

What is a Connected Strategic™ Organization?

Building our shared
words & meanings



RED CURRANT
COLLECTIVE



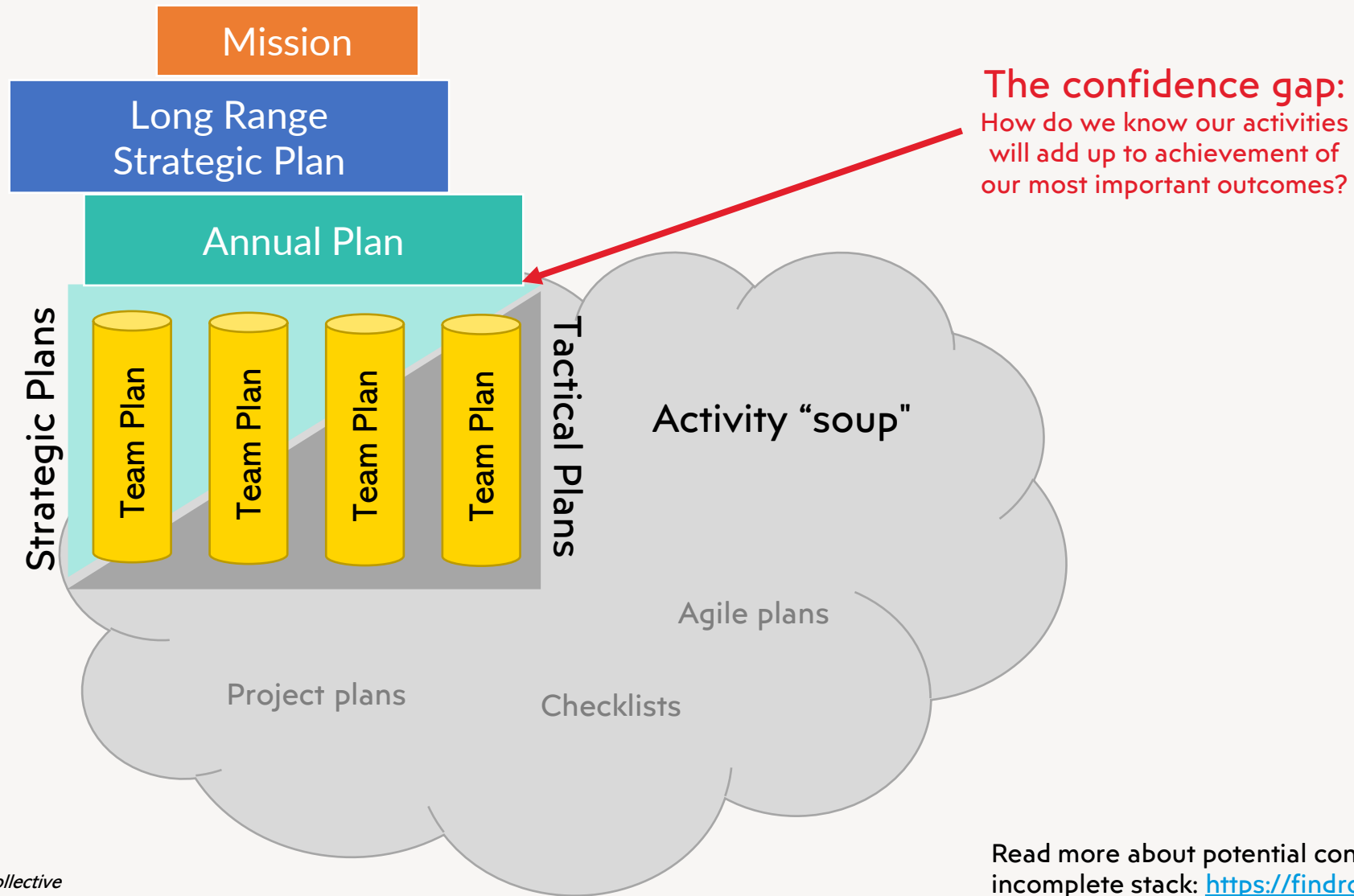


**Connected Strategic™
organizations are
driven by purpose
with success typically
measured in human
terms***

* not *only* financial terms.



How many organizations strategize + plan



Close the gaps with a Connected Strategic™ Stack

1. This “stack” is an abstraction

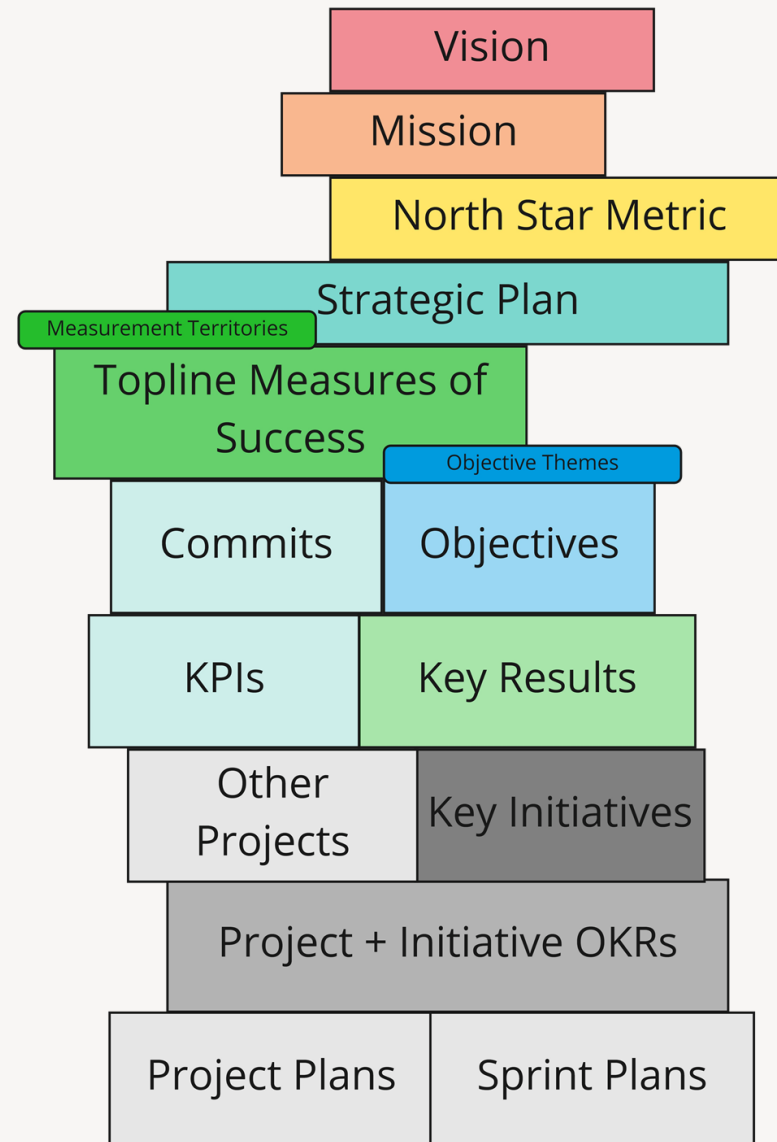
And, in each organization, it's possible to build a coherent, aligned way to connect the organization's durable strategies to implementation

2. No two organization's stacks look the same

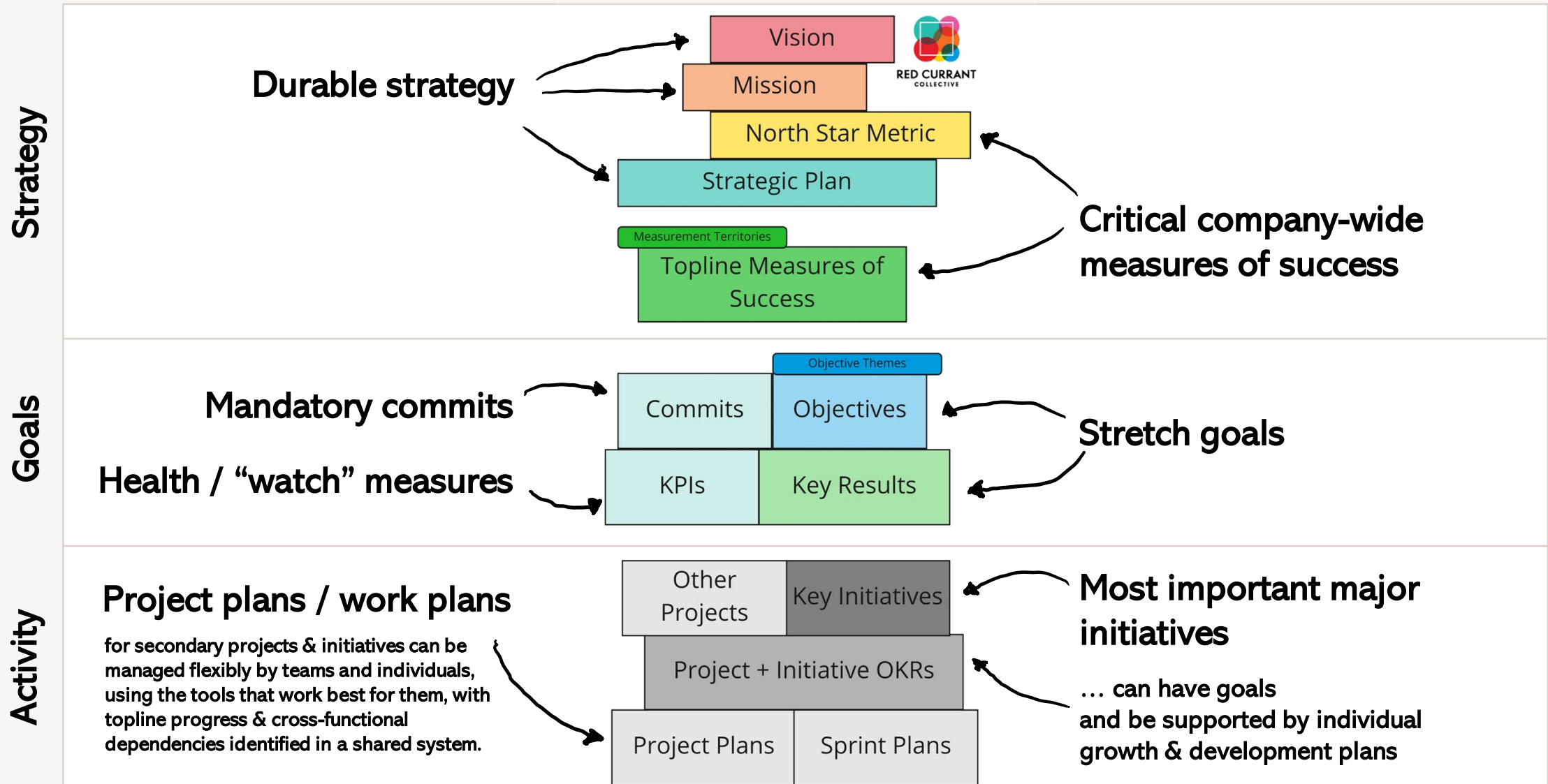
Not every organization needs every piece of this puzzle (but organizations as large as yours, benefit most from this full stack)

3. Think of the stack in terms of localizing

Each layer gives direction to the ones below, and each layer may be translated into goals for the layers below



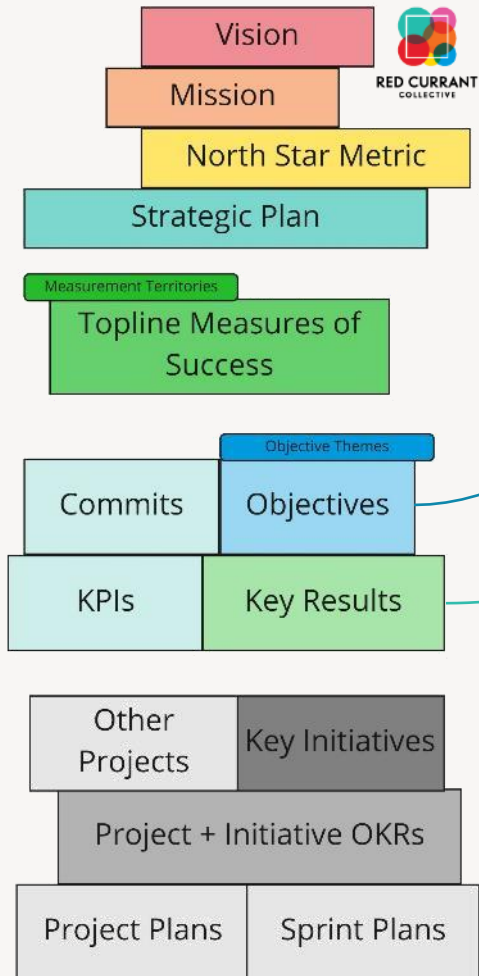
Orienting to the Connected Strategic™ Stack



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Words & meanings: Connected Strategic™ OKRs

The Connected Strategic™ Stack



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OKR OBJECTIVES

A purpose statement describing **what** we're pursuing together and **why** it matters



KEY RESULTS

Enunciation of our **most important objective measures of success** for a given time period

- Directional, inspiring and aspirational description of the changed future we're aiming for together
- Objective quality can't be forced, and language usefulness and breadth of applicability may vary. We identify an OKR Objective's theme(s) in addition to the O language, to aid in clarity and usefulness.
- Objective duration is flexible. Some Os may span one or more years, quarters, or sprints; and some may be "until achieved." Provide a description to clarify duration.
- Focus is important. Aim to limit the number of objectives (not more than 3-5 at the company-level, and teams may have as few as one).
- Key Results are presumed stretch goals; if achievement at 100% is mandatory, they are identified as a COMMIT
- Objective measures clarify how we'll measure success, and how we'll evaluate progress objectively
- There is no set / fixed number of Key Results. The right number is the number that gives us (1) clarity about what's most important and (2) objective progress information to increase our confidence we'll achieve our outcome goals.
- In our non-committed Key Results, we are **safe to try, and even "fail"** if in doing so, we learn important new lessons for how to improve in the future.



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Connected Strategic™ OKR Mad Libs Cheat Sheet

Objectives

_____ + _____.

[What's most important] [optional: Who is it important to]+[Why it matters]

Our **What** is often a directional statement or verb (increase, decrease, achieve, become). Our **What** describes the most important direction we're heading in together.

Our **Why** describes why that "What" matters, to help give the team a shared sense of purpose.

Sometimes it helps to think about **Who** -- to whom it's most important -- so we can get excited about our purpose on a human scale, not only based on business measures.

Common Objective Forms:

- The What / Why style (above)
- A brief description of the state we find ourselves in when we achieve the objective, and/or
- A tagline or rallying cry.

Objective quality check: Is it:

- Clear on the **what** and **why it matters (and who, if that helps)**?
- Directional and typically *NOT* measurable?
- Aspirational? Inspiring?
- Concise?
- Memorable and useful?

Example Objectives:

What/why:

Increase revenue so we can reinvest and improve our employee experience

State-based:

Our world-class employee experience is powered by our financial health

Tagline / rallying cry:

Profits don't define us, they sustain us

Key Results

_____ by ____% (from ___ to ___)

[Increase / decrease] [metric / measure] [X%] (from [start] to [target])

Ideal Key Result form:

- [Increase / decrease] [metric / measure] by [X]% (from [start] to [finish])

Alternative forms, when measurement is more complicated / less "ready:"

- Consider low-fi measures to notice and encourage desired behavior or spontaneous reaction statements
 - Increase observation of [desired behavior or spontaneous statement] by ____% (from ___ to ___)
- Demo an MVP of [initiative] achieving [X] [measure of success]
- Build & instrument a [measurement] model in Qa (for increase of X % in Qb)

Key Result quality check: Is it:

- An objectively measurable **outcome**, not a task?
- A **measure**, not an action?
- Motivatingly challenging but not impossible?
- Is progress measured in terms of "percentage complete?"
 - *If so, that's a subjectively measured activity, not a Key Result.*

Example Key Result:

Increase percent of revenue from Top 10 target sponsors by 50% (from \$100k to \$150k).



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Did this spark your curiosity?

We'd love to hear from you:

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