



Viva Goals Adoption Guide

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Adoption Guide Overview

Purpose of this document:

Adopting new technology brings change, and change can be daunting. The purpose of this document is to help you successfully achieve company-wide adoption of Viva Goals.

This easy-to-follow guide will walk you through the steps of deploying Viva Goals in your organization to help ensure employees make the most out of OKRs and Viva Goals.

Successful Adoption Looks Like:

Alignment

Clear alignment between daily employee work and strategic business priorities.

Awareness

All users are aware of Viva Goals, its value, and how to use it.

Engagement

Long term adoption with data-driven goals and relevant communications, with proactive senior leadership support.

1. Access

Access Your Environment

Understand access requirements:

Microsoft or Office 365 Subscription

Viva Goals will be discoverable to all users with a paid Microsoft or Office 365 subscription and access to Microsoft Teams.

Assess Readiness

What is Readiness?

The willingness and preparedness of your users and your organization to use Viva Goals. It's important to determine how receptive your users will likely be to changing the way they work and adopting new technology. Your rollout plan should reflect the readiness of your organization.

Determining readiness and appetite for change requires:

- **Create a shared need and vision:** Share your reason for change and need for action now
- **Explain the change required:** What does current state look like and what will future state look like?
- **Mobilize commitment:** Identify key stakeholders and solidify executive sponsorship; analyze resistance

Determine readiness by asking these questions:

- What were the success factors when previously rolling out new technology? What were the pitfalls?
- Are there other major rollouts or events happening in your organization?
- What internal resources can be leveraged to help spread awareness? For example, existing communication channels, training cadence, and leadership events.
- What are the benefits and the risks associated with this rollout?
 - How can you highlight the benefits?
 - How can you mitigate the risk?



Pro Tip: Run a detailed analysis and identify readiness by team and user group; we recommend piloting Viva Goals on one team first to identify and address any issues in an early, controlled environment.

2. Plan

Define Success Criteria

Define Your Goals

- What are you trying to accomplish with Viva Goals?
- What does success look like with Viva Goals? Be specific. What do you hope to increase and decrease, and by how much? Describe your future state. You can even use the OKR framework to define success for Viva Goals, and assign yourself or your team this OKR.



Objectives: what you want to accomplish

Objectives are clear, inspiring goals. To sharpen focus, limit yourself to 5 objectives.



Key Results: how you will measure success

Key results are your measurable outcomes. They should be ambitious but achievable, and quantifiable enough to lead to objective grading. You should have 3-5 key results.



Projects: activities which will help achieve measurable outcomes

Projects are your path to impact for each key result. They are the individual activities whose execution will impact performance on the defined objectives.

Identify key results and milestones

- Your key results should improve based on adoption and will show leadership the impact of Viva Goals on your business
- Establish milestones. Where are you today and where do you hope to be after a quarter? After two quarters? After a year?

Determine ways to gather and measure user satisfaction and progress against benchmarks.

- Examples include employee NPS, internal survey data, and [user data from Viva Goals](#).

Assemble your core team

Adopting new technology and methodology requires buy-in and support from across the business. Below are key groups and team members who can help bridge the technology and business outcomes that matter to your organization. Each group or member has a specific role in implementation and adoption and should be engaged early and often.

Key Groups

- Executive Sponsors
- OKR Super Champion
- Team Owners
- OKR Champions

Additional core team members

- Project Lead
- Department Leads (Stakeholders)
- IT Specialists
- Communications Lead
- Employee Training Lead
- OKR Community / L&D Leader
- Early adopters

Role	Responsibilities
Executive Sponsor	Communicate high-level vision and values of Viva Goals company-wide.
Super Champion	Ensure the business goals are realized from adoption of Viva Goals.
Champions	Help evangelize Viva Goals and manage objection handling.
Project Lead	Oversee Viva Goals deployment process and logistics.
Tenant Admin (IT Specialist)	Oversee all technical aspects of the Viva Goals deployment and rollout.
Department Leads (Stakeholders)	Identify how departments will use Viva Goals and encourage engagement.
Early Adopters	Use Viva Goals early on and provide feedback to help smooth out any issues ahead of broad launch to entire organization.
Employee Training Lead	Manage and communicate training content about Viva Goals.
OKR Community / L&D Leader	Owns the creation and management of an internal community focused around OKRs, enabling broad discussion, and coordinating learning opportunities across the company.

Understand common adoption concerns

*Parts of my organization are not fully bought into OKRs.
How do I mitigate this?*

Resolution 1: Discuss the people-centric benefits for each user.

Executives

- Better understanding of progress on largest business initiatives whenever, wherever
- Stronger cross-collaboration between departments and teams
- Ensuring initiatives and projects are based in the company mission and vision
- High-performing, empowered employees

Team Managers

- More focused priorities and team meetings
- Transparency and collaboration between teams and departments
- Clear alignment to business initiatives
- Accountability and ownership on OKRs
- Strong understanding of where to allocate time and resources

Individual Contributors

- Deep understanding of how daily work aligns with company mission, vision, and business impact
- Brings purpose to work
- Transparency on biggest priorities for the whole company and individual teams
- Ability to prioritize growing number of tasks

Resolution 2: Discuss the changes that need to be made across the organization and why

Executives

- Incorporating OKRs into annual planning
- Learning how to write OKRs (Focusing on outcomes vs. outputs)
- Using new software to track OKRs
- Transparency across all leadership goals
- Pivoting to a growth mindset vs. fixed mindset (70% is ok—but what did we learn and how will we carry these lessons forward?)

Team Managers

- Changing team meeting structure with a focus on impact: OKRs
- Facilitating a bottoms-up goal process so that every employee feels heard and empowered
- Using new software to track OKRs
- Setting expectations to review and check-in with OKRs
- Learning how to write OKRs

Individual Contributors

- Using new software
- Informing performance conversations with OKRs
- Having visibility into impact of work and alignment to company's mission, vision, and business goals

What is the implementation time for Viva Goals?

Implementation time varies by customer. From our experience, implementation time can vary around 4-6 weeks depending on complexity.

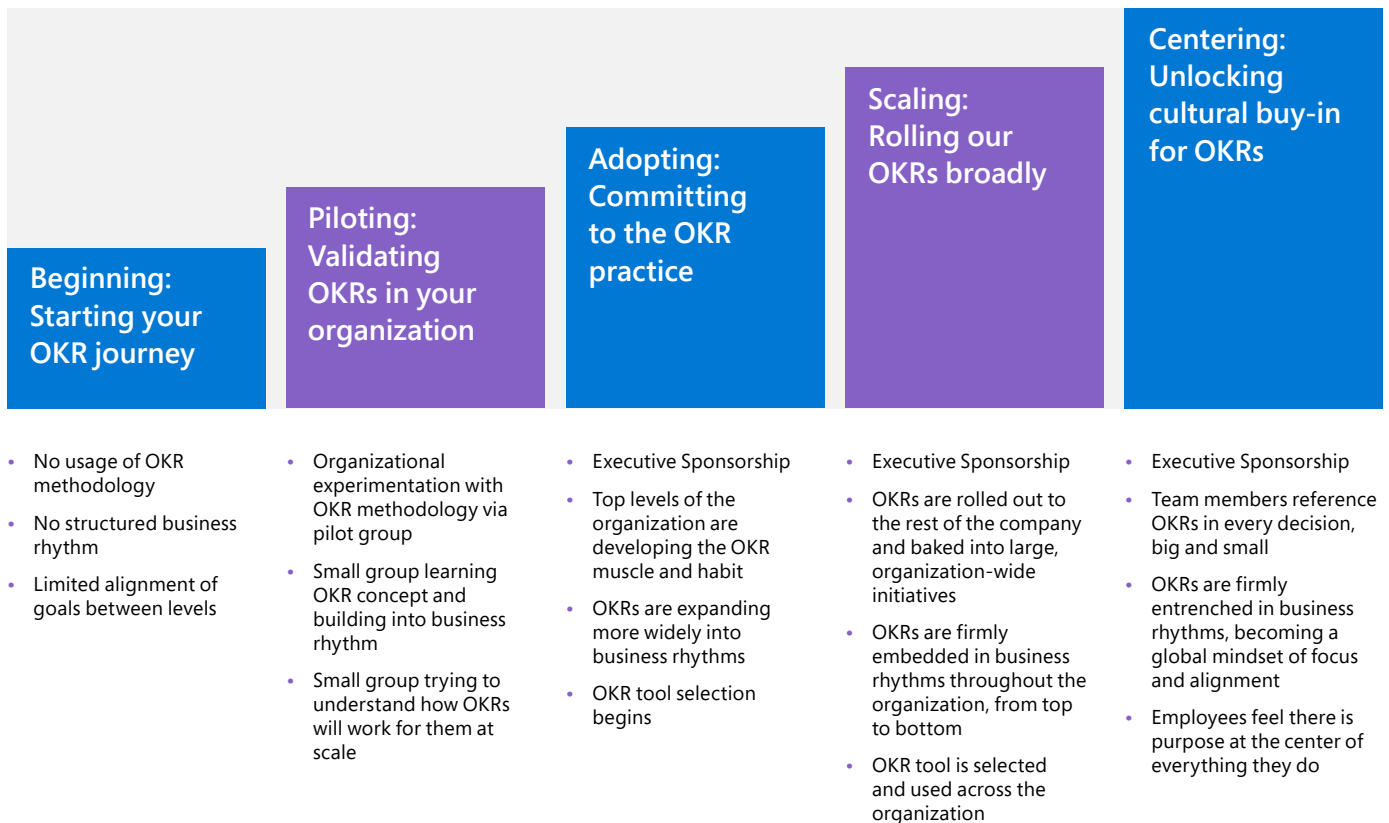
How does Viva Goals handle multi language needs?

Viva Goals is currently available only in English (US).

3. Deploy

Your end goal is to have Viva Goals operating across your entire organization so that you can connect the daily work of every team member to business outcomes.

However, as we navigate the [OKR Maturity model and change management associated with deployment](#), we recommend easing your organization into OKRs with a user pilot.



The benefits of a user pilot are two-fold: first, you'll quickly learn how the methodology works within your organizational culture and gain insight into the challenges and opportunities.

Second, your pilot group can act as an example for the rest of the organization. Their success in achieving their objectives will serve as a motivator for more groups to get on board.

Here are three ways to conduct a user pilot:

1. Leadership-Only Pilot Group

One of the most popular ways to roll out an OKR program is from the top-down. The benefit of going this route is that leadership is fully behind the program, and OKRs are very well aligned. Here's how it goes:

- **In the first quarter, OKRs are set by the executive team.**
Because OKRs are transparent in nature, the entire organization will have visibility into these goals.
- **Throughout that first quarter, a weekly cadence for check-ins is set as an example.**
Meeting agendas are structured around measurement of OKRs.
- **After a successful first quarter, Team Managers are trained.**
They develop their OKRs, which are aligned with the senior leadership team.
- **After another quarter or two, Team Managers expand their Key Results.**
At this point, individual team members become involved.
- **Ask participants to take the [OKR Leadership Program learning path on-demand](#).**
So that every pilot participant feels empowered to educate, engage, and upskill their employees in OKR methodology and software.

2. Department Pilot Group

Another popular rollout method is for one individual department or group (for example, the marketing or IT department, or a product engineering team) to run a top-to-bottom rollout involving team managers and individual employees. Here's how it goes:

- **With formal or informal support of upper management, the group adopts a weekly cadence for check-ins for 1 to 2 quarters, experimenting with what works and making agile changes.**
Along the way, team managers report back to management regarding successes, challenges, and recommendations.
- **Once the individual department and management is comfortably in a rhythm, a training plan is formulated to roll out OKRs to the rest of the organization.**
This plan uses the lessons from the individual department to make the process as smooth as possible for the organization as a whole.
- **Ask participants to take the [OKR Leadership Program learning path on-demand](#).**
So that every pilot participant feels empowered to educate, engage, and upskill their employees in OKR methodology and software.

 **Sample Email Template for Pilot Participants**

Send To: Pilot participants

Subject Line: Join me in the Viva Goals OKR Leadership Program!

Hi team,

We are excited to announce that we've been invited to join [Viva Goals OKR Leadership Program](#) as part of our onboarding process.

What is the OKR Leadership Program (OLP)?

OLP is Viva Goals' OKR "train the trainer" program that enables team leaders (OKR Champions) to educate, engage, and upskill their employees in OKR methodology and software. It is open to everyone, but the first people to do this within an org should be leaders, champions, and team leads.

Take the [OLP learning path digitally on-demand here](#). You will be awarded a trophy upon completion which you can share to your LinkedIn.

If you have any questions as you're getting started, drop me a note or email askgoals@microsoft.com, and someone will be in touch ASAP.

Cheers,

<OKR SUPER CHAMPION/PROJECT LEAD>

3. Another Option: The Big Bang Theory

While we subscribe to a "crawl-walk-run" approach to pilot your OKR program, mature companies that can efficiently and effectively lead the organization through change may choose to launch OKRs organization-wide all at once.

The advantage of this "Big Bang" approach is that companies are able to leverage the momentum of the initial kickoff, and realize the benefits of OKRs more quickly across the entire organization. However, this approach often requires more resources, and thus is most successful when company leadership is fully bought in, communication is clear, and rollout is supported by the [Get Started with Viva Goals](#) learning path.

No matter which path you choose, it's important to find out what works best for your organization. Be patient, as it usually takes a few quarters to get comfortable with change. Soon you will get into a solid rhythm and your OKR program will grow, mature and transform your organization in the process.

Measuring Success

Your goals define the outcome you want and enable you to measure the success of your Viva Goals rollout.

It's essential that you get full participation from stakeholders in defining your OKRs to help ensure they feel a sense of ownership and align these measures of success to defined project tasks. OKRs should include a mix of technical and user-focused success.

Objective	Key Results	To Do
<p>Implement Viva Goals in FY22 so we can improve focus and grow our business</p>	<p>KR1: 100% of SLT add OKR in Q1.</p> <p>KR2: Onboard and train 500 users in Q2.</p> <p>KR3: 100% of users added OKRs to Viva Goals in Q3.</p>	<ul style="list-style-type: none"> • Identify pilot users • Create a pilot test plan • Enable pilot users on Teams • Implement the pilot • Execute a pilot feedback survey • Measure pilot success
<p>Build a rhythm of business on Viva Goals so we can embed OKRs into our daily work- life.</p>	<p>FY22 Q2 SLT business review conducted and completed in Viva Goals</p> <p>KR1: Increase use of Viva Goals dashboard in All-Hands meetings from 1x to 3x in Q2.</p> <p>KR2: Increase Team dashboards usage from 1x month to 2x per month.</p> <p>KR 3: 100% Team Managers complete 1 check in per month.</p>	<ul style="list-style-type: none"> • Company OKRs added in Viva Goals • Managers complete at least 1 check-in • Create a compelling review dashboard

Getting Started Checklists

These checklists should help everyone involved in Viva Goals rollout understand what they are responsible for and the order in which this work needs to be done. [Learn more about roles and responsibilities for a Viva Goals OKR program rollout here.](#)

OKR Champion/Project Lead Checklist

Pre-Pilot

Take the [OKR Leadership Program learning path on-demand](#), at your own leisure.

- Outline pilot logistics.** A successful pilot has defined start and end dates, and clearly defined OKRs for measuring success.
- Enlist project stakeholders.** Much like an orchestra, a successful rollout requires a skilled team working together in concert to have a great performance. [These are your key roll out team members and their responsibilities.](#)
- Select your early adopters.** These early adopters are leaders and individual employees and teams within your organization, sometimes with direct ownership of OKRs, other times simply observers to organization goals.
- Complete technical readiness activities.** This means every user is provisioned and administrators are trained.
- Prepare user readiness plan.** Customize communication templates and test plan.
- Send the Pre-Pilot Announcement email ([link to template](#)) to pilot participants.** This should happen at least one week before pilot begins.
- Send the "General Announcement" comms to every employee at the start of broader rollout planning.** As soon as users hear that Viva Goals is coming, they will start talking. Communicating early helps users feel included, reduces confusion, generates excitement, and accelerates usage and adoption.

 **Pre-Pilot Announcement**

Why Is This Important? To ensure optimal representation in your user pilot, finalize participation and ready users for the upcoming pilot.

Send To: Identified pilot participants

Send From: Project Lead CC: Viva Goals Leads (Jatone/Briana)

Timing: One Week before pilot kick-off

Subject Line: Please read: Viva Goals Pilot Begins in One Week

Body of communication:

I'm excited to share that we're rolling out Viva Goals internally to use org-wide, and our pilot of Viva Goals begins in just one week. You have been selected to participate in this pilot to help test and validate this tool and share feedback to help ensure a successful launch to the broader organization.

The Viva Goals pilot will take place from **<INSERT DATES>**. As a participant in the pilot program, you receive:

- Early access to Viva Goals
- Access to on-demand learning courses for everything you need to know about using Viva Goals and OKRs
- A chance to expand your community by joining cohorts of people piloting Microsoft Viva Goals
- Survey to share your feedback and suggestions

Call to Action

- Please respond to this email by **<DATE>** if you cannot participate during the above-referenced pilot timeframe, please reply to this email by **<DATE>**. Otherwise, look for the next email once you are ready to begin the pilot.
- Visit [Get Started with Viva Goals](#) for an overview to learn more about OKRs and Viva Goals.

Thank you,

<PROJECT TEAM STAKEHOLDER>

Pilot

- Conduct your pilot.**
 - Send the Pilot Kickoff email template ([link to template](#)) to your early adopters at the start of your pilot.
 - Ensure early adopters [enroll in the OKR Leadership Program on-demand](#).
 - Send the Pilot Midpoint Check-In email template ([link to template](#))
 - Send the Pilot Wrap-Up email template ([link to template](#)) to early adopters at the end of the pilot
- Assess learning, evaluate your go-forward plan, and share with early adopters.**

Post-Pilot

- Onboard the next phase of users. ([link to template](#))
- Create an [OKR playbook](#) for your organization.
- Create an ongoing adoption plan to drive user momentum.
- Identify OKR Champions across your organization and set expectations for involvement.
- Create an online OKR community to encourage OKR adoption.

 **Pilot Kickoff Email Template**

Why Is This Important? To announce the start of the Pilot and ensure users have what they need to actively participate.

Send To: Identified Early Adopters

Send From: Communications Lead

Timing: On Pilot Start day

Subject Line: Action Required: Viva Goals Pilot Begins Today

Body of communication:

The Viva Goals pilot has officially started. You can work through the attached test plan, take advantage of Viva Goals OKR tracking capabilities and on demand training resources. Using Viva Goals will allow you to gain greater visibility on our organization OKRs and can provide a great home for your individual team OKRs to highlight alignment for your teams with broader organizational objectives.

Our goal with our internal Viva Goals pilot is to [give context into the goals for your pilot].

What's in it for me?

The benefits of starting to manage your OKRs in Viva Goals are many, including:

- Be one of the first to use Viva Goals at [company name]
- Put your most important objectives at the center, so you can spend less time managing goals and more time achieving them
- Expand your OKR community by connecting with other cohorts leaning in to OKRs

✉ Pilot Kickoff Email Template (Cont.)

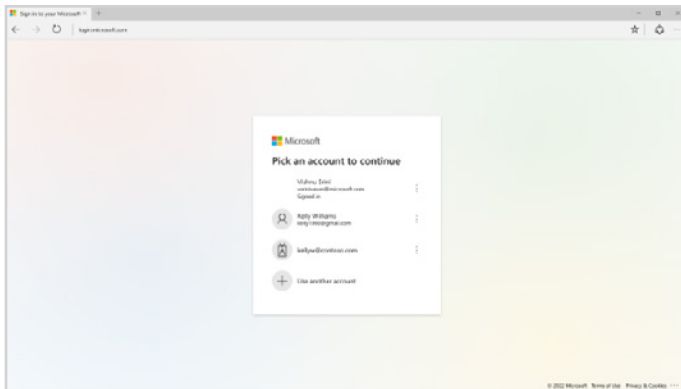
Here I how to get started and what you can expect to happen next:

Action: Sign up

Suggested Timing: Now

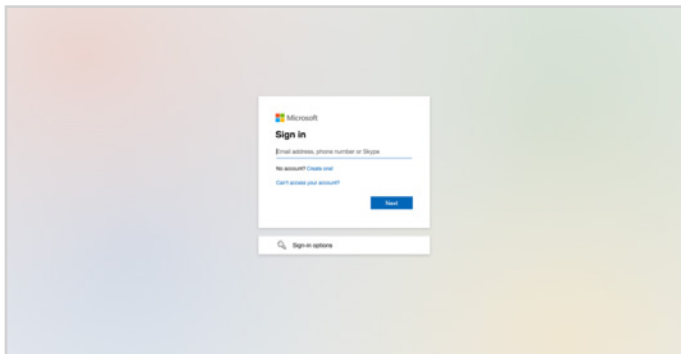
Details:

1. Go to goals.microsoft.com. You will be directly taken to the AAD login page.
2. If you are already logged into any of the other Microsoft services (Outlook, Teams, Yammer, etc.) You will be taken to the following screen.



Once you pick the correct log-in ID, you will be taken to the Viva Goals landing page.

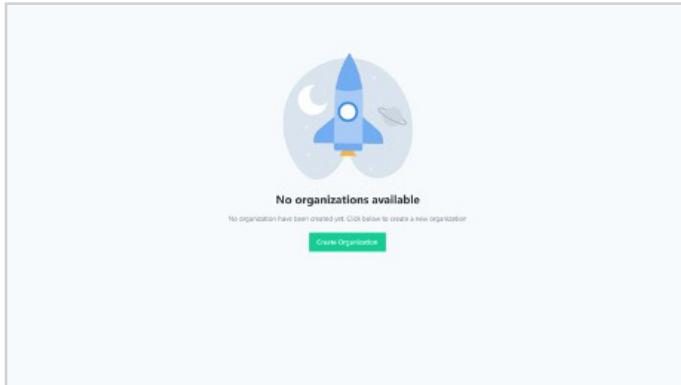
If you are not already logged into any other Microsoft services (Outlook, Teams, Yammer, etc.), you will be taken to the following screen:



You will have to enter your AAD log-in credentials (Email and password) and then you will be taken to the Viva Goals landing page.

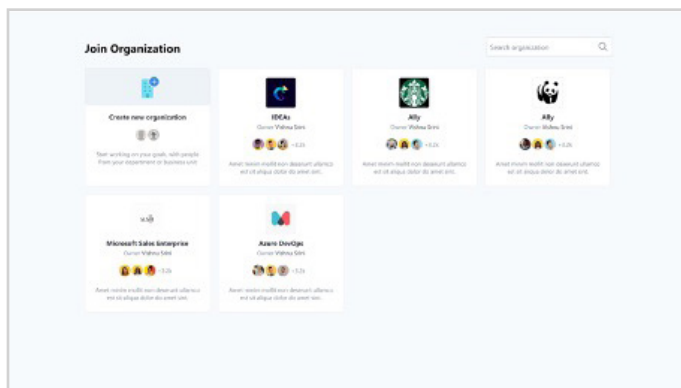
✉ Pilot Kickoff Email Template (Cont.)

3. Landing Page: If there are no Orgs created in your Viva Goals tenant, you will be taken to the following page:



From here, you can create a new Organization as well.

If there are Organizations created in your Viva Goals tenant but you have not been added to any of them, you will be taken to the following screen:



Here you can request to join an new Org.

If you have already been added to one or more Orgs, upon log-in, you are directly taken to the Org landing page.

 **Pilot Kickoff Email Template (Cont.)****Action: Learn****Suggested Timing: <ADD DEADLINE>****Details:**

The full Viva Goals self-service learning library is accessible here, but we'd recommend you prioritize:

- [Learn OKR essentials with Viva Goals](#)
- [How to write effective OKRs with Viva Goals](#)
- [Create, track, and close your OKRs with Viva Goals](#)

Then earn your Get Started with Viva Goals trophy by taking a short quiz!

Action: Set Up**Suggested Timing: <ADD DEADLINE>****Details:**

Be prescriptive about what you want users to do in Viva Goals with actionable next steps

Example:

First, spend some time getting to know the platform and poking around on your own. We've partnered with the LT to pre-load all of our top-level team OKRs into the platform.

We encourage you to add your own team OKRs to the tool as well!

Action: Use**Suggested Timing: <ADD DEADLINE>****Details:**

Complete your first check in and start leveraging Viva Goals in your team ROB to manage OKRs!

Action: Document your experience**Details:**

Take notes and document your experience. We will provide a survey at the end of the pilot to share your feedback.

 **Pilot Kickoff Email Template (Cont.)****Org Specific FAQs**

- What am I supposed to do on Viva Goals? How do I integrate this into my workflows?
- I have a different system that works for my teams OKRs. Do I have to add them to Viva Goals?

Learn More

Get [advice and answers](#) from the Viva Goals team about using Viva Goals and OKRs.

✉ Pilot Midpoint Check-In Email Template

Why Is This Important? To remind pilot participants about required participation.

Send To: Identified Early Adopters

Send From: Project Lead

Timing: At Pilot Mid-point

Subject Line: Reminder: Complete your Viva Goals Pilot Action Plan

Body of communication:

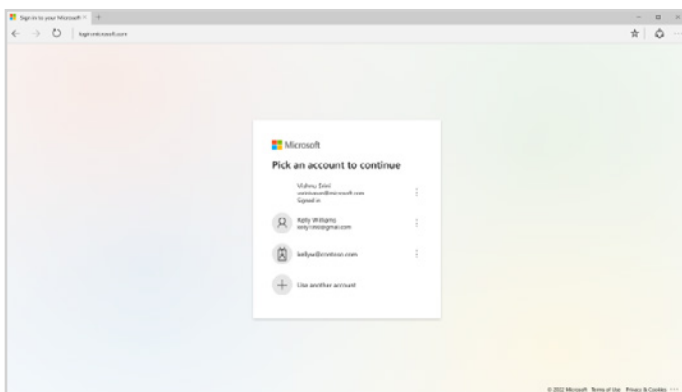
We are half-way through the Viva Goals pilot, and we hope you are exploring all that Viva Goals has to offer as you continue to work on and develop your OKRs. As a reminder:

Action: Sign up

Suggested Timing: Now

Details:

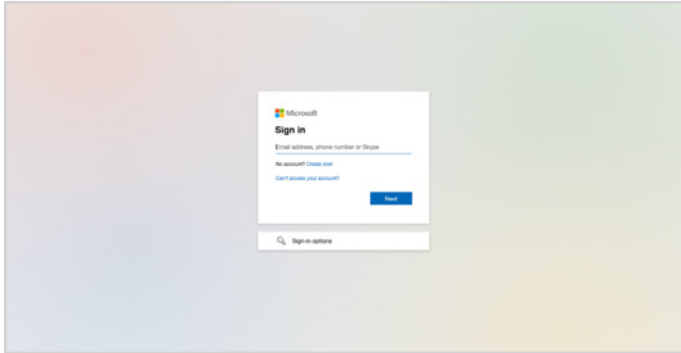
1. Go to goals.microsoft.com. You will be directly taken to the AAD login page.
2. If you are already logged into any of the other Microsoft services (Outlook, Teams, Yammer, etc.) You will be taken to the following screen.



Once you pick the correct log-in ID, you will be taken to the Viva Goals landing page.

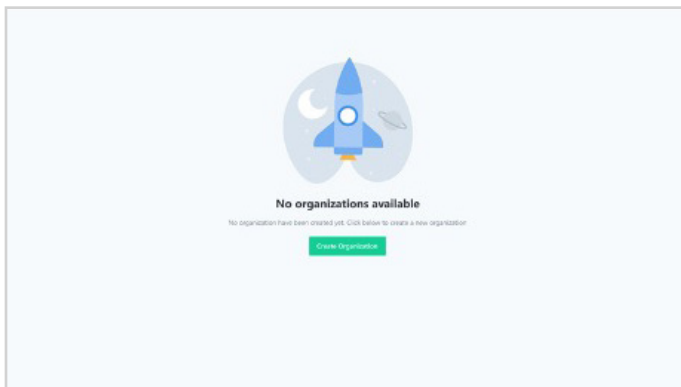
✉ Pilot Midpoint Check-In Email Template (Cont.)

If you are not already logged into any other Microsoft services (Outlook, Teams, Yammer, etc.), you will be taken to the following screen:



You will have to enter your AAD log-in credentials (Email and password) and then you will be taken to the Viva Goals landing page.

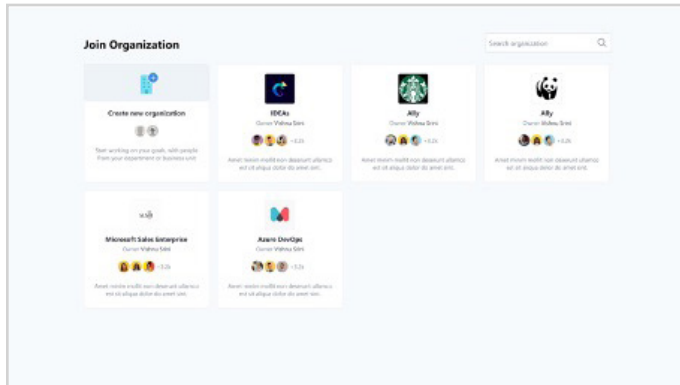
3. Landing Page: If there are no Orgs created in your Viva Goals tenant, you will be taken to the following page:



From here, you can create a new Organization as well.

✉ Pilot Midpoint Check-In Email Template (Cont.)

If there are Organizations created in your Viva Goals tenant but you have not been added to any of them, you will be taken to the following screen:



Here you can request to join a new Org.

If you have already been added to one or more Orgs, upon log-in, you are directly taken to the Org landing page.

Action: Learn

Suggested Timing: Now

Details:

The full Viva Goals self-service learning library is accessible here, but we'd recommend you prioritize:

- [Learn OKR essentials with Viva Goals](#)
- [How to write effective OKRs with Viva Goals](#)
- [Create, track, and close your OKRs with Viva Goals](#)

Then earn your Get Started with Viva Goals trophy by taking a short quiz!

 **Pilot Midpoint Check-In Email Template (Cont.)****Action: Set Up****Suggested Timing: Now****Details:**

Be prescriptive about what you want users to do in Viva Goals with actionable next steps

Example:

First, spend some time getting to know the platform and poking around on your own. We've partnered with the LT to pre-load all of our top-level team OKRs into the platform.

We encourage you to add your own team OKRs to the tool as well!

Action: Use**Suggested Timing: Now****Details:**

Complete your first check in and start leveraging Viva Goals in your team ROB to manage OKRs!

We appreciate your participation in this pilot and look forward to your feedback.

Org Specific FAQs

- What am I supposed to do on Viva Goals? How do I integrate this into my workflows?
- I have a different system that works for my teams OKRs. Do I have to add them to Viva Goals?

Learn More

Get [advice and answers](#) from the Viva Goals team about using Viva Goals and OKRs.

 **Pilot Wrap-Up Email Template**

Why Is This Important? To bring formal conclusion to the pilot and start assessing goals.

Send To: Identified Early Adopters

Send From: Communications Lead

Timing: At Pilot end date

Subject Line: Final Action: Submit Viva Goals Pilot Feedback

Body of communication:

The Viva Goals pilot has officially ended. Your final activity is to share your pilot experience with us.

Complete the pilot feedback survey by **<ONE WEEK POST PILOT END DATE>**.

Thank you for your commitment to this pilot. Your input will help ensure your colleagues have an optimal experience as well as influence our path forward with Viva Goals!

<COMMUNICATIONS LEAD>

General Announcement Email Template

Why Is This Important? As soon as users hear that Viva Goals is coming, they will start talking. Communicating with your users early helps users feel included, reduces confusion, generates excitement about Viva Goals, helping accelerate usage and adoption over time.

Send To: All Employees

Send From: Executive or Department Sponsor

Timing: At the start of broader rollout planning

Subject Line: Please Read: Introducing Viva Goals

Hi team,

I'm excited to share that we're rolling out Viva Goals internally to use org-wide, and in the coming weeks, our organization will officially begin using Viva Goals! To help prepare our organization, we'll be conducting a user pilot followed by broad enablement of Viva Goals, eventually transitioning all users to Viva Goals.

Why would I want to use Viva Goals? Here are just a few reasons...

- Using Viva Goals will allow you to gain greater visibility on our organization and our top-level teams' OKRs. It can provide a great home for your team's OKRs to highlight alignment for your teams with broader organizational objectives.
- Expand your OKR community by connecting with other companies leaning into OKRs

We will be conducting a pilot with a core group of your peers to ensure Viva Goals will meet your OKR tracking needs and determine our best path forward for the broader rollout. In the coming weeks, they will be validating Viva Goals functionality and sharing insights and experience, ensuring Viva Goals is a great fit for our organization.

✉ General Announcement Email Template (Cont.)

Call to Action:

If you would like to learn more about Viva Goals, visit [Get Started with Viva Goals](#), and keep an eye out for more information coming soon.

If you have questions or require support, please reach out to <INSERT POC>

Regards,

<INSERT NAME>

Org Specific FAQs

- What am I supposed to do on Viva Goals? How do I integrate this into my workflows?
- I have a different system that works for my teams OKRs. Do I have to add them to Viva Goals?

Learn More

- Share the [Get Started with Viva Goals learning path](#) with users who want to learn more.
- Get [advice and answers](#) from the Viva Goals team about using the software and OKRs
- Direct users to your internal community to start building momentum from day zero. More on how to build an internal community around OKRs [here](#).

Tenant Admin Checklist: Instructions for setting up Viva Goals in a tenant

Step 1: Add tenant to the allow-list

Contact Viva Goals PoC with your tenant ID, so that they can add your tenant to the allow-list.

Step 2: Provision Viva Goals Service Principals using PowerShell

Make sure you have the Az.Resources module installed, so that you can run the `New-AzADServicePrincipal` command.

Follow the instructions in the link below to install the module:

www.powershellgallery.com/packages/Az.Resources/5.6.0

Use the `New-AzADServicePrincipal` command to provision the Service principals for Viva Goals apps.

Command to be executed:

`New-AzADServicePrincipal -ApplicationId 89ca17fc-59e4-4fb4-82b0-cb89899c1bae`

Example:

```
PS /Users/rahin/work> New-AzADServicePrincipal -ApplicationId 89ca17fc-59e4-4fb4-82b0-cb89899c1bae

```

DisplayName	Id	AppId
Viva Goals	81e9e977-1888-4576-8119-5d7e993b8874	89ca17fc-59e4-4fb4-82b0-cb89899c1bae

Verify that the Service Principal got added successfully, by using the `Get-AzADServicePrincipal` command.

Command to be executed:

`Get-AzADServicePrincipal -ApplicationId 89ca17fc-59e4-4fb4-82b0-cb89899c1bae`

Example:

```
PS /Users/rahin/work> Get-AzADServicePrincipal -ApplicationId 89ca17fc-59e4-4fb4-82b0-cb89899c1bae

```

DisplayName	Id	AppId
Viva Goals	81e9e977-1888-4576-8119-5d7e993b8874	89ca17fc-59e4-4fb4-82b0-cb89899c1bae

That is all. Any user in your tenant should now be able to access Viva Goals from <https://goals.microsoft.com>.

Organization Admin Checklist

- Read about [Setup and Administration](#)
- [Read about roles, permissions and how to grant someone admin privileges](#)
- [Create teams and sub teams](#)
- [Provision users and assign them to teams](#)

New User Checklist

- Complete the [Get Started with Viva Goals](#) learning path to get a product overview, become more familiar with OKR essentials, learn the basic formula required for writing your first set of OKRs, and pass the knowledge checks to earn your Get Started with Viva Goals trophy.

4. Train and Adopt

Writing Great OKRs

Now that your team is in place, your rollout is planned, and your settings are customized in Viva Goals, it's time for you and your team to start writing OKRs!

Incorporating these best practices can help you focus, align, prioritize, and measure the work your organization is doing—all with the goal of accomplishing your mission and achieving your vision.

But sometimes, writing clear, measurable OKRs is easier said than done.

Thankfully, we've got you covered with some guidance to make the process a little easier.

First, let's break down what an OKR actually is.

What is an Objective?

An objective is the “where”—where do I want to go? You may also ask yourself what meaningful action you want to accomplish, or what exciting projects you want to take on. Challenge yourself to push beyond “business as usual.” Consider what’s preventing you, your team, or your organization from achieving success, and what you can do to overcome those hurdles. The answers to these questions will become your objectives.

We recommend 3-5 objectives (company, team, or personal) that are committed or aspirational.

- **Committed:** these are goals that will be achieved. Resources and schedules should be adjusted to make sure they get done.
- **Aspirational:** these are ambitious stretch goals that may be more challenging to reach, but have a great payoff.

What is a Key Result?

The key result is the “how”—how are you going to get there? These are not open to interpretation. They’re clear, measurable, and directly owned by the person responsible.

There should be 3-5 key results under each objective. They’ll most commonly be a measurable metric, though in some cases could be a milestone.

- **Metric (a number):** these key results will track specific quantitative outcomes that are designed to gauge success on an objective.
- **Milestone (% complete):** these are broader outcomes which can be measured by the relative completion percentage of the goal.

Your Key Results Should Always Pass the “Necessary and Sufficient” Test.

“Necessary and Sufficient” Test:

1. **Are all the key results *necessary* to achieve your Objective?**
If not, spend more time refining them to be more relevant and measurable.
2. **If you accomplish all of the key results, will you have achieved your objective?**
If not, then spend more time defining stronger (not necessarily additional) key results.

Follow the Formula

I will **OBJECTIVE** as measured by **KEY RESULTS** via **KEY INITIATIVES AND PROJECTS**

Objectives: Qualitative, aspirational goal an individual, team, or company wants to achieve. It is the final result or outcome.

Key Results: Measurable, quantitative metrics that contribute to the achievement of an objective. These results show the progress of how close an individual or team is to achieving an objective.

Key Initiatives and Projects: These are the actions that will be taken to achieve key results.

Best Practice for OKRs:

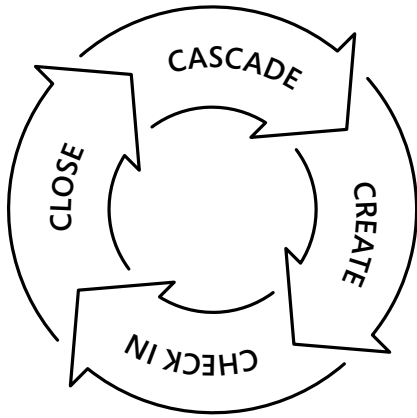
One common mistake we see when people first start out with OKRs is using Viva Goals as their to-do list. This results in too many tasks masquerading as KRs, with delivery-oriented language like “Ship,” “Deliver,” or “Implement.”

If you see this language sneaking into your KRs, use Projects instead! Projects represent the work you or your organization need to complete in order to achieve the key results that have been set. Learn more about Projects [here](#).

Always Remember Your OKRs should be:

- **Measurable.**
OKRs are all about metrics—by setting measurable key results, you’ll be able to assess the progress of your initiatives, and understand whether you achieved your goals.
- **Actionable.**
When you create a new objective, it is with the understanding that you possess the means to realize it. OKRs can generate cross-functional coordination, but your objectives should primarily be within your control.
- **Transparent.**
The OKR framework is more than goal setting—it’s a framework that requires a cultural shift to tear down traditional silos and instead, foster a culture of transparency, where all goals are open, and progress is viewable by everyone.
- **Ambitious.**
By setting stretch goals, you push boundaries and accomplish more.

The 4 C's for a Top-Notch OKR Program



Now that you're familiar with writing OKRs, let's take a look at how it comes together in Viva Goals. The 4 C's (cascade, create, check in, and close) will help you structure your OKR program in a way that helps ensure success and adoption.

1. Cascade

Goals cascade from the top to the bottom of the organization so everyone's marching toward the same big goals. At the top sits company goals that everyone will work toward. These high-level goals flow down into departments, teams, and ultimately, to the individual.

When goals are clearly laid out, individuals know exactly how and what they're expected to contribute, and by when. This promotes ownership of their piece of the business and motivates individuals to move the business forward without any hand holding. In Viva Goals, you can also see the OKRs of other members of your organization, so you know who's accountable for what. This transparency is key to ensuring the program is effective.

2. Create

Adding an OKR couldn't be easier! Enter the annual or quarterly goal you wish to achieve, and then choose where in the company it is happening (at the organization, team, or individual level), and who is responsible for its success.

Let's take a look at some examples:

Marketing

Objective: Improve end-to-end sales process to improve closing rate

Key Results:

- Execute 6 targeted lead campaigns
- Acquire 950 new MQLs for sales
- Drive \$10M in marketing-generated pipeline
- Create 4 top of funnel pieces of collateral for sales

Product/Engineering

Objective: Deliver a "must have" product in order to delight customers and grow our user base

Key Results:

- Increase our NPS score from 40 to 50
- Increase daily active users (DAUs) from 1,200 to 1,500
- Launch mobile version of the product and drive 1,000 downloads

Sales

Objective: Streamline sales pipeline in order to help our AEs work more efficiently

Key Results:

- Reduce sales cycle from 35 to 24 days
- Increase quota attainment by rep from 60% to 78%
- Increase SQL win rate from 40% to 56%

Finance

Objective: Improve bookkeeping and accounting operations in order to provide timely and error-free financial results

Key Results:

- Reduce time to complete final month-end numbers from 15 days to 10 days
- Ensure 100% of customer purchase data is synchronized between Salesforce and Stripe
- Reduce average number of required changes to month end financials after close from 4.1 to 1.5

3. Check In

You're doing great work — so make it known with Check Ins! We make it second-nature to update Results so you, your team, and your leaders have an accurate pulse-check on goal status. There are three ways to check in with Viva Goals:

- Check in right in Viva Goals. Manually check in within your Viva Goals account. You'll be able to enter your progress, the status, and an optional note for each check in. You'll also have a record of all activity for that OKR, so you can keep track of progress over time.
- Integrate with tools you're already using. Update your OKRs inside the collaboration tools you already use on a day-to-day basis, like Microsoft Teams.
- Allow for updates to automatically flow from other tools. Connect with Salesforce, Jira, or other data integrations for direct, automatic updates to your OKRs.

4. Close

Closing and scoring your OKRs is how you ultimately determine how close you came to achieving your goals. For now, though, let's stay focused on implementing the program. When you're ready, you can take a look at our help page for further details on how to score and close your OKRs.

Incorporating OKRs into Your Business Rhythms

This is where we really start to see the transformational power of OKRs. These advanced features and best practices will take your OKR program to the next level by bringing Viva Goals into your day-to-day work.

Streamline and Simplify with Integrations

One of the advantages of using Viva Goals to manage your OKRs is the series of integrations built right into your account. These allow you to seamlessly update your OKRs through an existing program in your workflow. Keep your daily work directly connected to your goals, so you can stay on track and move your business forward. Integrations are:

- **Easy.**
Connect with popular third party software with just 2 clicks.
- **Consistent.**
Maintain a consistent “source of truth” so your data always comes from the same location.
- **Automatic.**
You don’t even need to log in to Viva Goals to update your OKRs. Connect with data software—like Salesforce or Jira—and have your progress roll up automatically.
- **Seamless.**
Integrations are native, so no additional pricey software is needed.
- **Dozens of Integrations at your fingertips.**
There are dozens of programs to choose from. Integration offerings fall into four major categories: collaboration, data, authentication, and HRIS. See our full list of integrations offered with Viva Goals [here](#).

Notifications

Reminders help make updating OKRs a habit for your team and therefore drive adoption of your OKR program. In a perfect world, every employee consistently checks in on their OKRs, but we know from experience that sometimes it takes a little nudge.

You can set a custom check-in rhythm for users within your organization to send reminders via Slack, Teams, or as an email. Teams can also personalize their settings to receive notifications when and where they need them.

Learn more about [check-in notifications](#).

- **Easy.**
Connect with popular third party software with just 2 clicks.
- **Consistent.**
Maintain a consistent “source of truth” so your data always comes from the same location.
- **Automatic.**
You don’t even need to log in to Viva Goals to update your OKRs. Connect with data software—like Salesforce or Jira—and have your progress roll up automatically.
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- **Dozens of Integrations at your fingertips.**
There are dozens of programs to choose from. Integration offerings fall into four major categories: collaboration, data, authentication, and HRIS. See our full list of integrations offered with Viva Goals [here](#).

Dashboards

Spend less time preparing for meetings and more time on work that matters. Dashboards automatically gather OKR progress and contextual data from other tools so you can always be prepared to present a real-time status update on your goals. Now you can drive meaningful discussions, address issues faster, and keep your team engaged in the bigger picture.

Projects

Drive collaboration and prioritize your work. Projects let you manage the activities and deliverables you undertake all in one place. See what's going well and what needs to get done in order to drive the progress of an objective or key result.

Objective Explorer

Dive deep into the OKR activity at every level of your organization. Easy to run reports give you actionable insights in seconds. Now you can analyze OKR activity and address any roadblocks to success early on.

Build Your Training Strategy

It's important to segment your users by persona and OKR maturity when building their training strategy. Each persona has specific tasks they need to do and different training required to complete those tasks.

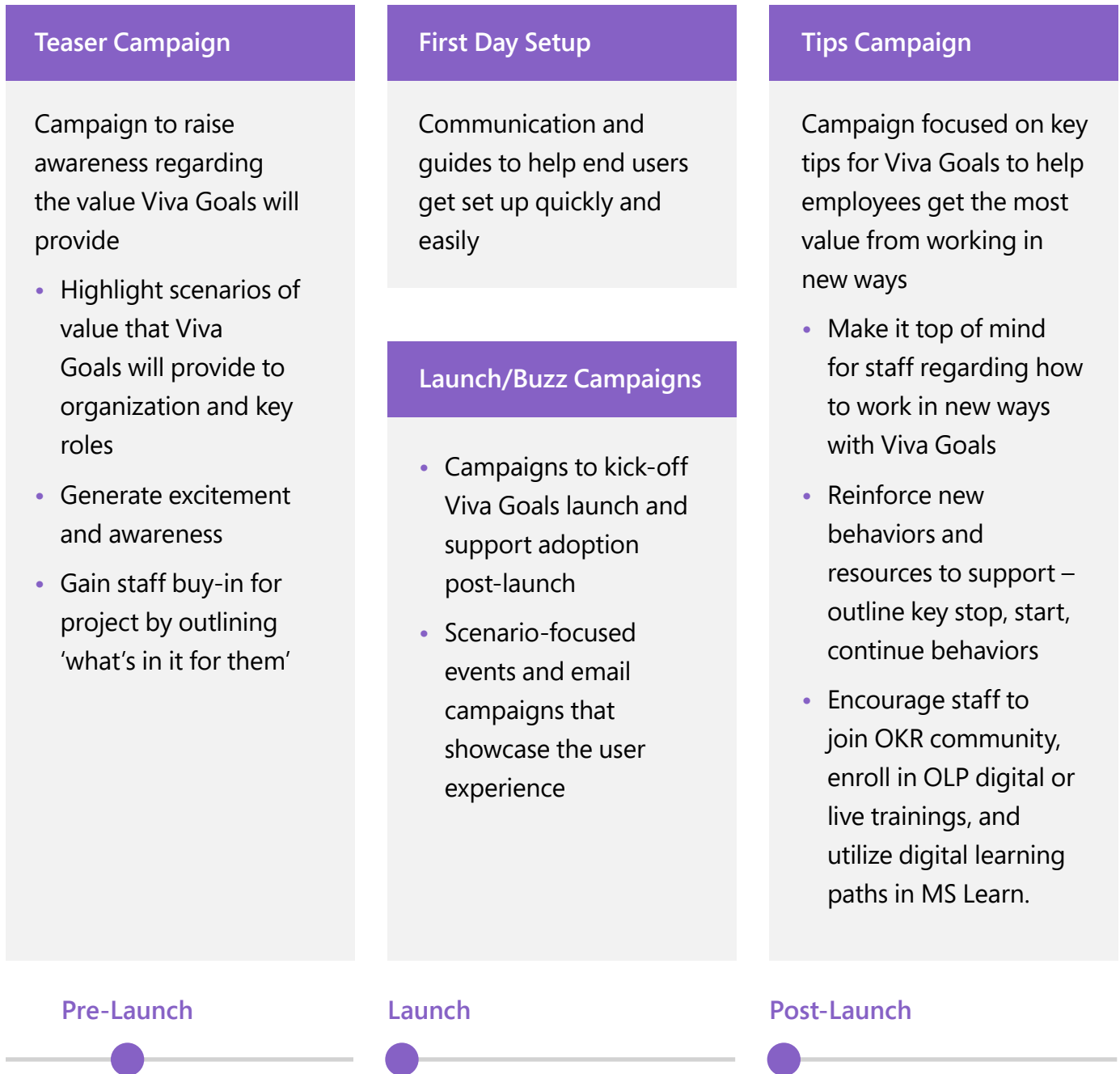
- **Focus on the why.**
Make sure employees know why the change is happening, what's in it for them, and why they are being asked to change.
- **Use real work scenarios.**
Use tasks or processes familiar to your audience to draw them into learning how to use the technology.
- **Use multiple formats.**
Training end users should take on multiple forms to accommodate different learning styles, geographical barriers, and resource constraints.
- **Reinforce.**
Make the training stick with reinforcement options like on-demand training, lunch and learn sessions, and new employee training options.

Align Training Strategy to Launch Plan

Design your training strategy to scale with your launch plan. Start with leadership and the groups who champion Viva Goals. Be sure to consider each group's OKR maturity/persona type.

	Phase 1	Phase 2	Phase 3
Audience Group	Core Team	Stakeholders	Org-wide
Audience Members	Executive Sponsors, Project Leads, Tech Admins, OKR Champions	Team Managers/ Mid-Level Management	All Users
Type of Training	Rollout Strategy Operationalize OKRs Full User Training Admin Training	Operationalize OKRs Full user training (method + software) OKR Coaching	User Training
Training Methods	<ul style="list-style-type: none"> Kickoff Call (rollout strategy) Office Hours OKR Leadership Program (Digital or Live) Viva Goals Adoption Guide 	<ul style="list-style-type: none"> OKR Leadership Program (Digital or Live) Viva Goals Adoption Guide 	Getting Started with Viva Goals (Digital) In-App Guidance & Onboarding

Awareness Plan



5. Drive Value

4 Pillars of Success

Executive sponsorship:

Buy in from executives is extremely important from the beginning. They have to lead by example to drive the change in the organization and also communicate the value of OKRs and results realised frequently.

OKR champions:

A team of OKR champions is required to help with strategy execution and drive change across the organization. Champions spearhead the program and make sure all checks and balances are in place for a successful rollout.

Business rhythms:

It is important to set a heartbeat of your OKR program (when planning happens, review cadence, retro etc) and adhere to it. Champions and executive sponsors can help in driving this.

Cultural buy-in:

In the long run, employees should feel that OKRs are helping them be more productive and they feel connected to the company mission and vision. Collect feedback every cycle and make sure you are acting on them, this will help increase buy-in in the program.

6. Resources

OKR Communications Plan: Implementation and Rollout

Rolling out OKRs within an organization is no small feat. You may find resistance and roadblocks along the way, but by showcasing leadership buy-in and building in ample opportunity for feedback and iteration, you can transform your entire organization into a goal-setting and achieving engine.

The emails you send to [your company or department (depending on how widely you are rolling out OKRs)] should address the following questions to ensure that your vision is communicated, expectations are set, and questions are answered preemptively.

Copy/paste the email templates that follow and make them your own.

Email Template #1 OKRs + Vision

Subject Line: Better goals begin here

We have exciting news that will streamline our work and help <COMPANY NAME> excel in our industry. We will be rolling out OKRs (Objectives and Key Results) for goal-setting at <COMPANY NAME>, a framework popularized and used by companies like Google and Intel.

To do so, we have partnered with Viva Goals, an OKR software platform. On <X DATE>, we will launch a company-wide training program to implement OKRs and Viva Goals into our daily work patterns.

What is Microsoft Viva Goal?

[Viva Goals](#) is a strategic goal-setting and business performance management solution that enables businesses to shift from disjointed planning and execution to Objectives and Key Results (OKRs). Viva Goals' solution makes it incredibly easy to adopt OKRs as a part of your daily workflow, since it integrates with <INSERT 3RD PARTY PROGRAMS LIKE JIRA, GOOGLE SHEETS, ASANA, SALESFORCE HERE>.

How will OKRs and Viva Goals impact your work?

OKRs help companies clarify their goals and establish clear paths to achievement.

You will learn to:

- Write aspirational goals (Objectives)
- Measure important metrics (Key Results)
- Track progress with regular check-ins

As with any new muscle, this practice may feel a bit foreign at first, but OKRs will bring greater success and meaning to your work.

 **Email Template #1 OKRs + Vision (Cont.)****What's next?**

<COMPANY NAME> will put a few employee "Champions" through Viva Goals' training program to become our own internal experts. You will receive an email about how to become a Champion soon. OKR Champions will then train their teams over the course of <TIME FRAME>. Keep an eye out for an email recruiting OKR champions and offering more information.

<DATE> End date for volunteering to be an OKR Champion

<DATE> Champion Training

<DATE> Employee Training with Champions

<DATE> Company-wide or department-wide Viva Goals rollout

OKRs and Viva Goals offer a clear pathway to success in an ecosystem where each and every person understands their personal contribution to the success of <COMPANY NAME> as a whole. We're really excited about this new chapter.

Reach out to <OKR CHAMPION> with any questions, and keep an eye on your inboxes and calendars for next steps.

Looking forward,

<CEO OR DEPARTMENT EXECUTIVE>

✉ Email Template #2 OKRs + Vision

Subject Line: Following up on <COMPANY'S> OKR process

Following up on <CEO OR DEPARTMENT EXECUTIVE'S> note, I want to share tactical information and answer FAQ on our new OKR (Objectives and Key Results) process with Viva Goals.

Who will be involved in the OKR Process?

All <INSERT COMPANY NAME> employees! But we're starting with a crawl, walk, run approach.

[IF 25 EMPLOYEES OR LESS] Rather than trying to transfer every company goal, project, and KPI into the OKR framework, we're going to keep the number of Objectives on the lower end (3) and limit your goals to only the most crucial items. Once our team is more comfortable with the process, we'll expand our program to encompass more goals.

[IF STARTING WITH LEADERSHIP-ONLY PILOT GROUP] We're starting with leadership to make sure we are aligned from the top down. In <INSERT QUARTER HERE>, OKRs will be set by the executive team. Because OKRs are transparent in nature, you will all have visibility into these goals. In <INSERT QUARTER HERE>, team leaders will be trained and develop OKRs with the senior leadership team. In <INSERT QUARTER HERE>, all team members will put together their OKRs that ladder up to leadership's OKRs.

[IF STARTING WITH DEPARTMENT-ONLY PILOT GROUP] We're using a popular rollout method for OKRs, which is rolling out with one department, <X DEPARTMENT>, before rolling out to the rest of our organization. We will adopt a weekly cadence for check-ins for <X QUARTER>, experimenting and making changes as necessary. Along the way, team managers will report back to leadership regarding successes, challenges, and recommendations. Once our department is comfortably in a rhythm, we will roll out OKRs globally.

✉ Email Template #2 OKRs + Vision (Cont.)

What are OKR Champions?

Do you want to be a point person as we roll out OKRs, collaborating across leadership, team leads, and individual contributors to create the best experience and results for the entire <COMPANY NAME> team? Let me know by <DATE>. As part of Viva Goals' training, each champion will become a Certified Viva Goals Trainer, and each employee will earn an Get Started with Viva Goals trophy which can be listed as a certification on LinkedIn.

How do OKRs change our current planning process?

Today, we <INSERT INFORMATION ABOUT CURRENT PLANNING PROCESS HERE>.

With Viva Goals and OKRs, you will see the following changes (and benefits):

- CHANGE #1 WITH BENEFIT
- CHANGE #2 WITH BENEFIT
- CHANGE #3 WITH BENEFIT

Why are we moving to an OKR Platform?

We want to be able to check in with our goals on an ongoing basis, instead of "setting and forgetting" at the beginning of each quarter in the <INSERT OLD PROCESS HERE>. Viva Goals offers us transparency, visibility, and an easy-to-use UI so that we can focus less on output and more on outcomes as an organization. We also want to <INSERT VALUE PROP SPECIFIC TO YOUR ORGANIZATION>.

What are the expectations for using Viva Goals?

<COMPANY NAME> will put a few employees or "Champions" through Viva Goals' training program to become our own internal experts. These champions will then train their teams over the course of <TIME FRAME>, so that all employees will be ready to go for our next quarter! Sign-up to be an OKR Champion ends <X DATE>.

<DATE> Champion Training

<DATE> Employee Training with Champions

<DATE> <COMPANY-WIDE OR DEPARTMENT-WIDE> Viva Goals rollout

All the best,

<OKR PROGRAM LEAD>

 **Email Template #3 Rollout Plan**

Subject Line: OKR Kickoff @ <COMPANY>

Now that OKR Champion training is complete, I am writing to share more details on our plan to roll out OKRs at [INSERT COMPANY NAME].

<DATE> **Kickoff with OKR Champions:** In this training, you will learn the ins and outs of writing OKRs, how they benefit you and [INSERT COMPANY NAME], and how we will be using Viva Goals as our OKR platform.

<DATE> **Optional office hours with OKR Champions:** We will be offering open office hours with OKR Champions so you can get the support you need as you write your OKRs.

<DATE> <COMPANY-WIDE OR DEPARTMENT-WIDE> **Viva Goals go-live date:** By this date we expect you have accessed the resources we have shared with you and your OKRs should be in Viva Goals.

Please let me know if you have any questions.

All the best,

[OKR Program Lead]

✉ Email Template #4 Company OKRs + OKR Resources

Subject Line: <COMPANY> OKRs have landed (and what to do next)

As <INSERT CEO NAME> mentioned at OKR Kickoff, <INSERT EXCITED QUOTE ABOUT OKRS AND GOAL-SETTING HERE>. Some reminders below about next steps in our OKR journey.

What are our company OKRs?

<INSERT SCREENSHOT FROM VIVA GOALS HERE>

What are the expectations for what we now do with the company OKRs?

<DATE> <COMPANY-WIDE OR DEPARTMENT-WIDE> Viva Goals go-live date: By this date we expect you have accessed the resources we have shared with you (listed below) and your OKRs should be in Viva Goals.

How should we align our OKRs to our company OKRs?

Reach out to <INSERT NAME HERE> for more support if you need it.

Where can we go to learn more about OKRs?

- [Get Started with Viva Goals Learning Path](#)
- [OKR Writing Cheat Sheet](#)

How can I get personalized help on my OKRs?

<DATE> **Optional office hours with OKR Champions:** We are offering open office hours with OKR Champions so you can get the support you need as you write your OKRs.

As always, reach out to me with any questions.

All the best,

[OKR PROGRAM LEAD]

 **Email Template #5 OKR Finalization**

Subject Line: OKR finalization

Congratulations! Our OKRs are officially finalized! Please go to **<INSERT YOUR ORGANIZATION'S PERSONALIZED VIVA GOALS LINK>** and double check that your OKRs look right so that we can close this phase out.

If you haven't had a chance to input your OKRs, you will be receiving a message from me soon re: next steps.

As always, reach out with any questions.

All the best,

[OKR PROGRAM LEAD]

 **Email Template #6 Checking-in on OKRs**

Subject Line: Have you checked in on your OKRs lately?

Have you had a chance to check in on your OKRs?

- **Make sure you're building monthly and quarterly check-ins into your schedule.**
- **Work within Viva Goals to check in on your goals.** You can do this in one of three ways.
 - **Manually check in within your Viva Goals account.** You'll be able to enter your progress, the status, and an optional note for each check in. You'll also have a record of all activity for that OKR, so you can keep track of progress over time.
 - **Integrate with <COLLABORATION INTEGRATION>** Update your OKRs with the tools you are already using.
 - **Allow for updates to automatically flow from <DATA INTEGRATION LIKE JIRA OR SALESFORCE> HERE.** Connect with <YOUR DATA TOOL> for direct, automatic updates to your OKRs.

On <X DATE>, all OKRs should be up-to-date so our leadership team can understand how <YOUR COMPANY HERE> is progressing towards goals.

Let me know if you have any questions.

All the best,

<OKR PROGRAM LEAD>

Email Template #7 Reflection, Scoring + Planning

Subject Line: Close out and score your OKRs by <X DATE>

It's that time of the quarter! How did we do?

When do we score and reflect on our OKRs?

You should have your OKRs closed and scored in Viva Goals by <X DATE>. If for whatever reason this can't happen, please reach out to me directly.

Planning for next quarter should be complete by <X DATE> and should use your performance and lessons from this quarter to inform what comes next.

How are we expected to reflect on our OKRs?

- **We will be holding a teamwide retro on <X DATE> where leaders will reflect on their OKRs and how their teams have performed.** Prior to this, you will be asked to provide an update and reflection on your OKRs.
- **We will carry what we learn into planning for next quarter.** You will be expected to roll over or close your OKRs from this quarter.

Let me know if you have any questions.

All the best,

<OKR PROGRAM LEAD>

Email Template #8 OKR Results + Learnings

Subject Line: Results and learnings from our first quarter with OKRs

Let's talk results from **<QUARTER X>** and what we learned. Here is how we performed against the OKRs we set for ourselves.

- **<RESULT #1>**
- **<RESULT #2>**
- **<RESULT #3>**

Here are the main themes I've pulled out from reviewing our results in Viva Goals and speaking to team leaders.

- **<INSIGHT #1>**
- **<INSIGHT #2>**
- **<INSIGHT #3>**

What I want to celebrate:

- **<CELEBRATION #1>**
- **<CELEBRATION #2>**
- **<CELEBRATION #3>**

And how we're carrying the lessons from our first OKR review cycle forward:

- **<LESSON #1>**
- **<LESSON #2>**
- **<LESSON #3>**

Let me know if you have any questions, and here's to another quarter ahead.

All the best,

<OKR PROGRAM LEAD>

More Resources

OKR Success Toolkit

This toolkit includes everything you need to be successful in adopting OKRs and Viva Goals, including this guide and:

1. [Roles & Responsibilities Cheat Sheet](#) Clear definitions of who does what in the OKR process and with the Viva Goals product specifically
2. [Customizable OKR Playbook Template](#) Make this customizable template your own and share as source of truth within your organization
3. [OKR Community Toolkit](#) Guidance on how to build an internal OKR community at your organization
4. [OKR Writing Cheat Sheet](#) The TL;DR on writing OKRs to share in your organization
5. [OKR Examples](#) Proven examples of OKRs from other customers we have worked with

[Getting Started with Viva Goals Learning Path](#)

Our digital learning path for Viva Goals end users contains a wealth of on-demand information on how to make the most of the platform.

[OKR Leadership Program Learning Path](#)

Our digital learning path for OKR champions and leaders defines what an OKR champion is and gives you all the information you need to drive successful OKR adoption in your organization.

[Introduction to Viva Goals – Help Content](#)

Here you'll find answers to frequently asked questions, advice on best practices within the system, and technical assistance to make your OKR program run smoothly.

[OKR Examples](#)

Draw inspiration from examples written by OKR veterans. We break out an extensive list of well-written OKRs across 9 different functional groups (including the C-suite) and multiple seniority levels.

Help employees thrive with an employee experience platform

Employee expectations have never been higher. Top talent can write their own ticket and choose where they work. Yet HR leaders face the challenge of driving engagement, learning, wellbeing, and growth wherever employees are getting work done.

To recruit, retain, and upskill workers, the right technology can be critical. As this data shows, companies that have an integrated platform vouch for its ability to support these bottom-line business goals. For organizations that want to become an employer of choice, pay and benefits simply aren't enough. It's the employee experience that makes the difference.

Discover Microsoft Viva

Microsoft Viva is an employee experience platform that brings together communications, knowledge, learning, resources, and insights in the flow of work. Powered by Microsoft 365 and experienced through Microsoft Teams, Viva fosters a culture that empowers people and teams to be their best from anywhere.

[Learn more about Microsoft Viva >](#)



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