

# OKR Coaching

**“Building a visionary company requires one percent vision and 99 percent alignment.”**

Jim Collins, in “Built to Last”

## description\_

The history of goal-setting by companies can be traced back to the early 20th century. However, these goals may become inefficient or difficult to track causing misalignment within the organization. Accordingly, goal-setting has evolved over time, as have business needs, with different methodologies and frameworks developed to help organizations set and achieve their goals more effectively.

OKR, which stands for “Objectives and Key Results”, is one of those frameworks with a great adoption rate and reputation. OKRs are typically set on a quarterly or annual basis and help teams stay focused and aligned on their goals, allowing leaders to track progress and make decisions. It measures clearly set goals and objectives of an organization around core values, purposes, and a shared vision and sets them up in a way that supports the company’s strategy for success.

A shared vision is essential for any enterprise to work towards a common goal and future. However, simply having a vision is not enough to guide a company towards success. As an effective goal-setting framework and a performance management tool, OKR is used by organizations to establish a solid ground for alignment around the overall company strategy and vision. It does this through inclusion and empowerment at all organizational levels to implement the strategy and achieve those goals, ensuring proper alignment, ongoing communication and improvement throughout all departments, teams, and individuals.

As adesso, our team of expert consultants provides OKR coaching and consultancy services to help large institutions focus and align at the strategic and operational level.

Our services include:

- ▶ Purpose, Vision and Strategy Discovery Workshops, including Ecocycle and “Purpose to Practice Workshop”
- ▶ OKR and KPI trainings to teach the principles and best practices of these frameworks
- ▶ Leadership OKR Onboarding and Piloting, which involves introducing OKRs to leadership teams and piloting their use in selected departments and teams
- ▶ OKR rollout to all teams, tailored for OKR impact teams to maximize efficiency and optimize the value delivery process
- ▶ OKR coaching and mentoring to ensure correct and standardized application of OKR processes and methods.

We begin the process with leaders and senior management by establishing the company's vision, mission, and strategies. We then work with pilot teams to trial and become familiar with OKRs. Once the OKR process has been adapted to the organization and proven successful, we roll it out to all teams. Our coaching and mentoring efforts focus on helping teams learn by trying, so they can continuously improve and optimize the OKR process for their organization. By coaching teams closely over multiple cycles, we aim to ensure that OKRs and KPIs become an integral part of the organization's culture and way of working.

### Service Metrics

Effort : 6-20 Person/Month

Duration : 6-18 Months

Team structure : 1 OKR Coach | Agile Coaches | 1 Coordinator

### Tooling



Miro



Jira

## motivations\_

- ▶ Poor communication and siloing between teams and departments
- ▶ Misalignment between the work being done and the overall company strategy and vision
- ▶ Difficulty adapting to market conditions and failing to gain competitive advantage in the market
- ▶ Inability to work towards a shared goal due to a lack of a clear vision or insufficient communication

## prerequisites\_

- ▶ C-suite and upper management engagement and commitment to the process

## recommended adesso services\_

- ▶ Agile Transformation
- ▶ OKR Training

## deliverables\_

- ▶ A shared company vision and mission generated with an extended representation across all company levels and with key players
- ▶ Strategic objectives and OKRs aligned at department and team level, fully in line with company vision and mission
- ▶ Cross-functional OKR Impact teams to deliver maximum value in every OKR cycle
- ▶ A clear and end-to-end OKR structure tailored for the organization's needs
- ▶ OKR boards on strategy, coordination, and team levels

## references\_

- ▶ Mercedes-Benz
- ▶ MSD

## contacts\_



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