



# Viva Goals Office Hours

## OKR Alignment Best Practices

April 26th  
8am PST / 11am EST

# Agenda

- Welcome (5 min)
- OKR Alignment Best Practices– featuring OKR expert Wendy Pat Fong (25 min)
- Viva Goals Product Deep Dive: Enhanced Reporting in Viva Goals (15 min)
- AMA (15 min)

# OKR Alignment Best Practices

# Business leaders are looking for a better way to drive purpose, alignment and results



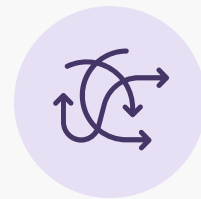
Becoming more strategic with their budget, resources and time



Adapting to a new normal at work, including the digital needs of a hybrid or remote workforce



Focusing on and communicating top priorities for the organization

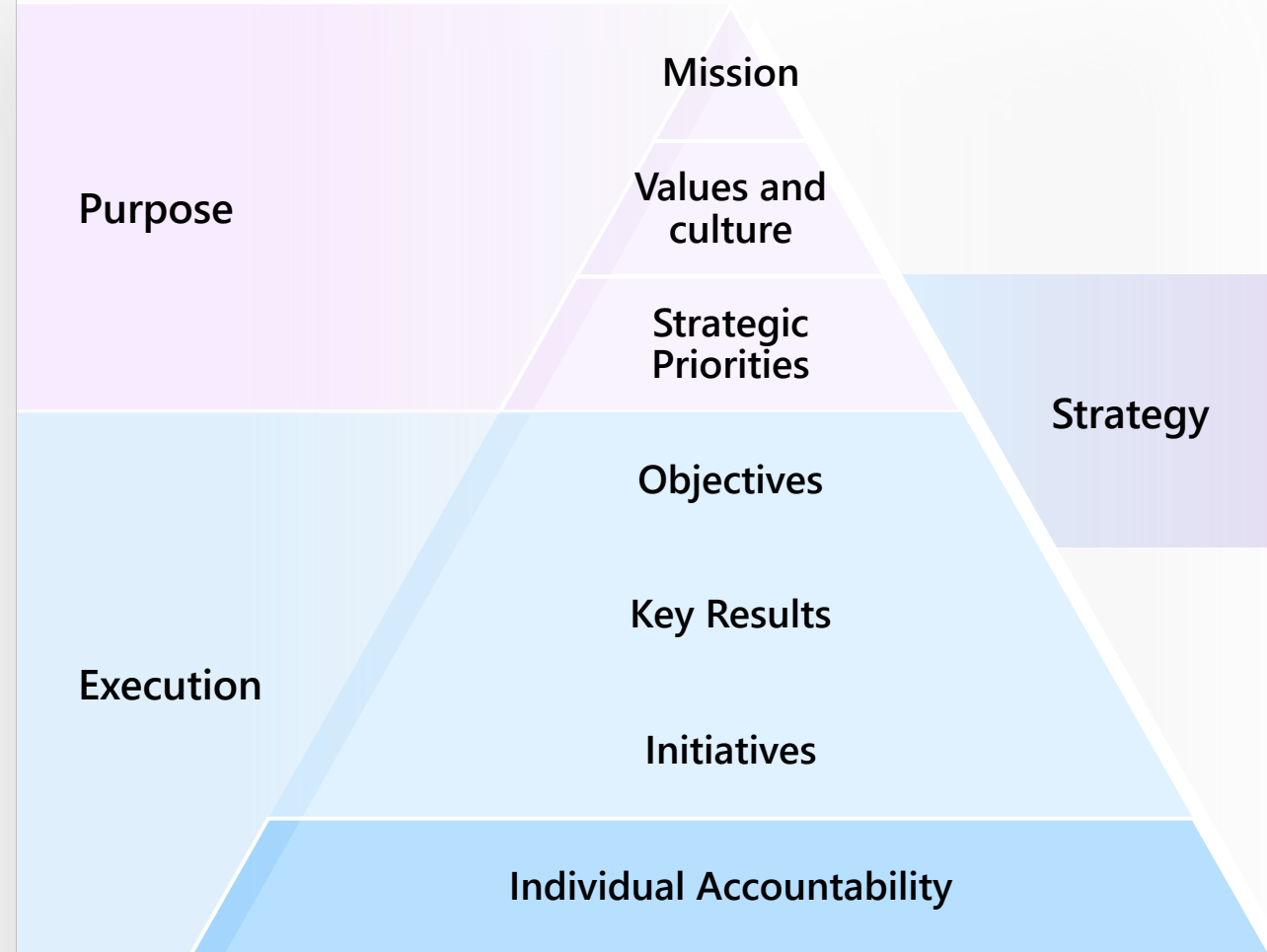


Aligning and connecting work groups that are either siloed and disconnected, or doing redundant work

# Alignment: 3 Ways

## 1. Top-Down Alignment

From mission, vision down to strategic priorities, OKRs and then initiatives

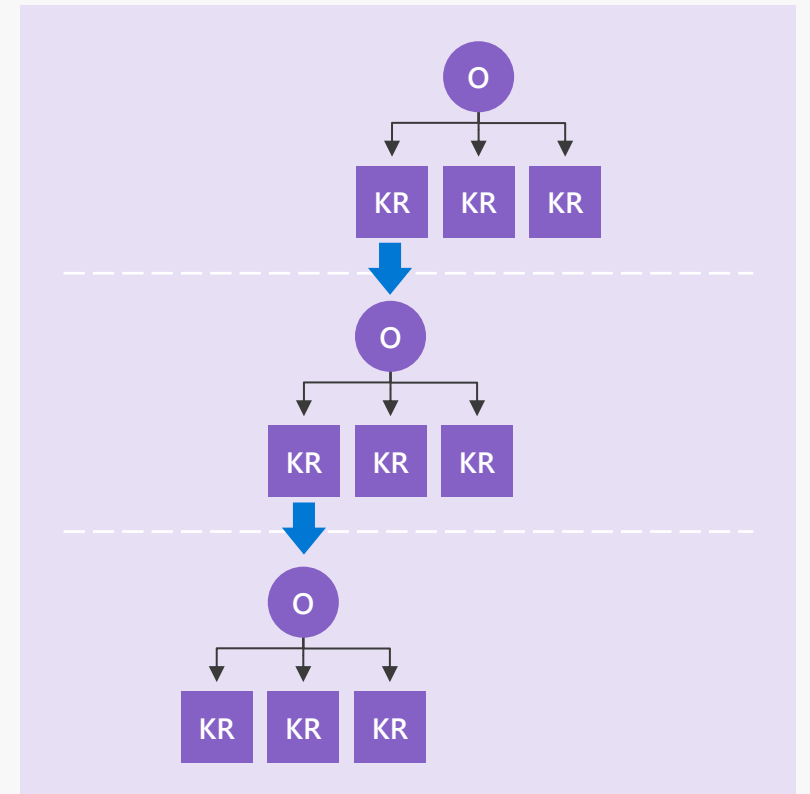


# Alignment: 3 Ways

When we talk about alignment of OKRs, we need to consider

## 1. Top-Down Alignment

From an organizational level, down to departments/teams, and then individual level

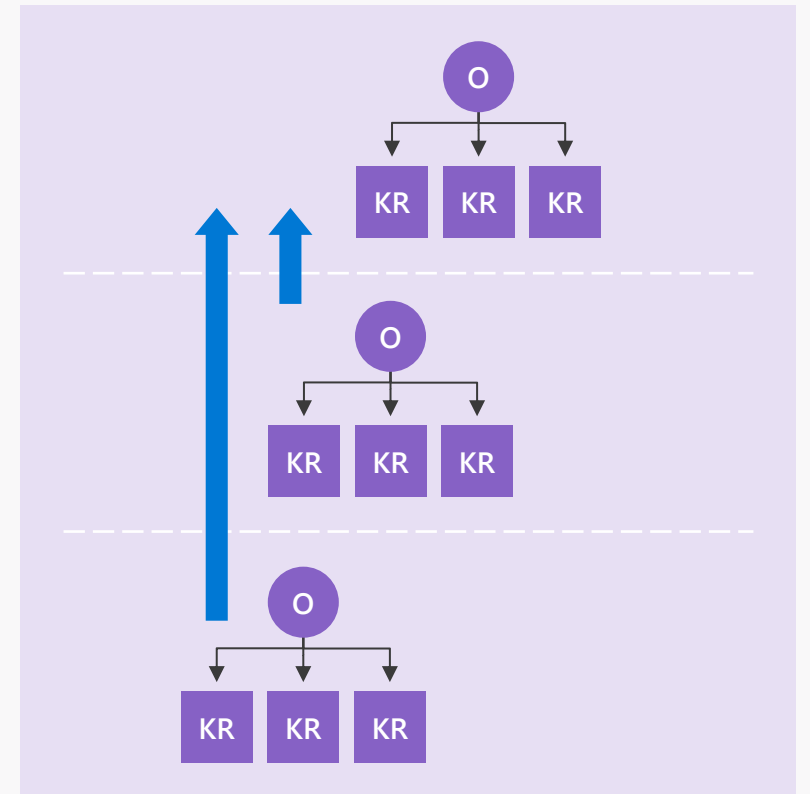


# Alignment: 3 Ways

When we talk about alignment of OKRs, we need to consider

## 2. Bottom-Up Alignment

While Top-Down Alignment is to ensure we are all moving towards the same direction, Bottom-Up is where the empowering of employees come in. We want to encourage everyone to think about the "how" to get to our "why"

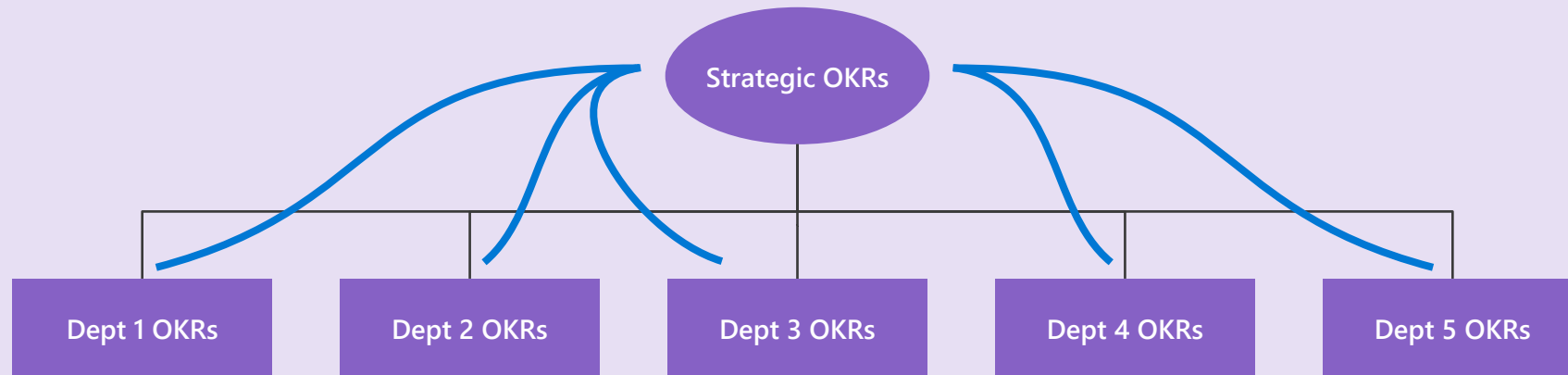


# Alignment: 3 Ways

When we talk about alignment of OKRs, we need to consider

## 3. Horizontal Alignment

Cross collaboration is important to ensure alignments





# Loose vs Tight Alignment

# Tight Alignment

- The "original" way of cascading OKRs to the next level.
- A Key Result becomes the next level Objective
- Work wells for:
  - Small companies with minimal level of hierarchy
  - Teams with very distinct roles and responsibilities
  - Organizations that do not rely highly on cross-collaboration
  - KR is highly measurable and easily "assigned"

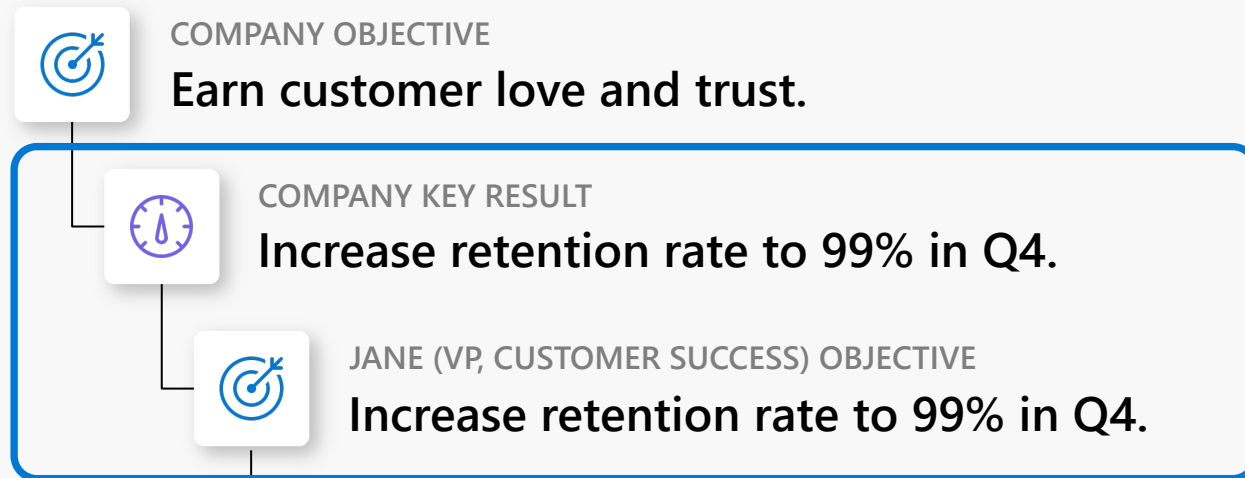
# Company Level

Objective: Earn Customer Love and Trust

KR 1: Increase customer satisfaction to 99%

What is the next step for the VP of Customer Success?

# Tight Alignment

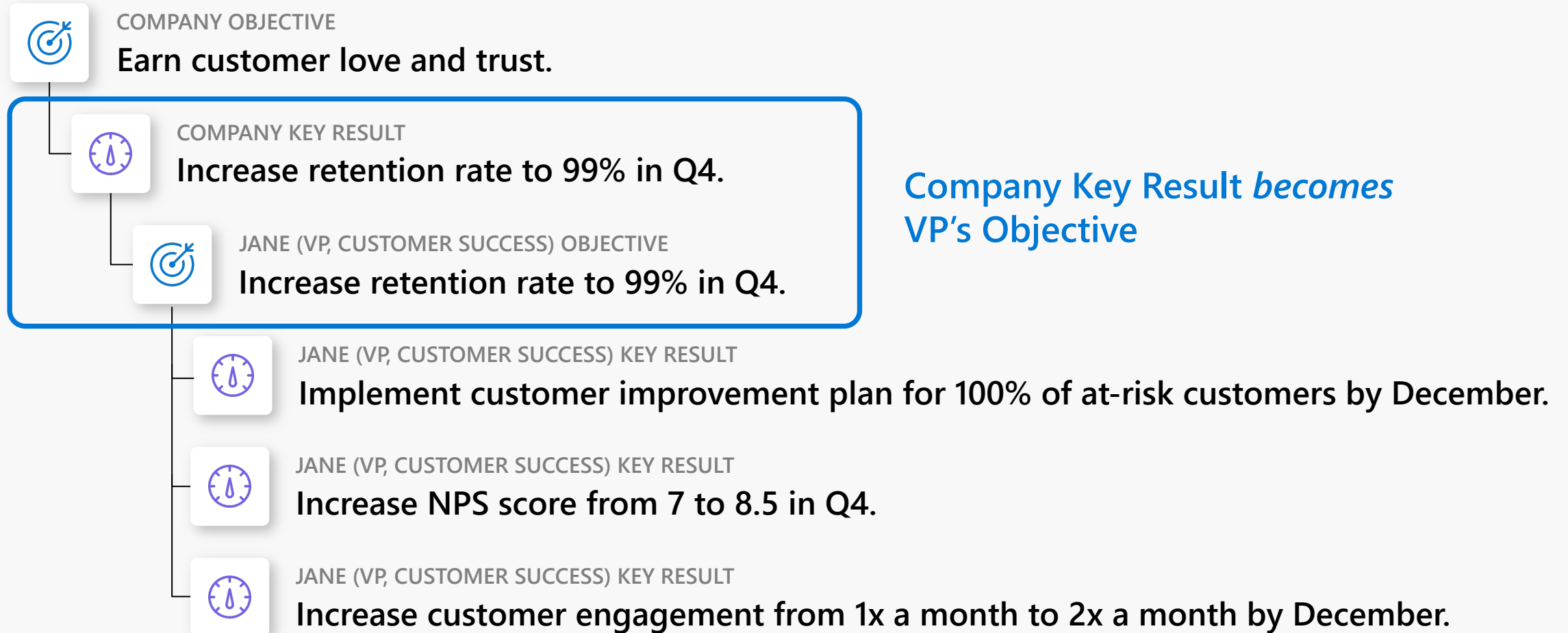


Company Key Result *becomes*  
VP's Objective

Jane would "inherit" their OKR from the company level i.e. the key result set by the leader 1, would automatically become objective for the VP of customer success.

Jane would have to modify the OKR to show their objective "increase a KR of "increase retention rate of 99%" amongst others OR create a multi alignment for the KR of "increase retention rate of 99%" to be align to both company objective and VP objective.

# Tight Alignment



# Loose Alignment

- The newer term of "alignment" instead of cascading
- Empower each level of the organization to decide how best to support higher level OKRs
- Work wells for:
  - Larger organizations with high matrix structure
  - Highly collaborative organizations
  - Main outcome of OKR is alignment (and progress calculated bottom up is secondary)

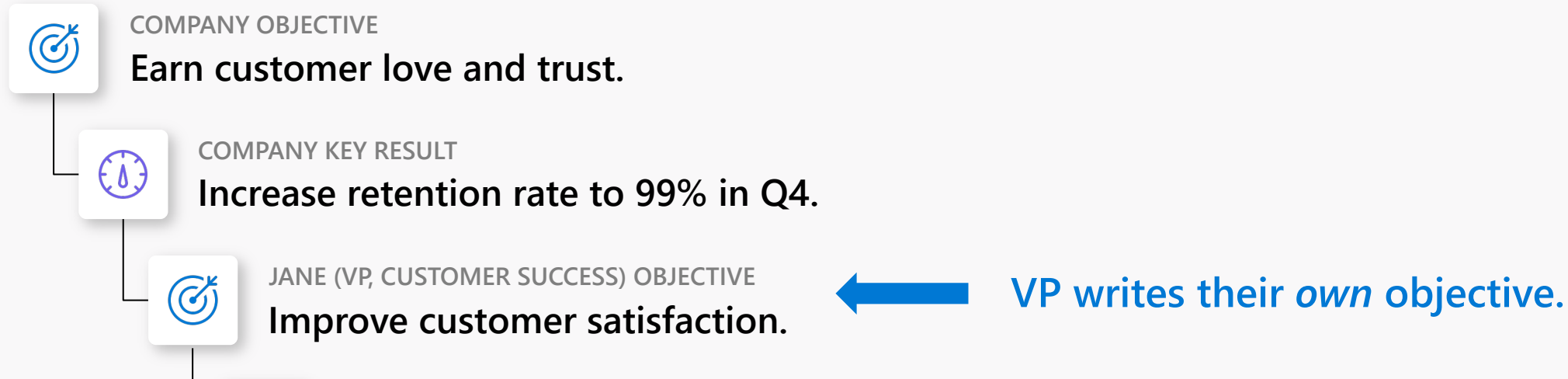
# Company Level

Objective: Earn Customer Love and Trust

KR 1: Increase customer satisfaction to 99%

What is the next step for the VP of Customer Success?

# Loose Alignment

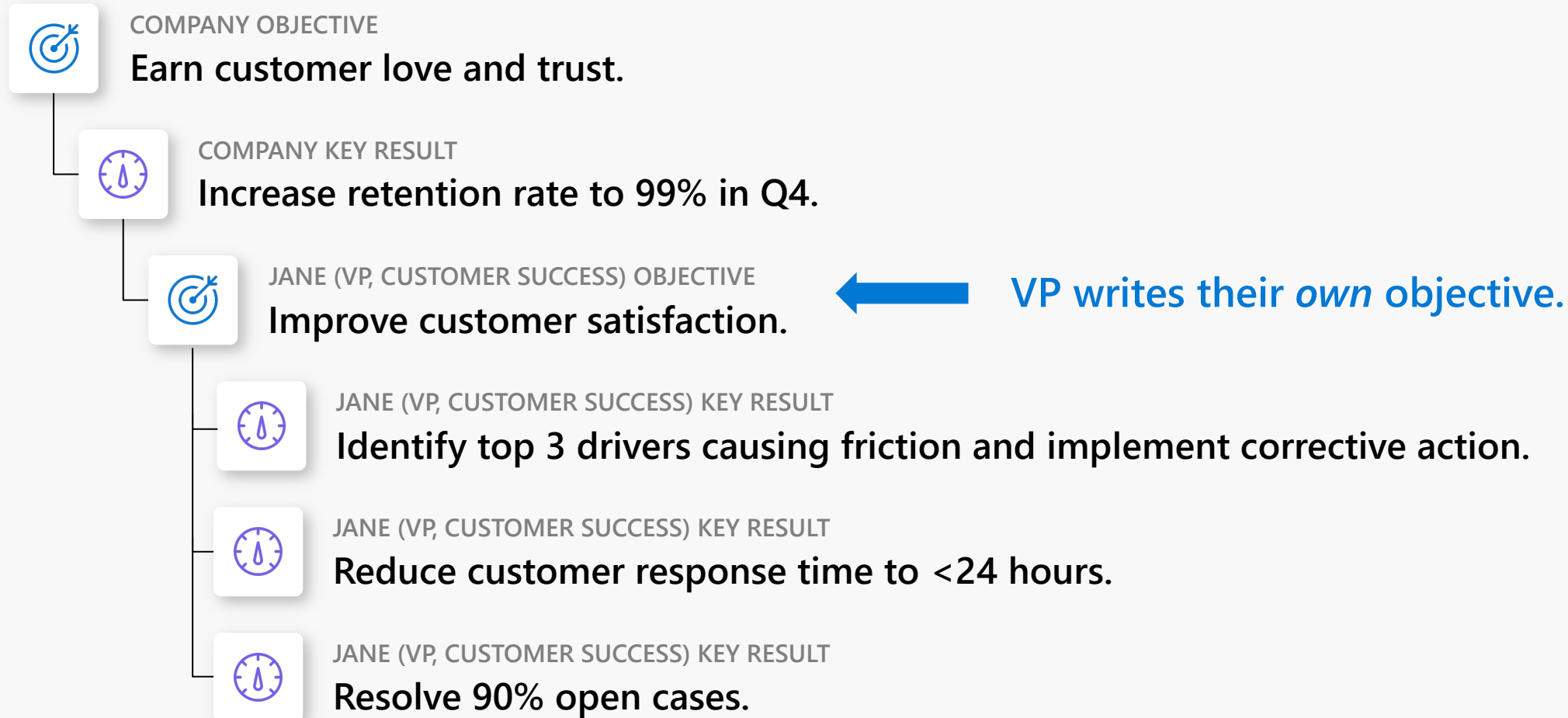


Jane has the flexibility to localize and thinks about how they want to contribute to the company objective

One thing to note is that each VP in this scenario is also going through this exercise of localizing their team efforts in the goal of achieving the company objective.



# Loose Alignment



Great! I have an alignment model in mind. What do I align to again?

## **Objective and/or KR**

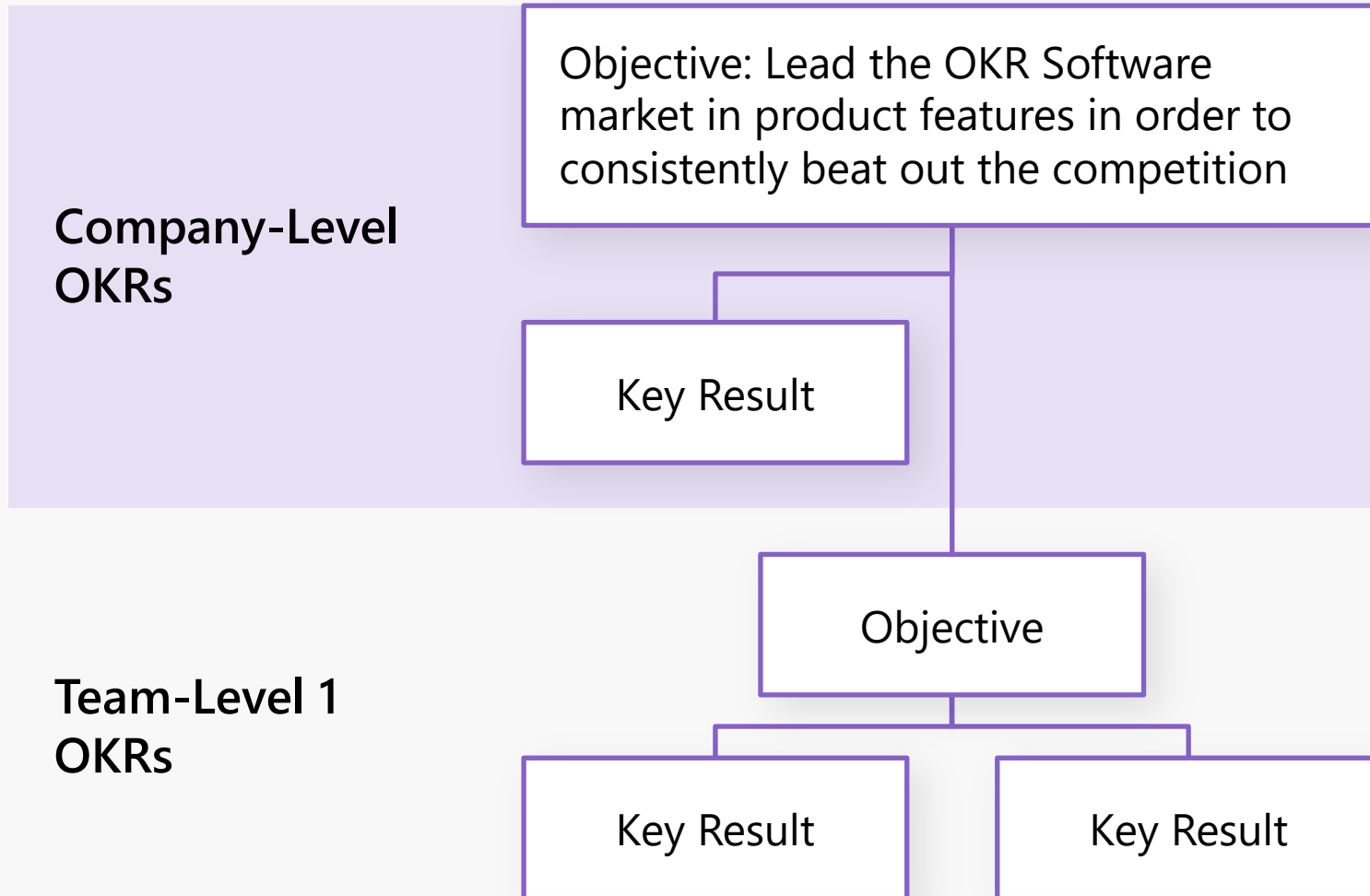
- When should I align to what?

# Aligning Objectives to Objectives or Key Results?

We recommend starting the OKR and alignment process by aligning **Objectives to Objectives**. This simplifies the process and ensures alignment exercises are completed.

Once an organization matures and finds a need for an additional level of granularity, *and is committed to the alignment exercise*, they can start aligning Objectives to specific Key Results.

# Company-to-Team Level OKR



## Critical Things to Remember

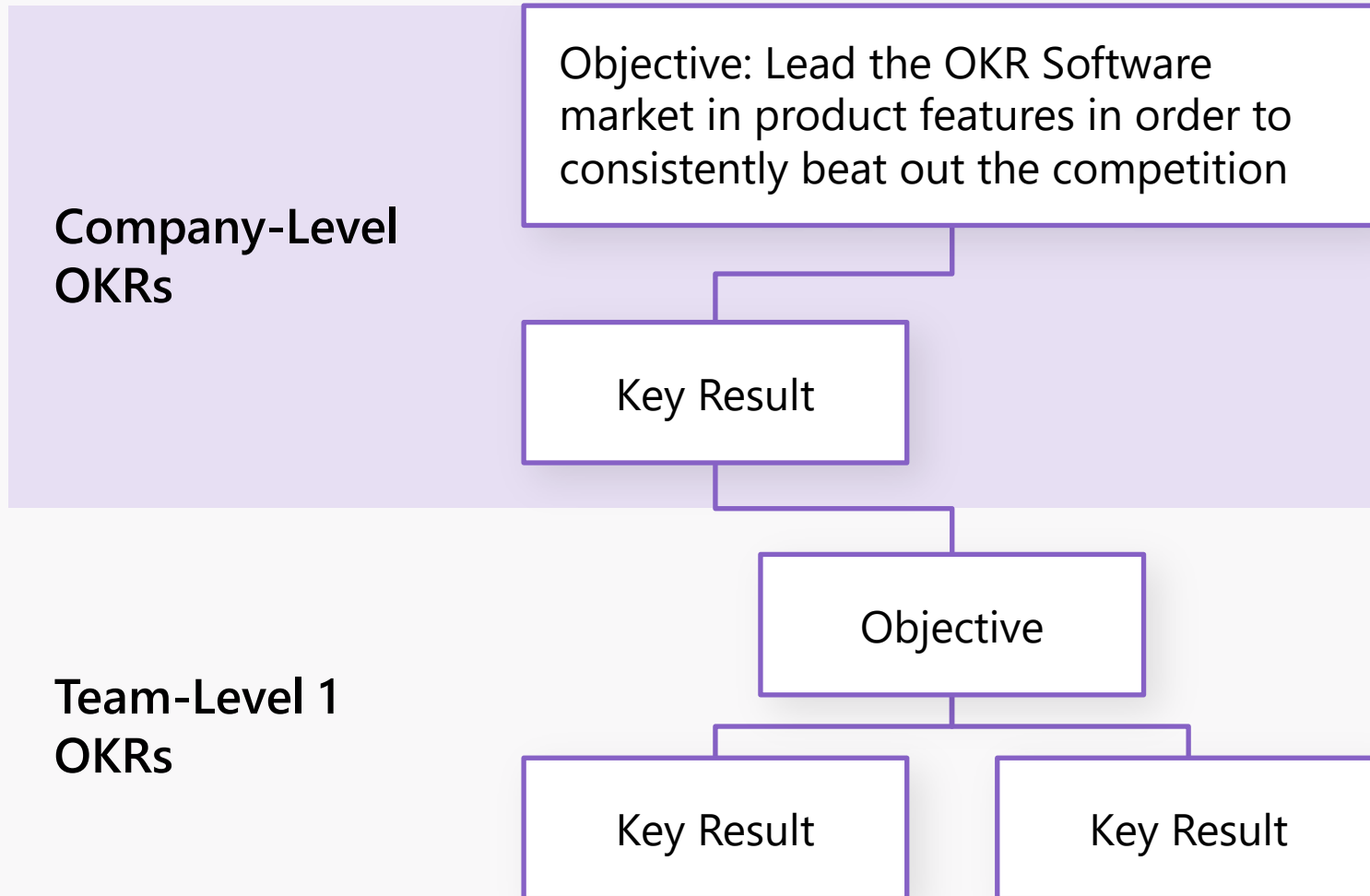
- All objectives are aspirational
- Localize to your group and align objective to objective
- Not all objectives need to align up (80/20 rule)
- OKRs graded on its own

# Aligning Objectives to Objectives

## **Aligning Objectives to Objectives is best suited for:**

- Orgs with a low maturity in OKRs
- Outcome for alignment is more centered around visual representation and transparency.
- Objectives aligned are not 100% dedicated to moving a specific metric
- Objectives are not passed down/cascaded to the next level

# Company-to-Team Level OKR



## Critical Things to Remember

- For more mature teams, linking an objective directly to a key result is recommended.
- The alignment shows how the objective will directly have an impact on moving the progress of the key result forward

# Aligning Objectives to Key Results?

## **Aligning Objectives to Key Results is best suited for:**

- Org with a higher maturity level
- Outcome for alignment is for additional granularity, along with proper calculation of progress from bottom up.
- Objective is 100% impactful to the progress of an KR.
- Objectives are cascaded from the top level

# Special use cases: KR alignment to 2 Objectives

There are cases where to avoid duplication of a KR, a recommendation is to enable multiple alignments. This is best suited when the KR is cascaded down in tight alignment.

## For example:

Company objective: Earn customer love and trust

Company KR: Increase retention of customer to 99%

VP objective: Increase retention of customer

VP KR: Increase retention of customer from 80% to 99%

In Viva goals, we would represent create the KR once and align to both objectives



# Product Feature Deep Dive: OKR Program Analytics

# Enhanced Reporting with Viva Goals

To ensure a successful roll out of the OKR program, OKR Champions & Team Admins need to be able to track health of OKRs, teams and users, which ultimately helps deliver business impact.

How does tracking these metrics help?

**Track Meaningful Engagement:** Understand the hygiene and adoption of OKRs within teams through deployment, rollout & engagement phases of the program, with metrics - which helps drive actions enabling the success of the OKR program.

**Identify bottleneck and act:** Enables a bird's eye view of the health of OKRs, teams and users, follow up with team owners or OKR owners directly to drive action to clear the bottlenecks.

**Benchmarking/Comparison:** Compare metrics, identify best practices of best performing teams and understand if other teams can follow a similar template to achieve success.

**Executive Leadership Review Meetings:** Having all relevant data in a single place helps drive efficient decision making.

AMA

# Continue the conversation in Viva Goals Community

**Wendy will be in the Viva Goals Community for the next 30 minutes answering any questions from this session!**

# Stay in the loop with Microsoft Viva Goals

**Subscribe here**, to stay informed on everything going on within Microsoft Viva Goals, including upcoming events like office hours, the launch of the Viva Community and more!

Not a Viva Goals customer yet and want to try it for yourself? Start a free trial here: **Viva Goals Trial**

# Thank you!

Please make sure to take our exit poll so we can better serve you next time!

Have questions? Reach out to [GoalsOfficeHours@Microsoft.com](mailto:GoalsOfficeHours@Microsoft.com)