



Viva Goals Office Hours

**Masterclass: How to Choose the Right
Key Results for Your Goals**

June 21st

8am PST / 11am EST

Agenda

- Welcome (5 min)
- Masterclass: How to Choose the Right Key Results for Your Goals – featuring Vivian Ajetunmobi (15 min)
- Viva Goals Product Deep Dive: How to use the different Key Result types in Viva Goals and set expected progress (10 min)
- Breakout rooms (15 min)
- Review breakout room exercise (10 min)

What are the key elements of a great goal?

An ambitious, inspiring target to aim for...

Tied to measurable outcomes...

...Connected to the work of your team

OKRs are the #1 most commonly used goal-setting framework at enterprise organizations.

Leaders that use OKRs are 35% more likely to report having focused teams who are clear on their goals and impact.

– 2023 Forrester State of Goal-Setting Report

The Objectives and Key Results ("OKRs") framework is a proven goal-setting method for creating alignment, focus and an engaged work culture to drive business outcomes

Objectives and Key Results (OKRs)



Objectives

Qualitative, aspirational goals for a company or team



Key Results

Measurable outcomes that contribute to the achievement of an objective

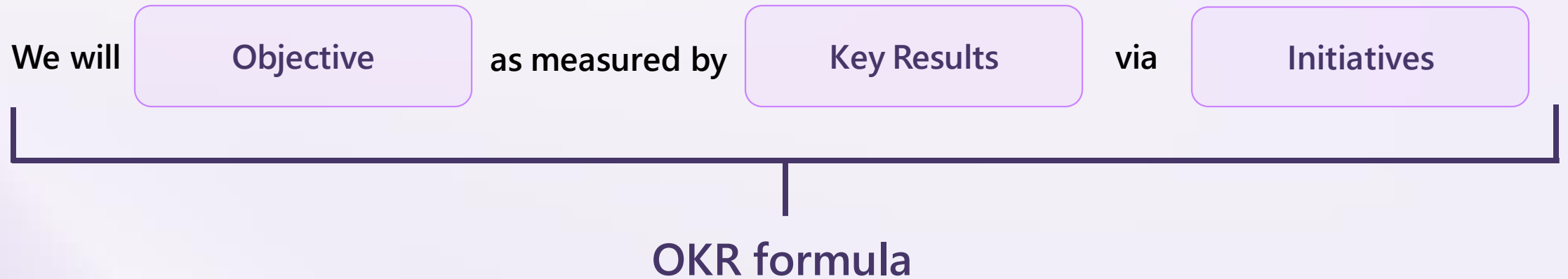


Initiatives

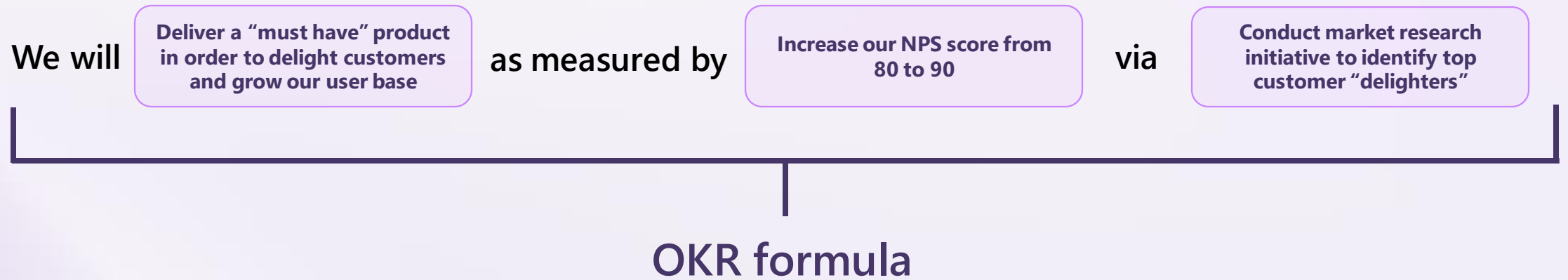
These are the core activities that will be taken to achieve an objective

Foundations of an OKR

How to write an OKR



OKRs at work



OKR Writing Formula

A quick review on how to write both Objectives and Key Results

Begin with the basic formula below for Objectives:

Verb + What you want to do + In order to/for/so that (what you hope to achieve).

For example: "Drive better attendance at our conference to improve the customers' networking experience".

And use this formula for Key Results:

Verb + What you're going to measure + from "x to y"

For example: "Increase attendance from 300 to 500 people."

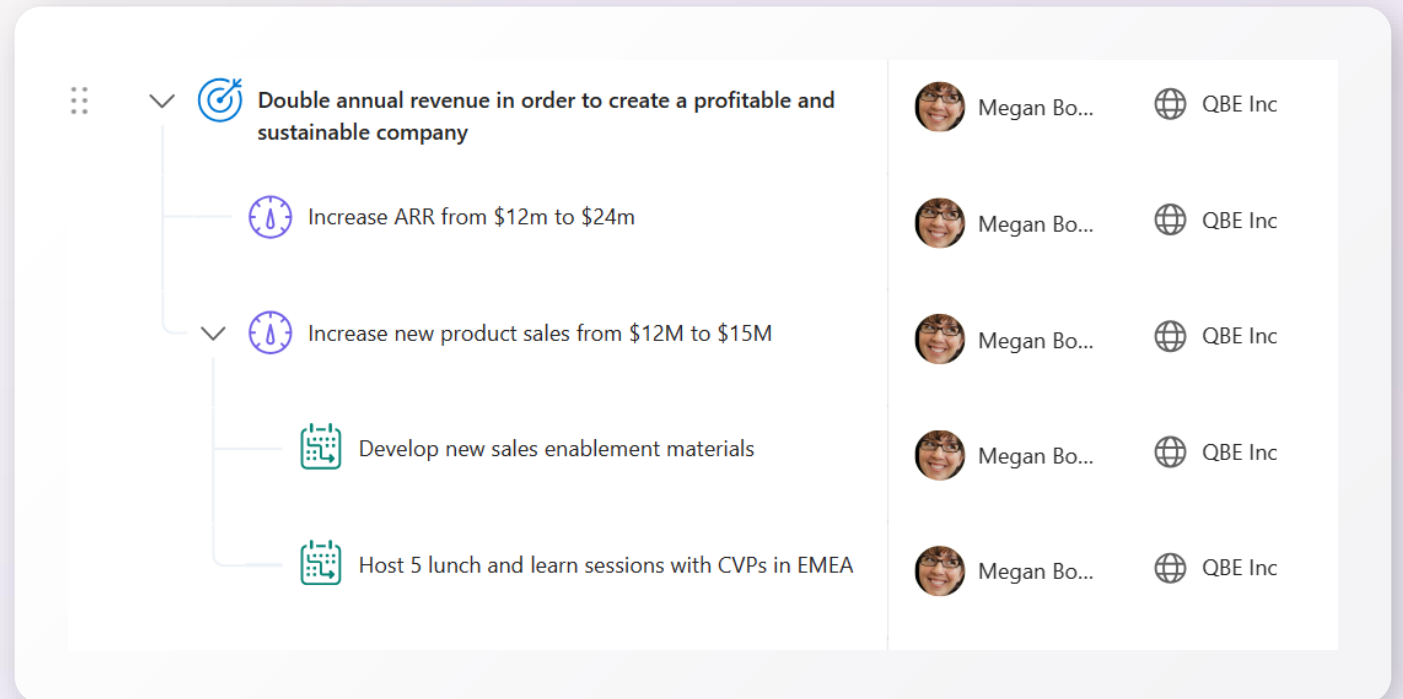
Initiative example: "Event Marketing Campaign"

Initiatives

Initiatives are the activities you decide to undertake in order to support your outcome.

Initiatives are:

- Deliverables that help to achieve the objective
- Set with the hope they bring success BUT do not guarantee it
- Agile and subject to change if they do not bring the expected results
- Cumulative result of all of your daily tasks and activities



Three Types of Key Results

Three Types of Key Results

Regular KRs (Quantity KRs)

- Most common KR type
- Used when trying to achieve a specific metric.

Available options in Viva Goals:

- **Reach a specific target** - Conduct 10 customer interviews
- **Increase from x to y** - Increase revenue from \$20mn to \$40mn
- **Decrease from y to x** - Reduce P0 bugs from 50 to 10

Control KRs (Quality/Guardrail KRs)

- Keep key results above or below a certain threshold value

Available options in Viva Goals:

- **Stay below** - Keep customer churn below \$100k
- **Stay Above** - Maintain customer NPS score above 8

Baseline KRs

- Used when the target value is unknown.

Available options in Viva Goals:

- **Find a baseline** - Measure the time to successfully onboard new customers

Using Leading and Lagging Indicators for Key Results

Leading Indicators

- Forward looking and predictive of achieving the goal
- Can be influenced by team members
- Provides early indicators of success/progress towards the goal
- Impactful behavior or action to drive success on lag metric
- Measures something that leads to a goal

Lagging Indicators

- Usually in the past or history - Examples are revenue, profit, customer satisfaction, product quality
- Are influenced by a combination of factors and activities over time.
- The behavior or action that drove this metric is usually in the past
- Tells you if you have achieved the goal
- Measures the goal itself

Examples: Leading and Lagging Indicators

Jessica's Objective:

Ace all my exams so that mum buys me an iPad for Christmas

- KR1: Improve my grades in Science and maths from B to A **(Lag)**
- KR2: Increase my practice tests scores from 75% to 90% **(Lead)**
- **Initiative:** Increase study time from 1 – 2 hours /week focusing on weak topics.

Agribusiness Objective:

Become the best corn producer in Europe to improve food quality in the supply chain

- KR: Increase corn production from 800 tonnes to 2000 tonnes **(Lag)**
- KR: Double our monthly water production from 50,000ml to 100,000ml **(Lead)**
- **Initiative:** Increase capacity of current reservoirs. Conduct a skills analysis of current maintenance team

Retail Objective:

Improve the store performance in order to achieve best regional store award

- KR: Increase weekly revenue from \$200,000 to \$300,000 **(Lag)**
- KR: Increase customer's average basket size from 16 to 25 items **(Lag)**
- KR: Limit bestselling 'out of stock' items to < 20 per day **(Lead)**
- **Initiative:** Complete 5 shelf reviews every day to replenish out of stock items

Examples: Leading and Lagging Indicators

Product Objective:

Enhance product usability and customer satisfaction to win 2023 G2 award

- KR: Increase customer satisfaction from 5.2 to 8 **(Lag)**
- KR: Reduce average customer support response time by 2 hours **(Lead)**
- Initiative: Develop an in-app guided FAQ for product features

Sales Objective:

Expand territory-focused sales model to increase our customer base in EMEA

- KR: Generate \$3.5M in new mid-enterprise sales pipeline **(Lag)**
- KR: Increase the number of sales activities (calls, meetings, demos) by 20% **(Lead)**
- Initiative: Schedule 100 outbound calls during peak working hours

Human Resources Objective:

Enhance employee engagement and satisfaction to make ACME the best place to work

- KR: Increase employee engagement satisfaction score by 10% in the annual survey **(Lag)**
- KR: Increase the completion rate of online learning modules from 53% to 75% **(Lead)**
- Initiative: Schedule dedicated organisation-wide learning time

OKR Refinement Cheat Sheet

OKR formula

We will

Objective

as measured by

Key Results

via

Initiatives

Objectives

- What is the most important area of our business that we need to focus on?
- Why does that matter for us now?
- How would we write it into a statement that inspires our team?

Key Results

- How will we know we were successful?
- What metric would let us know that we were successful?
- Do we currently measure that metric?
- What is our target & baseline?
- Are these KRs necessary & sufficient?
- Are these KRs leading or lagging metrics?

Initiatives --> Key Results

- What is the impact of our work?
- How would we know [Initiative] was successful?
- What change would we see in the business as a by-product of our work?

OKR Refinement

- Does the Objective still hold true to the Key Results?
- Are each of the Key Results well-defined with targets?
- Will we see progress on each of our Key Results during the timeframe?

OKR Finalization

- If we fulfill all our Key Results, does that mean we were successful in our Objective?
- Are all our Key Results necessary to fulfill our Objective?
- Who owns which components of our OKR?

Product Feature Deep Dive: Key Result Types & Progress updates in Viva Goals

Key Result Types & Phased targets in Viva Goals

Recap of key results:

- Regular key result types (Quantity KRs)
- Control key result types (Quality/Guardrail KRs)
- Baseline key result types

Phased Targets:

- Support regular key results (Increase/Decrease/Reach) at single objective/key result level.
- Progress graph for the given objective/key result now reflects the expected vs current progress more concisely.

Enhanced Controls for OKR & Initiative Status

Problem statement:

- Today, the status of an OKR is set by Viva Goals, automatically based on the current vs. expected progress.
- Often users might set the status manually based on sentiment and team's internal assessment, different from the status updated by Viva Goals.
- This manual update does not stick due to the override after every automatic rollup of progress from aligned items.

Solution:

- OKR owners can now set progress and status independent of each other. Default options remain the same as before
- While making a check-in, the user has a choice to change the mode to manual.
- For a backdated check-in, the progress and status for that date becomes manual but the OKR mode itself is not changed.

Progress and Status

Specify the method for updating progress and status

Progress: Update from key results

Status: Update based on the progr...

*Key result title

e.g. Increase annual renewals to 75%

Goal: Measure as 100% complete

Progress and Status

Specify the method for updating progress and status

Progress: Update manually

Status: Updated manually

Connect to a data source for automatic progress updates

Progress trend

Check-in date: Today, 19 Jun

MRR: 0%

Status: Not Started

(Target: 100% | Expected: 100%)

Add a note (Optional)

Type @ to mention people

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Breakout Rooms

Group Exercise

Activity: Creating Key Results with leading and lagging indicators for a national bookstore company.

ACME Inc is a leading nationwide bookstore in Spain facing the risk of closing 80 stores due to a 30% drop in store sales while online sales have grown by 15% YoY. Store closures would negatively impact employees, suppliers, and communities.

Objective: Improve in-store sales to prevent closures and loss of economic empowerment.

Instructions:

- Create two Key Results on the whiteboard with a lagging indicator and leading indicator.
- Key Results can be Regular KRs, Control KRs, or Baseline KRs.
- Refine Key Results using the cheat sheet provided.
- Each group will present their results to the workshop.

Review Breakout Room Exercise

Microsoft Viva Goals Community Events

From Theory to Results

How to Implement OKRs Successfully in Your Organization

- Featuring Lucy Hitz, Senior Product Marketing Manager, Viva Goals and Lee Downes, Chief Revenue Officer at OKR Coaching company There be Giants, and Enolicia Strever, Technology Project Management Office Leader at Investec
- June 20th at 6:30am PST / 9:30am EST
- [View recording](#)

Viva Goals July Office Hours

"Where are we going?": How to Chart Your Viva Goals Journey

- Featuring Tamara Taylor, Senior Program Manager, Viva Goals Customer Success and Incubation, and Liz Pierce, Principal Program Manager, Viva Goals CXP
- July 26th at 8am PST / 11am EST
- [Register here](#)

The future of goal-setting and management

Achieve more with Viva Goals

- Featuring Lucy Hitz, Senior Product Marketing Manager, Viva Goals and Liz Pierce, Principal Program Manager, Viva Goals CXP
- June 22nd at 9am PST / 12pm EST
- [Register here](#)

Challenging Mindsets:

How to use OKRs and Viva Goals to Enhance Focus and Encourage Growth in an Organization

- Featuring Lucy Hitz, Senior Product Marketing Manager, Viva Goals; Maryleen Emeric, Chief of Staff, Modern Work & Business Applications Marketing; Ryan Lowdermilk, Cloud Solution Architect and OKR Coach in the Microsoft Americas Partner Tech Team; and Monique Little, Director of Business Management
- July 25th at 7:00am PST / 10:00am EST
- [Register here](#)

Microsoft Viva Goals Community Events

Tech Community YouTube LIVE:

The ROI of a Better Employee Experience

- Featuring Lucy Hitz, Senior Product Marketing Manager, Viva Goals and Laura Becker, Senior Product Marketing Manager, Viva Employee Experience
- August 8th at 9:00am PST / 12:00pm EST
- [Register here](#)

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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