

RAMP Meeting Agenda

April 19, 2019 ♦ 8:00-10:00 a.m.

RCC Table Rock Campus - Room 206



☐ Welcome & Introductions (5m)

Mike Donnelly

☐ Action Plan

Goal 1 Expand the Talent Pipeline

- A2 Mechatronics training
- A3 Certified Production Technician
- B Incumbent worker training

Goal 2 Workforce Dev. for Emerging Workers

- D Provide short-term boot camp training

▶ Certified Production Technician & Mechatronics / Plant Systems Technician Training (15-20m)

Jill teVelde, Lynn Black & Chuck Thomas

Updates & Lessons Learned from Spring Term Training

- Incumbent & Transitioning Workers
- Career Tech Academy High School Students

Goal 3 Increase Awareness of Manufacturing Careers

- B Launch outreach campaign
- C Increase awareness - among students, parents, teachers & administrators about career opportunities in manufacturing

▶ RCC Open House May 6th & 7th (15-20m)

Jill, Theresa Leonardo

- Coordinating our "Meet & Greet" & Industry involvement

Action Plan - All Goals

▶ Action Plan Reset (60m)

Mike, Jim Fong & All

- Reflecting & Celebrating Success
- Setting Our Objectives & Key Results for the Coming Year? 
<https://www.whatmatters.com/>

1) Filling & Expanding the Demand-Driven Talent Pipeline

- Communication, Outreach & Engagement Work –
Update & Next Steps
- Demand Survey - *from Business-Education Partnership*
- Expanding training offerings for incumbent workers –
Supervision, MRP, SolidWorks/AutoCAD, QuickBooks, other
- Knowledge & Skills Transfer Program – *scaling-up our current training efforts & applying lessons learned on mentoring*
- Other expansions upon our Upskill & Backfill strategy

2) Manufacturing Day Events

3) Other Objectives?

☐ Review Agreements, Assignments & Next Steps / Adjourn (5m)

Jim & Mike

- ▶ Next Meeting & Meeting Frequency

RAMP Meeting Notes

March 15, 2019 ♦ RCC Table Rock Campus

❑ Participants

Industry Leaders:

Mike Donnelly: Carestream
Matthew Hackbarth: Linde
Paula Lawson, Norm Kester – Quantum Innovations
Jimmy Swanson: Swanson Group
Shawn Hogan: Linx Technologies
Drew Runberg: Diode Laser Concepts

Workforce & Education Partners:

Rogue Community College: Juliet Long, Ann Trausch, Lynn Black, Cathy Pierson, Laura Crane, Brandon Atkin, Anthony Knight, Daye Stone
Southern Oregon Education Service District: Karla Clark, Brian Robin
Medford School District: Hal Jones
WorkSource Rogue Valley: Andrea Cole, Tammy Schroeder
Business Oregon: Marta Tarantsey
BOLI: Ree Ayres
Rogue Workforce Partnership: Jim Fong, Jill teVelde, Tami Allison, Ida Saito, Dana Shumate

❑ Welcome & Introductions

The group did introductions.

❑ Certified Production Technician & Mechatronics / Plant Systems Technician Training Coordination

○ **Status Report on Winter Term Trainees**

It was reported that 10 students attended from Linde, Carestream, Timber Products and Quantum. Lynn indicated that this first group of students were very patient while scheduling challenges were worked through. Some of the individuals finished early and were able to take advantage of the green production module which completes the certification with a complimentary module. Anthony Knight, the CPT instructor indicated that nine full certificates were awarded.

○ **Enrollment for RCC Spring Term**

The upcoming Spring term currently has four people registered from Linde, one person from adult basic skills and one person from WorkSource Rogue Valley. Eight more individuals are scheduled to be registered from Newbridge High school in Grants Pass. Lynn noted that the capacity for the class is now 20.

The group was reminded that the registration deadline of March 22 is coming up soon. Jill handed out a schedule of classes for CPT and instructions for how to sign up for credit bearing classes.

Lynn added that a new registration is being implemented and will be more user friendly in that a box will be available to be checked if tuition is being paid by a third party.

Jill distributed a CPT flyer for Spring Term and Lynn created and distributed a one page breakdown of the scheduling for students.

Some work has been done to set up a Pre-Trades Training Program that consists of 5 classes that are a base to get into the apprenticeship program. A draft flyer was distributed and Jill asked for feedback. Some suggestions were to emphasize the employer contribution before the cost, and that a High School diploma or GED and high school math with a C or better are basic requirements, as well as adding the BOLI apprenticeship website, and wording that notates “brought to you by RAMP.”

Brian Robin from ESD shared a list of CTE high school teachers that are/have been registered to deliver RRC MFG 121 course for dual credit:

- North Medford High School – Kirstie Christopherson (Advanced Manufacturing)
- Grants Pass High School – Brenda Bunge (Advanced Manufacturing)
- Grants Pass High School – David Brannen (Advanced Manufacturing)
- Grants Pass High School – Jake Leair (Advanced Manufacturing)
- North Valley High School – Ken Klumpp (Advanced Manufacturing)
- Ashland High School – Kristopher Prusko (Advanced Manufacturing)

The following CTE high school teachers that are, have been/could be, registered (with RCC’s approval) to deliver RRC MEC 125 and MEC 130 courses for dual credit:

- Crater High School – Jim Miller (Ag)
- Rogue River High School – Sam Herringshaw (Ag)
- Phoenix High School – Jeremy Kennedy (Ag)
- Eagle Point High School – Traci Hinkson, Curtis North (Ag)
- Prospect High School – Rocky Van Wormer (Ag)
- Hidden Valley High School – Dan Speelman (Ag)
- North Medford High School – Kirstie Christopherson (Advanced Manufacturing)
- Grants Pass High School – Brenda Bunge (Advanced Manufacturing)

Brian added that there may be others as well for the MFG 210 course but would need to confirm with RCC first.

The group discussed ways, other than the flyer, to get the information out to people. Some suggestions included: RCC apprenticeship website – **Jill will discuss this with Cathy Pierson**, RWP website as well as Rogue Careers website (which is currently a work in progress).

○ **February Industry & RCC Tour for Transitioning Workers**

Eighteen ABS students were taken on a tour of Quantum Innovations and Linde. **Feedback will be gathered from students.**

○ **Identifying Other Implementation Opportunities**

RCC has purchased 7 green production modules to compliment the CPT certification. Two people have currently completed the green certification. **Lynn will send the green production module information out to employers so they can review for applicability to their business.**

Tuition includes the initial test and RWP is currently paying for one module testing retake. The group discussed if the employer, student or other would pay for additional retakes? The group came to consensus that the employee/student would be responsible for any additional retakes past the second test. Employers around the table felt that if an employer wanted to make an exception, and pay for

additional retakes, a clause could be included in the process to cover this. **RWP staff will implement a written process for payment of testing.**

RCC indicated that they have not been able to follow up on the request from Rogue Creamery for high level supervisory training. Business leaders feel that leadership training, decision-making skills, etc. would be a great benefit. **RWP staff will gather information on what is available in the area and bring information back to the next meeting.**

- **Meet & Greet with Trainees - May 31, 2019**

RCC is hosting an open house and job fair on May 7, 2019 with all the CPT graduates. The Table Rock Campus will be open from 4-8 P.M. The same type of event will take place at the Grants Pass Campus on May 6, 2019 (times that campus will be open was not indicated). Juliet indicated that she feels that this would take place of the proposed “meet and greet” on May 31, 2019. Jim added that this is the company’s opportunity to present themselves and their business and compete for the talent. RCC is currently working on a communication plan to share this, as well as other upcoming events and information.

The group talked about the presence of the Employability Skills Rubric and the necessity of making sure that this component is in every phase of the work we are doing to assist in vetting the individuals. Business leaders voiced that they need the certification along with the rubric.

Many different organizations have started using this rubric; however it would be good information to know how the organizations are implementing and utilizing the rubric. **Dana indicated that this is already an action item for those who are using the rubric to come back together to share how they are using it.** To standardize the system, there would be self-assessment by the student, followed by assessment done by instructor as well as by the employer.

- **New Policy Development + On-the-Job Training for Incumbent Workers**

The draft policy was presented at the recent workforce board meeting and members had some concerns that they voiced within the employer requirements specifically around not having laid off workers within 120 days. **RWP staff will research the federal regulations and bring back a revised document to the Corporate Directors in April.**

What also became clear, is that another policy needs to be created that weaves the OJT policy with this policy to mesh the overall requirements. There is a need to mitigate around conflict of interest to ensure that companies participate within set limits. **RWP staff will work to create an overarching conflict of interest policy to bring to the Corporate Directors for review and approval.**

- **Outreach / Awareness Campaign**

- **Other Manufacturing Industry Leaders**

Quantum is currently involved in the maker spaces and Norm expressed that these spaces should be tied to and feed up into the RCC programs. Light advertising in the maker spaces would be helpful and could refer people and connect them to the natural flow of the pipeline. “There must be an easy on ramp to all of these offerings”, stated Norm.

- **Wood Products Industry Outreach**

John Underwood was not in attendance to discuss this topic.

Another business leader indicated that they feel the Southern Oregon Edge profiles would be useful in the maker spaces to advertise the content.

The group discussed inviting the points of contact for the maker spaces to a RAMP meeting to better inform them of the work that is going on. Norm indicated that some of the maker space points of contact come to BEP and are getting some information that way. **Jim and Norm will work offline to make these connections.** Jim also posed the suggestion of inviting the maker space people to the joint RCC Advisory Group /RAMP meeting that we want to schedule.

It was suggested that a Community Outreach and Engagement Team be formed to maximize the benefits and design the human experience for the students. **RWP staff will convene this meeting to include Hal Jones, Colleen Padilla (plus a SOREDI staff person), Daye Stone, Dana Shumate, Tammy Schroeder, Jill teVelde, and Jim Fong.**

- **Transitioning & Emerging Workers**

Daye Stone of RCC talked about what high schools are doing to create mutual conversations about pathways and how to create connections. Daye is currently going out and meeting with high school principals, building relationships and trying to create consistencies within all the high schools.

- **Assignments / Ideas from Prior Meeting**

- **Co-Bots in High Schools**

Discussion took place about getting more traction in high schools by talking to some manufacturers of co-bots. Universal robots, Ramtech – robots made out of Denmark and have created 72 modules implemented at the high school level. There could be some grant money available to purchase a co-bot as well as asking industry to contribute to a second one that could be located at a maker space or the high tech center at RCC where students could take a module as part of a class. Employers are indicating that they are looking for people skilled in the area of training co-bots. It was suggested to bring this up as RCC goes into their spring advisory time. **Hal Jones and Brian Robin will visit Quantum to see their co-bot and bring information to the next meeting.**

- **CTE Electronics in High Schools**

Hal reported that in the Fall CTE Academy, they are working to offer electronics, manufacturing, and allied health. Coursework is set up as modules instead of semesters to overcome the barriers of semesters. Ann added that EET 112, EET 127 and EET 129 are all 3 credit classes and that they have already placed four students into jobs who weren't done with the class. Placements were made at Erickson Aircrane, MetOne, and Lighthouse Worldwide Solutions.

- **Scheduling Joint RAMP & RCC Advisory Groups Meeting**

Tami will work with Juliet to coordinate a time to have a joint meeting. It was suggested to add people from maker spaces as well. Tami will follow up with Norm and Dana to get contact information for maker spaces.

- **Demand Survey**

The group discussed ways to get the demand survey out to more businesses so that an aggregated number can be arrived at to better inform business need. Suggestions included sending the survey out electronically, or having someone sit down with the business person to fill out the form. Jim added that

WorkSource Rogue Valley staff are already doing business outreach and it could be integrated into this visit.

Action Plan Update

- **Check-off Completed Items**

RWP staff will bring a revised action plan to the next meeting.

- **Kick-Starter Conversation**

A brief conversation took place regarding adopting objectives and key results in refining the action plan. **Tami will send out a synopsis of “Measure What Matters” offering copies in different formats.**

Miscellaneous

- Jim announced that RWP will be convening an event in May or June to include sector groups, superintendents principals, etc. to celebrate accomplishments, inform, give awards, and network. More information will be forthcoming. Juliet Long and Lynn Black will be the recipients of a workforce champion award for their great work on CPT.
- RCC Truck Driving Kickoff will be held March 22, 2019 at the Table Rock Campus.
- **RWP staff will send out a google doc to the team asking for what they would like to see on the Careers Rogue website.**

Review Agreements, Assignments & Next Steps

- **Next Meeting:** The next meeting will be held on April 19, 2019 at RCC Table Rock Campus Room 206.

Assignment Log: RAMP 3/15/2019

Assignment	Who	Date Originated	Estimated Completion Date	Completed	Notes
E-mail Anthony Knight for specific information on the nine CPT certificates that have been awarded to include in notes	Tami	3/15			Email sent to Anthony 3/22
Get RCC apprenticeship website information from Cathy Pierson	Jill	3/15			
Gather feedback from ABS students from the February Industry and RCC Tour	Jill	3/15			
Follow up with Lynn to make sure she sends out the green production module information	Jill	3/15			
CPT Testing retake policy - first draft	Jill	3/15			
Gather information on what is available in the community around leadership and decision making skills training	Jill	3/15			
Have conversation with Dana regarding feedback from schools on how they are using employability skills rubric	Jim/Jill	3/15			
Review OJT policy and draft up conflict of interest/max gain policy to have ready for 4/18 Corporate Directors meeting	Jim	3/15			
Contact Norm and Dana for Maker space contacts	Tami	3/15			To include them in a future joint meeting with RAMP and Advisory group
work with Juliet to coordinate a time to have a joint meeting. It was suggested to add people from maker spaces as well.	Tami	3/15			

Assignment	Who	Date Originated	Estimated Completion Date	Completed	Notes
Remind Jim to take the punch list previously sent to Laurel and make a google doc that can be sent out to healthcare and manufacturing	Tami	3/15			
Schedule meeting with Laurel (after above item)	Tami	3/15			
Convene a call with Juliet to coordinate the RCC advisory, RAMP and maker space people in the spring	Tami	3/15			

SYNOPSIS

#1 NEW YORK TIMES BESTSELLER

Measure



How Google, Bono, and the Gates
Foundation Rock the World with OKRs

John Doerr

WITH A FOREWORD BY LARRY PAGE

How can your business make the tough choices that will ensure its survival? How do you keep your teams on track while encouraging employees to be fully engaged, even in times of stress and challenge?

The Objectives and Key Results system, pioneered at Intel and perfected at Google, gives an organization timely and highly relevant data to track their progress.

OKRs surface any organization's most important work, focusing effort, fostering communication, and building employee performance and retention.

TOP 20 INSIGHTS

1. Google co-founder Larry Page calls Objectives and Key Results “a simple process that helps drive organizations forward,” and says that “OKRs have helped lead us to 10x growth, many times over.”
2. An Objective is WHAT is to be achieved: something significant and action oriented, the stuff of inspiration and far horizons. Key Results benchmark and monitor HOW to get to the said Objective: they are specific, time-bound, and metric-driven; measurable and verifiable. Once these Key Results are all accomplished, the objective is achieved.
3. A two-year study by Deloitte found that the biggest impact on employee engagement comes from “clearly defined goals that are written down and shared freely.” Most effective is when those goals are linked to the team's broader mission.
4. Peter Drucker, the Father of Modern Management, coined the term “Management by Objectives (MBOs)” in 1954 . While productivity rose markedly at companies where MBOs were embraced, MBOs also have limitations: centrally-planned goals can become stagnant and slow to trickle down through the hierarchy. The OKR system builds on Drucker's work to create meaningful connections across the organization.
5. When Intel was facing an existential threat to its microprocessor business from Motorola, it used the OKR system to reboot the company's priorities in just four weeks. Dubbed Operation Crush, Intel's battle plan to “crush” Motorola was clear, precise, and fast, allowing a near-billion-dollar company to turn on a dime.
6. The OKRs system is built on four superpowers: 1) Focus and commit to priorities, 2) Align and connect for teamwork, 3) Track for accountability, and 4) Stretch for amazing results.
7. Focusing on the handful of initiatives that can make a real difference and deferring the less important ones allows leaders to commit to those choices and makes for a successful organization. High-performance organizations focus on the work that is important and are just as clear on what doesn't matter.
8. Flawed goal-setting can lead to disastrous consequences: Wells Fargo's ruthless one-dimensional focus on sales targets led to branch managers feeling pressured to open millions of fraudulent accounts. The subsequent consumer banking scandal may have damaged the Wells Fargo brand beyond repair.
9. Jini Kim, CEO of healthcare data platform and analytics company Nuna, emphasizes the importance of senior executives embodying the OKR system: “Until your executives are fully on board, you can't expect contributors to follow suit.”

10. Research shows that public goals are more likely to be attained than ones that are held private. In a recent survey of 1,000 workers in the U.S., 92% said they would be more motivated to reach their goals if colleagues could see their progress.
11. According to *Harvard Business Review*, companies with highly aligned employees—where their everyday activities are tied to the organization’s vision—are more than twice as likely to be top performers. But alignment is rare: studies suggest only 7% of employees fully understand the company’s business strategy.
12. Healthy organizations encourage some goals to emerge from the bottom up. Google has “20% time” which frees engineers to work on side projects for the equivalent of one day a week.
13. Intuit Chief Information Officer Atticus Tysen says the key for Intuit to succeed was for all OKRs to be visible throughout the company. For those working outside headquarters, OKRs ended the mystery of what was happening back at HQ, making the company more cohesive.
14. Tracking is a key part of the OKR system. Robust, cloud-based OKR management software packages allow users to navigate a digital dashboard to create, track, edit, and score their OKRs. Such platforms promote internal networking, drive engagement, and make everyone’s goals more visible.
15. Reflecting on successful completion of an objective is critical: a Harvard Business School study found that learning from direct experience is more effective when coupled with reflection.
16. Studies found that people who recorded their goals and sent weekly progress reports to a friend attained 43% more of their objectives than those who merely thought about their goals.
17. Bill Gates notes that people in philanthropy often confuse the mission, which is directional, with the objective, which is the set of concrete steps you’re actually engaged in. “Having a good mission is not enough. You need a concrete objective, and you need to know how you’re going to get there.”
18. At Google, Larry Page expects team members to create products and services that are ten times better than the competition, not just improving on existing systems but reinventing them. Aspirational OKRs are set at 60-70% attainment, meaning that performance is expected to fall short at least 30% of the time. Team members are encouraged to try and fail.
19. Ten percent of Fortune 500 companies have ditched the annual review. Adobe discovered that annual reviews were costing the company 80,000 manager hours a year and in 2012 dropped them in favor of continuous performance management—this combines the quarterly goals and tracking of OKRs with conversations, feedback, and recognition to lift everyone’s achievement.
20. The rulebook tells people what they can or can’t do, but the culture of the organization can tell people what they *should* do. Or, as business philosopher Dov Seidman puts it, “What we choose to measure is a window into our values, and into *what* we value.”

SUMMARY

Measure What Matters shows how to implement the OKR system—Objectives and Key Results—for any team or organization. An Objective is a concrete, action-oriented thing that needs to be achieved; Key Results are the specific, measurable and verifiable steps that will meet the objective. The OKRs system is built on four superpowers. The first is focusing on the handful of initiatives that can make a real difference and deferring the less important ones; this allows leaders to commit to those choices and makes for a successful organization. The second is the ability to align and connect. OKR transparency means that not only are everyone’s goals openly shared, but individuals also link their objectives to the company’s overall game plan, and coordinate with other teams. The third OKR superpower is that they can be tracked; they are driven by data, with periodic check-ins, objective grading, and continuous reassessment. The final OKR superpower is the system’s ability to motivate people to excel by doing more than they had thought possible. Setting conservative goals stymies innovation; setting ambitious ‘stretch’ goals encourages people to go outside their comfort zones.

The OKR system

Google co-founder Larry Page calls OKRs “a simple process that helps drive organizations forward,” and says that “OKRs have helped lead us to 10x growth, many times over.” Objectives and Key Results—OKRs—is a collaborative goal-setting protocol for companies, teams, and individuals; it is a way to surface primary goals, channel efforts, and coordinate.

The OKR system has been adopted most widely in the tech industry, where agility and team work are imperative, but is also found at household names such as Disney and Exxon; at smaller start-ups where having everyone pulling in the same direction is a survival tool; at rapidly-scaling organizations that need a shared language for execution; and in larger enterprises where they function as neon-lit road signs.

An Objective is WHAT is to be achieved: something significant, concrete, action oriented, and (ideally) aspirational. An objective can be long-lived, rolled over for a year or even longer.

Key Results benchmark and monitor HOW we get to the objective: they are specific, time-bound, aggressive yet realistic, and most of all, measurable and verifiable. At the end of a designated time period, typically a quarter, the Key Result is declared fulfilled or not. Key Results can evolve as the work progresses, but once they are all completed, the objective is achieved (and if not, then the OKR was poorly designed).

To put it another way, Objectives are the stuff of inspiration and far horizons. Key Results are metric-driven and earth bound; they are the levers you pull and the marks you hit, to achieve the Objective.

Among experiments in the field of management theory, 90% confirm that productivity is enhanced by well-defined, challenging goals. Alienation saps the bottom line; engaged work groups generate more profit and less attrition. A two-year study by Deloitte found that, to build

engagement, the biggest impact comes from “clearly defined goals that are written down and shared freely.” Most effective is when those goals are linked to the team’s broader mission.

Google

In 1999 Google was the 18th search engine to arrive on the web. The company needed to make tough choices, keep its team on track, and measure what mattered; OKRs became the tool that institutionalized the founders’ “think big” ethos, the scaffolding on which Google built seven products with a billion or more users each—Search, Chrome, Android, Maps, YouTube, GooglePlay, and Gmail.

In 2017, for the sixth year in a row, Google topped *Fortune* magazine’s list of Best Companies to Work For. It is a company rooted in strong and stable leadership, massive technical resources, and a values-based culture of teamwork, transparency, and relentless innovation.

Peter Drucker

In his landmark 1954 book *The Practice of Management* Peter Drucker noted that people are more likely to complete a course of action when they helped to choose it. We can see the genesis of OKRs in Drucker’s principle of “management by objectives” or MBOs.

The results were impressive: in companies such as HP, where MBOs were embraced, productivity rose by as much as 56%. But, MBOs also had limitations: centrally-planned goals were slow to trickle down through the hierarchy; they became stagnant without frequent updating; or, they were tied to salaries, so that risk taking ended up being penalized.

Intel and Operation Crush

At Intel, head of operations and eventual-CEO Andy Grove asked, how do we define and measure output by knowledge workers, and how can we increase it? Applying manufacturing production principles to professional and managerial ranks, Grove went beyond MBOs to develop the OKR system.

Grove emphasized that less is more: a few well-chosen objectives, a limit of 3-5 per cycle, imparts a clear message. He emphasized setting goals from the bottom up; to promote engagement, teams and individuals should create about half of their own OKRs. Do not dictate—collective agreement is essential to goal achievement—and stay flexible: key results can be modified, even discarded, mid-cycle if an objective no longer seems practical or relevant as written. He also emphasized the importance of daring to fail: stretch goals push organizations to new heights. OKRs are a tool, not a weapon or a contract; keep them separate from bonuses to encourage risk taking. Finally, be patient and resolute: it can take four or five cycles to really embrace the OKR system and longer to build ‘goal muscle.’

In late 1979 Intel was facing an existential threat: having successfully led the initial microprocessor revolution, the company was getting beaten by Motorola’s new 68000 chip. Led by Andy Grove, Intel used the OKR system to reboot the company’s priorities in just four weeks.

Dubbed Operation Crush, Intel's battle plan to "crush" Motorola was clear, precise, and fast. Days of brain-storming by senior management culminated in a plan to mobilize the company. The sales force was brought into the loop and eagerly embraced the new strategy. OKRs gave management a tool for rapid implementation, allowing a near-billion-dollar company to turn on a dime. By 1986 Intel's 8086 microprocessor had captured 85% of the 16-bit market.

The OKRs system is built on four superpowers: focus and commit to priorities; align and connect for teamwork; track for accountability; and stretch for amazing results.

Focus and commit

To measure what matters, start with the question: "What is most important for the next three (or six, or twelve) months?" Focusing on the handful of initiatives that can make a real difference and deferring the less important ones allows leaders to commit to those choices and makes for a successful organization. High-performance organizations focus on the work that is important and are just as clear on what doesn't matter. OKRs are precision tools that dispel confusion and give the focus needed to win for departments, teams, and individuals.

Leaders must commit, publicly, to OKRs; and must get across the "why" as well as the "what." Otherwise, flawed goal-setting can lead to disastrous consequences, like Wells Fargo's drive to open accounts—the ruthless one-dimensional focus on sales targets led to branch managers feeling pressured to open millions of fraudulent accounts. The subsequent consumer banking scandal may have damaged the Wells Fargo brand beyond repair.

In most cases, the ideal number of quarterly OKRs will be between three and five. Too many blurs the focus on what counts. Above all, the objectives must be something significant, something that moves people forward in the here and now. Key results should be succinct, specific, and measurable. A mix of outputs and inputs can also be helpful. Clear-cut time frames intensify focus and commitment; and nothing motivates us more than a deadline.

The story of Nuna

Nuna is a health care data platform and analytics company whose founders used OKRs to clarify priorities for the entire organization. Initially, the OKR process didn't take very well—until the founders realized that they themselves had to show a sustained commitment to their own OKRs, to help their teams to do the same. CEO Jini Kim says. "Until your executives are fully on board, you can't expect contributors to follow suit."

Using OKRs to act purposefully on quarterly plans, rather than just reacting to external events, allowed Nuna to expand in just four years from self-insured employers to the massive Medicaid database to a suite of new health plan products. It was able to leap from state-level computing silos to the first system-wide view across the entire Medicaid program. Today, the company is looking to leverage its platform of data to drive analytics and to inform policymakers.

Align and connect

The second OKR system superpower is the ability to align and connect. OKR transparency means that not only are everyone's goals openly shared, but individuals also link their objectives to the company's overall game plan, and coordinate with other teams. Connecting each individual to the organization's success brings meaning to work; deepening people's sense of ownership fosters engagement and innovation. Research shows that public goals are more likely to be attained than ones that are held private. In a recent survey of 1,000 workers in the U.S., 92% said they would be more motivated to reach their goals if colleagues could see their progress.

In an OKR system, even the most junior staff can see everyone's OKR goals, all the way up to the CEO. This transparency seeds collaboration and cuts the toxic power of suspicion and politicking.

Alignment

According to the *Harvard Business Review*, companies with highly aligned employees are more than twice as likely to be top performers. Alignment occurs when managers and employees alike tie their everyday activities to the organization's vision. But alignment is rare—studies suggest only 7% of employees fully understand the company's business strategy and what is expected of them to reach the common goals. Global CEOs cite a lack of alignment as the number one obstacle between strategy and execution. Transparent OKRs can deliver that alignment.

At larger organizations in particular, goal-setting tends to cascade downwards from the executives to the rest of the staff. This can lead to a loss of agility, as each level waits for the waterfall to trickle down from above; and a loss of flexibility, as those downstream scramble to keep up with changes coming from on high. Cascading can block input from frontline employees, and it prevents horizontal connections across departmental lines.

To avoid soul-killing 'over-alignment,' healthy organizations encourage some goals to emerge from the bottom up. Google has "20% time," which frees engineers to work on side projects for the equivalent of one day a week. By freeing people to set at least some of their own objectives and almost all of their own key results, this approach encourages innovation. It also helps to bring the perspectives of people in the trenches into the center of the organization.

Connected companies are also quicker companies—when goals are public, a 'team of teams' can attack trouble wherever it surfaces.

The story of Intuit

Intuit has made *Fortune's* list of the world's most admired companies for 14 years in a row. Over its history, the company has survived a series of competitive threats by staying one step ahead. The company's culture of transparency has enabled it to be more openly connected.

A few years ago, Intuit was busy pivoting in several directions at once as it moved to the cloud, which was both exciting and stressful. The chief information officer, Atticus Tysen, introduced OKRs to his direct reports to help the IT department to adapt. The following quarter he rolled out the system to the director level; and the quarter after that, to all 600 IT employees.

Tysen says the key for Intuit to succeed was for all OKRs to be visible throughout the company. For those working outside headquarters, OKRs ended the mystery of what was happening back at HQ, making the company more cohesive. When a new project comes up for discussion, everyone asks how it fits into the OKR template. “OKRs have consolidated our far-flung department,” opening it horizontally across teams.

In the cloud era, OKRs can be particularly effective as horizontal alignment comes naturally. With transparent OKRs, Tysen says, “the data and analytics team could see from the start what our financial systems team had in mind ... The teams linked up their objectives in real time, rather than after the fact—a sea change from our historical way of doing things.”

Track

The third OKR system superpower is that they can be tracked. OKRs are driven by data, with periodic check-ins, objective grading, and continuous reassessment. They can be revised as circumstances dictate.

OKR lifecycle

There are three phases to the OKR lifecycle, starting with setting up. Here, the most important thing is to make sure that everyone’s OKRs can be easily found and shared—the system is not truly transparent if nobody sees the goal you shared. There are now a number of robust, cloud-based OKR management software packages available, that allow users to navigate a digital dashboard to create, track, edit, and score their OKRs. Such platforms promote internal networking, drive engagement, and make everyone’s goals more visible. It is also important to make sure that the team deploying it adopts OKRs universally. This may mean appointing one or two OKR ‘shepherds’ to get everyone on board.

The second phase is holding regular mid-cycle check-ins. Writing down a goal increases your odds of attaining it; and monitoring your progress with colleagues increases the odds even more—two integral features of the OKR system. A study in California found that people who recorded their goals and sent weekly progress reports to a friend attained 43% more of their objectives than those who merely thought about their goals.

At each check-in, you have one of four options: continue; update (i.e., modify a Key Result or Objective to respond to changed circumstances); start (i.e., launch a new OKR when the need arises); or stop. When an OKR has outlived its usefulness, drop it—but also reflect on it, asking what you learned that can be applied in the future. An OKR dashboard is a real time means of flagging what needs attention. At Google, the benchmark check-in cycle is monthly, but

frequency varies with the business needs of the moment. The most physically dispersed teams check in the most frequently.

The final phase is the wrap-up, which comprises objective scoring, subjective self-assessment, and reflection. A low score begs the question, is the objective still worth pursuing? If so, what can we change to achieve it? On the other hand, if a team or department approaches 100% in its OKR scoring, it probably its sights too low! The key is to set aggressive goals; achieve most of them; accept that there will be some that were not met and reflect thoughtfully on why that may be the case; reflect on what was achieved; and then repeat the cycle. A Harvard Business School study found that learning from direct experience is more effective when coupled with reflection.

The Gates Foundation

The Gates Foundation at its launch in 2000 was something wholly new—a \$20 billion startup. Within two years it had scaled to the point that it needed a more structured form of goal-setting. The Foundation embraced OKRs to deliver the real-time data needed to wage war against malaria, polio, and HIV. Bill Gates says using the OKR approach with grant reviews allows the team to judge whether a proposal has clear goals and fits the Foundations objectives. People in philanthropy often confuse the mission, which is directional, with the objective, which is the set of concrete steps you're actually engaged in. "Having a good mission is not enough. You need a concrete objective, and you need to know how you're going to get there."

Using OKRs, the Foundation can set an ambitious top-line goal, like eliminating Guinea worm disease, then set quarterly and annual beats for key results, to know whether the resources being used are making progress against the goal. (After a series of grants from the Foundation, programs have reduced the incidence of Guinea worm disease from 75,000 in 2000 to just 22 in 2015.)

Stretch

The final OKR superpower is the system's ability to motivate people to excel by doing more than they had thought possible. Setting conservative goals stymies innovation; setting ambitious 'stretch' goals encourages people to go outside their comfort zones. It allows people to embrace what Jim Collins calls BHAGs—Big Hairy Audacious Goals. People with hard goals may reach them less often, but they also consistently perform at a higher level than people with easy goals. Stretched workers are more productive and more engaged.

Google divides its OKRs into two categories: committed goals, which are tied to the company's metrics around product releases, hiring, and customer, and are to be met 100% within a set time frame; and aspirational goals, which are bigger-picture, higher-risk ideas where an average 40% failure rate is to be expected. Aspirational goals draw on all four OKR superpowers—they can only be met by a transparent and connected organization that has focus and commitment, and that tracks progress toward the objective.

Intel's Operation Crush set the ambitious goal of 2,000 design wins in one year—which required one win per sales person per month, effectively tripling their numbers. At the end of the year, the team had won over 2,300 new accounts and Intel's future was secured.

At Google, Page expects team members to create products and services that are ten times better than the competition, not just improving on existing systems but reinventing them. Aspirational OKRs are set at 60-70% attainment, meaning that performance is expected to fall short at least 30% of the time. Team members are encouraged to try and fail.

Continuous performance management

Continuous performance management is slowly taking the place of the annual review in HR systems. Ten percent of Fortune 500 companies have ditched the annual review. Adobe discovered that annual reviews were costing the company 80,000 manager hours a year and in 2012 dropped them in favor of continuous performance management. This is the younger sibling of OKRs; combined with the quarterly goals and built-in tracking of OKRs it uses conversations, feedback, and recognition to lift everyone's achievement.

At Google, OKRs amount to a third or less of performance ratings. More important is feedback from cross-functional teams and most of all context. One-on-one meetings with managers allow for goal setting and reflection; ongoing progress updates; two-way coaching; and light-touch performance reviews.

To reap the full benefit of OKRs, feedback becomes a critical component of continuous performance management, along with continuous recognition from managers and peers that is tied to company goals and strategies.

At Adobe managers, employees, and peers join in multiple check-in conversations a year. These focus on quarterly OKRs, feedback, and career development. The result is more engaged employees who want to stay with the company.

An OKR culture is an accountable culture, transparent and vision-based. The rulebook tells people what they can or can't do, but the culture of the organization can tell people what they *should* do. Or, as business philosopher Dov Seidman puts it, "What we choose to measure is a window into our values, and into *what* we value."