

5-Step Guide for Founders on Strategy Execution



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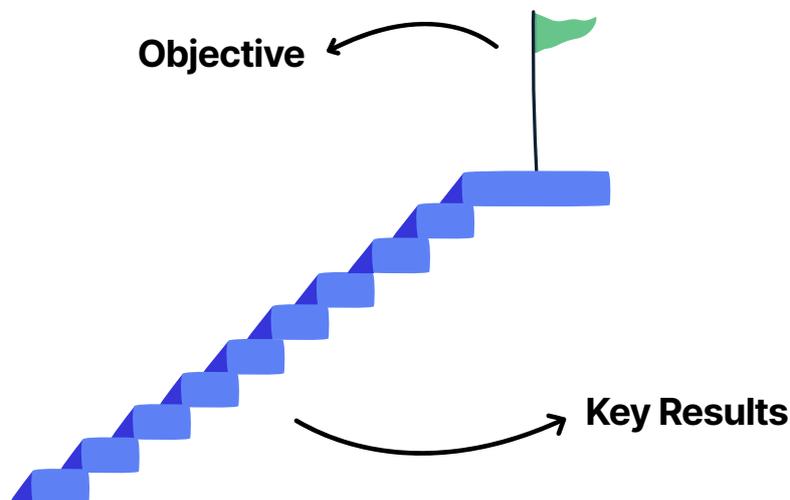
John Doerr says, “Ideas are precious, but they’re relatively easy. It’s an execution that is everything.”

More often than not, as a Founder, you will experience the ‘knowing-doing’ gap between a great idea and making it happen. How then, as the Captain of the Ship, do you come up with practices that could transform your core vision into what is achievable?

Needless to say, what you need is a team that rallies along with your mission and vision. You see them as a group of highly engaged and energized people who want to achieve just as much as you do. As you flip through success stories of companies that made it big, you will discover that the very key to achieving high growth at a sustainable and scalable pace is to make every employee in the company believe in, and contribute to, the big picture. And the best way to get employees to believe and contribute is by crafting the right goals which are Realistic yet Aspirational.

OKRs, when done the right way, impact the core functioning of your company just like Pilates, which works on your core and transforms your entire functioning. When you get the core of your company’s functioning right, it creates the right purpose, increases engagement, enhances communication, increases collaboration, and promotes transparency. By the way, those are the core features of OKRs too!

What are OKRs?



OKRs are a strategy-execution framework developed by Intel’s Andy Grove and publicized by John Doerr in his book Measure What Matters. The framework was created to suit the agile and rapidly changing business climate of today’s times by aligning teams to strategic priorities while measuring the growth and progress of the company as a whole.

It’s not surprising that companies are stepping forward to use OKRs, to supercharge growth, drive change, innovate, or excel in their ambitious goals. However, 77% of companies have been unable to sustain OKRs, but the ones which did were able to grow 3X by introducing a discipline around managing outcomes.

Here's a 5 Step Guide for Founders to Introduce and Sustain OKRs -

Step 1: Preparation

Before you introduce OKRs, it's important to take a step back, and reflect on 'What's the pain' that OKRs would be solving. Is it a misalignment problem? Are competitors swooping on your business, and you need to differentiate, hence OKRs? Is it 'What got you here would not take you to the next 20 Million'?

As the sponsor of OKRs, write a compelling message that talks about:

- What's your business context today? What is the thought picture of the future?
- What's the big Pain which you are dealing with as a company?
- What are OKRs? How will they help?
- What's in it for teams who get onto OKRs?
- What's next?



Step 2: Crafting OKRs

Well, OKR writing is truly a craft. Here are three principles to get you started:

2.1 Write OKRs as teams than individuals

OKRs are a fundamental shift from ME to WE. They are best adopted when teams come together to select high-velocity business metrics, which connect and align to the company and bi-directionally to teams.

For eg: If one of the Strategic priorities of the company is growth through partnerships. A Key Result would be Increase partner sign-ups from 10 to 25.

A team comes together and writes their own Objective which goes like 'Double down on onboarding partners in order to drive growth.' To support this objective, the team then comes up with KR for eg: Increase pre sign ups from 0 to 15 or Reduce partner onboarding time from 5 days to 2 days.

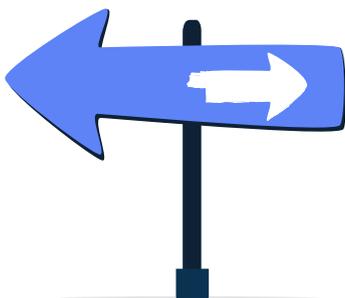
2.2 Select the right metrics.

One of the biggest traps in writing OKRs is selecting cheeky little tasks such as KR or outcome metrics or Vanity metrics which really get the company nowhere. Picking the wrong metrics can truly be disastrous.

Here are some examples of tasks, 'Writing 5 Blogs, making 10 calls per day, or building feature X'. Or here's another one, instead of measuring website impressions, teams may want to deep dive into a value-add metric like 'Increasing Organic impressions from X to Y.'

2.3 Think about Lead indicators vs Lag indicators

It's often observed that Lag indicators come naturally to one. Revenue, churn, CSAT, and Employee Satisfaction are all lag indicators. While writing OKRs, think about the Lead indicators, if controlled sooner,



which could have a stellar impact on the Lag. E.g: Product Adoption metrics are a great Lead indicator of Churn.

Step 3: Weekly Check-Ins

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_____ updates for the week missing!

After the initial infatuation around writing OKRs, the moment of truth is to sustain OKRs. 80% of OKR rollouts fall off, without setting up a cadence. Here's where you can experience the power of Weekly check-ins. During Weekly check-ins, teams come together to look for:

- Which KRs are progressing week on week, and which ones are not?
- Where are the blockers?
- Who in the company can help ease these blockers?
- Any changes we need to bring to our tasks/experiments?

Step 4: Leadership Check-ins

Leadership reviews on OKRs are one of the most powerful ways to sustain OKRs. If leaders are reviewing, coaching, and removing blockers in OKRs achievement, Teams would have a natural attraction to managing by OKRs. During Leadership reviews, look for cues on:

- KRs at risk and the team to which they're aligned
- What are the top blockers?
- Are there any recurring blockers?
- Any adjustments to be made to the OKRs?
- How is the team morale?



Step 5: OKRs Retro-Reboot

Reflections definitely have penny-dropping moments indeed. The OKRs retro-reboot is an important ritual at the end of 90 days, which gets teams to reflect on.

- What made their OKRs surge ahead?
- What made some lag?
- What are the learnings?

These five important steps are what can make or break the OKR rollout in your organization. It is important to remember that while no one size fits all, you can build up from these steps to customize the framework to align with your company's culture. As a leader, it isn't easy to rally your team along to focus on the most vital strategic priorities - but having OKRs makes it more than possible. Check out our wealth of resources on sustaining meteoric growth, and in the meantime...

...Here's a complimentary OKRs calendar to share with your teams!

fitbots OKR Calendar 2022 Q2

	Duration	OKR Phase	Agenda
Week 0	Mar 28 - Apr 1	Preparation	Plan for the strategic priorities by Sponsors
	Mar 28 - Apr 1		Selection of Teams to be part of OKRs
	Mar 28 - Apr 1		Identifying the OKR Champion
	Mar 28 - Apr 1		Communication by Sponsor to teams who are to adopt OKRs
Week 1	Apr 4 - 8	OKR Crafting	Company OKRs Crafting basis strategic priorities
	Apr 4 - 8		Department and Team OKR Crafting
Week 2	Apr 11 - 15	OKR Implementation	Update your OKRs on Fitbots, connect & Align bi-directionally
Week 3 - 12	Apr 18 - June 24	OKR Cadence	Weekly Check Ins by Team Champions. Update, track progress on platform. Use CFRs to communicate, celebrate and course correct.
Week 6	May 9 - 13	Mid-Quarter Check-In	Leadership Check-ins with champions to check progress, understand KR's at risk, redefine priorities, celebrate wins and accelerate progress for the remaining weeks
Week 12+*	June 27 - 30	OKR Retro Reboot	Reflect on the quarter gone by, what worked, what can be better and plan for the next quarter to achieve strategic priorities

*Week 12 becomes Week 0 of the next Quarter.

There's a visual calendar broken down monthly and then weekly on the page ahead.

Feel free to pick a day in the week for you check in meetings and highlight it there!

We wish you a successful OKRs implementation :)

fitbots OKR Calendar 2022 Q2

March 2022

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	Week 0

April 2022

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	Week 1
10	11	12	13	14	15	Week 2
17	18	19	20	21	22	Week 3
24	25	26	27	28	29	Week 4
30						

● Preparation

● OKR Crafting

● OKR Implementation

● OKR Cadence

May 2022

S	M	T	W	T	F	S
1	2	3	4	5	6	Week 5
8	9	10	11	12	13	Week 6
15	16	17	18	19	20	Week 7
22	23	24	25	26	27	Week 8
29	30	31				

June 2022

S	M	T	W	T	F	S
			1	2	3	Week 9
5	6	7	8	9	10	Week 10
12	13	14	15	16	17	Week 11
19	20	21	22	23	24	Week 12
26	27	28	29	30		Week 12*

● OKR Cadence

● Mid Quarter Checkin

● OKR Cadence

● OKR Retro Reboot

Print this calendar for your team as a reminder to do their check ins and successfully implement OKRs for this quarter and the next!

For more resources visit www.fitbots.com.

Sign up for a [21 day free trial](#) of fitbots!