



# 2022

**okr**  
INTERNATIONAL

## **OKRs** **STATE OF THE INDUSTRY**

*Connecting Research to Performance*



# STATE OF THE INDUSTRY

OKR INTERNATIONAL'S ANNUAL REVIEW OF GLOBAL OBJECTIVES & KEY RESULTS PRACTICES



SOIR

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# DATA SOURCES

## Data Presentation

OKR International's State of the Industry Report (SOIR) is produced annually by OKR International Research. Information presented in the report reflects data that was reported for the current year. In this report, the 2022 SOIR presents data submitted for calendar year 2022.

## Consolidated Responses

The consolidated responses include all the respondents that submitted data for a particular year. The primary source of data collection was from followers and interested incumbents on OKR International's LinkedIn page. The responses have been collected from polls offered to followers and relevant individuals using LinkedIn Poll posts. It is important to note that the respondents for each question may not necessarily be the same. This provides us with a more diverse range and spectrum of answers across the industry. The LinkedIn poll posts were offered to several individuals and groups from several countries and multiple industries on LinkedIn from 01 Jan. 2022 until 15 Dec. 2022.

# DATA SOURCES

Consolidated Responses		Samples (# Respondents)
1	Do you currently use OKRs in your organisation as a strategic goal setting & execution tool?	140
2	Should OKRs be a manifestation of your business strategy?	100
3	Why are you using OKRs in your organisation?	84
4	How long have you been using OKRs?	97
5	Who is leading OKRs in your organisation?	148
6	Did you seek external consultation before using OKRs for the first time?	92
7	Did you get OKRs right when you launched them the first time?	70
8	Do you use a software tool in order to plan, align and track your OKRs?	106
9	At what levels do you currently use OKRs within your company?	69
10	Do you use OKRs at individual levels?	115
11	What kind of cycles do you use in your current OKR-based Goal Setting?	89
12	Have you linked OKRs to incentives/ bonuses/ pay-outs for individuals/ teams?	69
13	Do you use OKRs for Business as Usual (BAU) activities?	94
14	While using OKRs do you add weightages to various Key Results?	61
15	When is your OKR planned, aligned, and published for a given quarter?	49
16	How often do you check-in to review your OKRs?	83
17	During the OKR Cadence review, what is your discussion about?	64
18	Which of these skills do you need most in OKRs?	128
19	Do you believe the right culture catalyses OKRs?	113
20	What are the top benefits of using OKRs?	178
21	What's the biggest barrier in implementing OKRs?	155
22	Which of these OKR Mistakes that you've made has been the greatest learning for you?	113
23	Should OKRs be used in Public Services/Government Sectors?	110
<b>Total</b>		<b>2327</b>

# EXECUTIVE SUMMARY

**64%**

Use OKRs for for strategic goal setting and execution excellence

**93%**

OKRs should be a manifestation of your business strategy

**84.52%**

Using OKRs for Focus on Outcome and Alignment

**43.3%**

Using OKRs for more than 2 years

**40.54%**

OKRs are being led by OKR Champions

**51%**

Did not seek external help in implementing OKRs

**83%**

Did not get OKRs right when they launched it for the first time

**47%**

Do not use an OKR software to track OKRs within their organisation

**34.78%**

Use OKRs across the organisation

**53%**

Use OKRs at an individual level

**80.9%**

Use OKRs on a quarterly cycle basis

**84%**

Have not linked OKRs to rewards like incentives, bonuses and payouts for individuals or teams

**40%**

Use OKRs for Business as Usual goals

**59%**

Add weightages to Key Results in their OKR planning exercise

**69.39%**

Craft their OKRs 7 to 10 Days prior to the start of the quarter

**60.65%**

Continue to run cadence reviews weekly or fortnightly

**39.94%**

Use cadence reviews to assess business numbers as well as learning, equally

**41.41%**

Cited coaching skills as the key skill needed to implement OKRs

**95%**

Need for a strong constructive culture as a catalyst in implementing OKRs

**77.53%**

Focus and alignment as the key benefit derived from using OKRs

**50.32%**

Leadership as the biggest barrier in implementing OKRs.

**49.56%**

Setting Too Many OKRs was a mistake with the greatest learning

**89%**

OKRs should be used for public services and/or government sectors

# SECTION 1

## Overview

In this section we cover the 8 critical indicators of the **OKR Framework** as reported by the 2022 OKRs SOIR participating respondents. This section aims at addressing the generic components of launching OKRs and the state of OKR practices by respondents or within respondent organisations. The following questions are being addressed in this section under 'Question Set'. **Exhibit A\*** depicts the respondent sample size for each question and the total samples collected for this section.

### Question Set – OKR Framework

1. Do you currently use OKRs in your organisation as a strategic goal setting & execution tool?
2. Should OKRs be a manifestation of your business strategy?
3. Why are you using OKRs in your organisation?
4. How long have you been using OKRs?
5. Who is leading OKRs in your organisation?
6. Did you seek external consultation before using OKRs for the first time?
7. Did you get OKRs right when you launched them the first time?
8. Do you use a software tool in order to plan, align and track your OKRs?

### Exhibit A\*

Consolidated Responses		Samples (# Respondents)
1	Do you currently use OKRs in your organisation as a strategic goal setting & execution tool?	140
2	Should OKRs be a manifestation of your business strategy?	100
3	Why are you using OKRs in your organisation?	84
4	How long have you been using OKRs?	97
5	Who is leading OKRs in your organisation?	148
6	Did you seek external consultation before using OKRs for the first time?	92
7	Did you get OKRs right when you launched them the first time?	70
8	Do you use a software tool in order to plan, align and track your OKRs?	106
<b>Total</b>		<b>837</b>

## 01. Do you currently use OKRs in your organisation as a strategic goal setting & execution tool?

### Summary

A staggering 64% of the respondents have reported using OKRs as a tool for strategic goal setting and execution excellence.

It is not readily apparent why or how nearly one-third of the population is not using OKRs for strategic goal setting and execution.

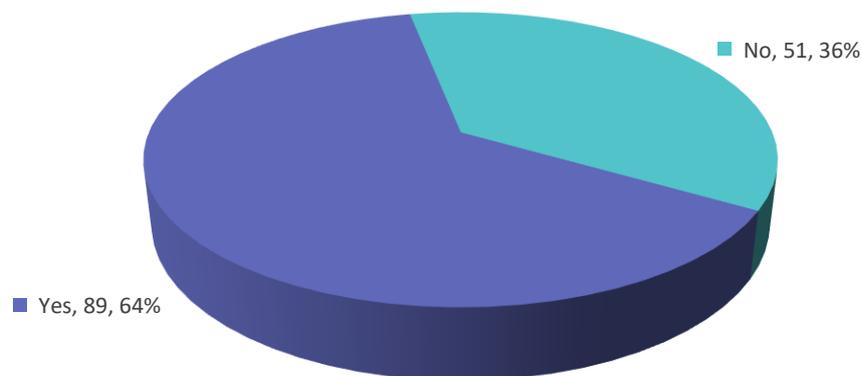
One could speculate that there are smaller independent teams, functions or units within an organisation that would be using OKRs in isolation.



FIG: 1.0

Do you currently use OKRs in your organisation as a strategic goal setting & execution tool?

N=140



## 02. Should OKRs be a manifestation of your business strategy?

### Summary

93% of the respondents have reported saying OKRs should in fact be a manifestation of one's business strategy.

While the OKRs methodology brings several super-powers to its users, converting one's business strategy into near term results remains the starting point for OKR implementation practices.

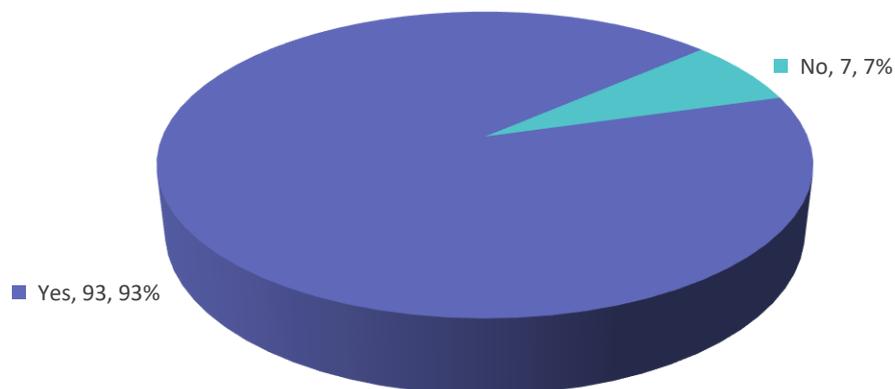
These results are validating the need for a business strategy as a starting point for OKRs. The strategy, along with the organisation's purpose and values, offer a solid anchor for OKR users.



FIG: 2.0

Should OKRs be a manifestation of your business strategy?

N=100



### 03. Why are you using OKRs in your organisation?

#### Summary

A resounding 57.14% of the respondent population has recorded using OKRs to create a focus on outcomes.

27.38% of the population has cited using OKRs to create alignment within their teams. This is followed by 14.29% of the population using OKRs for transparency & accountability generation and 1.19% respondents have recorded using OKRs for other reasons.

Focus on outcome and alignment remain the top reasons (84.52%) for using OKRs with our respondent group.

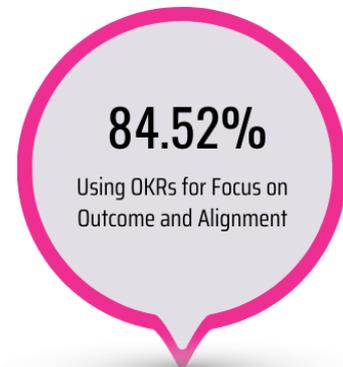
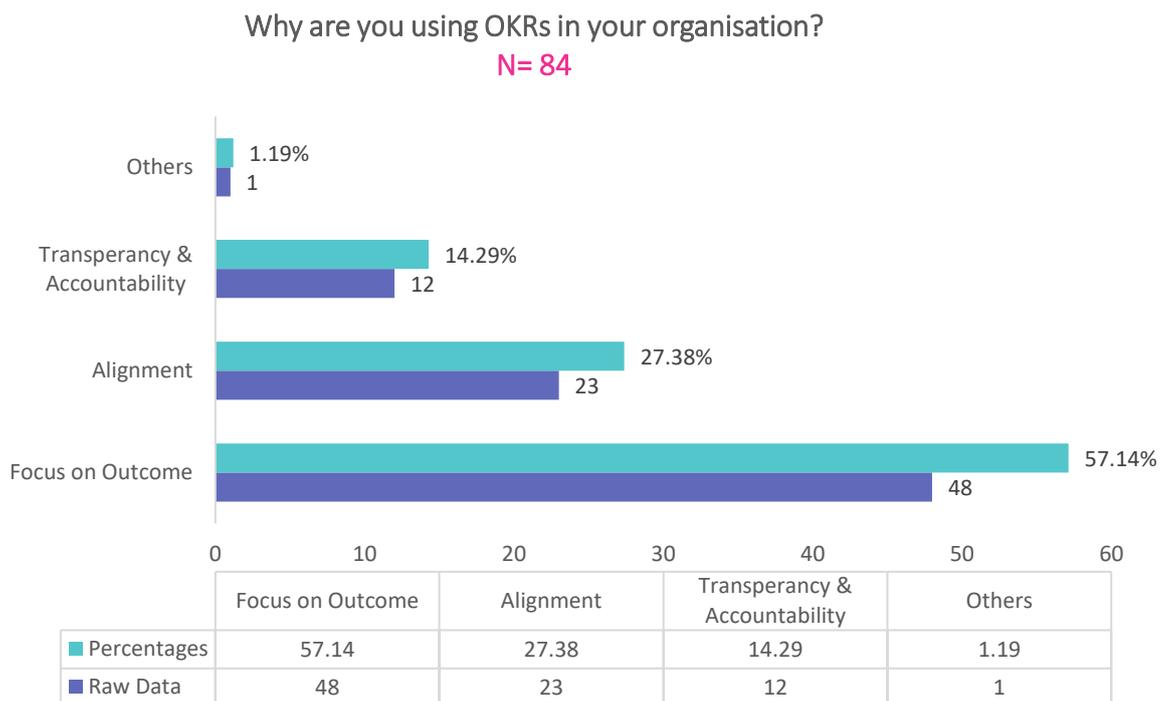


FIG: 3.0



## 04. How long have you been using OKRs?

### Summary

43.3% of reported users have been using OKRs since more than 2 years. The percentage of users reporting OKR usage since the last 1 year or more is 21.65%.

The uptake of OKRs seems to be steadily rising this year, with nearly one-third (~35%) of respondents have reported using OKRs for greater or lesser than 6 months, amounting to 12.37% and 22.68% respectively.

It would be worthwhile to compare this growth chart with next year's uptake.

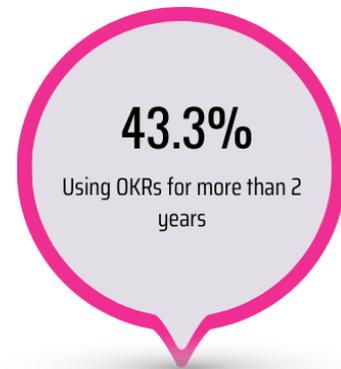
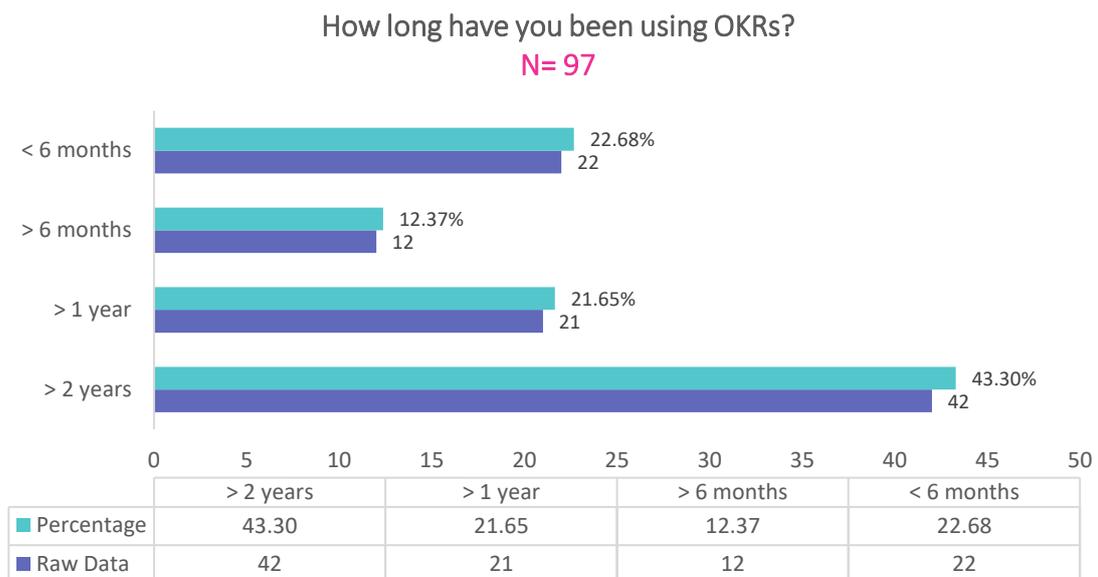


FIG: 4.0



## 05. Who is leading OKRs in your organisation?

### Summary

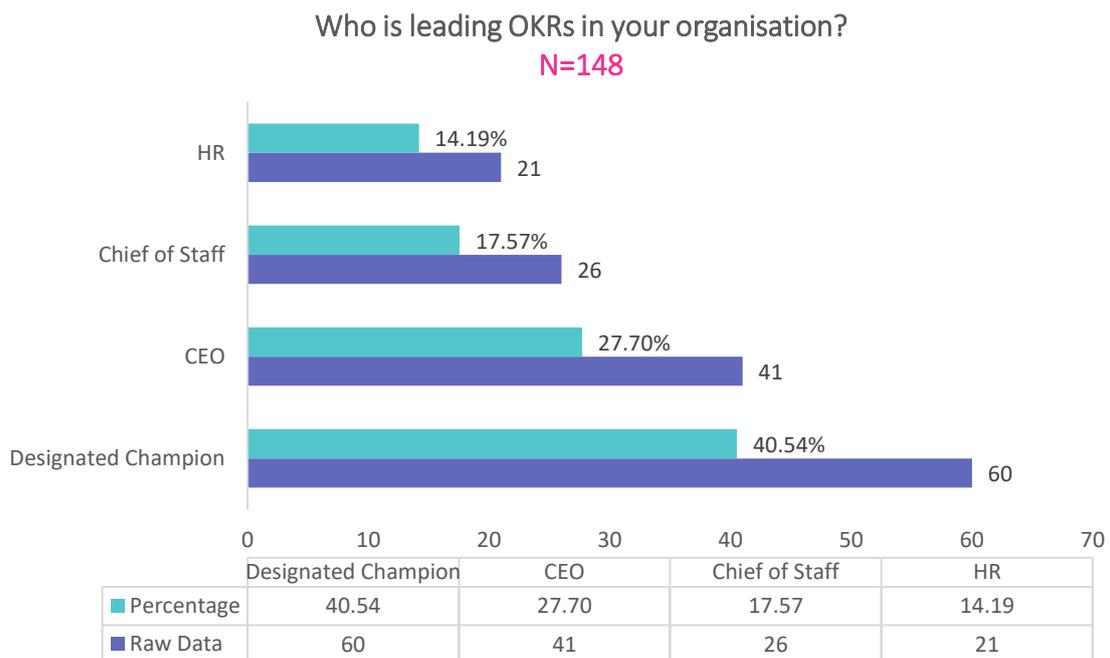
OKR Champions seem to be leading the pack here with a whopping 40.54%.

This is followed by 27.7% of the population reporting that CEOs are leading OKRs and 17.57% reporting it's the Chief of Staff that is leading OKRs in their respective organisations.

While a large majority of ~85% respondents have recorded that business leaders are managing OKRs, 14.9% of respondents have reported Human Resources spearheading OKRs within their companies.



FIG: 5.0



## 06. Did you seek external consultation before using OKRs for the first time?

### Summary

A little more than half the population (51%) has reported using OKRs with no external consultation being used. 49% of the total respondents have reported consulting with external advisors on OKRs.

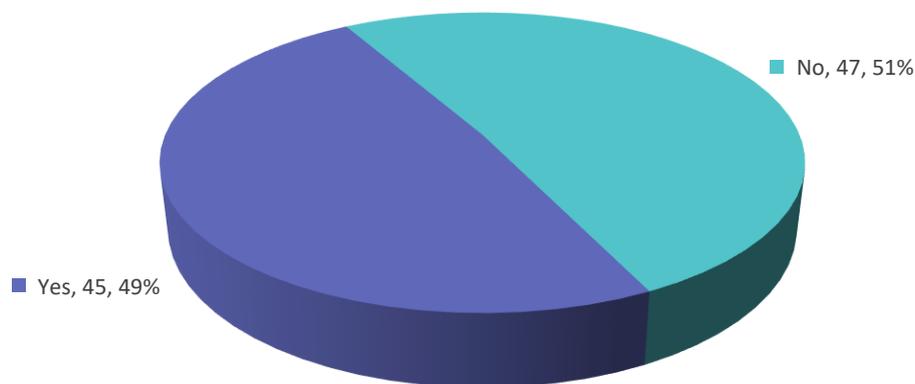
There is no correlation data readily available between the population not using external consultation to launch OKRs for the first time and the population reporting that they were not successful when they first launched OKRs. However, it would be worthwhile to assess the causal effects of OKRs failing pegged with usage of external OKR experts or otherwise.



FIG: 6.0

Did you seek external consultation before using OKRs for the first time?

N=92



## 07. Did you get OKRs right when you launched them the first time?

### Summary

A resounding 83% of the respondent population has reported that they did not get OKRs right when they launched it the first time. This is in line with most OKR experts' predictions giving more definitive and validated data to support as claims.

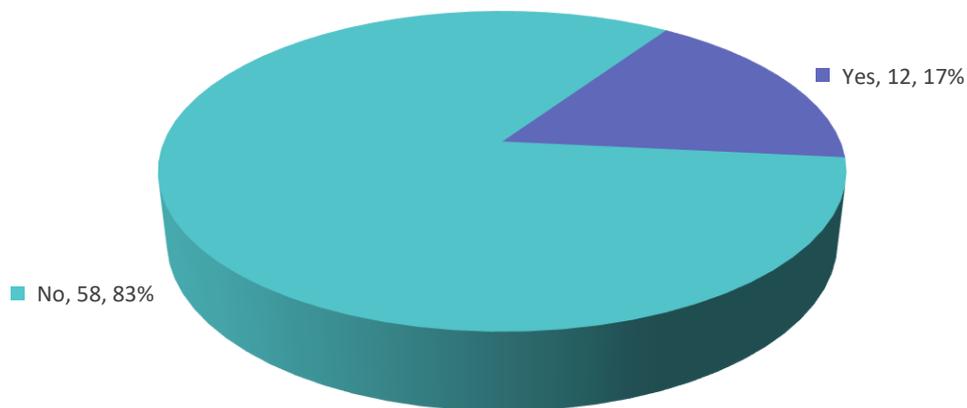
Although poor leadership (50.32%) remains the largest contributor to this, lack of discipline (19.35%), poor culture (16.77%) and lack of transparency (13.55%) have been recorded as some of the key barriers for OKRs to fail. This data is available in Section 4, question 21.



FIG: 7.0

Did you get OKRs right when you launched them the first time?

N=70



## 08. Do you use a software tool in order to plan, align and track your OKRs?

### Summary

Nearly half the respondent population (47%) has recorded that they do not use an OKR software to track OKRs within their organisation.

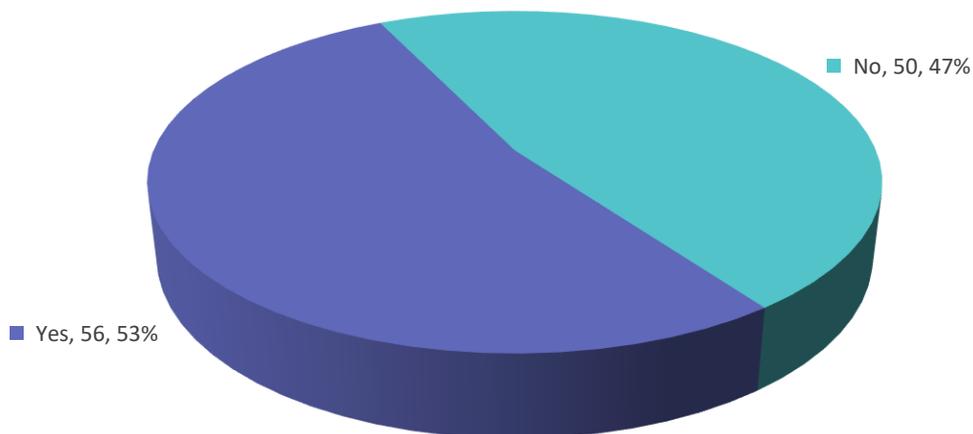
This can be interpreted as a huge opportunity for OKR software players across the globe. OR, it could also indicate that users are able to run OKRs successfully without any software systems.



FIG: 7.0

Do you use a software tool in order to plan, align and track your OKRs?

N=106





# CERTIFIED OKR PRACTITIONER

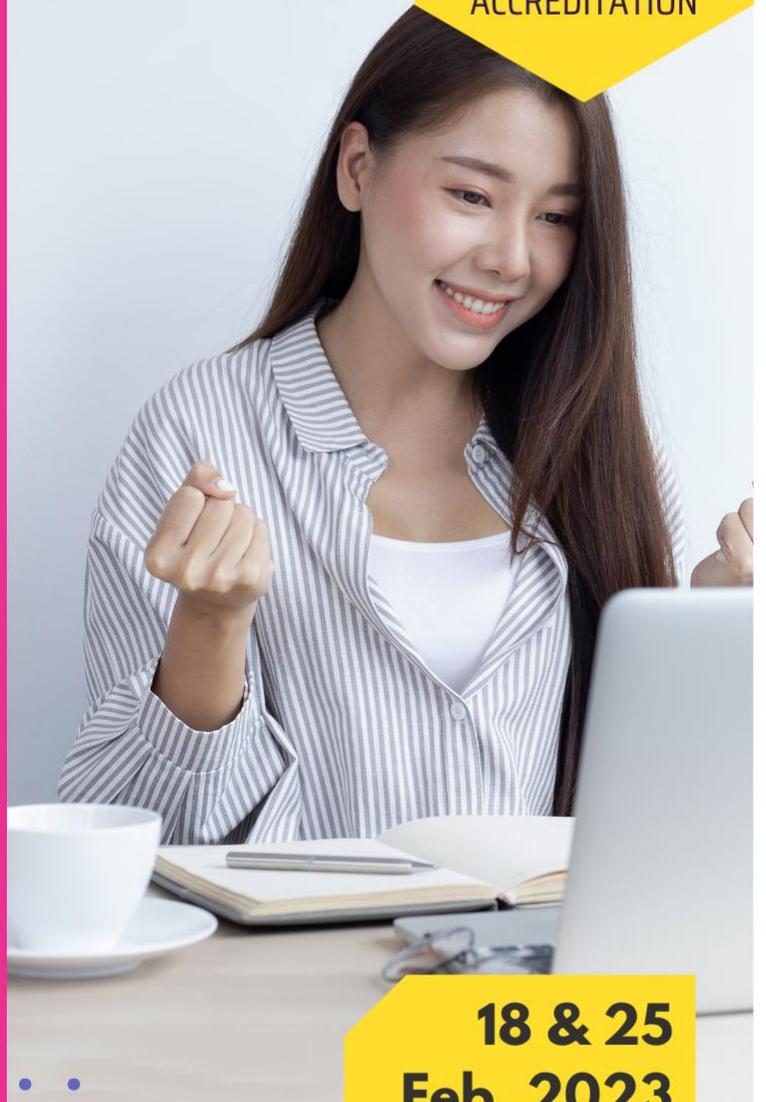
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# SECTION 2

## Overview

In this section we cover the 5 critical indicators of **OKR Usage** as reported by the 2022 OKRs SOIR participating respondents. This section aims at addressing how OKRs are being deployed by respondents and/or respondent organisations. The following questions are being addressed in this section under 'Question Set'. **Exhibit B\*** depicts the respondent sample size for each question and the total samples collected for this section.

### Question Set – OKR Usage

9. At what levels do you currently use OKRs within your company?
10. Do you use OKRs at individual levels?
11. What kind of cycles do you use in your current OKR-based Goal Setting?
12. Have you linked OKRs to incentives/bonuses/pay-outs for individuals/teams?
13. Do you use OKRs for Business as Usual (BAU) activities?

### Exhibit B\*

Consolidated Responses		Samples (# Respondents)
9	At what levels do you currently use OKRs within your company?	69
10	Do you use OKRs at individual levels?	115
11	What kind of cycles do you use in your current OKR-based Goal Setting?	89
12	Have you linked OKRs to incentives/bonuses/pay-outs for individuals/teams?	69
13	Do you use OKRs for Business as Usual (BAU) activities?	94
<b>Total</b>		<b>436</b>

## 09. At what levels do you currently use OKRs within your company?

### Summary

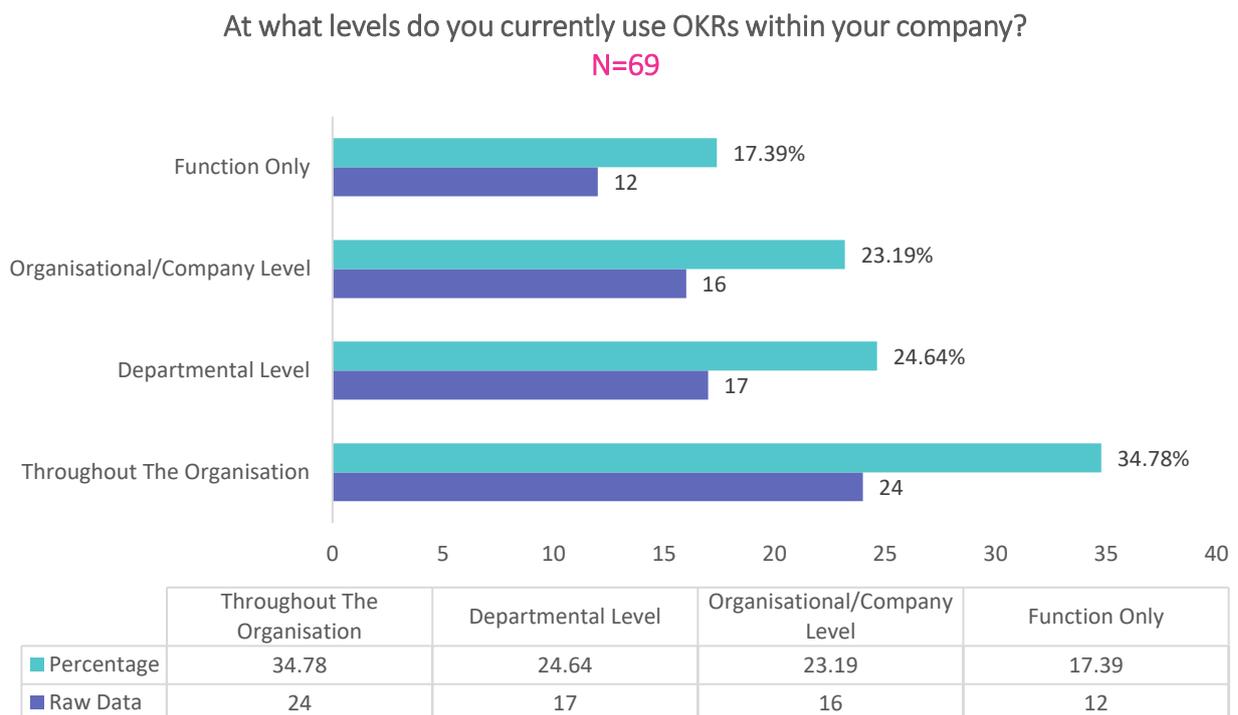
A little more than one-third (34.78%) of the respondents have noted using OKRs across the organisation. The sizes of the said organisations remain unknown.

24.64% respondents have noted using OKRs for their function and 17.39% for departments.

A little more than 1/5<sup>th</sup> of the respondents (23.19%) have recorded using OKRs at organisational levels. This throws light on the opportunity to scale OKRs across organisations.



FIG: 9.0



## 10. Do you use OKRs at individual levels?

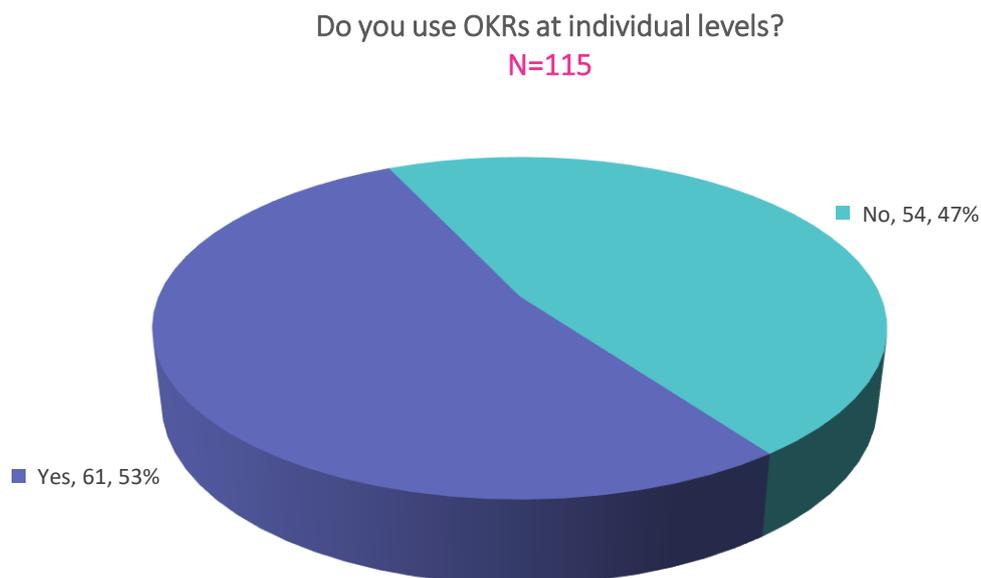
### Summary

53% of the respondent population has said that they do use OKRs at an individual level. It is not clear if these individuals are using OKRs for business goals or personal development.

47% of the respondent population has said that they do not use OKRs at an individual level. While OKRs work best as a social process for collective goals, there is no denying that they work equally well for personal goals.



FIG: 10.0



## 11. What kind of cycles do you use in your current OKR-based goal setting?

### Summary

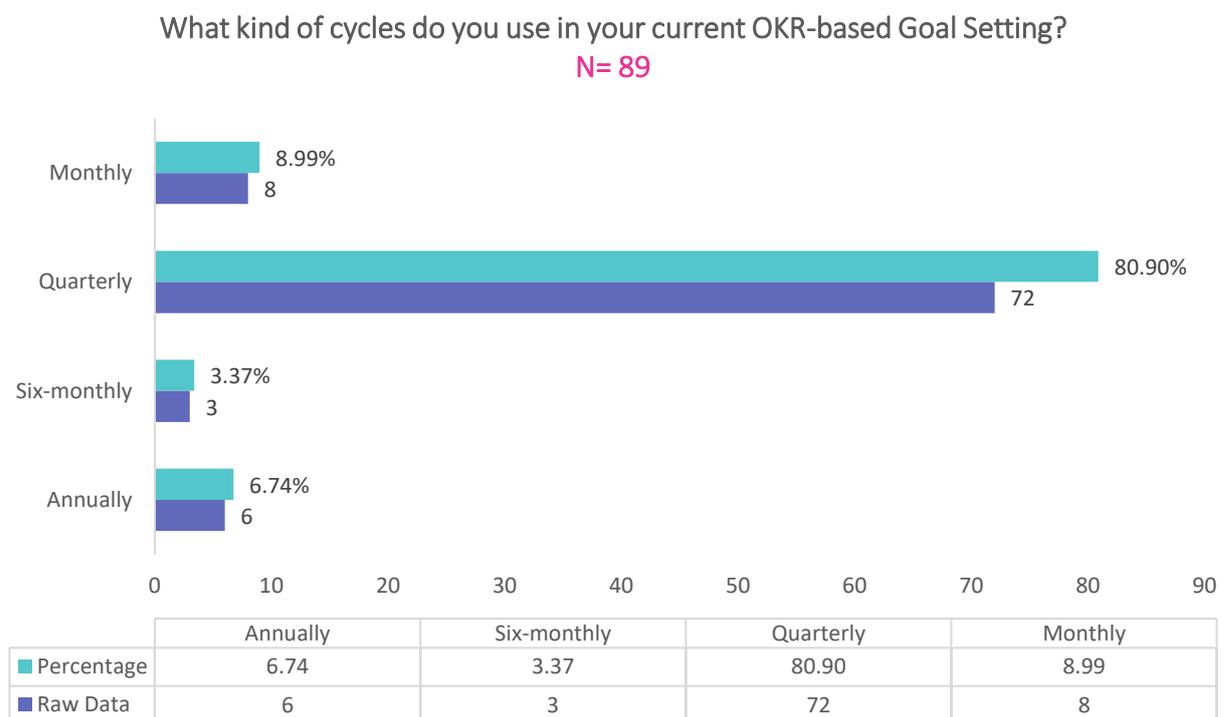
A staggering 80.9% of the total population is recorded using OKRs on a quarterly cycle basis. Only 3.3% of the respondent population was recorded using OKRs 6-monthly and 8.99% was recorded using OKRs on a monthly cycle basis.

6.74% of the overall population has responded saying that they use OKRs on an Annual basis. What we don't know is how many of the respondent organisations use OKRs Annually and Quarterly.

It is heartening to see the process of goal setting getting more agile with shorter cycle times compared to yesteryears.



FIG: 11.0



## 12. Have you linked OKRs to incentives / bonuses / payouts for individuals / teams?

### Summary

OKRs continue to remain a business goal setting and execution framework with 84% of the overall respondent population reporting that they have not linked OKRs to rewards like incentives, bonuses and payouts for individuals or teams.

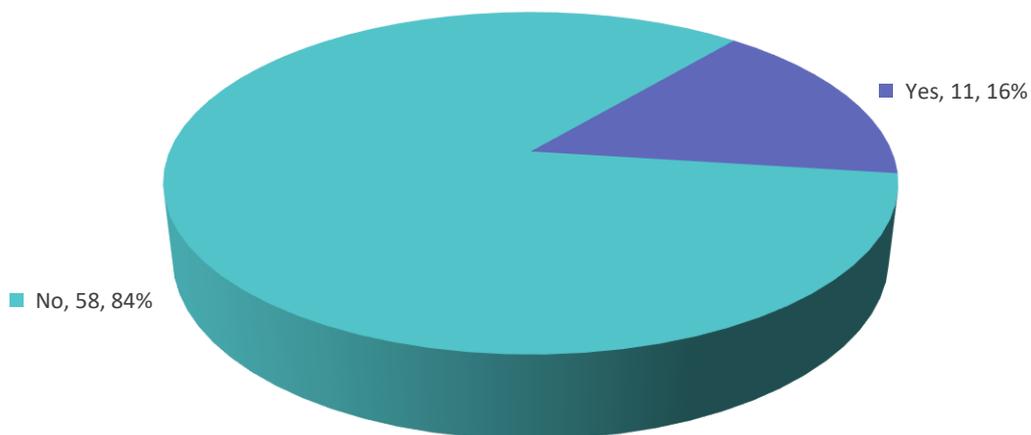
16% of the overall population has confirmed that they have linked OKRs to rewards like incentives, bonuses and payouts for individuals or teams. It would be worthwhile to see the correlation of this data with Question 5, Section 1 which records 14.9% of respondents have reported Human Resources spearheading OKRs within their companies.



FIG: 12.0

Have you linked OKRs to incentives/ bonuses/ payouts for individuals/ teams?

N=69



### 13. Do you use OKRs for Business as Usual (BAU) activities?

#### Summary

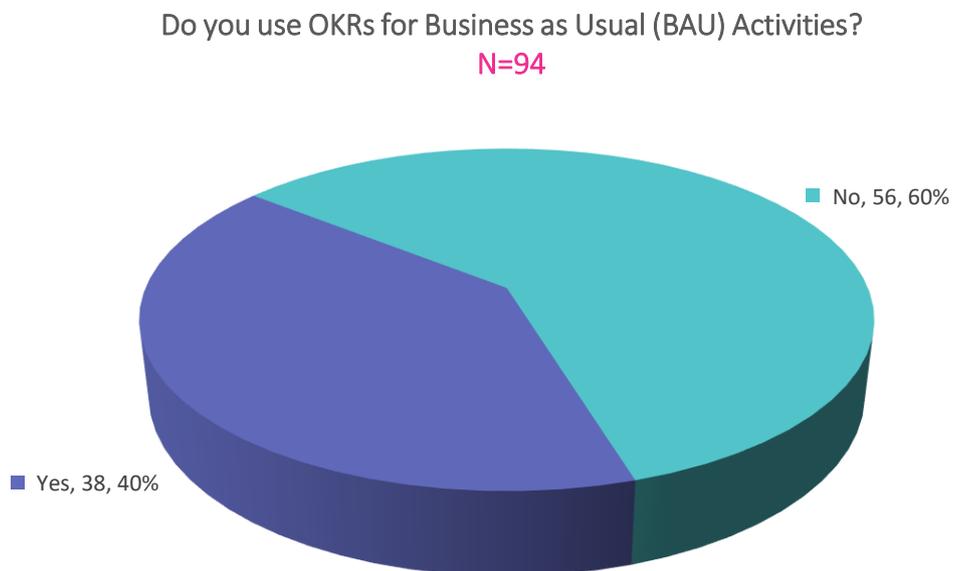
A huge 40% of the overall population was found using OKRs for Business As Usual (BAU) activities. 60% of the overall respondent population was recorded saying they do not use OKRs for Business As Usual (BAU) activities.

While 93% of the overall population believe OKRs should be a manifestation of the business strategy (section 1-question 2), 40% of the population here have responded saying they use OKRs for Business As Usual (BAU). There could be a possible disconnect here between what OKRs are meant to do versus what they are being used for.

There could also be a possible correlation between 40% of respondents using OKRs for Business As Usual (BAU) and 53% of the respondent population saying they use OKRs at an individual level (section 2-question 10).



FIG: 13.0





# CERTIFIED OKR PRACTITIONER

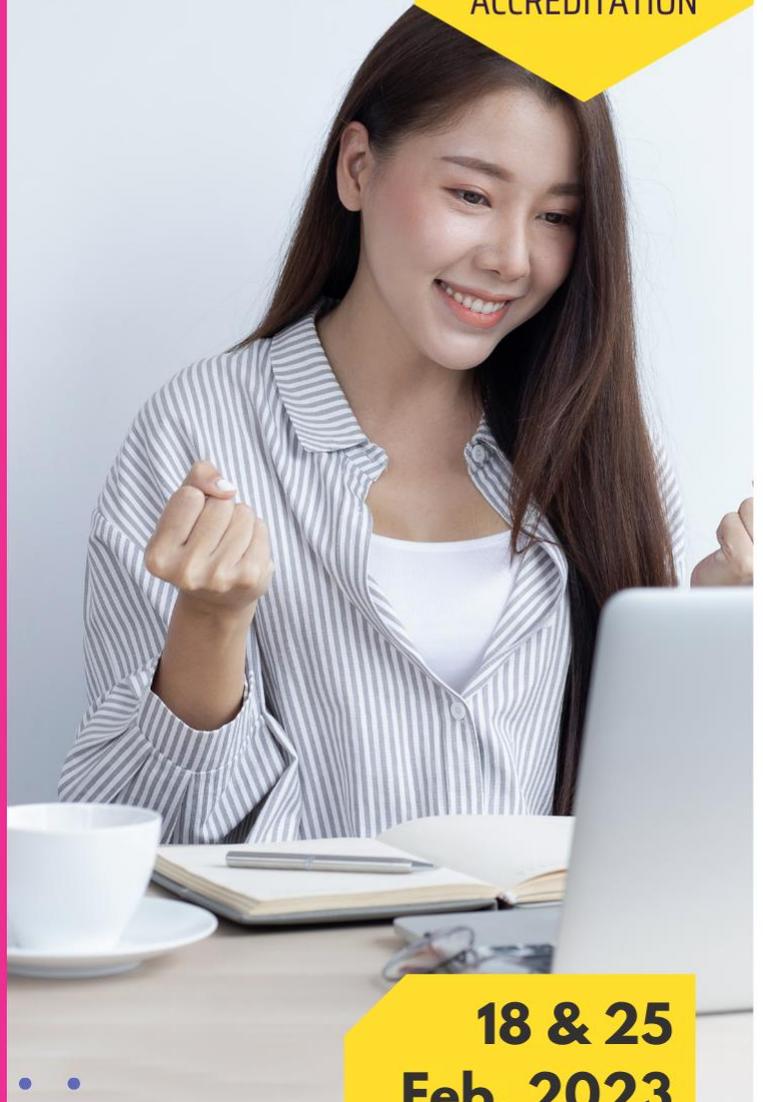
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# SECTION 3

## Overview

In this section we cover the 4 critical indicators of the **OKR Execution Bestpractices** as reported by the 2022 OKRs SOIR participating respondents. This section aims at addressing how OKRs are designed, planned, aligned and published by respondents and/or respondent organisations. This section also aims at reviewing OKR rituals and related practices. The following questions are being addressed in this section under 'Question Set'. **Exhibit C\*** depicts the respondent sample size for each question and the total samples collected for this section.

### Question Set - OKR Execution Bestpractices

14. While using OKRs do you add weightages to various Key Results?
15. When is your OKR planned, aligned, and published for a given quarter?
16. How often do you check-in to review your OKRs?
17. During the OKR Cadence review, what is your discussion about?

### Exhibit C\*

Consolidated Responses		Samples (# Respondents)
14	While using OKRs do you add weightages to various Key Results?	61
15	When is your OKR planned, aligned, and published for a given quarter?	49
16	How often do you check-in to review your OKRs?	83
17	During the OKR Cadence review, what is your discussion about?	64
<b>Total</b>		<b>257</b>

## 14. While using OKRs do you add weightages to various Key Results?

### Summary

59% of the respondents confirmed that they add weightages to Key Results in their OKR planning exercise. 41% of the respondent population have recorded not having added weightages to their Key Results.

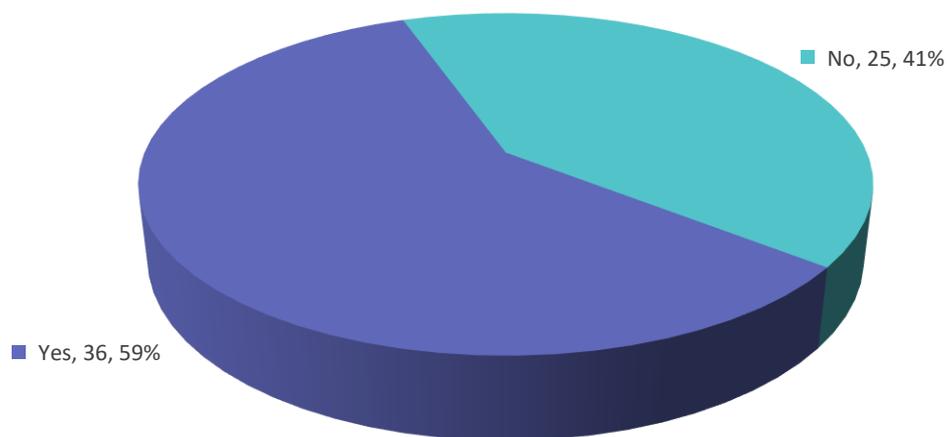
While key results are meant to do exactly what the nomenclature “key results” suggests, it can be seen as both beneficial and confusing to add weightages to KRs.



FIG: 14.0

While using OKRs do you add weightages to various Key Results?

N=61



## 15. When is your OKR planned, aligned and published for a given quarter?

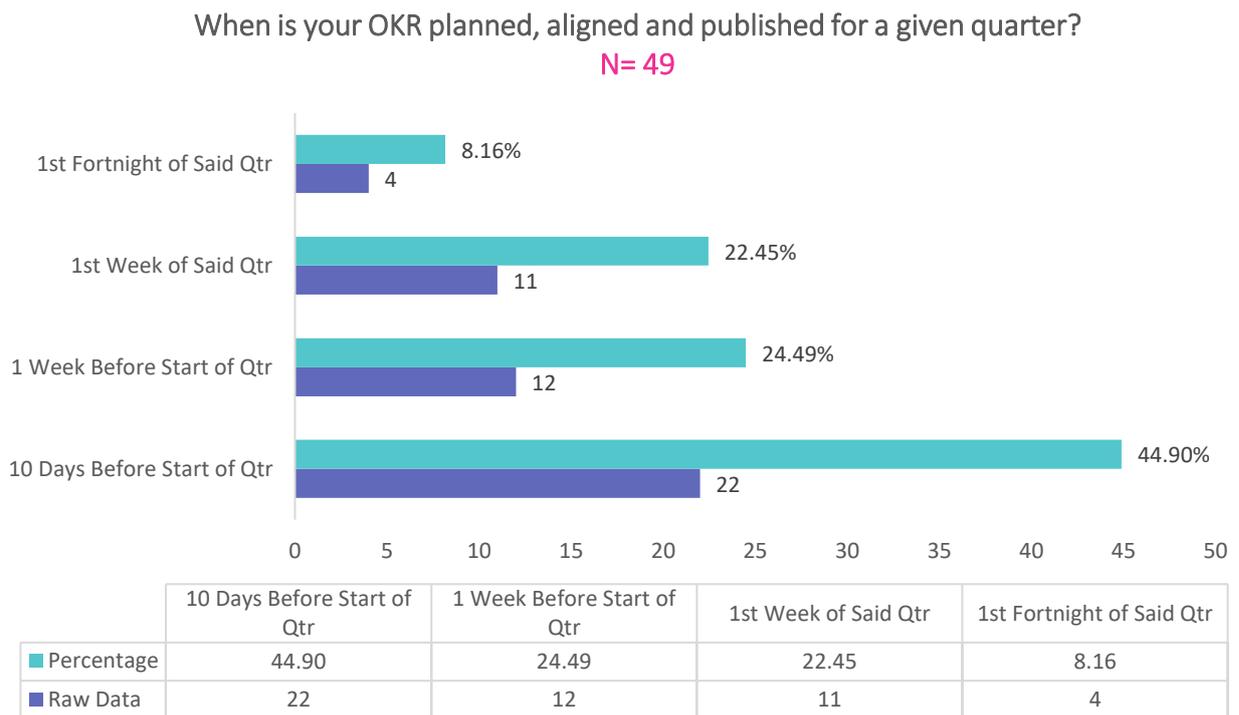
### Summary

69.39% of the population was found adhering to the best practice of publishing OKRs before the quarter begins. This is split with a majority (44.9%) of respondents saying that they craft their OKRs 10 days before the start of the quarter and another 24.49% of respondents saying that they craft their OKRs 7 days before the start of the quarter.

Nearly 1/5<sup>th</sup> of the of respondents (22.45%) were recorded saying that they craft their OKRs in the first week of the said quarter and another 8.16% in the first 15 days of the said quarter.



FIG: 15.0



## 16. How often do you check-in to review your OKRs?

### Summary

A majority of 40.17% of the population cited running OKR Check-ins every quarter followed by 20.48% citing running OKR Check-ins every fortnight. A collective of 60.65% of the overall population continues to stick to recommended frequencies of OKR Check-ins.

22.89% were found running OKR Check-ins monthly and 14.46% running them once a quarter. A collective of 37.35% were found running OKR Check-ins at less than optimal frequencies.

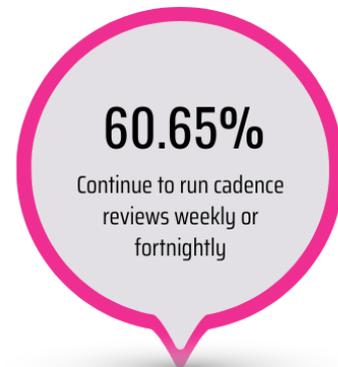
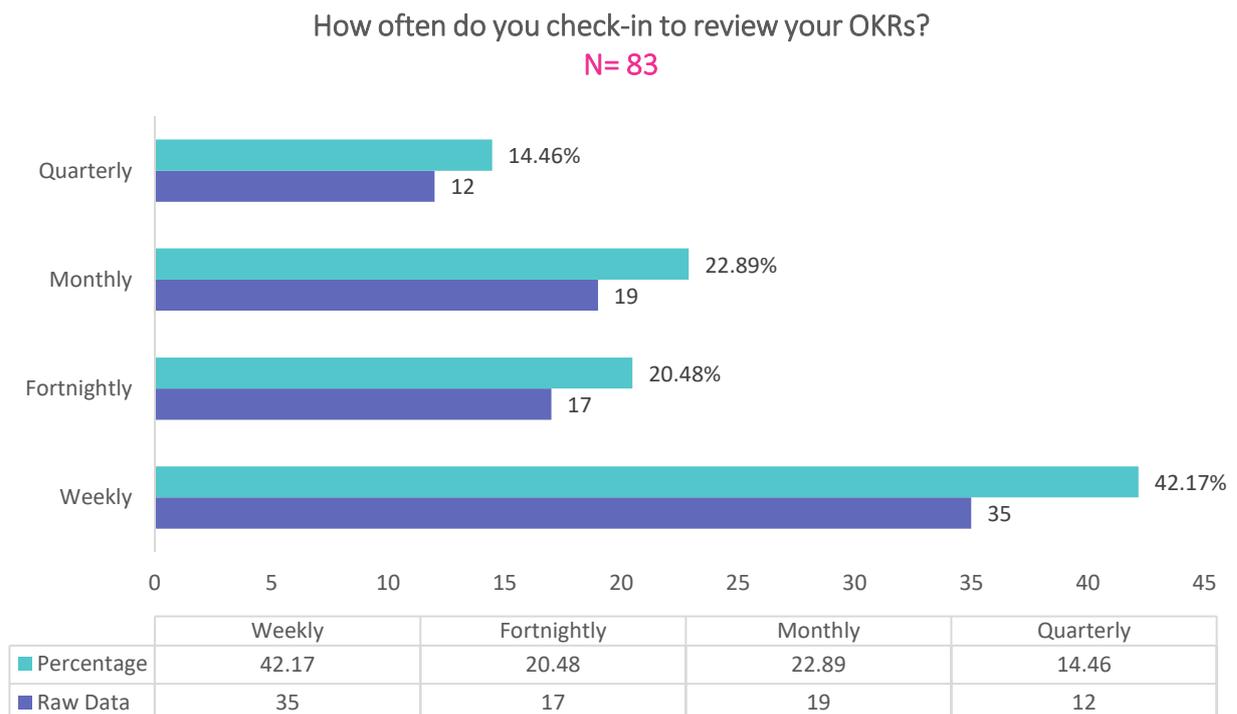


FIG: 16.0



## 17. During the OKR cadence reviews, what is your discussion about?

### Summary

39.94% of the overall population has responded saying that they use cadence reviews to assess business numbers as well as learning equally.

Another 35.94% of the overall population has responded saying that they use cadence reviews to assess business numbers (30% of the available time) and to assess learning (70% of the available time).

28.13% of the overall population has responded saying that they use cadence reviews to assess business numbers (70% of the available time) and to assess learning (30% of the available time).

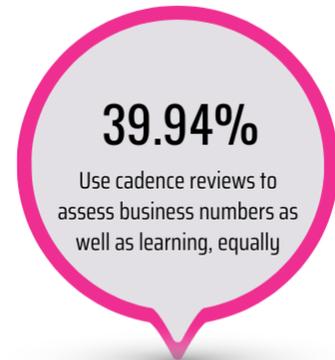
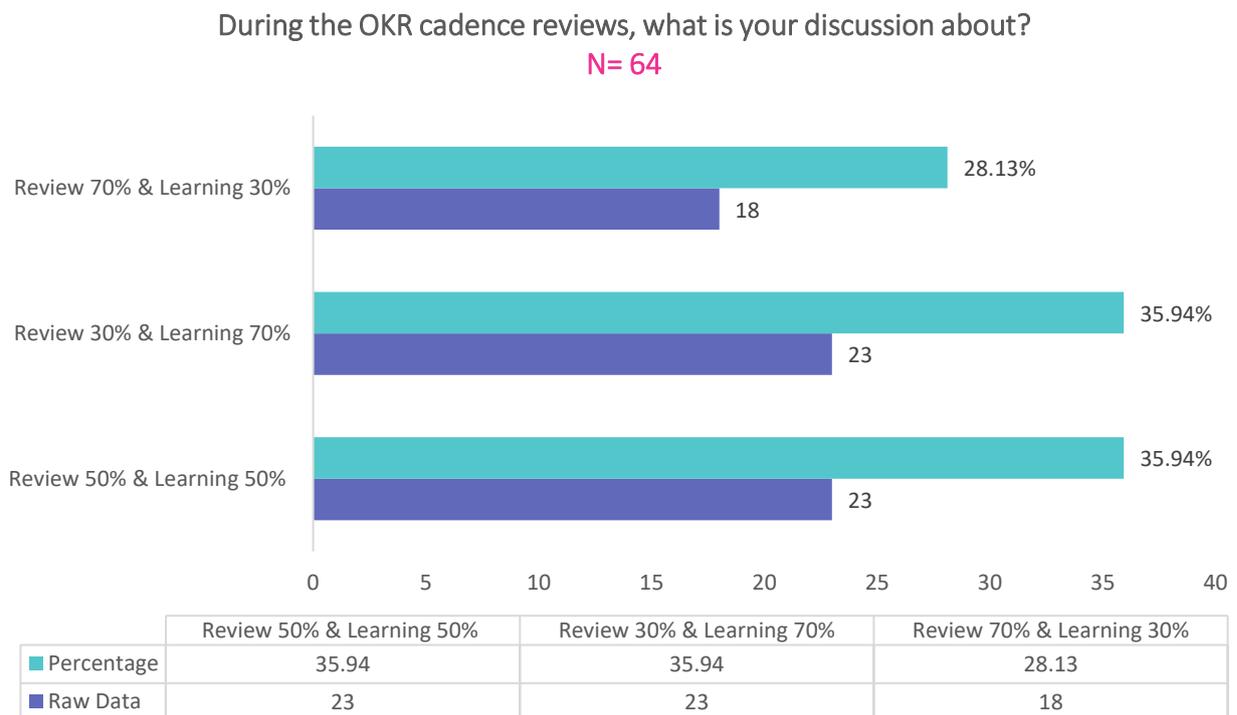


FIG: 17.0



# SECTION 4

## Overview

In this section we cover the 6 critical indicators of **OKR Support Systems** as reported by the 2022 OKRs SOIR participating respondents. This section aims at addressing the elements required by the OKR ecosystem as reported by respondents and/or respondent organisations. The following questions are being addressed in this section under 'Question Set'. **Exhibit D\*** depicts the respondent sample size for each question and the total samples collected for this section.

### Question Set - OKR Support Systems

18. Which of these skills do you need most in OKRs?
19. Do you believe the right culture catalyses OKRs?
20. What are the top benefits of using OKRs?
21. What's the biggest barrier in implementing OKRs?
22. Which of these OKR Mistakes that you've made has been the greatest learning for you?
23. Should OKRs be used in Public Services/Government Sectors?

### Exhibit D\*

Consolidated Responses		Samples (# Respondents)
18	Which of these skills do you need most in OKRs?	128
19	Do you believe the right culture catalyses OKRs?	113
20	What are the top benefits of using OKRs?	178
21	What's the biggest barrier in implementing OKRs?	155
22	Which of these OKR Mistakes that you've made has been the greatest learning for you?	113
23	Should OKRs be used in Public Services/Government Sectors?	110
<b>Total</b>		<b>797</b>

## 18. Which of these skills do you need most in OKRs?

### Summary

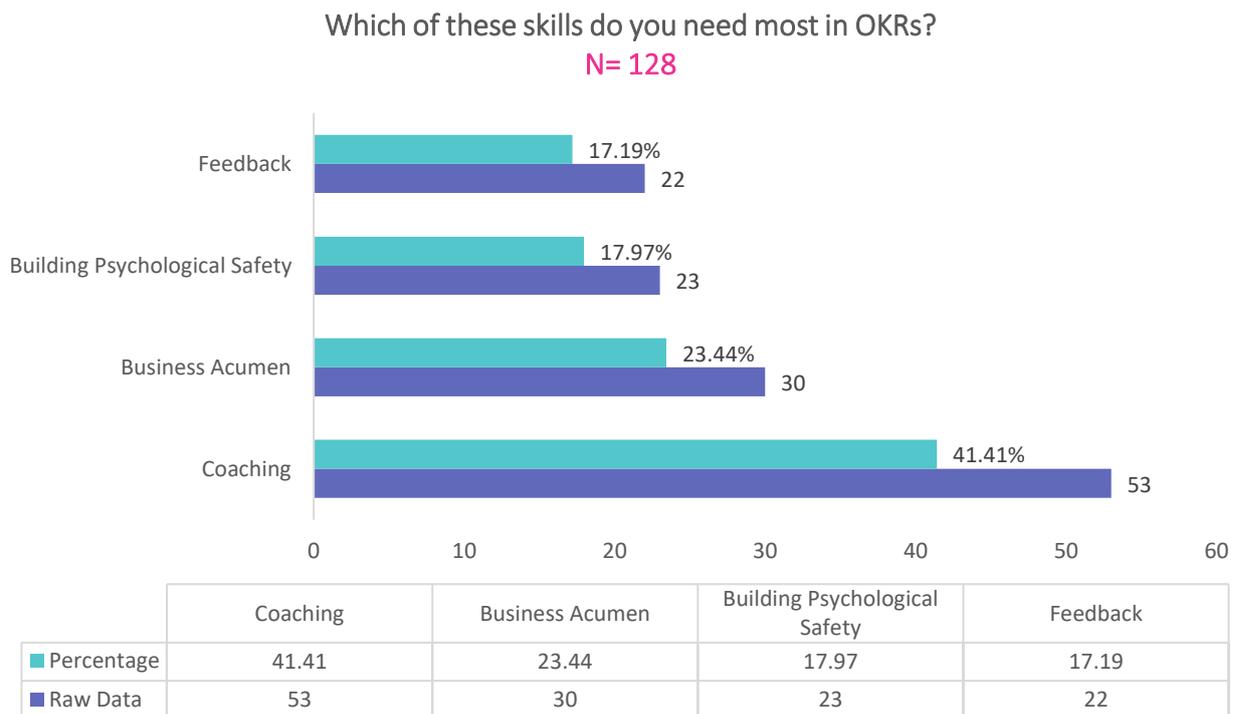
A majority of respondents (41.41%) have cited coaching skills as the key skill needed to implement OKRs.

This is followed by 23.44% of the population citing business acumen, 17.97% citing psychological safety and 17.19% citing feedback as important in the implementation of OKRs.

While 'poor leadership' (50.32%) is cited as the main causal factor for poor OKR Implementation (section 4-question 21), there is an apparent need for leadership coaching as a key skill for OKRs to be successful.



FIG: 18.0



## 19. Do you believe the right culture catalyzes OKRs?

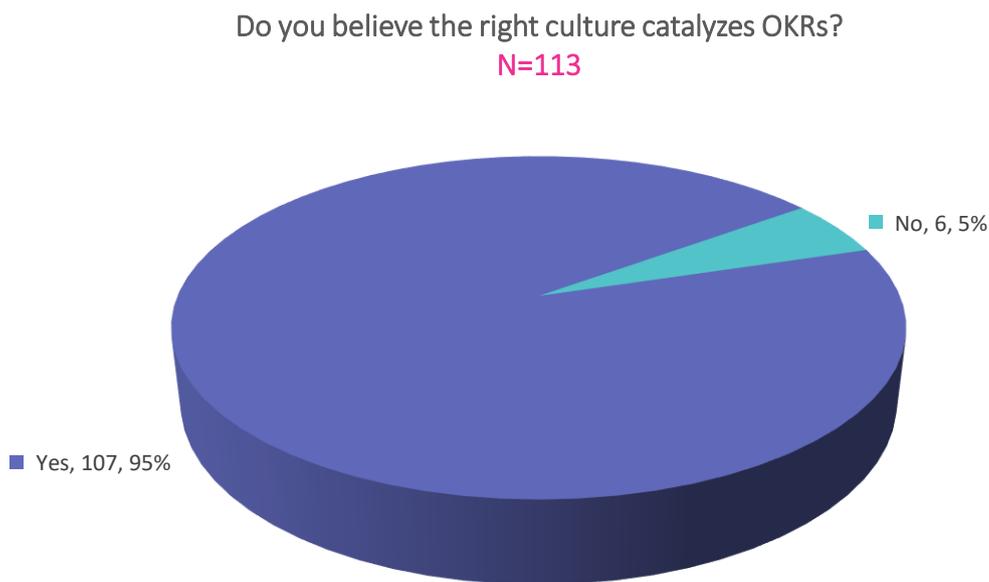
### Summary

A stark majority of 95% of the respondent population has recorded the need for a strong constructive culture as a catalyst in implementing OKRs.

Facilitative leadership, clarity of aspirations, psychological safety and collaborative discipline seem to be the need of the hour.



FIG: 19.0



## 20. What are the top benefits of using OKRs?

### Summary

More than 3/4<sup>th</sup> of the respondent population (77.53%) has cited focus and alignment as the key benefit derived from using OKRs.

This is followed by accountability and clarity at 14.04% and rapid innovation at 8.43% respectively.

Rapid Innovation is one of the top reasons to run OKRs and it continues to feature as the lowest benefit. There could be a possible correlation between 40% of respondents saying they use OKRs for Business as Usual (BAU) goals (section 2-question 13) and 8.43% of the population citing Rapid Innovation as a key benefit of using OKRs.

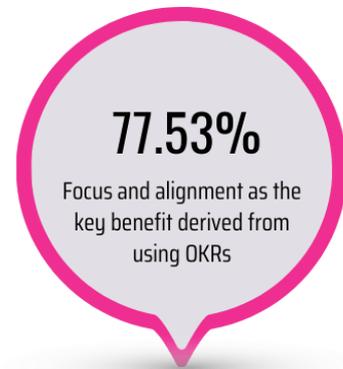
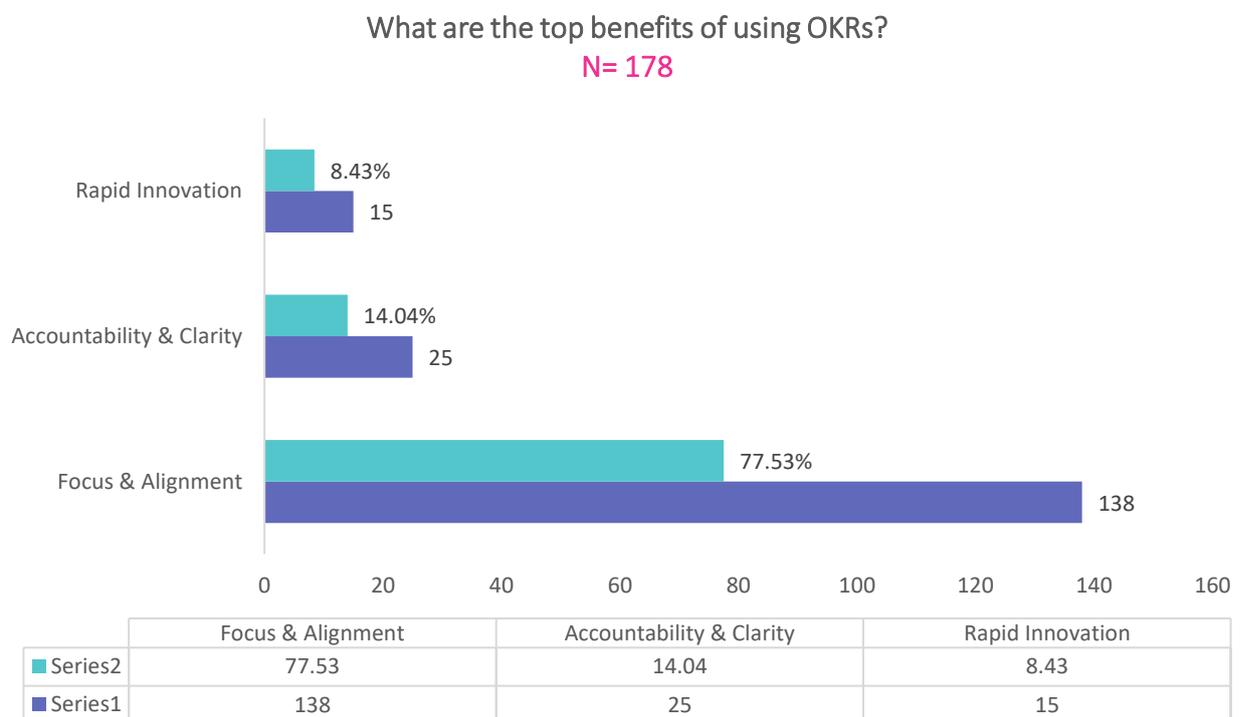


FIG: 20.0



## 21. What is the biggest barrier in implementing OKRs?

### Summary

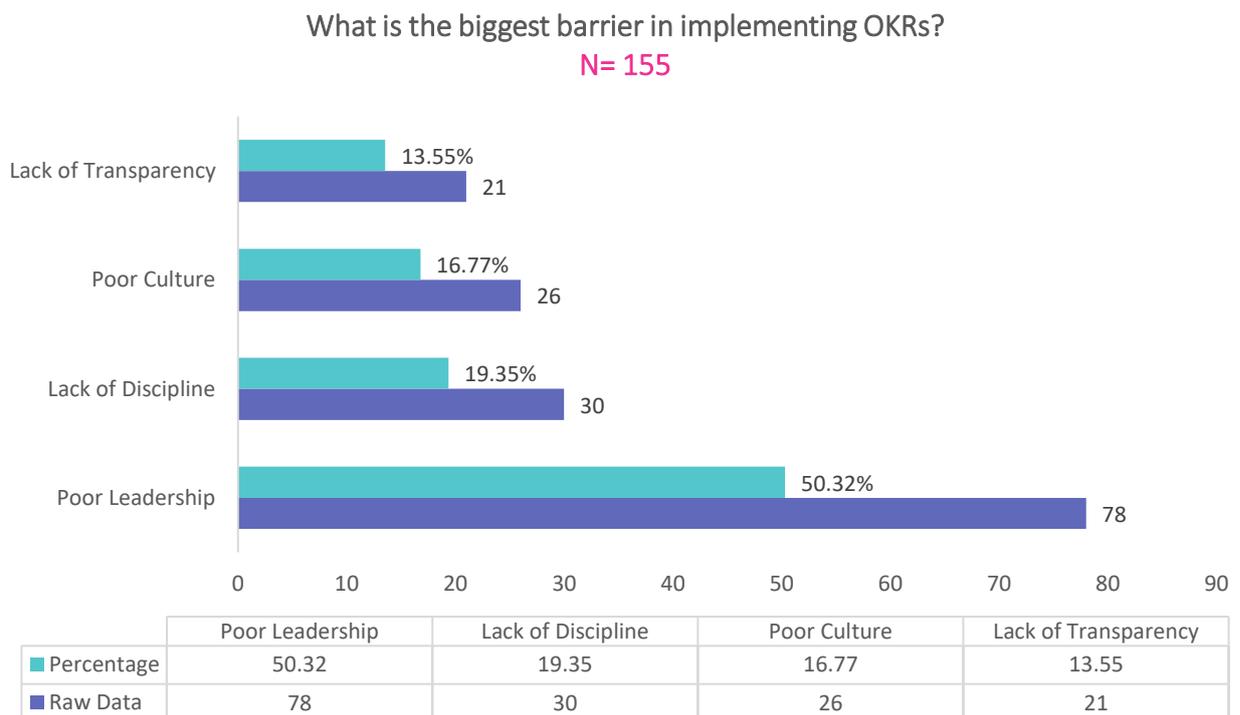
A staggering 50.32% of the population has named 'poor leadership' as the biggest barrier in implementing OKRs.

19.35% have cited a lack of discipline, 16.77% have cited poor culture and finally 13.55% have cited lack of transparency as the biggest barrier in implementing OKRs.

While discipline, culture and transparency can be seemingly impacted with the right leadership, it is readily apparent that leadership practices can make or break OKRs in any organisation.



FIG: 21.0



## 22. Which of these OKR Mistakes has been the greatest learning for you?

### Summary

Nearly half the population (49.56%) has recorded that 'Setting Too Many OKRs' was a mistake with the greatest learning. This is in line with our often cited OKR Pitfall that we like to call the OKR Ham. This offers a clear case of 'less is more with OKRs' to organisations looking at implementing OKRs for the first time, especially.

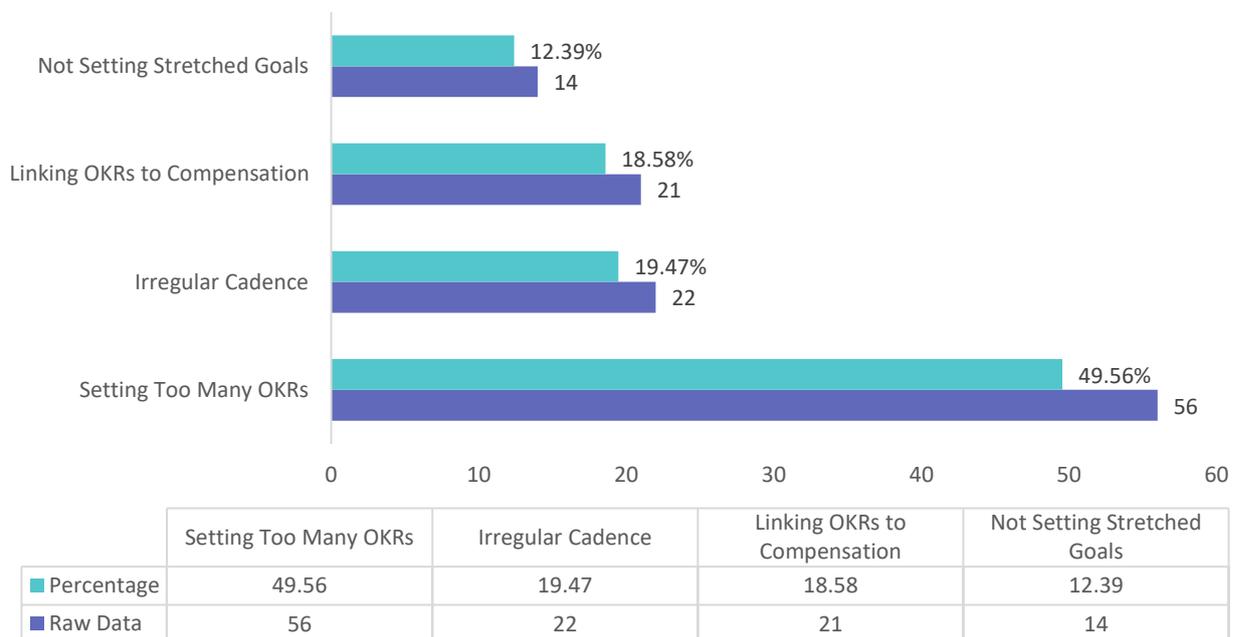
19.47% have cited irregular cadence reviews, 18.58% have cited Linking OKRs to compensation and 12.39% have cited Not setting stretched goals as mistakes that offered greatest learning for the respondents.



FIG: 22.0

Which of these OKR Mistakes has been the greatest learning for you?

N = 113



### 23. Should OKRs be used in Public Services/ Government Sectors?

#### Summary

A resounding majority of 89% of the respondent population has given a thumbs-up to using OKRs for public services and/or government sectors. While 11% of the respondent population has given a thumbs-down to using OKRs for public services and/or government sectors.

While there is a general consensus that OKRs would do great in public services and/or government sectors, not many instances are being seen of public services and/or government sectors using OKRs.

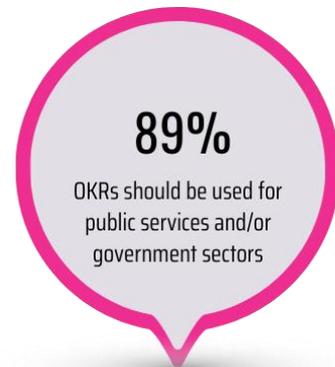
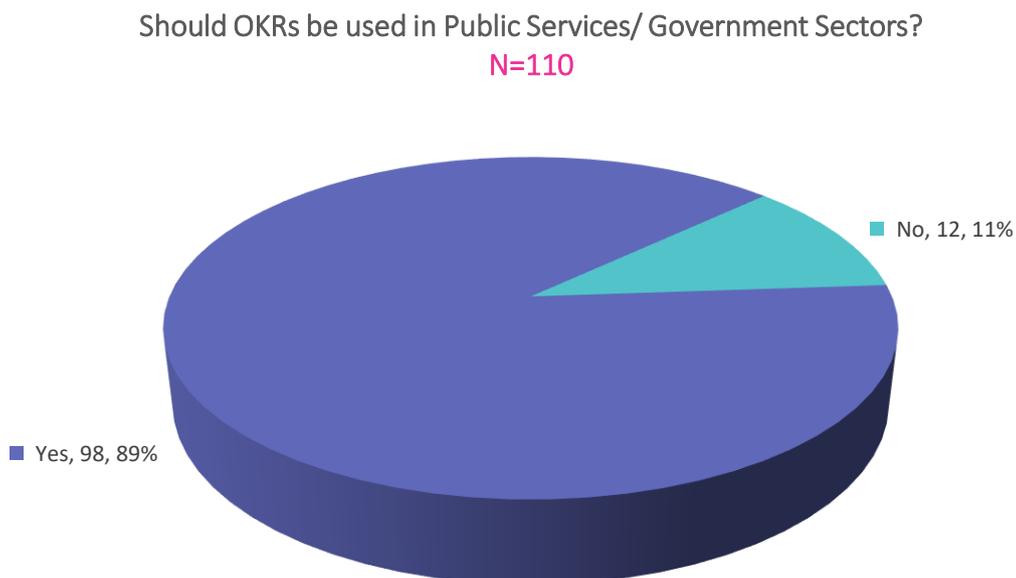


FIG: 23.0



# ABOUT OKR INTERNATIONAL



## OKR International

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OKR International is a globally renowned OKR education and consulting firm dedicated to evangelising OKRs across the world. Our purpose is to help organisations become more agile, more collaborative and more successful.

Our services are aimed at creating practical, workable solutions that are based on 15+ years of repertoire across 23+ industry sectors globally. From Strategies to OKRs, from Culture Transformation to Leadership Development - OKR International's solutions provide your organization with the power & scale to grow exponentially.

### Where We Play

1. We help you create more alignment, better accountability, higher engagement and better results, faster.
2. With increasing changes in the marketplace globally, we help you stay relevant with higher levels of innovation and agility within your organisation.
3. Being agile and using OKRs require you to bring the right leadership mindset and culture to the table. We help solve your leadership & culture challenges.

## Services

### OKR Training

- Our **Certified OKR Practitioner (C-OKRP™)** is the world's first and only OKR Coach Accreditation to be endorsed by ICF & HRCI for continuing education units. [Download Course Flyer](#)
- Our **OKR Foundation Course (OKR FC™)** is a 2.5-hours certificate course that helps you learn the foundations of OKRs through practical industry examples led by experts in OKRs. [Download Course Flyer](#)

### OKR Advisory

No two organisations implement OKRs the same way. A spectrum of factors like your industry, company life cycle, nature of products/services, existing culture/leadership, internal systems or even your organisation design could dictate how OKRs could be implemented differently. Our online and on-site delivery of OKR Advisory services comes with expertise from professionals who have decades of experience in culture, strategy, performance management and leadership development.

[Learn More](#)

### OKR Implementation

Learning how to implement OKRs is about mastering change management. At OKR International, we are not just experts on OKRs - we also bring a systemic approach that gives you results within the first cycle.

[Download our Step-by-Step Guide to Implement OKRs](#)  
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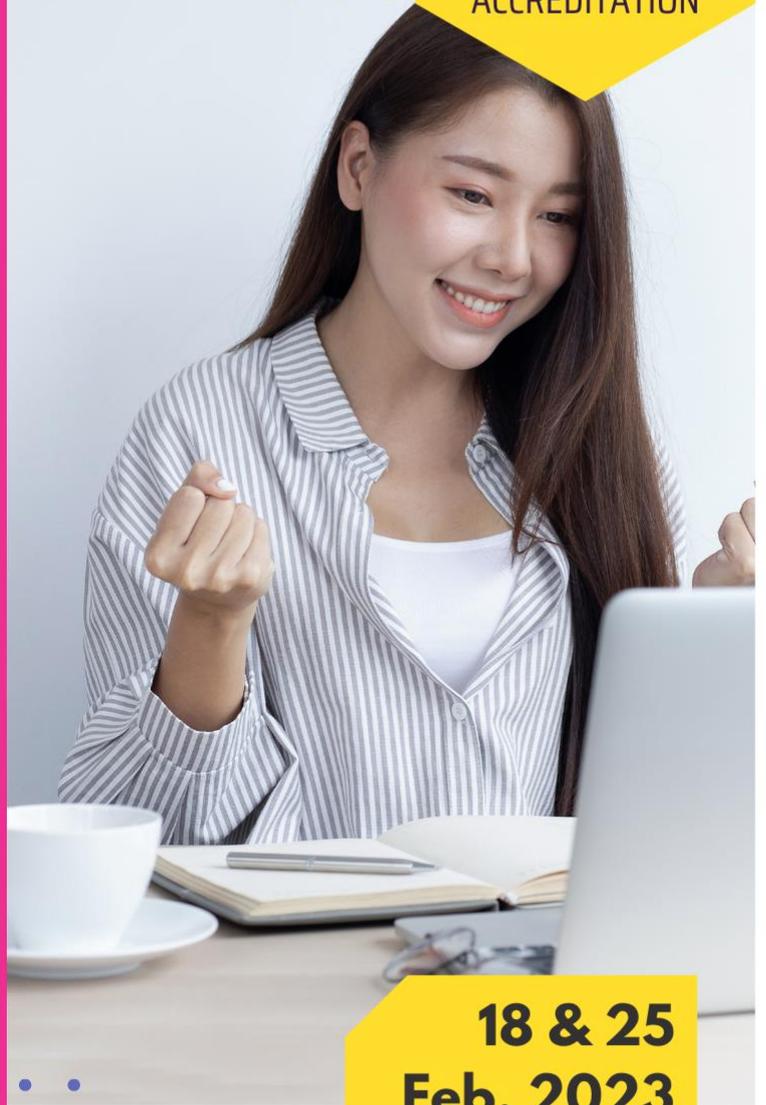
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