MODULE OVERVIEW

From tasks done to value created: Managing with OKRs

Adaptive module | ~20 min

Many teams still measure attendance and completed tasks, but the question that matters is: what value was created? This module first gives managers the tools to manage by results, with goals agreed with each team member, indicators chosen jointly, and a check-in that supports rather than controls. It then moves to the next step, where the manager agrees with the team on the value to create and lets the team decide how to get there.

LEARNING OBJECTIVES

01 Define three to five goals for the quarter together with each team member, instead of imposing a long list.

02 Choose, with your team, the indicators (KPIs) that measure progress, whether you work on site or remotely.

03 Run a three-question check-in: how far along are you, what is blocking you, and what do you need.

04 Write an objective based on value rather than on a deliverable, in the spirit of OKRs, and leave the "how" to the team member.

WHO IT'S FOR

Managers who want to agree with each person on the value to create and let them choose how to get there.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

You manage the complaints advisors at a social housing landlord. Goal: bring the processing time down from 12 to 6 days. The dashboard shows 5 days, but reopened complaints have risen from 40 to 85 a month. Your manager expects this figure on Thursday at the management committee. What do you do?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- OKRs – Andy Grove (Intel), popularized by John Doerr at Google
- SMART – George T. Doran (1981)
- The 4 levels of performance (hours / tasks / results / value) – Maurice Lefebvre (Go Pyrate!)
- Managing from output to outcome + behavioral 360-degree feedback

SOURCES & REFERENCES

- OKRs – a method that originated at Intel (Andy Grove), popularized by Google through John Doerr ("Measure What Matters")
- Microsoft, "Work Trend Index Pulse Report": 85% of leaders say hybrid work makes it harder to be confident that their teams are truly productive
- Google, "stretch goals": the target norm is about 70% achievement rather than 100%
- Gallup, How to Have Better Strengths-Based Feedback Conversations (2023) – regular conversations, feedback, and employee development

Module created by Afthonios.com.

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