Category

Strategy

Strategy Execution & OKR Playbook

An operating system for translating strategic priorities into Objectives and Key Results, running the quarterly cadence, and closing the gap between plan and delivery.

- Practitioner
- Intermediate
- Template Included
- Workshop Ready

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- 8 minute(s)

Overview

A complete operating cadence for cascading strategy into OKRs, running weekly check-ins and quarterly scoring, and closing the say-do gap that kills most strategic plans.

How many OKRs should a team have at once?

One to two objectives per team per quarter, each with three to five Key Results, is the practical ceiling. Teams that run five or six objectives simultaneously end up spreading attention so thin that the weekly check-in becomes a status report rather than a genuine prioritization tool.

What's the difference between a committed and an aspirational OKR, and why does it matter?

A committed OKR is resourced and expected to hit 1.0 — missing it is a real problem worth escalating. An aspirational OKR is intentionally stretch-scoped, and landing at 0.7 is a good outcome, not a failure. Conflating the two either sandbags ambitious goals to guarantee they're hit, or creates false alarm around stretch goals that were never expected to fully land.

Should individual contributors have their own personal OKRs?

Generally, no — OKRs work best at the team level, where a Key Result reflects genuine collective ownership of an outcome. Cascading OKRs down to individuals tends to fragment outcomes into tasks and recreates the exact problem the framework is meant to solve.

What happens if a Key Result becomes irrelevant partway through the quarter?

That's what the mid-quarter review is for — formally re-scope or replace it rather than letting the team quietly ignore it until scoring. A Key Result invalidated by a changed market condition should be revised in the open, with the reason documented, not silently abandoned.

How does this playbook relate to our annual strategic planning process?

OKRs are the quarterly execution layer underneath an annual or multi-year strategic plan — the plan sets the multi-year direction, and each quarter's OKRs translate a slice of that direction into measurable near-term outcomes. If OKRs and the strategic plan start to diverge, that's a signal to revisit the OKRs, not to let two competing priority lists run in parallel.

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