OPERATIONS INSIDER

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THE MANAGER'S OKR QUICK START CHECKLIST

Score one area in twenty minutes, with evidence you can point at.



FOCUS. MEASURE. CHECK IN.

START HERE

How to Use This Check

One area, one hour with its leader, twenty-five statements, one number.

01 LOOK	02 SCORE	03 ACT
Sit with the leader of the area and open the real material: the OKR list of the quarter, the check-in notes, the scores of the last quarter. Do not score from memory.	Score each statement from 0 to 4. Without a list, a board or notes you can point at, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent across teams.
3	Mostly in place and visible in the routine.
4	Consistently in place, visible, reviewed and improved.

> **WHY ONE AREA**
>
> **OKR work in teams, not in slide decks. Score one area such as a production hall, the warehouse, an engineering group or purchasing. If OKR are not in use yet, the check shows what has to be in place before you start.**

Before You Start

- **Area:** one team or department of ten to eighty people with a leader who can decide about its priorities.
- **Evidence:** the OKR list, the health metrics, the notes of the last four check-ins, the scores and the retrospective of the last quarter.
- **Tone:** you check the routine, not the people. Ask how a key result was chosen, not why it was missed.

THE CHECK

01 Purpose and Focus

NO.	CHECK	SCORE 0 TO 4
01	The area has a written purpose and three to five priorities for the year, and every OKR of the quarter can be traced to one of them.	
02	Each team has no more than three objectives per quarter, and the team can name them without looking.	
03	The team chose its OKRs because they change something, not because they describe the normal work of the quarter.	
04	Business as usual is covered by a short list of health metrics that are watched every week but are not OKRs.	
05	Leaders say openly what will not be done this quarter to make room for the OKRs.	

02 Writing Objectives and Key Results

NO.	CHECK	SCORE 0 TO 4
06	Every objective is a short, qualitative statement of a change that people in the area understand and want.	
07	Every key result is a number from a start value to a target value, with a unit, a data source and a date.	
08	Key results measure outcomes, such as on-time delivery or changeover time, not activities such as meetings held or trainings planned.	
09	Each key result has one owner, and the owner can get the current value without asking another department.	
10	The team marks each key result as committed or aspirational, and everybody knows what the difference means for the score.	

THE CHECK

03 Alignment

NO.	CHECK	SCORE 0 TO 4
11	Team objectives are drafted by the teams against the priorities of the plant, not handed down as a finished cascade.	
12	Before the quarter starts, every team has checked which other teams it depends on and has agreed those dependencies in writing.	
13	One view shows all OKRs of the area or plant, so that anybody can see who works on what and how it connects.	
14	Conflicts between the OKRs of two teams are found in planning and decided by the leader both teams report to.	
15	OKRs of support functions such as purchasing, engineering and quality are visible to the production teams they serve.	

04 Rhythm: Check-ins and Reviews

NO.	CHECK	SCORE 0 TO 4
16	Every team holds a weekly check-in of no more than thirty minutes with the current value and a confidence rating for each key result.	
17	Values come from data that is updated at least weekly, not from estimates made in the meeting.	
18	When the confidence of a key result drops, the team agrees a concrete action with an owner and a date in the same meeting.	
19	Leaders review the OKRs of their teams at mid-quarter and remove obstacles that the teams cannot remove themselves.	
20	At the end of the quarter every key result is scored from 0.0 to 1.0 with the same formula, and the scores are visible to all.	

THE CHECK

05 Learning and Scaling

NO.	CHECK	SCORE 0 TO 4
21	Every quarter ends with a retrospective that records what worked, what did not and what changes in the next cycle.	
22	OKR scores are not used to calculate bonuses or individual ratings, and people know this.	
23	Key results that were not reached are either carried over on purpose or dropped on purpose, never silently repeated.	
24	An OKR coach or champion supports the teams during planning and the first check-ins of each quarter.	
25	The introduction follows a plan: one area first, then more areas after two quarters, with the lessons written into a short company guide.	

Your Result

BLOCK	POINTS	OUT OF
01 Purpose and Focus		20
02 Writing Objectives and Key Results		20
03 Alignment		20
04 Rhythm: Check-ins and Reviews		20
05 Learning and Scaling		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you whether OKR change anything in the area. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Goal lists. Targets describe the normal work and wait for the end of the year.	Write three priorities. Separate health metrics from goals. Pilot OKR in one team.
40 to 59	Set and forget. OKR are written, then the daily business takes over.	Start the weekly check-in with values and confidence.
60 to 79	Working. OKR are tracked, alignment and learning depend on a few people.	Agree dependencies, score with one formula, hold a retrospective.
80 to 100	Capable. OKR are the way the area changes, quarter after quarter.	Hold the level, link to strategy deployment, scale to more areas.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check after one quarter and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
OKR STARTER KIT	The guide for the first quarter in one area, plus the planner workbook with check-ins, scoring and dashboard.
OKR EXCELLENCE BUNDLE	The playbook, the planning workshop, eight templates, the multi-team Excel system and a workshop deck.

Both are available at operationsinsider.com.