FORÜ

LEADERSHIP DEVELOPMENT & ORGANIZATIONAL ADVISORY

FORÜ GROUNDWORK · OKRS

OKRs:

Turning Strategy into Shared *Priorities.*

Clarity is not the byproduct of execution.
It is the *infrastructure for it*.

A practical guide for leaders responsible for translating organizational ambition into measurable progress.

WHAT ARE OKRs?

OBJECTIVE

What are we trying to accomplish?

A clear, meaningful, directional goal that inspires and provides focus.

KEY RESULTS

How will we know we accomplished it?

Specific, measurable outcomes that indicate progress.
They describe what must change, not what work will be done.

INITIATIVES

What might we do to achieve it?

Projects, actions, and activities that help drive progress toward the key results.

THE DISTINCTION THAT MATTERS

"Train the client services team."	VS.	"Increase client retention from 82% to 90%."
AN INITIATIVE		**A RESULT**

Activities are important. Outcomes are the measure of impact.

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We help leaders and organizations build the internal capacity to meet an evolving world.

HUMAN POTENTIAL. | SYSTEMIC IMPACT. | SUSTAINED CHANGE.

EXAMPLE IN ACTION

OBJECTIVE

Create a consistently exceptional client experience.

KEY RESULTS

1. Increase client retention from 82% to 90%.
2. Improve average client satisfaction from 4.1 to 4.6.
3. Reduce unresolved client concerns older than seven days by 50%.

POSSIBLE INITIATIVES

- Redesign the client onboarding process.
- Train managers on service recovery.
- Introduce a weekly review of unresolved concerns.

WHAT EFFECTIVE ORGANIZATIONS DO DIFFERENTLY

THEY FOCUS.

OKRs identify the few priorities that deserve concentrated attention. When everything becomes an OKR, nothing is truly prioritized.

THEY MEASURE OUTCOMES.

Completing a project does not necessarily mean the organization achieved the intended result. Outcomes over effort.

THEY CLARIFY OWNERSHIP.

Every objective requires a clearly accountable owner, even when several teams contribute.

THEY CREATE A REVIEW RHYTHM.

OKRs should guide ongoing conversations, decisions, and resource allocation. They are not a quarter-end review.

THEY MAKE TRADEOFFS VISIBLE.

A meaningful priority requires leaders to decide what will receive less attention, fewer resources, or a later timeline.

THEY USE RESULTS TO LEARN.

A missed key result should prompt examination and adaptation but is not automatic evidence of failure.

THE FORÜ PERSPECTIVE

OKRs do not create clarity.

They expose whether clarity already exists.

Poorly functioning OKRs can reveal:

- Unclear or overly broad strategy
- Too many competing priorities
- Conflicting leadership expectations
- Weak decision rights
- Unspoken resource constraints
- Limited trust or psychological safety
- An unwillingness to make meaningful tradeoffs

Before asking whether the organization has written the right goals, ask whether you have created the conditions required to pursue them.