



Measure What Matters: OKRs and the Power of Contemporary Goal Setting

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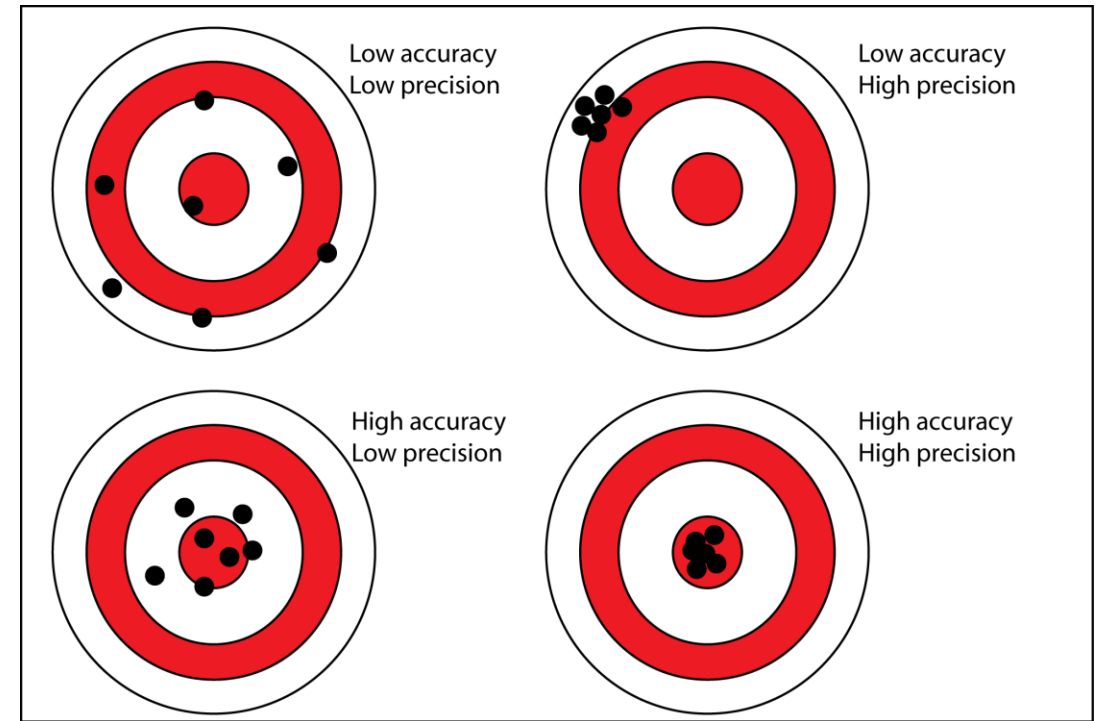


Learning Objectives

1. State the value and purpose of OKRs, identify what an OKR is and what makes a good OKR.
2. Explore examples of OKRs and CFRs and discuss cascading and alignment
3. Gain familiarity with Conversations, Feedback and Recognition (CFRs)



Why Are You Here?



Why This Matters

#1 NEW YORK TIMES BESTSELLER

Measure

What Matters

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

John Doerr

WITH A FOREWORD BY LARRY PAGE

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OKR Defined

OKRs, Objectives and Key Results, are a simple tool that helps an organization achieve goals by building specific and measurable actions as well as communicating and monitoring progress toward them.



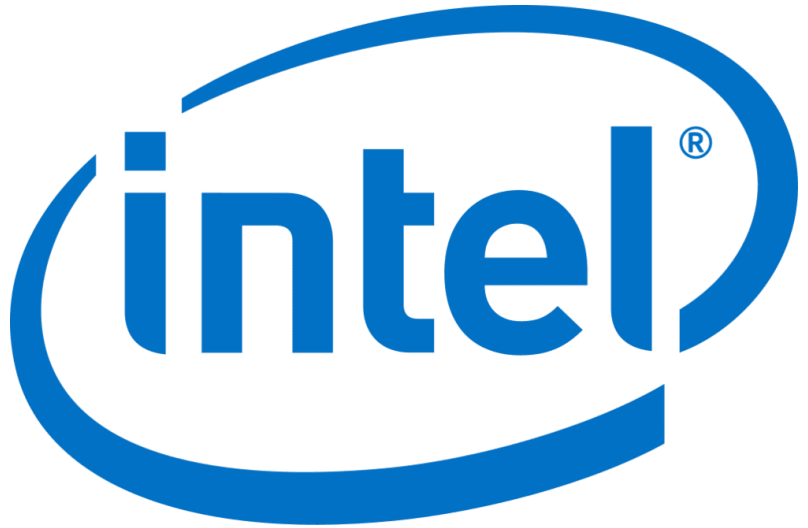
What is an Objective?

- It describes your mission-supporting goal and sets a deadline for achieving it.
- The highest priorities your team needs to accomplish in the next 30-90 days.
- What You Do!

What is a Key Result?

- Benchmarks you can measure that track your progress toward the Objective.
- Typically, there are 3-5 of them per Objective.
- How to do it

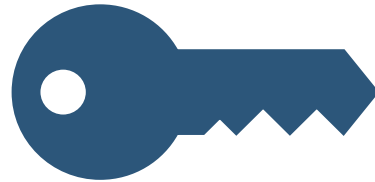




John Doerr Formula for OKRs

- *I will (Objective) as measured by (set of Key Results).*

What About KPIs?



KPI stands for Key Performance Indicator. Like Key Results, they help to measure things. But unlike Key Results, they aren't necessarily attached to an Objective.

Effective Objectives



- Is it meaningful? Is the Objective a top priority? Does it articulate a clear direction?
- Is it audacious? Is the outcome taken for granted or does it take what you do every day to the next level? Does it represent a significant change from where we are today?
- Is it inspiring? Is the Objective easy to remember? Does it empower your teams?

Effective Objectives



Specific questions that help refine Objectives:

1. Are you asking for an incremental change, a leap or a discovery?
2. Can your objective be more specific? (vague goals are weak goals, too specific leaves little room for creativity)
3. Can your objective be more action-oriented?
4. Can you say the same objective in a more concise way?
5. Can you make it more memorable? (tie into culture?)



Example

Objective1: Make Parking and Mobility More Accessible to Residents of City

Objective2: Increase the number of people our office can serve each day.



Example

Objective1: Make Parking and Mobility More Accessible to Residents of City

KR1: Address long wait times for monthly parking renewals by half over the next 90 days.

KR2: Identify funding source to offer restaurant worker discounted parking in 90 days.

KR3: Make parking facilities safer by reducing the number of break ins by half in 60 days.



Example

Objective2: Increase the number of people our office can serve each day.

KR1: Reduce the average form completion time to 15 minutes (from 45 minutes today).

KR2: Proactively reach out to monthly parkers before permits expire, reducing cancellations 15%.

Cascading

Objective 1: Make Parking and Mobility More Accessible to Residents of City

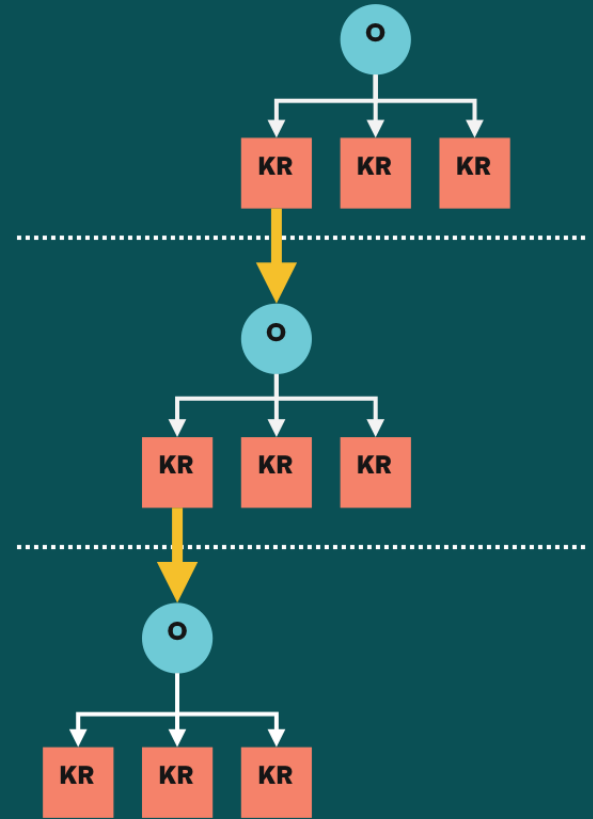
KR1: Address long wait times for monthly parking renewals by half over the next 90 days.

Objective 1A: Address long wait times for monthly parking renewals.

KR1A1: Redesign website to reduce click-throughs by 50% in 30 days.

KR1A2: Add self-service feature to on-line renewal platform in 60 days.

Cascading OKRs



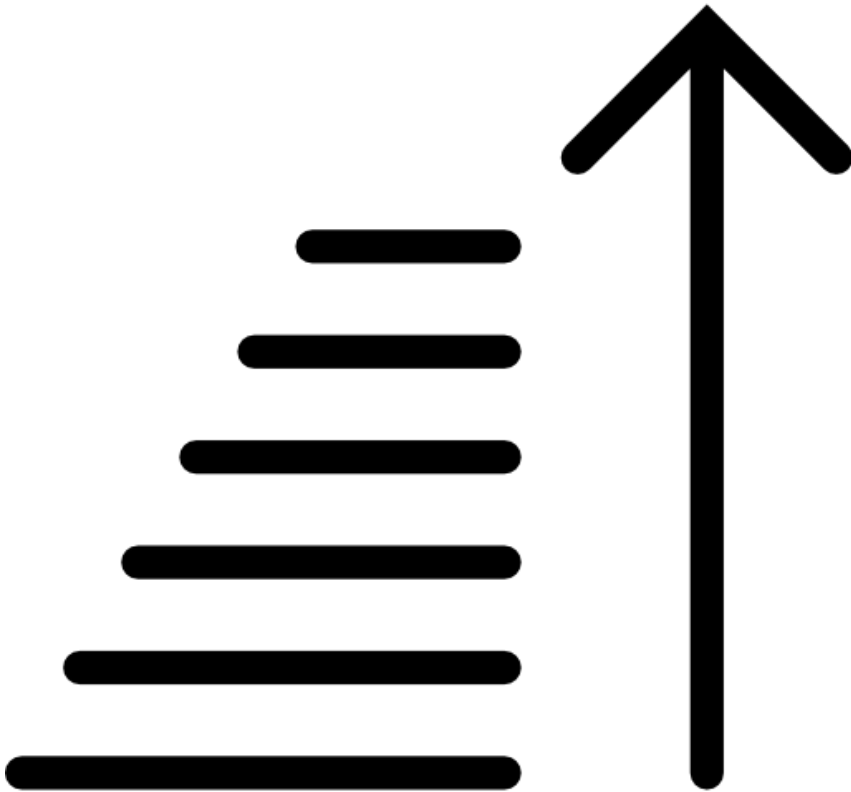
Tability | Focus & accountability for teams

Challenges with Cascading

- Rigid
- Assumes strategy is perfect
- Can cost excessive time and resources to maintain broken relationships.
- It may leave teams on the sideline (support functions)



Aligning



- Each team develops its own OKRs in support of top-level objectives
- Some teams can re-use top level KR as their objectives

OKRs and CFRs

Objective	Key Result	CFR
What you and your team will accomplish	How you will do it	Individual contribution
Significant and Action Oriented	Specific and Measurable	Qualitative, human



Can only be graded as complete or incomplete

Conversations Feedback Recognition



Conversations



Feedback



Recognition

- Happen throughout OKR cycle
- At 1on1s
- Specific & constructive
- What do you need from me to be successful? What I need from you.

CFR Script:



- How are your OKRs coming along?
- What critical capabilities do you need to be successful?
- Are there any blockers that could stop you from attaining your objectives?
- What OKRs need to be adjusted—or added, or eliminated—in light of shifting priorities?

Recognition

- Most impactful yet least well understood
- Appreciation is a fundamental human desire
- Modern company culture often makes recognition performance-based and horizontal. It crowdsources meritocracy.
- Can be peer to peer and continuous



5 OKR Best Practices



It is okay to only achieve 60-70% of OKRs



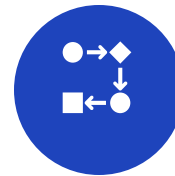
OKRs are not an employee evaluation tool.



Everyone needs to get on board



Process needs to be lightweight.



Be patience.



Summary

- Direction setting is one of two critical roles for leaders
- OKRs offer a simple yet powerful framework
- OKRs concentrate on the most important things over a short period of time – they drive action
- CFRs provide a critical and necessary qualitative element to the OKR objective framework.



Discussion



CAPP TRACK

This session offers 1 CAPP Point towards the CAPP application or recertification maximum.



Thank You

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