship concerns.

How will we learn and revise?

Name participants, cadence, and what would make you change the approach.

A question for me

If these numbers improve, what human experience do I still need to hear?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

What meaningful change are we aiming for?

New volunteers can start a useful shift without depending on one coordinator.

Key result 1 · What observable result would indicate progress?

By 15 December, move from 4 of 10 to at least 8 of 10 new volunteers finding their first task without chasing the coordinator, based on a short check-in.

Key result 2 · What complementary result matters?

At the same review, ask every new volunteer whether they knew whom to approach and felt able to ask for help. Review the experiences, not a league table of people.

Which activities might contribute?

Create a first-shift card, introduce a buddy, and clarify the coordinator's backup.

What must not get worse?

Experienced volunteers should not absorb extra mentoring work without time and agreement.

How will we learn and revise?

Review weekly with one new and one experienced volunteer. If task clarity improves but help feels less available, revise the support arrangement.

The thinking behind it

People should be able to question both the target and the conditions around it. Keep learning visible when the chosen measure stops reflecting what matters.

Objectives and Key Results connect an intended direction to observable results. John Doerr's What Matters explains the framework and its accompanying conversations. This independent worksheet keeps initiatives, evidence, and unintended effects separate.

What Matters · FAQs about OKRs

Read You Have a Culture Problem by Nic Payne