



2023

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



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OKR International is committed to designing, developing, and producing quality organisational development materials, programs, and processes that focus on achieving the highest level of client satisfaction, producing measurable results, and encouraging autonomy in their application by client organizations.

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DATA SOURCES

Data Presentation

OKR International's State of the Industry Report (SOIR) is produced annually by OKR International. Information presented in the report reflects data that was reported for the current year. In this report, the 2023 OKRs SOIR presents data submitted for calendar year 2023, and compared with data submitted for calendar year 2022.

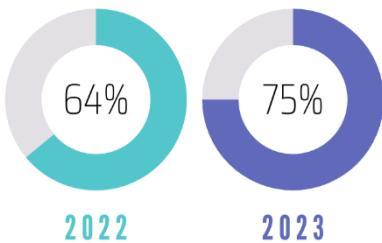
Consolidated Responses

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 as well as survey results from the OKR SOIR 2023 Survey offered to existing clients and incumbents globally. 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 across 2022 and 2023. The OKR SOIR 2023 Survey was offered to incumbents across the year 2023.

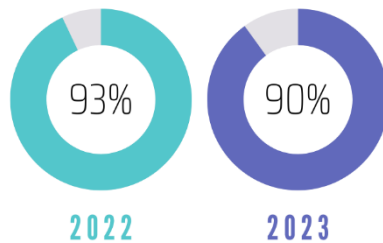
RESPONDENT DATA

Consolidated Responses		2022	2023
1	Do you currently use OKRs in your organisation as a strategic goal setting & execution tool?	140	140
2	Should OKRs be a manifestation of your business strategy?	100	99
3	Why are you using OKRs in your organisation?	84	91
4	How long have you been using OKRs?	97	93
5	Who is leading OKRs in your organisation?	148	115
6	Did you seek external consultation before using OKRs for the first time?	92	97
7	Did you get OKRs right when you launched them the first time?	70	76
8	Do you use a software tool in order to plan, align and track your OKRs?	106	106
9	At what levels do you currently use OKRs within your company?	69	75
10	Do you use OKRs at individual levels?	115	85
11	What kind of cycles do you use in your current OKR-based Goal Setting?	89	84
12	Have you linked OKRs to incentives/ bonuses/ pay-outs for individuals/ teams?	69	79
13	Do you use OKRs for Business as Usual (BAU) activities?	94	102
14	While using OKRs do you add weightages to various Key Results?	61	84
15	When is your OKR planned, aligned, and published for a given quarter?	49	65
16	How often do you check-in to review your OKRs?	83	86
17	During the OKR Cadence review, what is your discussion about?	64	63
18	Which of these skills do you need most in OKRs?	128	111
19	Do you believe the right culture catalyses OKRs?	113	90
20	What are the top benefits of using OKRs?	178	123
21	What's the biggest barrier in implementing OKRs?	155	114
22	Which of these OKR Mistakes that you've made has been the greatest learning for you?	113	77
23	Should OKRs be used in Public Services/Government Sectors?	110	76
Total		2327	2131

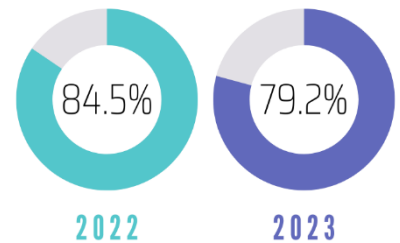
EXECUTIVE SUMMARY



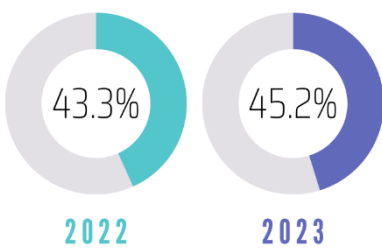
Use OKRs for strategic goal setting and execution excellence



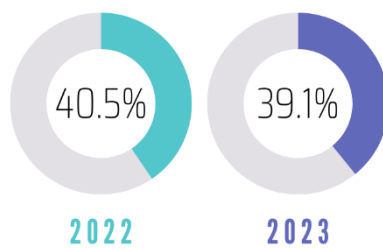
OKRs should be a manifestation of your business strategy



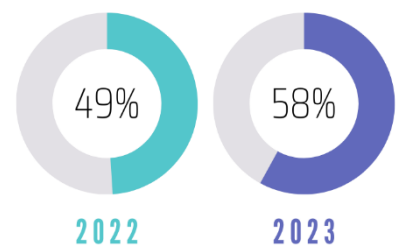
Using OKRs for Focus on Outcome and Alignment



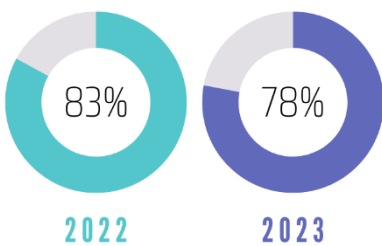
Using OKRs for more than 2 years



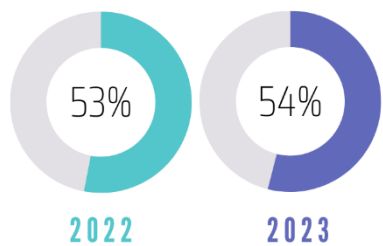
OKRs are being led by OKR Champions



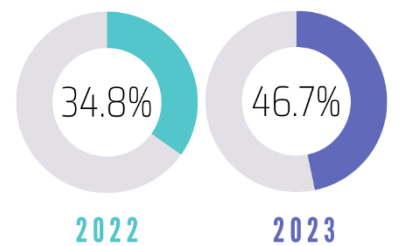
Did you seek external help in implementing OKRs



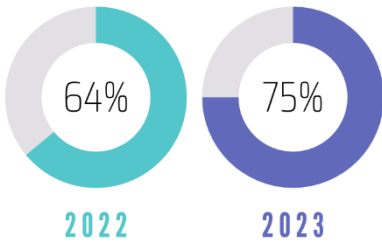
Did not get OKRs right when they launched it for the first time



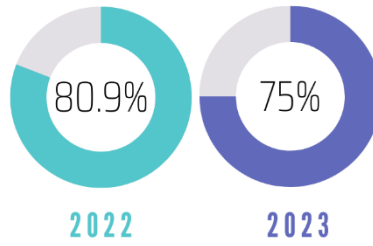
Use an OKR software to track OKRs within their organisation



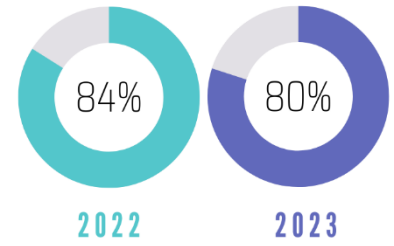
Use OKRs across the organisation



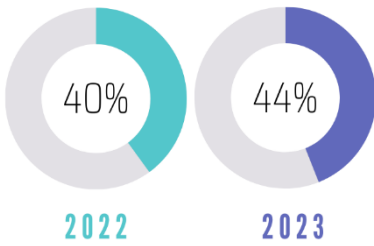
Use OKRs for strategic goal setting and execution excellence



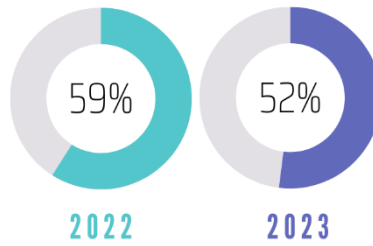
Use OKRs on a quarterly cycle basis



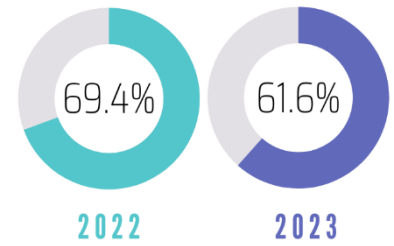
Have not linked OKRs to rewards like incentives, bonuses and payouts for individuals or teams



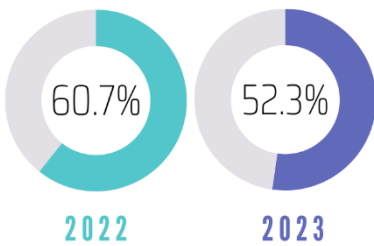
Use OKRs for Business as Usual goals



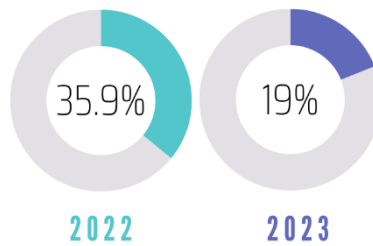
Add weightages to Key Results in their OKR planning exercise



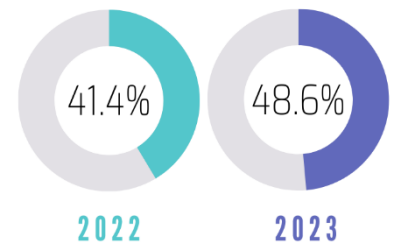
Plan, Align & Publish OKRs 7 to 10 Days prior to the start of a quarter



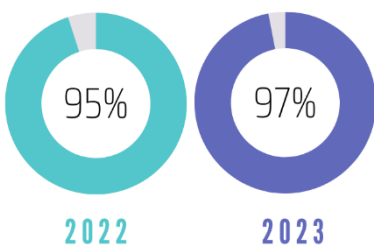
Continue to run cadence reviews weekly or fortnightly



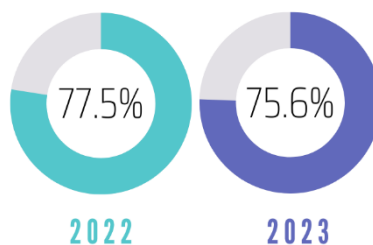
Use cadence reviews with 30% time to check in on the numbers and 70% of the time to review learning.



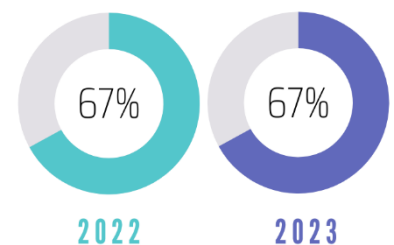
Cited coaching skills as the key skill needed to implement OKRs



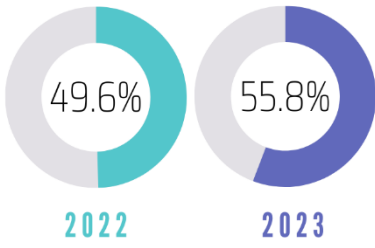
Believe the right culture acts as a catalyst in implementing OKRs



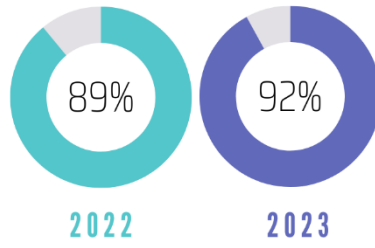
Focus and alignment as the key benefit derived from using OKRs



Leadership & Culture as the biggest barrier in implementing OKRs



Setting Too Many OKRs was a mistake with the greatest learning



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

Automated OKR dashboards that save hours at work



“Best product on the market to track OKRs and KPIs.”

Roby Sharon-Zipser, CEO, hipages

Company OKRs In Progress

Achieve record growth and profits

- Boost MRR from 1.2m to 1.5m \$1.34M
- Keep acquisition costs below \$890/customer \$1.1K

Attack new markets

- Identify 2 new regions to grow into 2 regions
- Get \$500k revenue from new region... \$234K

Product OKRs In Progress

Launch a successful MVP

- We have 5,500 weekly active users 4,656 WAUs
- Achieve a NPS score above 40 NPS 34
- We have 120 paid customers 118 customers

Marketing Team OKRs In Progress

Become the #1 online resource

- Secure 45 high-quality backlinks 24 backlinks
- Generate 1.2k leads/week from content 1.1K Leads
- Rank in top 5 for 60% of top keywords 23% Top 5

One platform to collaborate on goals and connect OKRs to initiatives

- ✓ 10+ automated dashboards and reports
- ✓ AI-assisted goal setting
- ✓ Simple alignment and cascading
- ✓ Integrates with your favourite tools
- ✓ Easily connect OKRs to strategic initiatives

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SECTION 1

Overview

In this section we cover the 8 critical indicators of the **OKR Framework** as reported by the 2023 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 below 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		2022	2023
1	Do you currently use OKRs in your organisation as a strategic goal setting & execution tool?	140	140
2	Should OKRs be a manifestation of your business strategy?	100	99
3	Why are you using OKRs in your organisation?	84	91
4	How long have you been using OKRs?	97	93
5	Who is leading OKRs in your organisation?	148	115
6	Did you seek external consultation before using OKRs for the first time?	92	97
7	Did you get OKRs right when you launched them the first time?	70	76
8	Do you use a software tool in order to plan, align and track your OKRs?	106	106
Total		837	817

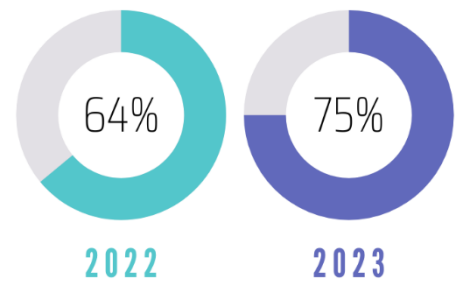
01. Do you currently use OKRs in your organisation as a strategic goal setting & execution tool?

Summary

A staggering 75% of the respondents have reported using OKRs as a tool for strategic goal setting and execution excellence as compared to 65% in 2022.

This is an 11% jump from 2022 results, indicating an uptake in the use of OKRs as a goal-setting framework.

While 3/4th of the population in 2023 has recorded using OKRs for strategic goal setting and execution excellence, it's not clear whether the remaining 1/4th of the population is using some other framework or none whatsoever.



Use OKRs for strategic goal setting and execution excellence

FIG: 1.1 (2022)

Do you currently use OKRs in your organisation as a strategic goal setting & execution tool? N=140

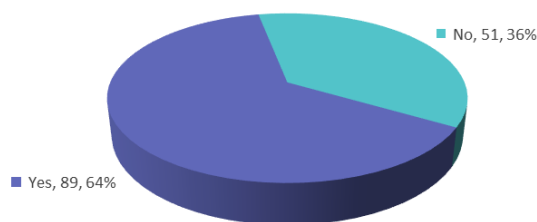
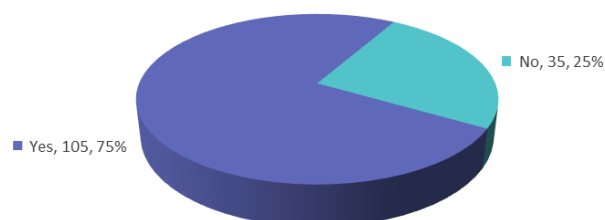


FIG: 1.2 (2023)

Do you currently use OKRs in your organisation as a strategic goal setting & execution tool? N=140



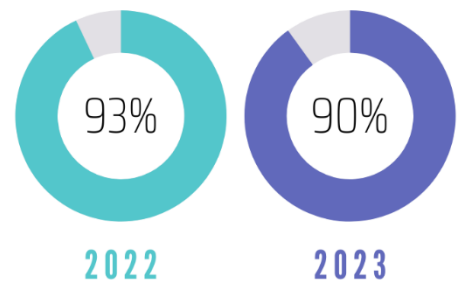
02. Should OKRs be a manifestation of your business strategy?

Summary

90% of the respondents have reported saying OKRs should in fact be a manifestation of one's business strategy. There is a minor drop of 3% as compared to last year.

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 yet again validating the need for a business strategy as a starting point for OKRs. The strategy, along with the organisation's purpose, vision, mission and values, offers a solid anchor for OKR users.



OKRs should be a manifestation of your business strategy

FIG: 2.1 (2022)

Should OKRs be a manifestation of your business strategy? N=100

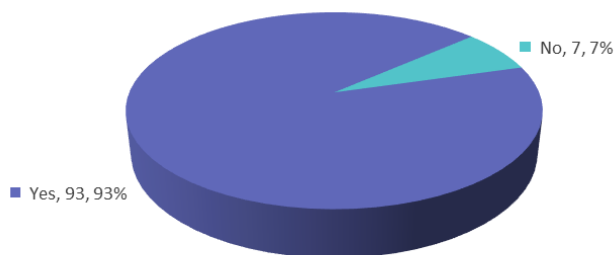
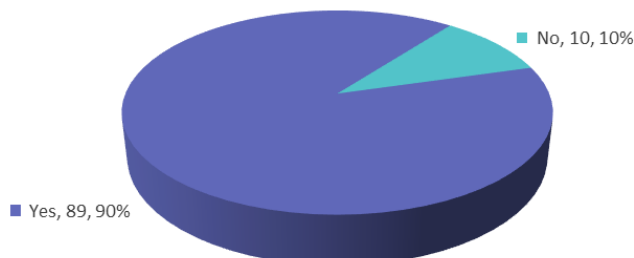


FIG: 2.2 (2023)

Should OKRs be a manifestation of your business Strategy? N=99

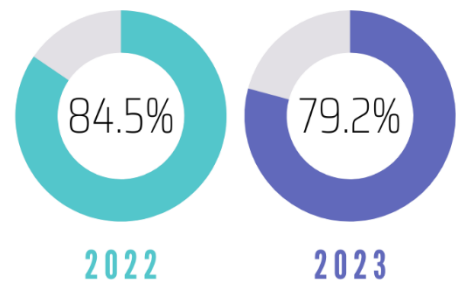


03. Why are you using OKRs in your organisation?

Summary

A resounding 79.2% of the respondent population has recorded using OKRs to create a focus on outcomes and also for the purpose of alignment. This is a marginal drop from last year's 84.5%. The need for alignment has grown in 2023 with 34.1% of the population citing it as the top reason for using OKRs as against 27.38% in 2022.

This is followed by 16.5% of the population using OKRs for transparency & accountability generation in 2023 compared to 14.29% in 2022. Focus on outcome and alignment remains the top reason for using OKRs with our respondent group across 2022 and 2023.



Using OKRs for Focus on Outcome and Alignment

FIG: 3.1 (2022)

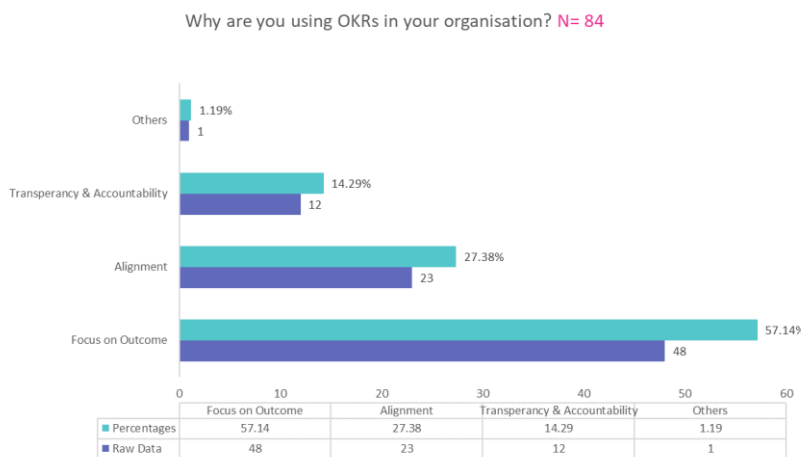
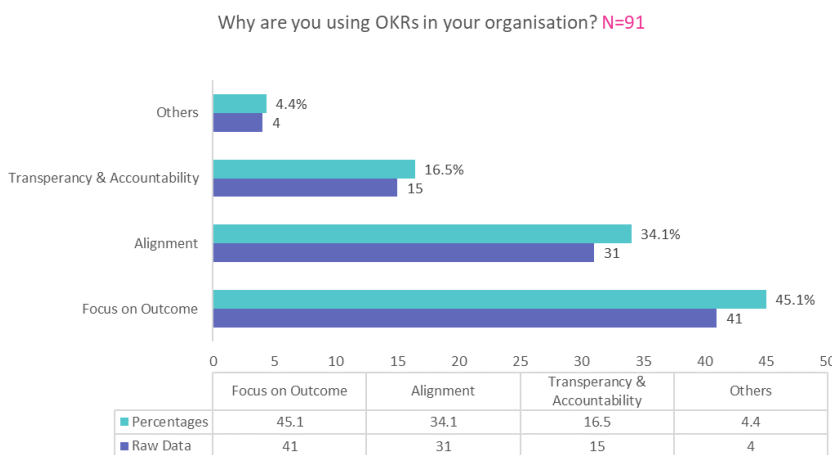


FIG: 3.2 (2023)

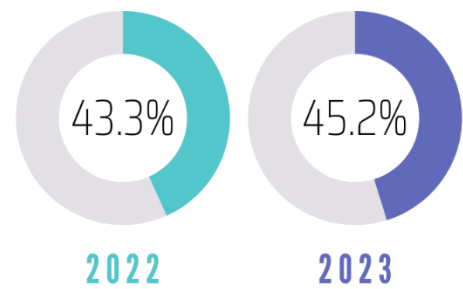


04. How long have you been using OKRs?

Summary

In 2023 45.2% of the respondent population reported using OKRs for more than 2 years as against 43.3% in 2022. This indicates sustained use of OKRs in several cases.

The 2023 trend of users reporting adoption of OKRs over <6 months, >6 months and >1 year seems to be quite in line with the 2022 trend. There is a sustained usage of OKRs with 2023 reporting 54.8% of the population starting to use OKRs within the year, as compared to 56.7% in 2022.



Using OKRs for more than 2 years

FIG: 4.1 (2022)

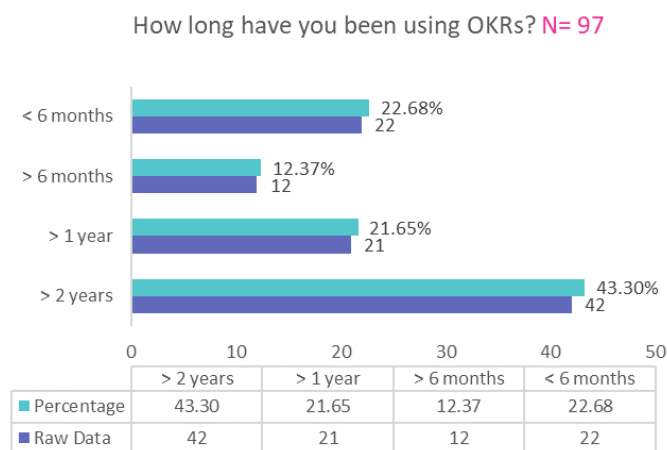
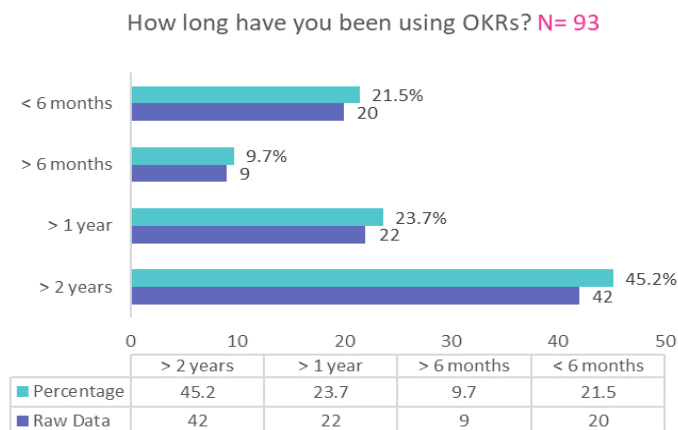


FIG: 4.2 (2023)



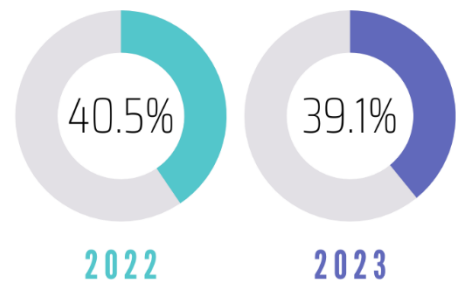
05. Who is leading OKRs in your organisation?

Summary

OKR Champions seem to be ahead of the pack here again with a whopping 39.1% saying OKR Champions are leading OKRs, a minor drop from 2022's 40.5%.

The CEOs population has seen a sharp decrease from 27.7% in 2022 to 7.8% in 2023 indicating that the Chief of Staff Role has gained more popularity. In 2023, 33.9% of OKRs were being led by Chief of Staff compared to a mere 17.57% in 2022, thereby doubling this count, nearly.

While a majority of ~86% respondents have cited that business leaders are managing OKRs in 2022, this majority has reduced to ~81% in 2023 with HR's role marginally rising in 2023.



OKRs are being led by OKR Champions

FIG: 5.1 (2022)

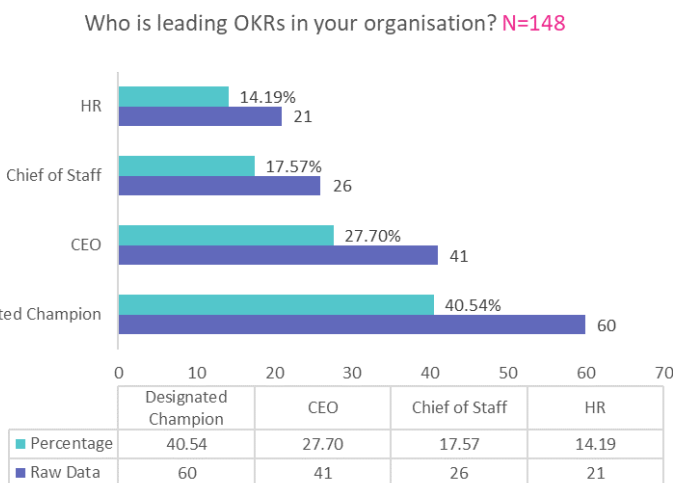
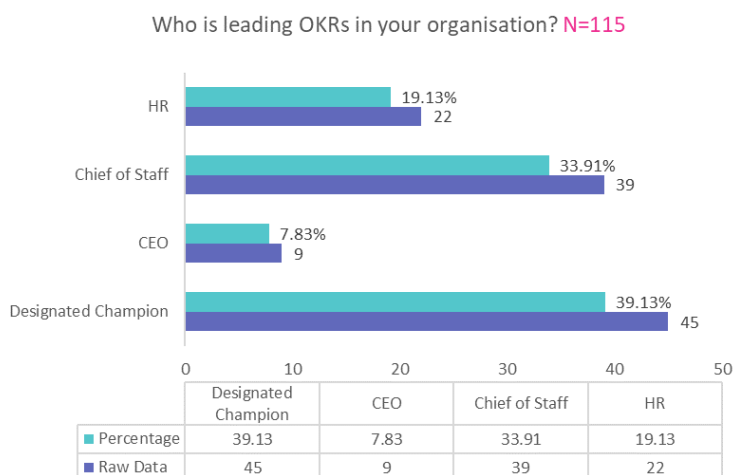


FIG: 5.2 (2023)

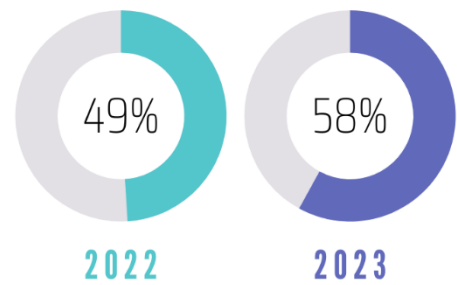


06. Did you seek external consultation before using OKRs for the first time?

Summary

A whopping 58% has reported using OKRs with the help of external consultation as compared to 49% last year. There seems to be a sharp rise in the use of external help indicating that OKRs may, after all, not be as simple as they seem.

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.



Did you seek external help in implementing OKRs

FIG: 6.1 (2022)

Did you seek external consultation before using OKRs for the first time? N=92

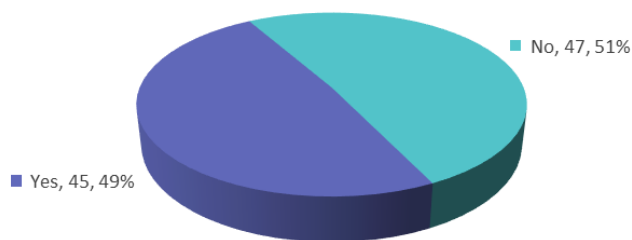
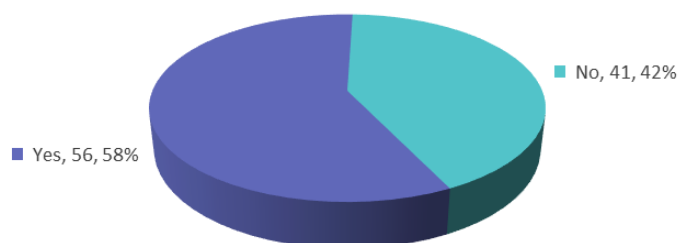


FIG: 6.2 (2023)

Did you seek external consultation before using OKRs for the first time? N=97

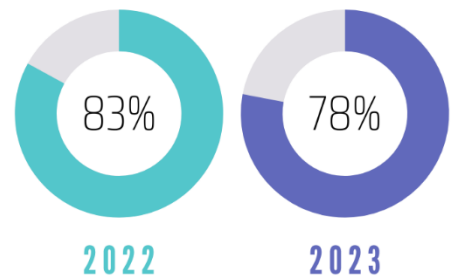


07. Did you get OKRs right when you launched them the first time?

Summary

In 2022 a resounding 83% of the respondent population had reported that they did not get OKRs right when they launched it the first time. This figure has dropped marginally to 78% in 2023.

Although poor leadership (41.2%) remains the largest contributor to this, lack of discipline (20.2%), poor culture (25.4%) and lack of transparency (13.2%) have been recorded as some of the key barriers for OKRs to fail. This data is available in Section 4, question 21. This trend seems to be similar compared to 2022 data.



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

FIG: 7.1 (2022)

Did you get OKRs right when you launched them the first time? N=70

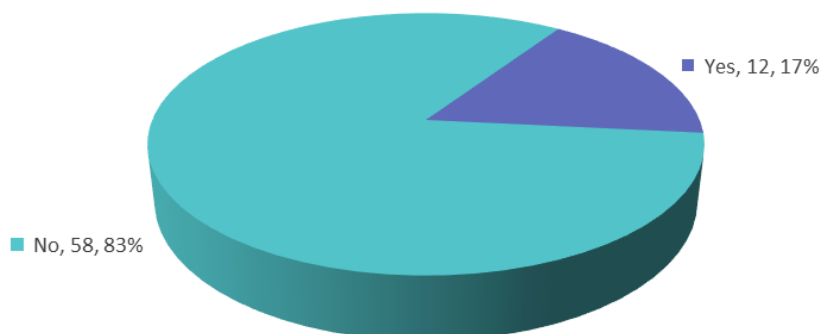
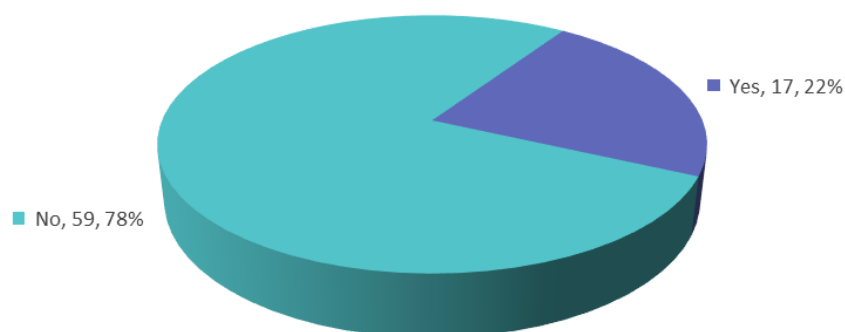


FIG: 7.2 (2023)

Did you get OKRs right when you launched them the first time? N=76



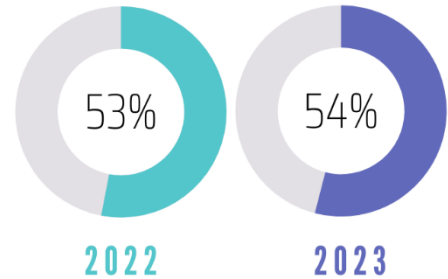
08. Do you use a software tool in order to plan, align and track your OKRs?

Summary

2023 has recorded 54% respondents using an OKR Software tool to plan, align and track OKRs as compared to 53% in 2022.

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.

Clearly, there is plenty of growth room for OKR software players, judging by this trend.



Use an OKR software to track OKRs within their organisation

FIG: 8.1 (2022)

Do you use a software tool in order to plan, align and track your OKRs? N=106

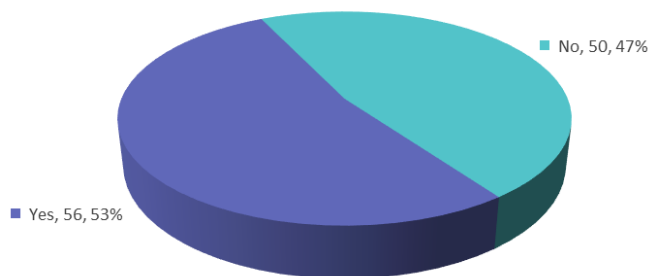
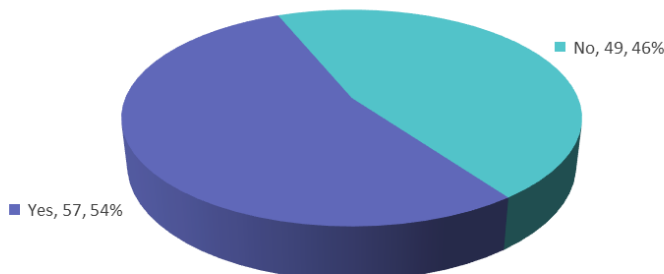


FIG: 8.2 (2023)

Do you use a software tool in order to plan, align and track your OKRs? N=106





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SECTION 2

Overview

In this section we cover the 5 critical indicators of **OKR Usage** as reported by the 2023 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*

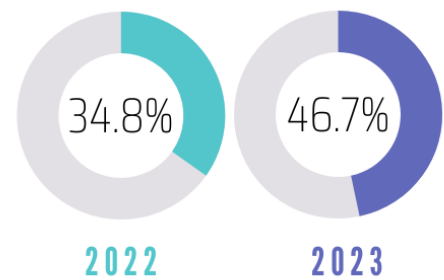
Consolidated Responses		2022	2023
9	At what levels do you currently use OKRs within your company?	69	75
10	Do you use OKRs at individual levels?	115	85
11	What kind of cycles do you use in your current OKR-based Goal Setting?	89	84
12	Have you linked OKRs to incentives/bonuses/pay-outs for individuals/teams?	69	79
13	Do you use OKRs for Business as Usual (BAU) activities?	94	102
Total		436	425

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

Summary

46.7% of the respondents have recorded using OKRs across the organisation – approximately 12% jump over 2022. The sizes of the said organisations remain unknown.

While the application of OKRs across the organisation has grown significantly in 2023, the application of OKRs at Organisational, Functional or Departmental levels have seen a decrease over 2022.



Use OKRs across the organisation

FIG: 9.1 (2022)

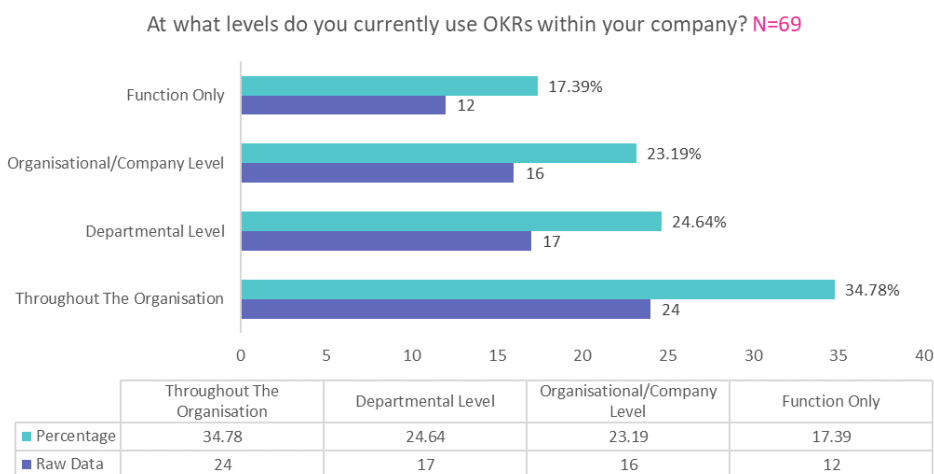
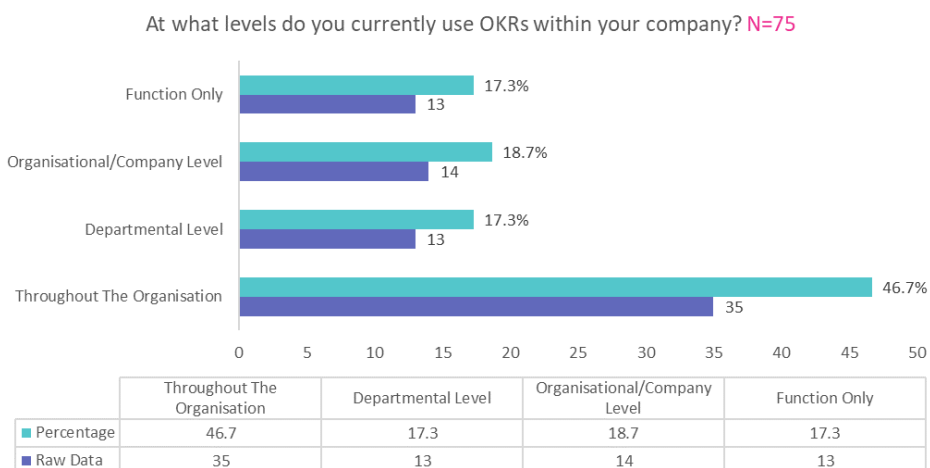


FIG: 9.2 (2023)



10. Do you use OKRs at individual levels?

Summary

There is a sharp decline in the usage of OKRs at an individual level in 2023 to 40% from a high of 53% of the respondent population that had said that they do use OKRs at an individual level in 2022.

It is encouraging to see the coming of age with OKRs and its correct implementation. OKRs work best at collective levels where members of an organisation can align to common goals. At individual levels, OKRs work best when used for personal development.

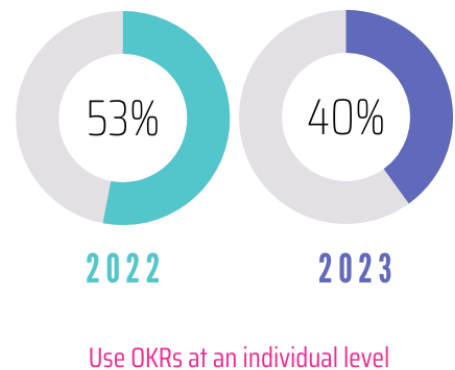


FIG: 10.1 (2022)

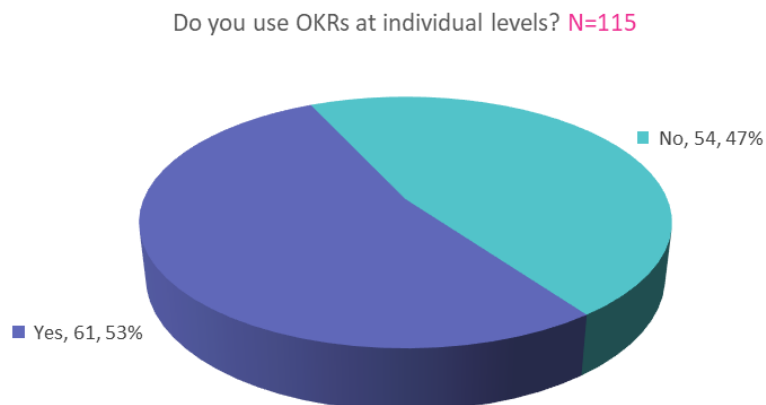
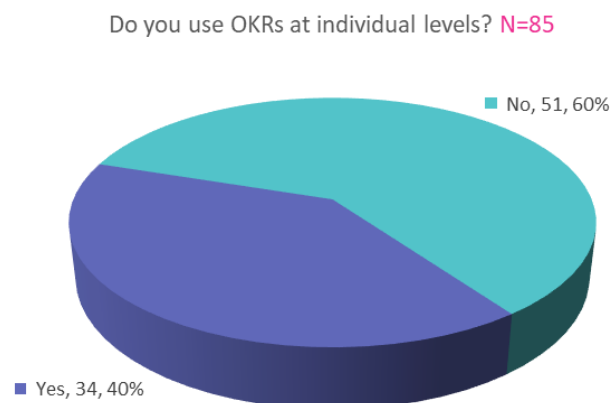


FIG: 10.2 (2023)

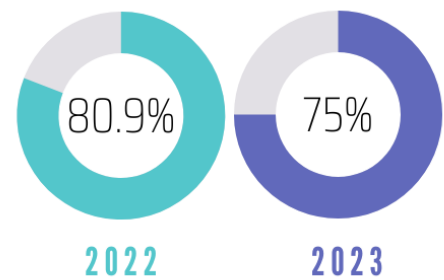


11. What kind of cycles do you use in your current OKR-based goal setting?

Summary

In 2023, 75% (3/4th) of the overall respondent population recorded using OKRs on a quarterly cycle basis. This is a near-6% reduction, with 2022 recording 80.9%.

Usage of OKRs on an annual cycle basis has increased from 6.7% in 2022 to 11.9% in 2023. Usage of OKRs on 6-monthly cycle basis has seen a slight jump from 3.3% in 2022 to 7.1% in 2023. And finally the usage of OKRs on monthly cycle basis too has seen a dip from 9% in 2022 to 6% in 2023.



Use OKRs on a quarterly cycle basis

FIG: 11.1 (2022)

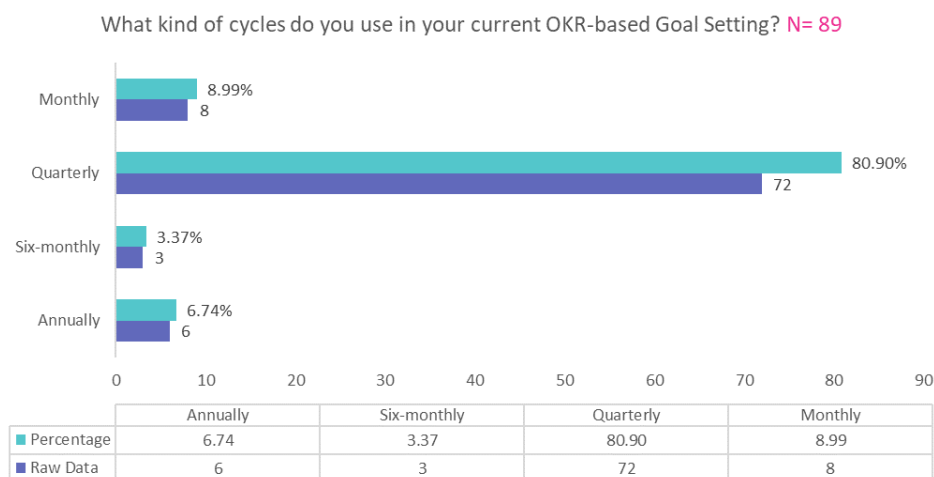
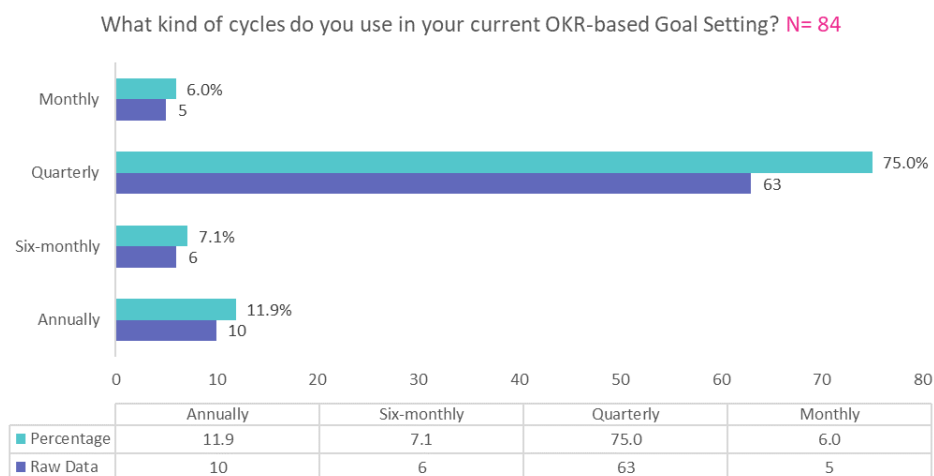


FIG: 11.2 (2023)

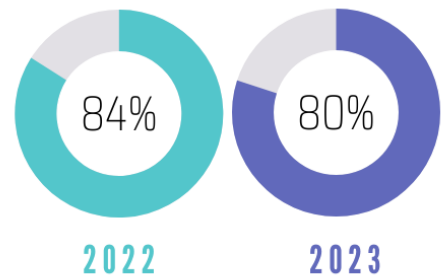


12. Have you linked OKRs to incentives / bonuses / payouts for individuals / teams?

Summary

OKRs continue to remain a business goal setting and execution framework with 80% of the overall respondent population in 2023 reporting that they have not linked OKRs to rewards like incentives, bonuses and payouts for individuals or teams.

In 2023, 20% of the overall population has confirmed that they have linked OKRs to rewards like incentives, bonuses and payouts for individuals or teams compared to 16% in 2022. It would be worthwhile to see the correlation of this data with Question 5, Section 1 which records 14.19% of respondents have reported Human Resources spearheading OKRs within their companies in 2022 compared to 19.13% in 2023.



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

FIG: 12.1 (2022)

Have you linked OKRs to incentives/ bonuses/ payouts for individuals/ teams? N=69

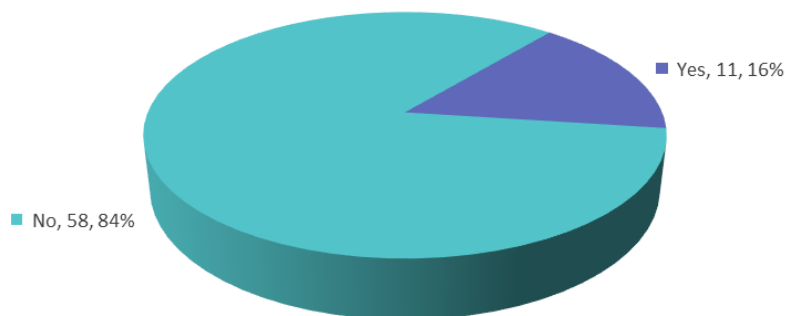
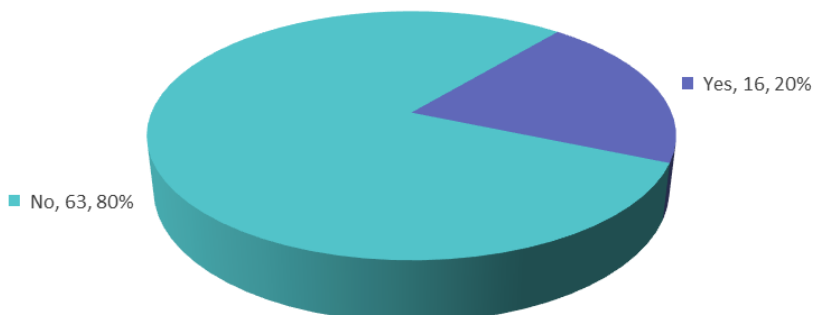


FIG: 12.2 (2023)

Have you linked OKRs to incentives/ bonuses/ payouts for individuals/ teams? N=79

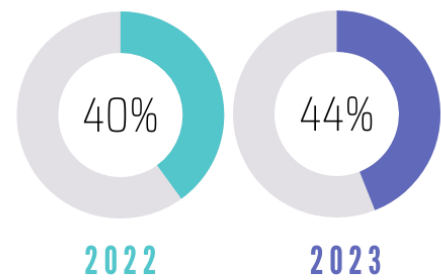


13. Do you use OKRs for Business as Usual (BAU) activities?

Summary

In 2022, a huge 40% of the overall population was found using OKRs for Business As Usual (BAU) activities while in 2023 this number has increased to 44%.

There are no significant shifts as such over the last year's trend. A rise in the use of OKRs for BAU goals may have an inverse impact on the long-term sustainability of OKRs within organisations that use it for BAU goals.



Use OKRs for Business as Usual goals

FIG: 13.1 (2022)

Do you use OKRs for Business as Usual (BAU) Activities? N=94

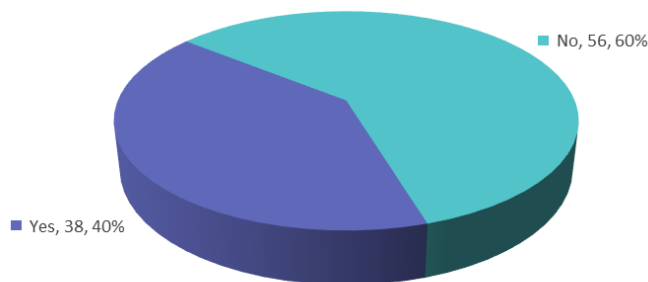
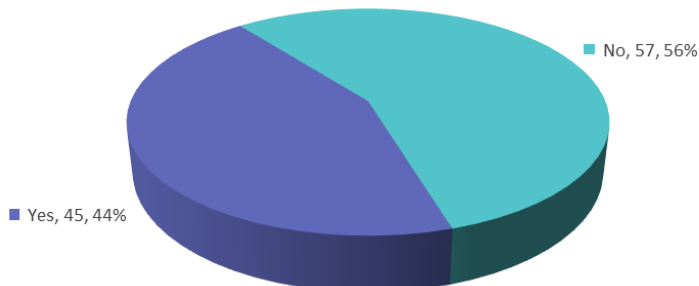


FIG: 13.2 (2023)

Do you use OKRs for Business as Usual (BAU) Activities? N=102



Automated OKR dashboards that save hours at work



“Best product on the market to track OKRs and KPIs.”

Roby Sharon-Zipser, CEO, hipages

Company OKRs In Progress

Achieve record growth and profits

- Boost MRR from 1.2m to 1.5m \$1.34M
- Keep acquisition costs below \$890/customer \$1.1K

Attack new markets

- Identify 2 new regions to grow into 2 regions
- Get \$500k revenue from new region... \$234K

Product OKRs In Progress

Launch a successful MVP

- We have 5,500 weekly active users 4,656 WAUs
- Achieve a NPS score above 40 NPS 34
- We have 120 paid customers 118 customers

Marketing Team OKRs In Progress

Become the #1 online resource

- Secure 45 high-quality backlinks 24 backlinks
- Generate 1.2k leads/week from content 1.1K Leads
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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 2023 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*

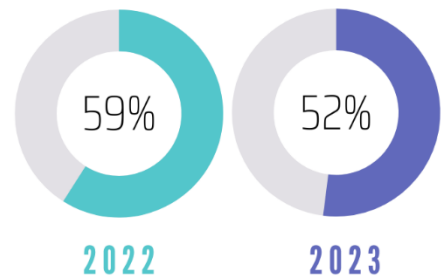
Consolidated Responses		2022	2023
14	While using OKRs do you add weightages to various Key Results?	61	84
15	When is your OKR planned, aligned, and published for a given quarter?	49	65
16	How often do you check-in to review your OKRs?	83	86
17	During the OKR Cadence review, what is your discussion about?	64	63
Total		257	298

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

Summary

In 2023, 52% of the respondents confirmed that they add weightages to Key Results in their OKR planning exercise as compared to 59% in 2022. Although there is a drop in this practice, the numbers aren't significantly high.

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 KR's.



Add weightages to Key Results in their OKR planning exercise

FIG: 14.1 (2022)

While using OKRs do you add weightages to various Key Results? N=61

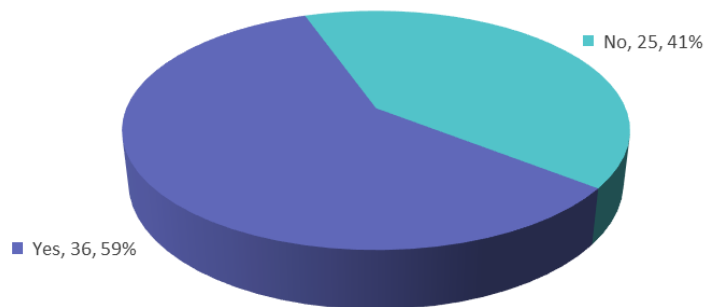
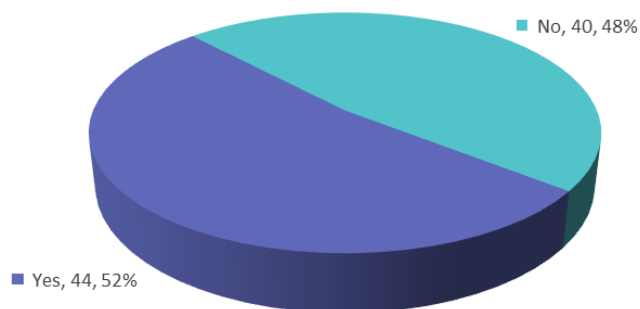


FIG: 14.2 (2023)

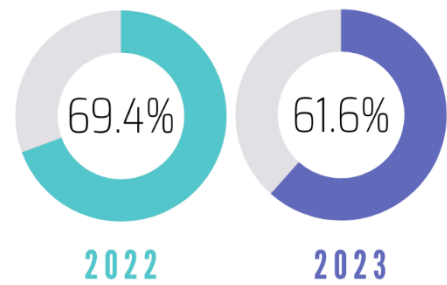
While using OKRs do you add weightages to various Key Results? N=84



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

Summary

In 2023, 61.6% of the population was found adhering to the bestpractice of publishing OKRs before the quarter begins as compared to 69.4% in 2022. Here, 30.8% of respondents said that they craft their OKRs 10 days before the start of the quarter in 2023 as against 44.9% in 2022. And another 30.8% of respondents cited that they craft their OKRs 7 days before the start of the quarter in 2023 as against 24.5% in 2022.



Plan, Align & Publish OKRs 7 to 10 Days prior to the start of a quarter

Nearly 39% of the of respondents in 2023 were recorded saying that they craft their OKRs in the first week or the first 15 days of the said quarter as against 31% in 2022. There may be a possible corelation with nearly 20% of barriers in implementing OKRs attributed to poor discipline as seen in Section 4, Question 21.

FIG: 15.1 (2022)

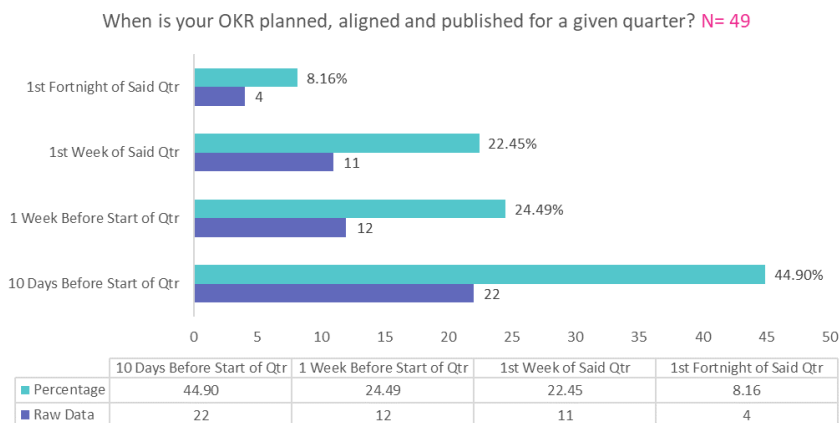
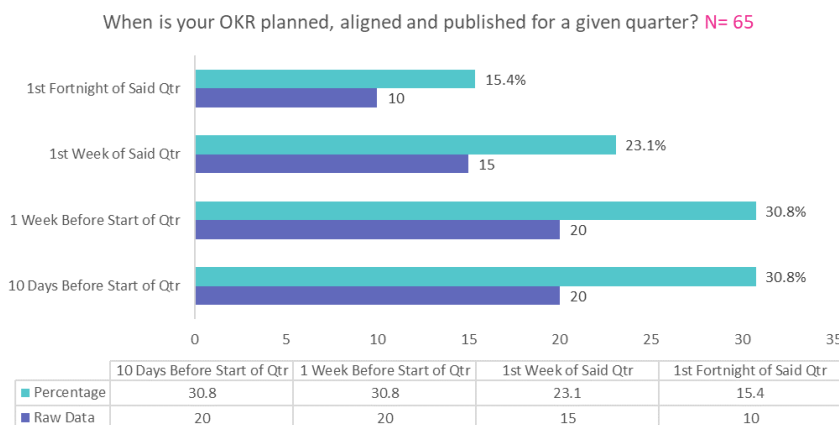


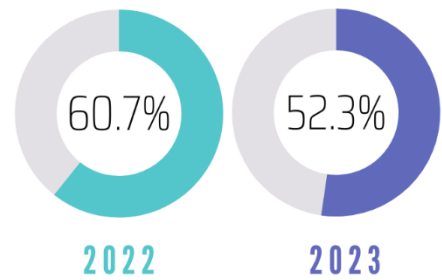
FIG: 15.2 (2023)



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

Summary

There is a noticeable drop in 2023 with 52.3% of the respondents citing that they run OKR reviews weekly / fortnightly as against 60.7% in 2022. In 2023, there is an increase to 29.1% in the number of respondents citing they conduct OKR reviews once a month as compared to 22.9% in 2022. In 2023, there is also an increase in the number of respondents citing they conduct OKR reviews once a quarter to 18.6% as compared to 14.5% in 2022.



Continue to run cadence reviews weekly or fortnightly

There may be a possible correlation with nearly 20% of barriers in implementing OKRs attributed to poor discipline as seen in Section 4, Question 21.

FIG: 16.1 (2022)

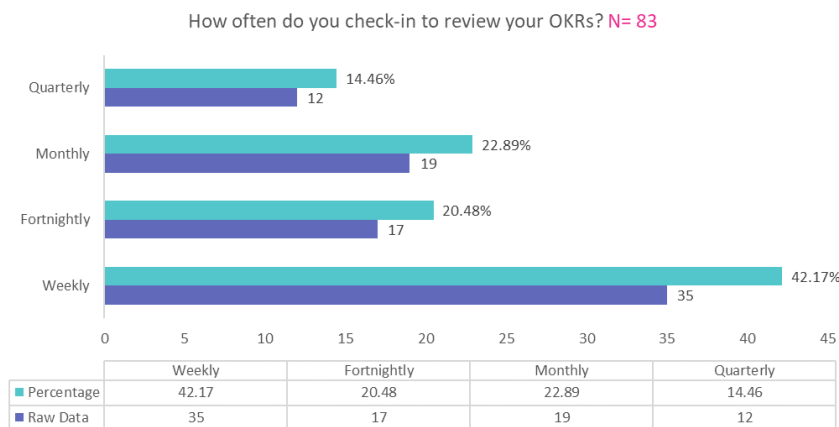
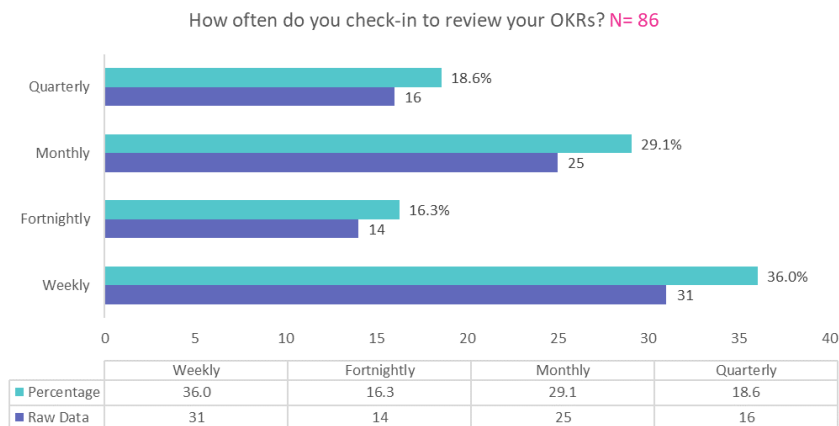


FIG: 16.2 (2023)



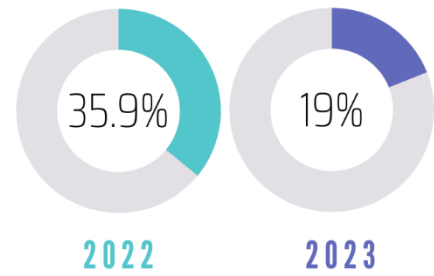
17. During the OKR cadence reviews, what is your discussion about?

Summary

Only 19% of the overall respondent population has recorded conducting OKR cadence reviews in line with the suggested best practice of “30% review numbers” and “70% review learning”. This is a sharp fall compared to 35.9% in 2022.

With the decline in the review patterns, there may be a possible risk of OKRs becoming a regular business review with focus on numbers rather than the right balance of numbers and learning conversations.

More attention may be needed to help OKR users learn how to have Coaching – Feedback – Recognition (CFR) based conversations.



Use cadence reviews with 30% time to check in on the numbers and 70% of the time to review learning.

FIG: 17.1 (2022)

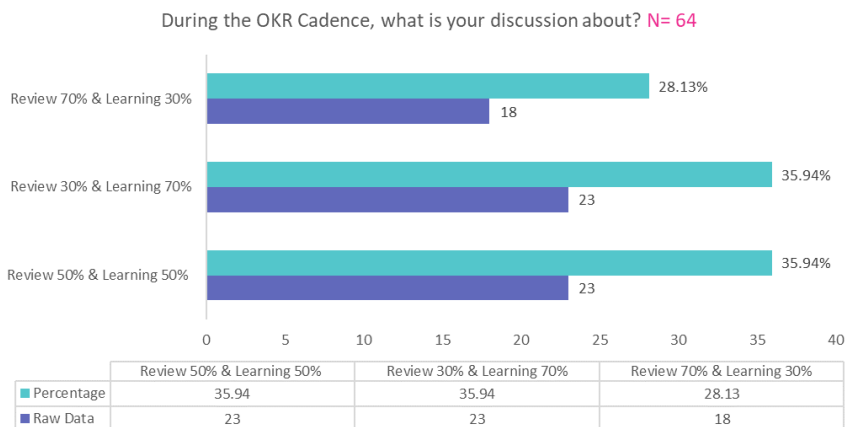
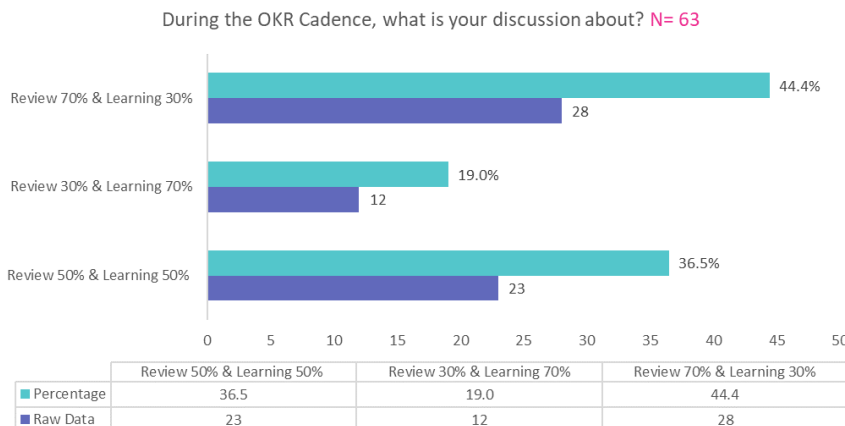


FIG: 17.2 (2023)



SECTION 4

Overview

In this section we cover the 6 critical indicators of **OKR Support Systems** as reported by the 2023 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		2022	2023
18	Which of these skills do you need most in OKRs?	128	111
19	Do you believe the right culture catalyses OKRs?	113	90
20	What are the top benefits of using OKRs?	178	123
21	What's the biggest barrier in implementing OKRs?	155	114
22	Which of these OKR Mistakes that you've made has been the greatest learning for you?	113	77
23	Should OKRs be used in Public Services / Government Sectors?	110	76
Total		797	591

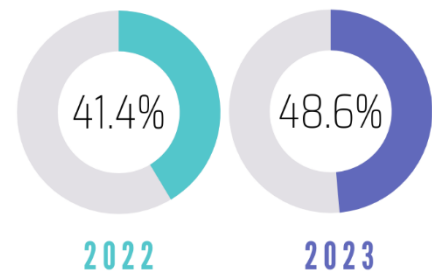
18. Which of these skills do you need most in OKRs?

Summary

This year, 48.6% of respondents have cited coaching skills as the key skill needed to implement OKRs – a decent rise compared to 41.4% in 2022.

This is followed by 14.4% of the population citing business acumen in 2023 – a sharp drop from the 23.4% in 2022.

In 2023 and 2022, a consistent 18% cited psychological safety as important to the implementation of OKRs. In 2023, 18.9% have cited feedback as an important skill to implement OKRs as against 17.2% in 2022.



Cited coaching skills as the key skill needed to implement OKRs

FIG: 18.1 (2022)

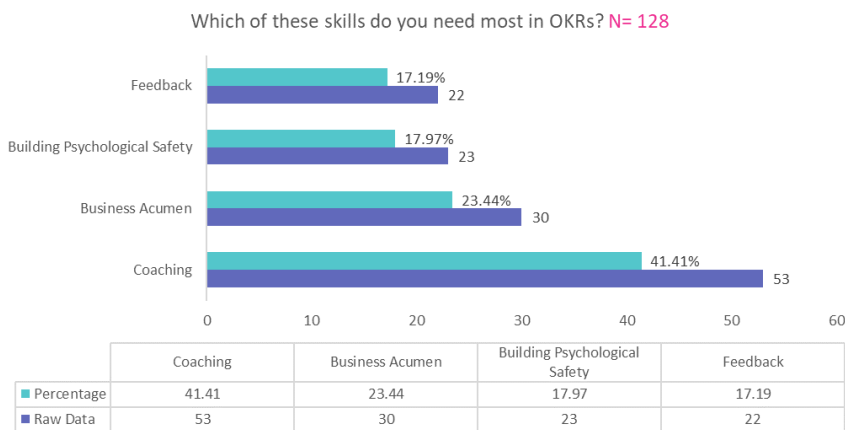
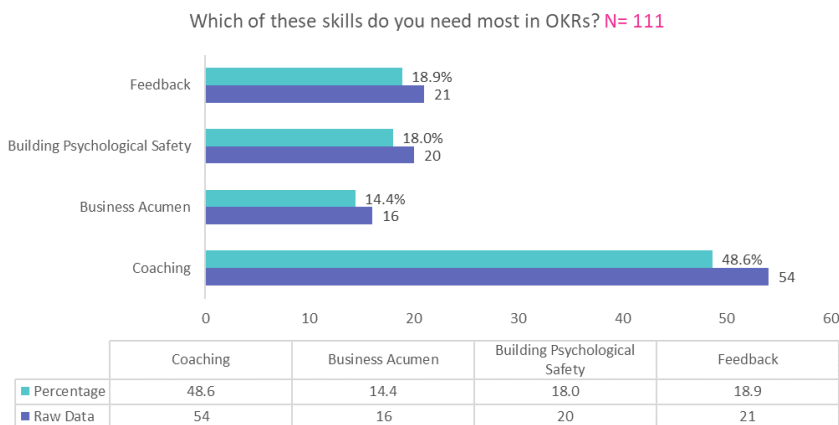


FIG: 18.2 (2023)

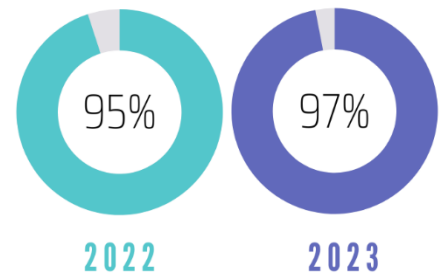


19. Do you believe the right culture catalyzes OKRs?

Summary

A stark majority of 97% of the respondent population has recorded the need for the right culture as a catalyst in implementing OKRs in 2023, as against 95% in 2022.

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



Believe the right culture acts as a catalyst in implementing OKRs

FIG: 19.1 (2022)

Do you believe the right culture catalyzes OKRs? N=113

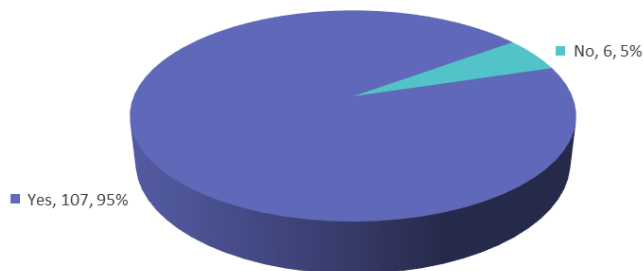
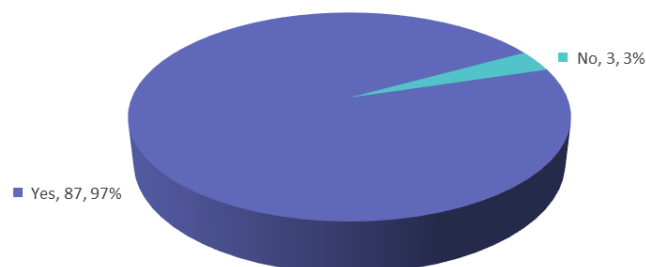


FIG: 19.2 (2023)

Do you believe the right culture catalyzes OKRs? N=90

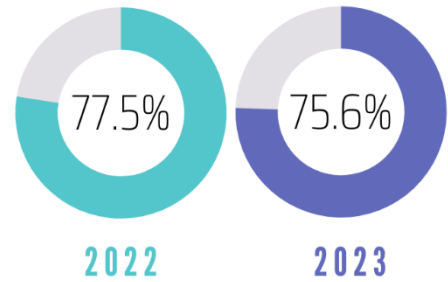


20. What are the top benefits of using OKRs?

Summary

More than 3/4th of the respondent population (75.6%) has cited focus and alignment as the key benefit derived from using OKRs in 2023. This remains in the same range as 2022 with 77.5%. This is followed by accountability and clarity at 22% in 2023 as against 14.04% in 2022 and rapid innovation at 2.4% in 2023 as against 8.43% in 2022.

Rapid Innovation is one of the top super-powers of OKRs and it continues to feature as the lowest benefit cited by respondents two years in a row. There could be a possible correlation between 44% of respondents saying they use OKRs for Business as Usual (BAU) goals (section 2-question 13) and just 2.4% of the population citing Rapid Innovation as a key benefit of using OKRs.



Focus and alignment as the key benefit derived from using OKRs

FIG: 20.1 (2022)

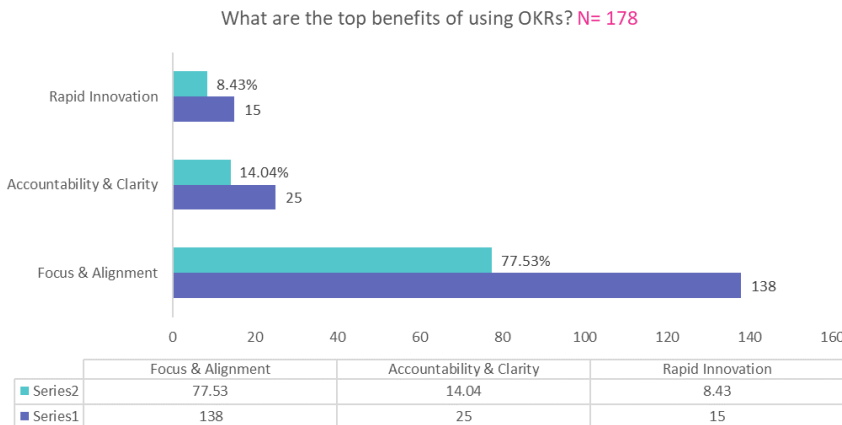
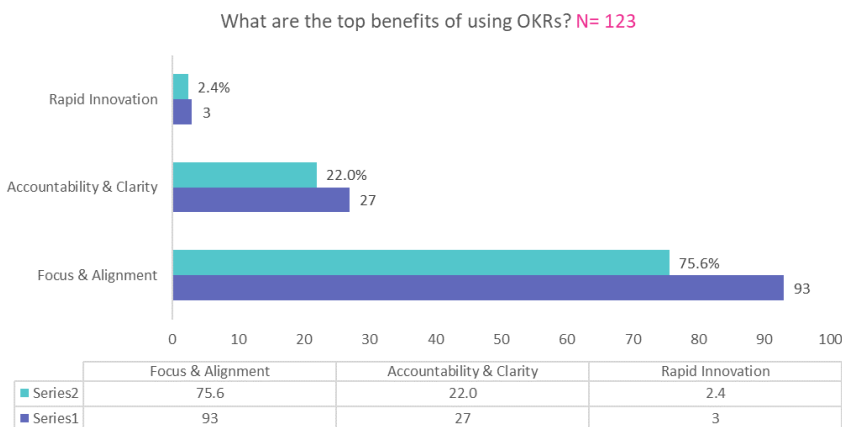


FIG: 20.2 (2023)



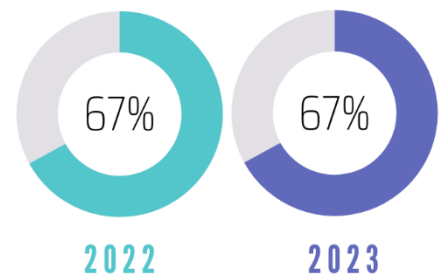
21. What is the biggest barrier in implementing OKRs?

Summary

A staggering 67% of the population has consistently named 'poor leadership' & 'poor culture' as the biggest barrier in implementing OKRs in 2023 and 2022.

20.2% have cited a lack of discipline in 2023 as against 19.35% in 2022. Another 13.2% have cited lack of transparency as the biggest barrier in implementing OKRs in 2023 as compared to 13.55% in 2022. All trends continue to remain the same when it comes to barriers.

A departure from arcane leadership practices seems to be the need of the hour.



Leadership & Culture as the biggest barrier in implementing OKRs

FIG: 21.1 (2022)

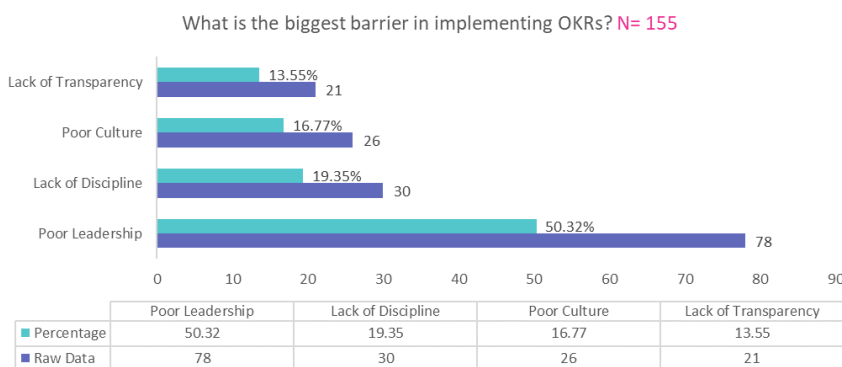
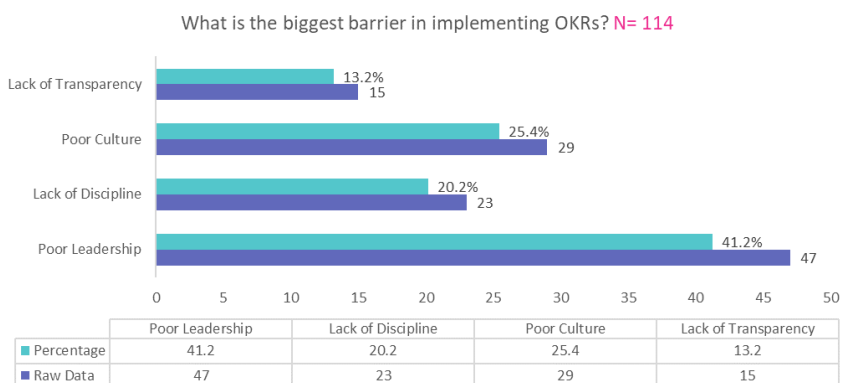


FIG: 21.2 (2023)

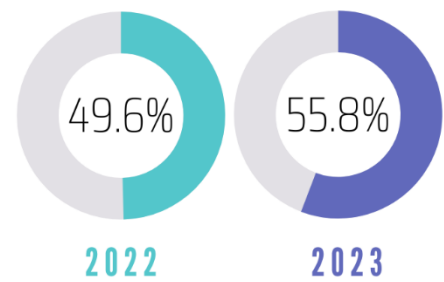


22. Which of these OKR Mistakes has been the greatest learning for you?

Summary

More than half the population (55.8%) has recorded that 'Setting Too Many OKRs' was a mistake with the greatest learning in 2023 as against 49.6% in 2022. This offers a clear case of 'less is more with OKRs' to organisations looking at implementing OKRs for the first time.

20.8% have cited 'Irregular cadence reviews' in 2023 as compared to 19.47% in 2022, 13% have cited 'Linking OKRs to compensation' in 2023 as against 18.58% in 2022 and 10.4% have cited 'Not setting stretched goals' as mistakes that offered greatest learning for the respondents in 2023 as compared to 12.39% in 2022.



Setting Too Many OKRs was a mistake with the greatest learning

FIG: 22.1 (2022)

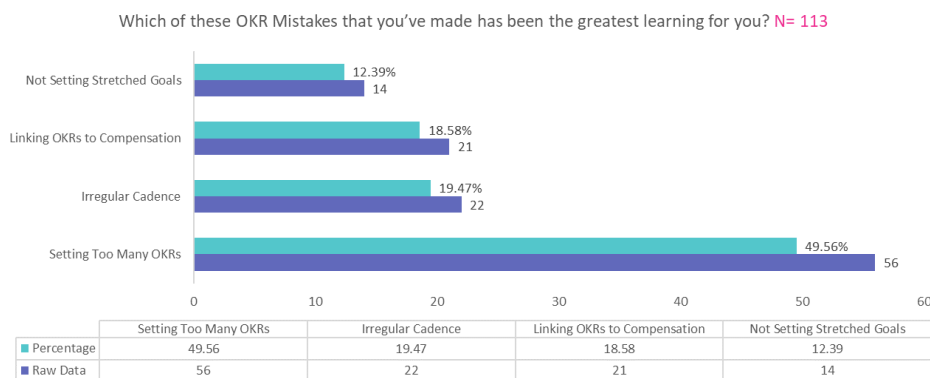
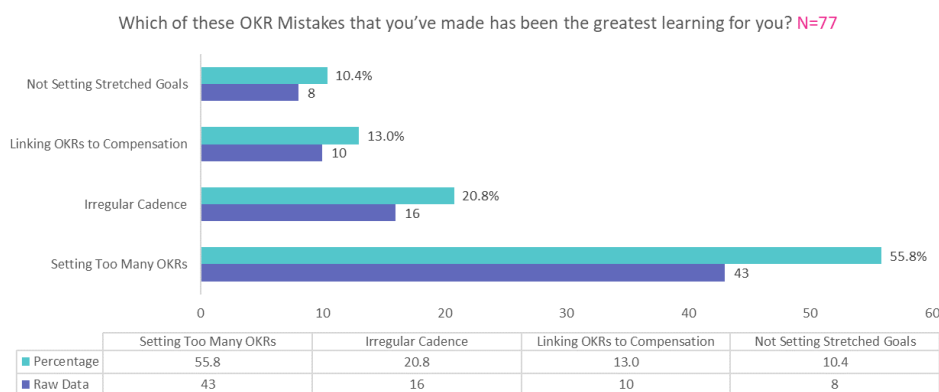


FIG: 22.2 (2023)

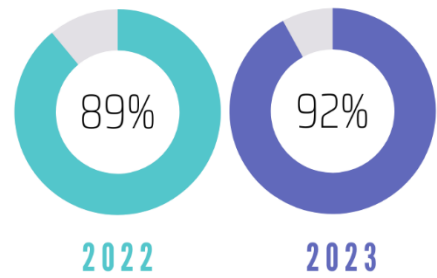


23. Should OKRs be used in Public Services / Government Sectors?

Summary

A resounding majority of 92% of the respondent population has given a thumbs-up to using OKRs for public services and/or government sectors in 2023, a slight rise compared to 89% in 2022.

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



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

FIG: 23.1 (2022)

Should OKRs be used in Public Services / Government Sectors? N=110

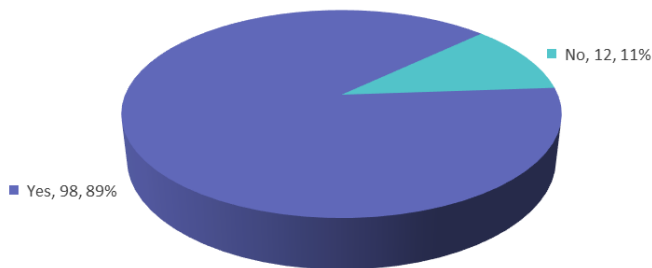
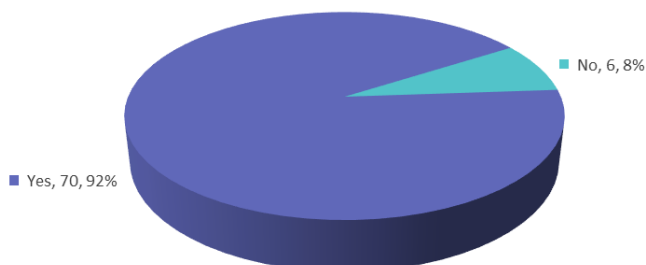


FIG: 23.2 (2023)

Should OKRs be used in Public Services / Government Sectors? N=76



ABOUT OKR INTERNATIONAL



OKR International

OKR International Management Consultancies Co. LLC. is a globally renowned OKR accreditation 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 17+ years of repertoire across 25+ 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 agile leadership & culture challenges.

Services

OKR Accreditation and Training Courses

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. [Learn More](#)

Our **OKR Foundation Course (OKR FC™)** is a 2.5-hours certificate course for in-house groups of 15+ that helps you learn the foundations of OKRs through practical industry examples led by experts in OKRs. [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. [Learn More](#)

Agile Performance Management

Go beyond the traditional Bell-Curve! Get more performance from your people. Learn how Agile Performance Management can help you bridge the gap between strategy and execution. [Learn More](#)

Company Dossier

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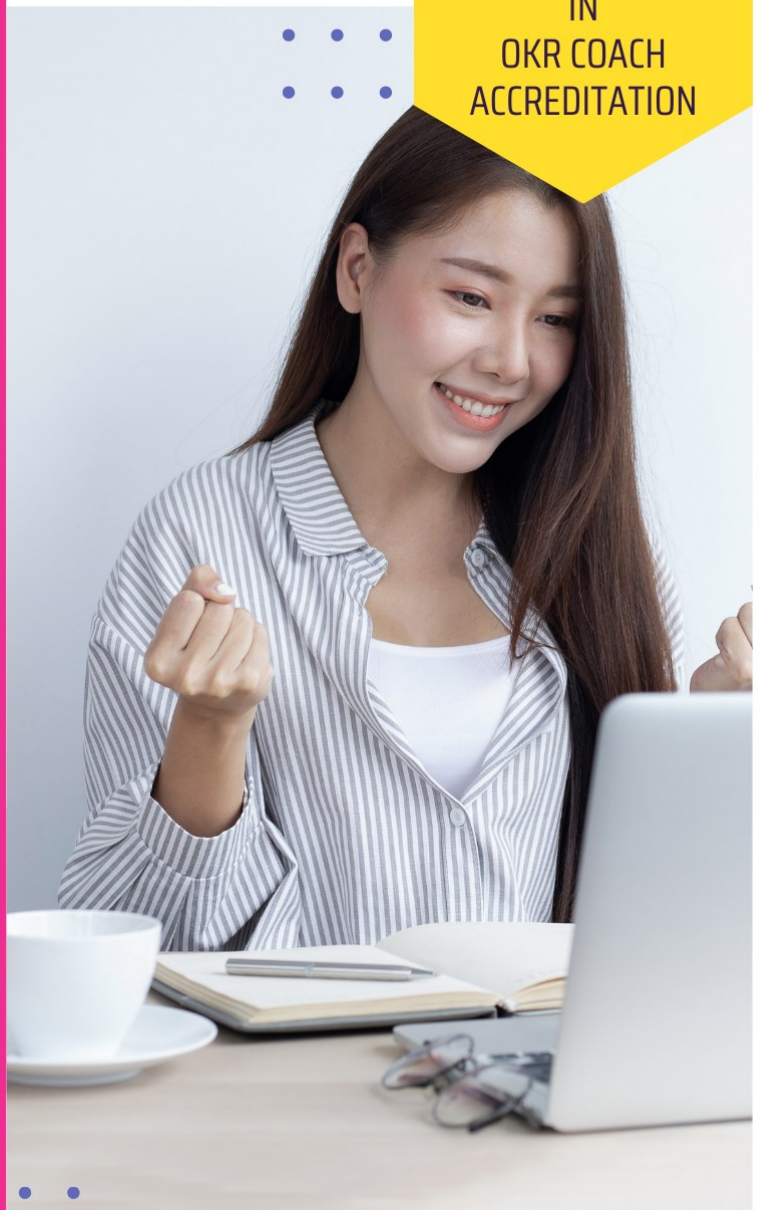
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Company OKRs In Progress

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- Boost MRR from 1.2m to 1.5m \$1.34M
- Keep acquisition costs below \$890/customer \$1.1K

Attack new markets

- Identify 2 new regions to grow into 2 regions
- Get \$500k revenue from new region... \$234K

Product OKRs In Progress

Launch a successful MVP

- We have 5,500 weekly active users 4,656 WAUs
- Achieve a NPS score above 40 NPS 34
- We have 120 paid customers 118 customers

Marketing Team OKRs In Progress

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- Generate 1.2k leads/week from content 1.1K Leads
- Rank in top 5 for 60% of top keywords 23% Top 5

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