

OKRs

A goal-setting system: one ambitious objective, a few measurable key results, zero grey area about whether you got there. Origin: Andy Grove (Intel), popularised by John Doerr

O OBJECTIVE			
K KEY RESULTS	KEY RESULT 1	KEY RESULT 2	KEY RESULT 3
R RESULTS	SCORE	SCORE	SCORE

● **OBJECTIVE:** The qualitative, ambitious, memorable statement of what you want to achieve. No numbers - it sets direction.

● **KEY RESULT 2:** A second, independent outcome metric that closes a loophole the first leaves open. No vanity metrics.

● **SCORE:** End-of-cycle grade for each key result on the 0.0-1.0 scale: around 0.7 = success on an ambitious target, a routine 1.0 means you sandbagged, under 0.3 means the goal or the plan was wrong.

● **KEY RESULT 1:** A measurable outcome with a baseline, target, and deadline. Must prove value moved, not just that a task shipped.

● **KEY RESULT 3:** A counter-balancing or quality guardrail metric, so you can't hit the others by breaking something else.