

# OKR IMPACT REPORT 2022

PERSPECTIVES ON DESIGN,  
USE AND IMPACT OF OKRS

NOVEMBER 2022



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# FOREWORD

Our joint work on the introduction of OKR – on the software side as well as in the conception and the operational roll-out – has led to many exciting discussions and ideas. We exchanged best practices and regularly discussed ideas for the further development of the systems. Some time ago, this fruitful dialogue gave rise to the idea of systematically recording both the use and the impact of OKRs and making them comparable. With the “OKR Impact Report 2022”, we’re very proud to contribute to a better understanding of OKRs as a strategic management framework.

We would like to thank the 40 companies and decision-makers who took the time to contribute to this study. With their help, we were able to form a comprehensive picture of how organisations of different sizes and industries use OKRs. Clear key insights have emerged. Overall, the introduction of OKRs is seen as predominantly positive, having a clear impact on transparency, coordination and, above all, strategy execution. However, there are also challenges that require continuous adjustment and further development of the system. OKRs are and will remain a highly relevant management tool for companies in dynamic and volatile environments.

Joel Schneider, Co-founder, Mooncamp  
Stefan Benndorf, Co-founder, scaleon

# EXECUTIVE SUMMARY

„I believe in the power of setting ambitious goals, in continuous improvement to become a high-performing team, in agile and iterative development, in measuring what matters and leading by goals rather than micromanagement. OKRs reflect, support and strengthen this ambition.“

Manager, study participant

## Key drivers

**OKRs are a top management issue:** Both the mandate for the introduction of OKRs and the objective behind the OKR framework can be found on the agenda of top management. In almost 90% of the companies surveyed, upper management or the board level is responsible for the introduction of OKRs. This is also reflected in the expectations placed on OKRs for better corporate governance. OKRs are designed to support prioritisation, transparency, and strategic alignment between employees and teams.

**OKRs improve transparency and prioritisation:** The main motivations behind implementing OKRs are increasing transparency, supporting better prioritisation and improving strategy execution. These three areas represent the top priorities.

**OKRs drive change:** Close to 60% of companies state that they use OKRs explicitly as part of a change or transformation initiative. The key change ambitions are strengthening corporate culture and improving strategy implementation.

# 90%

of the companies introduce OKRs through top management

## Design of the OKR system

**Strategy is the most important reference point:** OKRs can be defined for different purposes. Most of the companies surveyed use OKRs strategically, whether to advance their corporate strategy or a specific departmental or functional strategy.

**The actual impact of OKRs is rated as very positive:** Expectations are largely met and a high impact is achieved, especially at the strategic level. Overall, 84% of those surveyed recommend OKRs.

**OKR masters guarantee the process:** The majority of companies use OKRs in quarterly cycles, and more than 80% rely on an OKR master or similar role to supervise and further develop the process.

# 87%

of the time, OKRs met the participants' expectations

## Impact of OKRs

**OKRs have impact:** Decision-makers recommend OKRs as a framework with a rating of 8.5/10. 83% agree, and almost a third strongly agree, that OKRs have had a positive impact on their business. Likewise, 87% of the surveyed companies stated that OKRs met or even exceeded their expectations.

# EXECUTIVE SUMMARY

## **Transparency, communication and strategy execution improved:**

The categories where OKRs achieve the highest impact for nearly 98% of companies are transparency on goals and performance, followed by improved communication and strategy implementation with 90% of companies each.

**OKR benchmark companies have a strong strategic orientation:** The 7 of 40 companies that achieved the highest impact through the OKR system (almost 40% higher than the comparison group) are characterised above all by a very clearly defined purpose for the OKR system. Overall, this already shows a deeper anchoring of the OKR system in the "cultural DNA" of the benchmark group. These companies use corporate strategy as a key reference point for OKRs 100% of the time and use other strategic tools such as vision and purpose more than the comparison group. It stands to reason that a strong alignment of the OKR system with the corporate strategy supports the achievable impact here.

**The benchmark companies communicate more intensively:** The companies with the highest impact have a 28% higher communication intensity overall, measured by the number of channels in use. This pattern is stable over the entire OKR cycle. This also includes a significantly higher frequency of OKR check-ins compared to their peer group. Communication thus seems to be one of the key factors in maximising the impact of OKRs.

**OKRs require discipline and management attention:** The introduction of OKRs is a change management challenge. The companies stated that success lies in a clean process and the anchoring of the methodology. (Top) management must take the topic seriously and provide attention and sufficient resources for the introduction to succeed. The cultural change accompanying OKRs occurs over time and should be continuously supported within the organisation (e.g., through appropriate training). The definition and communication of the strategy as a reference point is an important lever.

**Continuous development is essential:** OKRs are not a one-off project, and most companies also plan to further develop the OKR system over the long term. Above all, this includes an increased relevance of the OKR system for the whole organisation and an even stronger focus on the top priorities – as well as strengthening the learning loops and the resulting improvement in methodical and procedural skills.

# 40%

higher OKR impact  
in the benchmark group

# 28%

higher communication  
intensity in the benchmark group

# INTRODUCTION

The background of the page is a dense, textured pattern of blue, overlapping, scale-like or feather-like shapes. The colors range from a deep, dark blue to a slightly lighter, teal-blue, creating a sense of depth and movement. The texture is highly detailed, with many small, curved elements that give it a three-dimensional appearance. The word 'INTRODUCTION' is centered at the top in a clean, white, sans-serif font.

# INTRODUCTION

On a global scale as well as on a regional and national level, the economic framework conditions in numerous industries, sectors and markets have already changed significantly, and an end to these developments is not yet in sight.

Trends such as digitisation, industry 4.0, sustainable management, big data or connectivity and networking are forcing companies to undertake extensive transformation processes. Many companies are changing massively so that they can remain competitive in dynamic markets with ever shorter product life cycles, high pressure to innovate and rapidly changing economic conditions.

More and more companies are therefore complementing traditional hierarchical processes, based on stability, with flexible and agile structures with short decision-making paths. OKRs are increasingly the method of choice as a simple and uniform goal-setting method that can be used in different contexts – from the definition of corporate and divisional goals to QBR processes in product organisations.

# 11x

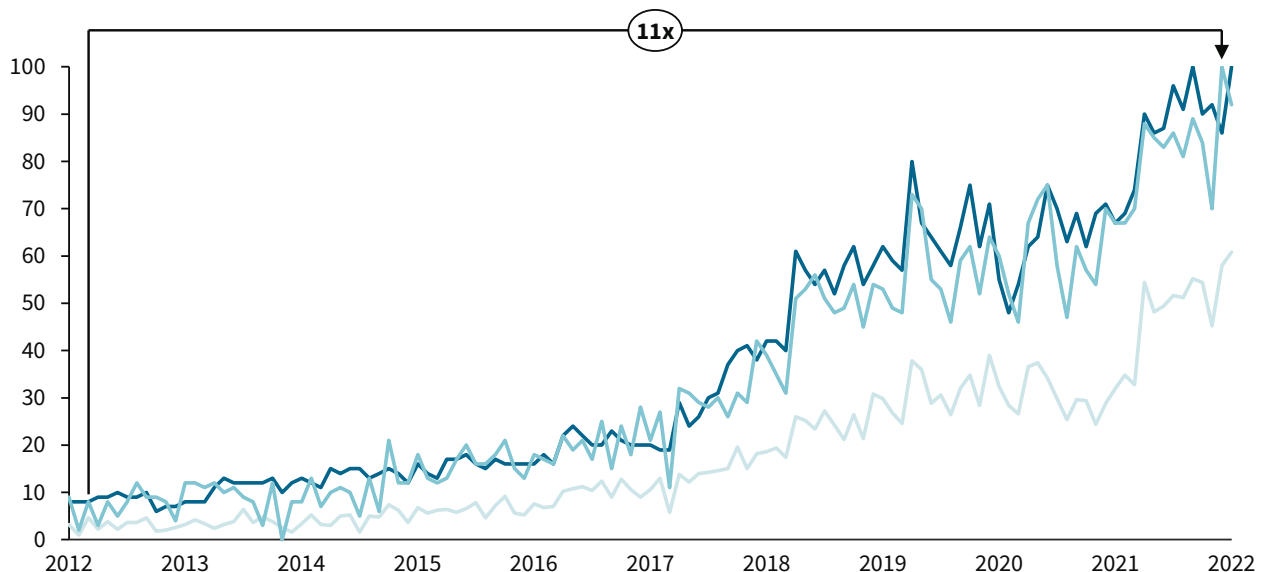
increase in search volume over the past ten years

## Interest in OKRs has been growing steadily over the past 10 years

Google Trends analysis for the search term OKR in Germany, Europe and worldwide since 2012

Google trend standardisation to 100

— Worldwide — Europe — Germany



Google Trends normalizes search data to make comparisons between terms easier. Each data point is divided by the total searches of the geography and time range it represents to compare relative popularity. The resulting numbers are then scaled on a range of 0 to 100 based on a topic's proportion to all searches on all topics. Different regions that show the same search interest for a term don't always have the same total search volumes.



## What are OKRs?<sup>1</sup>

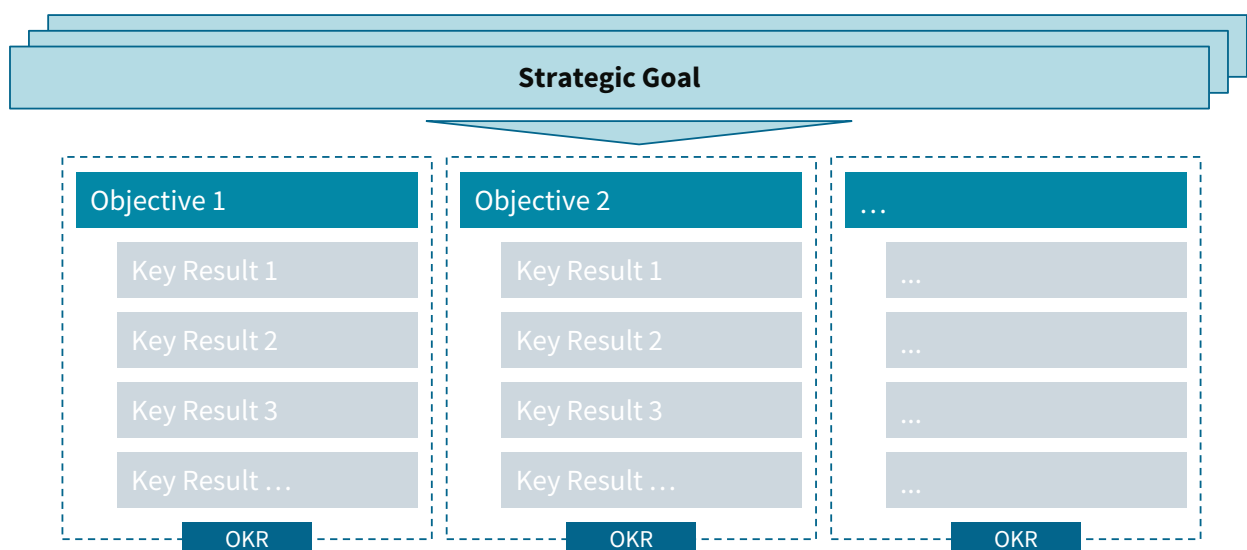
The OKR method was developed in the 1970s by Andrew Grove, one of the co-founders of US semiconductor manufacturer Intel Corporation. During this period, the market for computers, semiconductors and microprocessors was witnessing unprecedented growth. Grove foresaw that the management methods used so far would soon be unsuitable for these burgeoning market environments and the steadily increasing number of competitors they held. However, it was John Doerr who brought OKRs to popularity, when he began his professional career at Intel in 1974 and adopted Grove's innovative management method. Doerr then joined venture capital

firm Kleiner Perkins in 1980. With him as investment manager, Kleiner Perkins invested in Google in 1999, at that time a small start-up with just 40 employees. Doerr sold its founders Larry Page and Sergey Brin on the OKR method, which they immediately integrated into their company's processes. The management approach, which was still largely unknown in the late 90s, got a major boost to its development and is still an integral part of Google's culture today.

Objectives and Key Results, or OKRs for short, are a management and goal-setting system that combines qualitative Objectives with measura-

ble Key Results at all organizational levels of a company. The OKR concept is based on an iterative cycle that is constantly repeated. The goal here is to translate a company's long-term strategy into shorter-term OKRs - and to do so in as transparent a manner as possible. The OKRs can be continuously adapted and developed based on the results and findings of the most recently completed cycle. This enables a regular and at the same time flexible adjustment of the corporate strategy to changes in the market environment - a significant advantage of OKRs compared to the strategy concepts used so far, which are designed for long-term stability.

## Schematic representation of an OKR framework



Source: scaleon, own representation

<sup>1</sup> The authors use the term OKRs as an abbreviation for „Objectives and Key Results“ and as a short form for „OKR system“ or „OKRs as a management tool“ for better readability

# INTRODUCTION

A common goal for the implementation of OKRs is to create more transparency and clarity in the implementation of strategies. OKRs hold the promise of management, employees, teams, departments and entire organisations working faster, more flexibly and with better coordination. Ambitions are often very high. With this study we hope to provide insight into the design, use and impact of OKR systems in organisations of a variety of industries and sizes. We examine the essential design parameters of OKR systems, compare expectations with perceived impact and provide an outlook on how companies plan to further develop their OKR system.

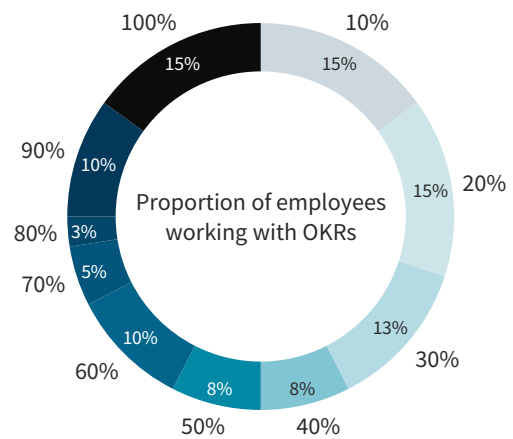
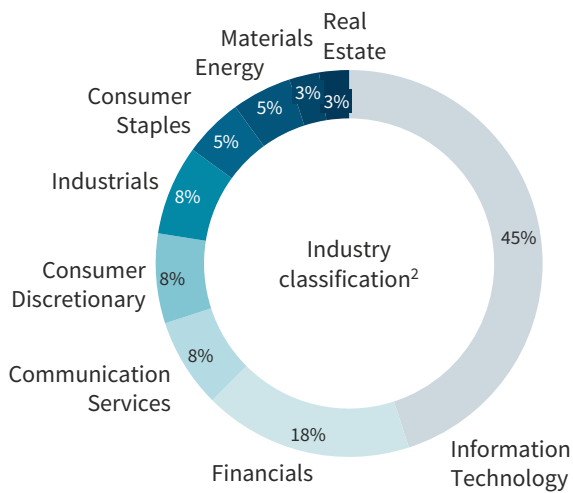
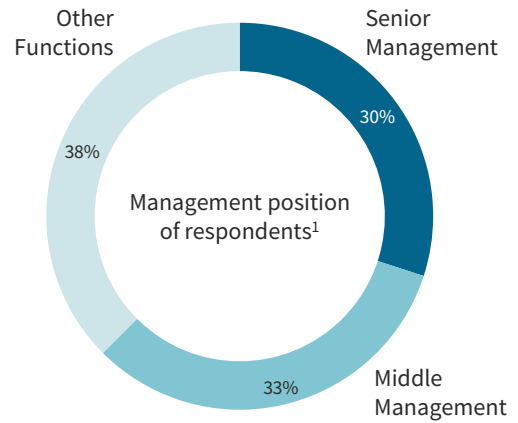
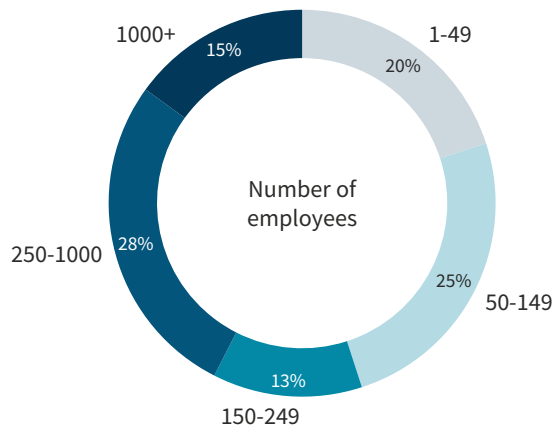
This analysis deliberately focuses on the decision-maker perspective. In most cases, top management is the driver behind the introduction of OKRs with the aim of positively changing the organisation. More than two-thirds of the decision-makers surveyed come from higher or top management.

The participating companies reflect the diversity of OKR use cases. Companies of all sizes, including global corporations, took part in the study. More than two-thirds of the decision-makers surveyed come from upper or top management. The use of OKR is as diverse as the companies surveyed – at the upper end of the spectrum, almost 1,000 employees work with OKRs as a framework.

# INTRODUCTION

## The sample is diverse and provides insights into a wide range of companies

Classification according to number of employees, management position, industry class and proportion of employees who work with OKRs



n=40, <sup>1</sup>Classification based on the job title provided by the respondent; <sup>2</sup>Classification along the Global Industry Classification Standard (GICS). If "Other" (n=8) was indicated, partially supplemented by own analysis.



# DESIGN OF OKR SYSTEMS

BASED ON WHAT  
CRITERIA DO COMPANIES  
DESIGN OKRS

# DESIGN OF OKR SYSTEMS

An OKR system can be designed based on various dimensions. Most companies find themselves beginning with OKRs by defining their primary goals. After all, OKRs are not an end in themselves, but a path to achieving specific goals. These can be, for example, improving the implementation of corporate strategy, or increasing transparency or coordination between employees and teams. In addition, it is important to consider how long an OKR cycle should be, at which levels OKRs should be defined and coordinated, and which tools should be used to support the management of the process.

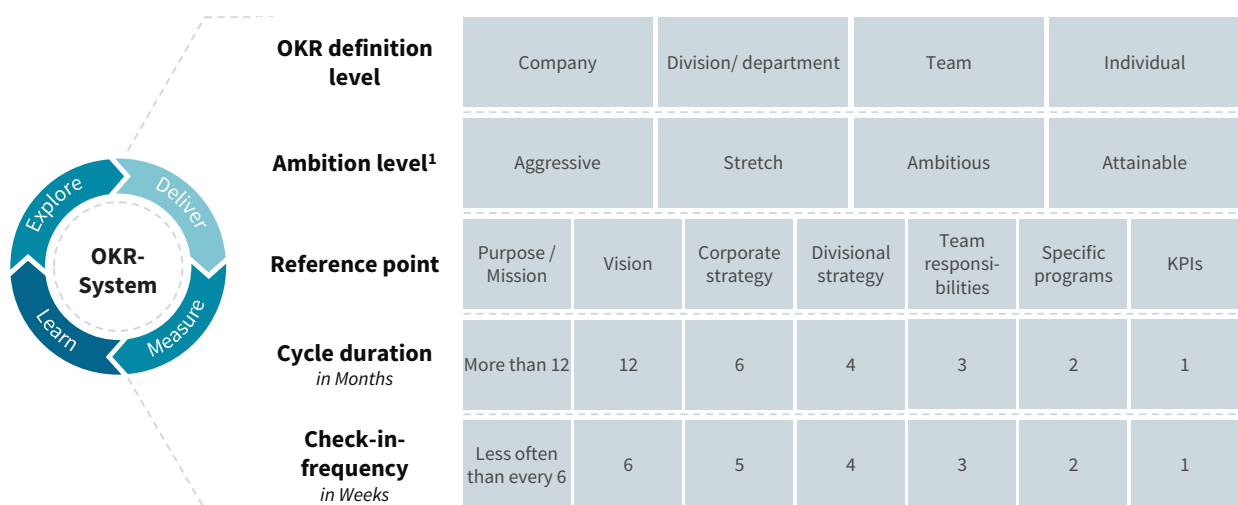
# 56%

implement OKRs as part of a change initiative

OKRs are often designed to support strategy execution and transformation initiatives. For almost 60% of the companies surveyed, OKRs were introduced explicitly against the background of a change or transformation initiative. In turn, the main motivations behind these initiatives were strengthening corporate culture – mostly through motivating and empowering employees – and fuelling the implementation of corporate strategy. In addition, change goals

## The OKR system for an organization can be modified along five core dimensions

Core dimensions of an OKR system



<sup>1</sup>Aggressive: objectively unachievable; Stretch: goes beyond current capabilities and performance and has never been achieved before but is theoretically achievable

Source: scaleon, own representation

# DESIGN OF OKR SYSTEMS

such as anchoring a new vision or corporate mission are mentioned, as well as being able to react faster and in a more agile way to market changes. In any case, we want to emphasise that OKRs are seen as an essential tool for change management.

The decision-makers surveyed named the following as the most important goals when introducing an OKR system:

- Creating clarity about goals and what it means to achieve them
- Ensuring strategy implementation
- Increasing focus within teams
- Improving team prioritisation
- Supporting change and transformation processes

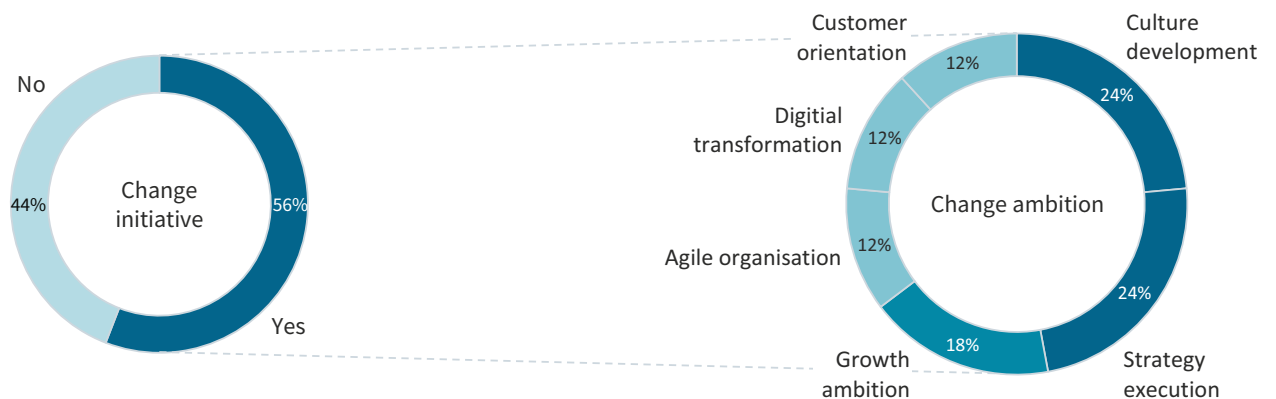
# 86%

of the OKR initiators belong to top management

The strategic or change ambitions are also reflected in the sponsors behind the introduction of OKRs. In most cases, those who decided to use OKRs or sponsored their introduction were senior managers.

## OKRs are predominantly introduced as part of change initiatives

Was the introduction of OKRs part of an explicit transformation or change initiative?  
What was/is the overarching goal of the change initiative?



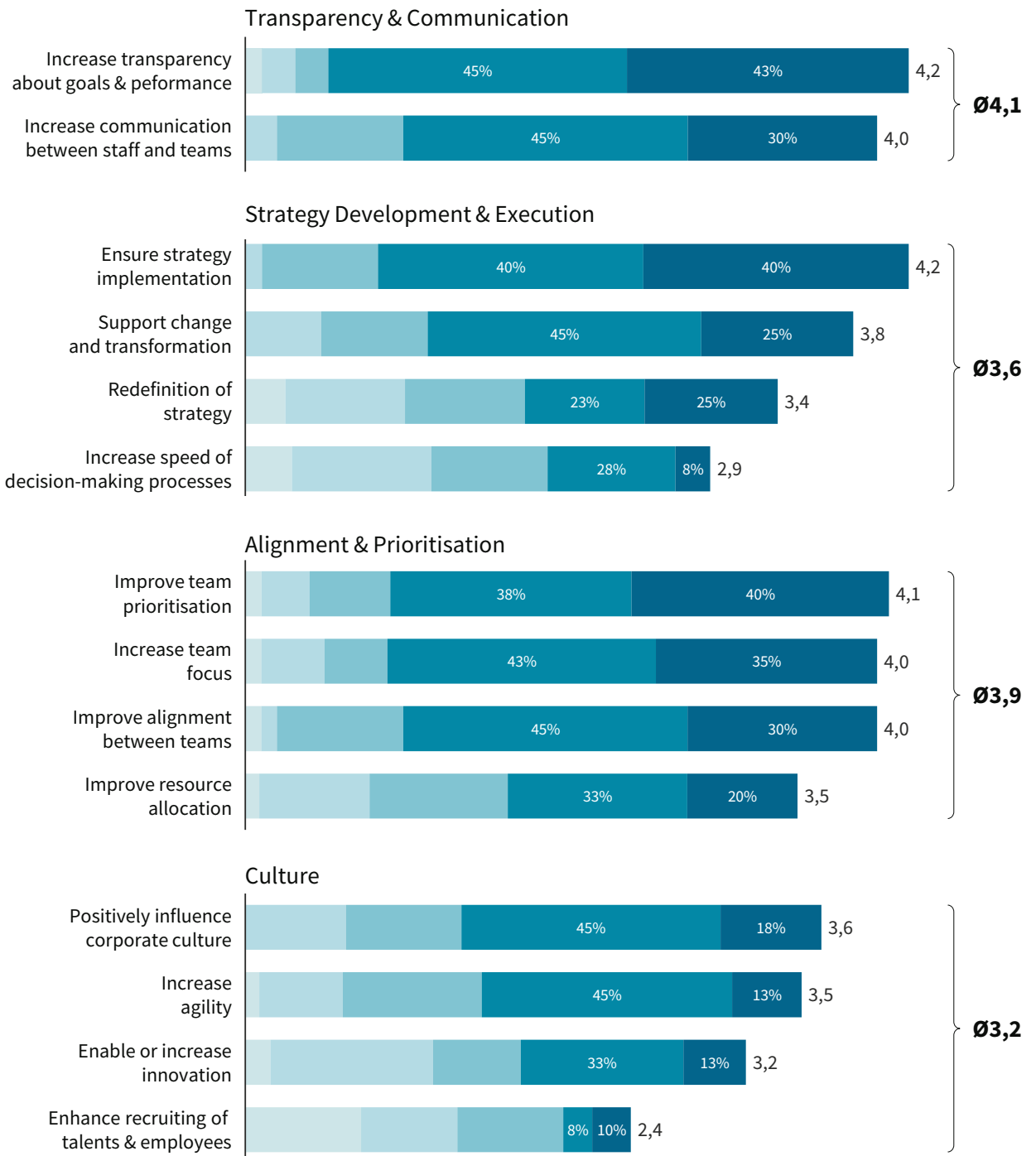
n=40; The qualitative responses were grouped, characterised and summarised into overarching themes using thematic analysis

# DESIGN OF OKR SYSTEMS

## Goals of introducing OKRs

Before deciding to introduce OKRs as a management framework, how important were the following goals to you as a company? From 1=Not at all important to 5=Extremely important

■ Not at all important  
 ■ Slightly important  
 ■ Moderatly important  
 ■ Very important  
 ■ Extremely important



n=40; The relevance was rated on a scale of 1-5 (5=extremely important). The weighted mean values are shown; the distribution within the bars indicates the number of mentions within the respective category.

# OKR USAGE

HOW COMPANIES  
WORK WITH OKRS



## Reference point

By reference point, we mean the point of reference that OKRs are specifically intended to drive or influence – strategic goals may be mentioned here as an example.

100% of the companies surveyed use OKRs to drive corporate strategy, with this reference point being of very high importance for 75% of the companies. A divisional or functional strategy is of particular relevance to 65% of the companies. Less often, OKRs are used to drive KPIs or specific programs as an explicit reference point.

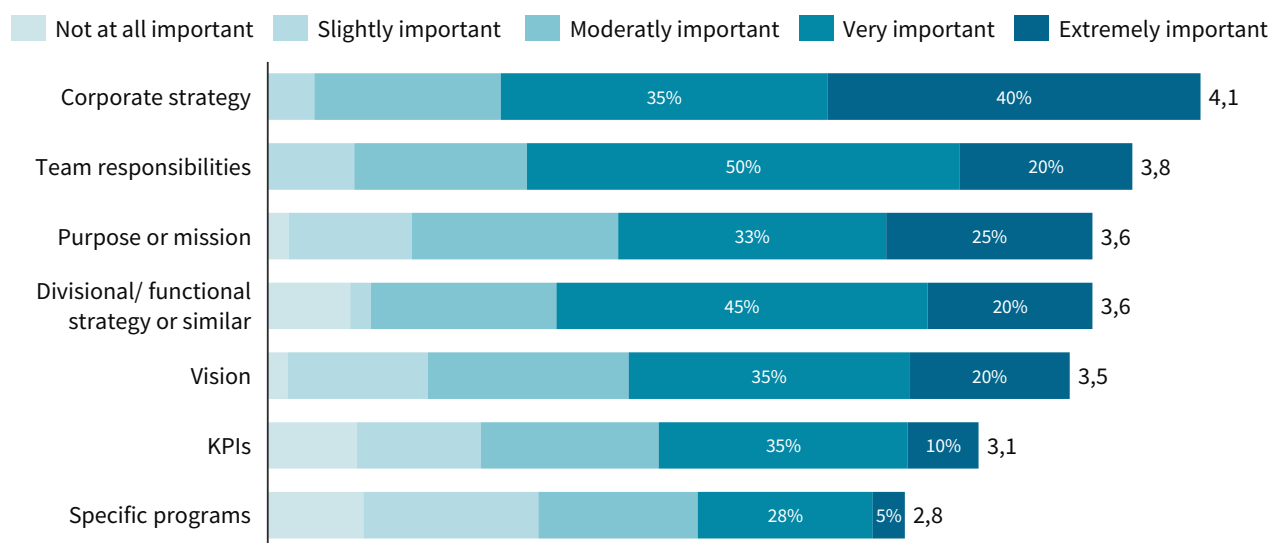
These results are also consistent with the aspirations behind OKRs at the individual companies. Here, the topic of strategy implementation already has a correspondingly high priority.

# 75%

of companies rate corporate strategy as a very important reference point for OKRs

## Strategy is the most essential reference point in the implementation of OKRs

How important are the following dimensions to you as an explicit reference point for OKRs? From 1=Not at all important to 5=Extremely important



n=40; We consider a dimension a reference point if it is used explicitly to derive an OKR from them. They may also be directly connected in an OKR tool or referred to in the description of OKRs; The weighted mean values are shown; the distribution within the bars indicates the number of mentions within the respective category.

## OKR process

On the more "technical" side - i.e., the dimensions describing the OKR process - dominant characteristics emerge too. In almost three-quarters of the companies surveyed, a quarterly rhythm is used as the OKR cycle. For most companies, this represents a good compromise between a sufficiently long period of time to set ambitious, outcome-oriented goals and the visibility and certainty required to set concrete OKRs. In addition, quarterly cycles often synchronise well with other company routines such as reporting cycles.

More than 60% of companies carry out an "OKR check-in" at least every two weeks. The number of check-ins can be used as a good indicator for a stable anchoring of OKRs in the management routines as well as their relevance.

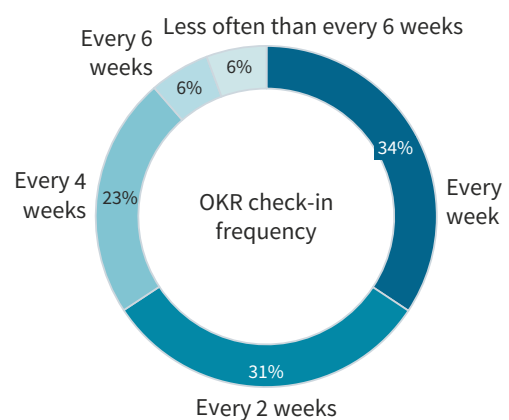
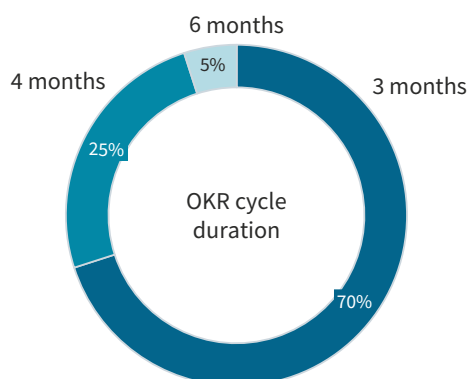
# 70%

of the companies prefer three-month OKR cycles

### Companies prefer three-month cycles with check-ins at least every two weeks

How long are OKR cycles in your company?

How often are check-ins usually carried out at team level during the cycle?



n=40, <sup>1</sup>Undefined/variable check-in frequencies (n=4) are not taken into account

## OKR master<sup>1</sup>

Four fifths of the companies surveyed use the role of an OKR master or champion. By this we mean dedicated individuals who look after the process, introduce new colleagues and also act as facilitators for OKR check-ins, for example. The number of teams supervised by an OKR master varies between one and more than ten teams, with most organisations putting no more than five teams under one OKR master. This certainly reflects different designs in the OKR master role, the system, and the size of the teams.

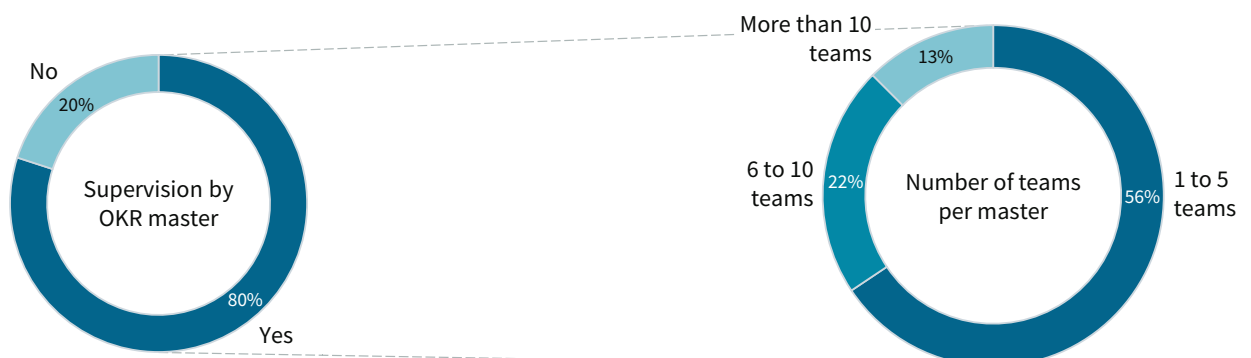
# 80%

of the companies use the role of an OKR master

### The majority of OKR processes are supervised by OKR masters or champions

Is the OKR process managed by OKR masters or equivalents?

How many teams are supervised on average by one OKR master or equivalent?



n=40

<sup>1</sup> For ease of reading, only the term "OKR master" is used in the following

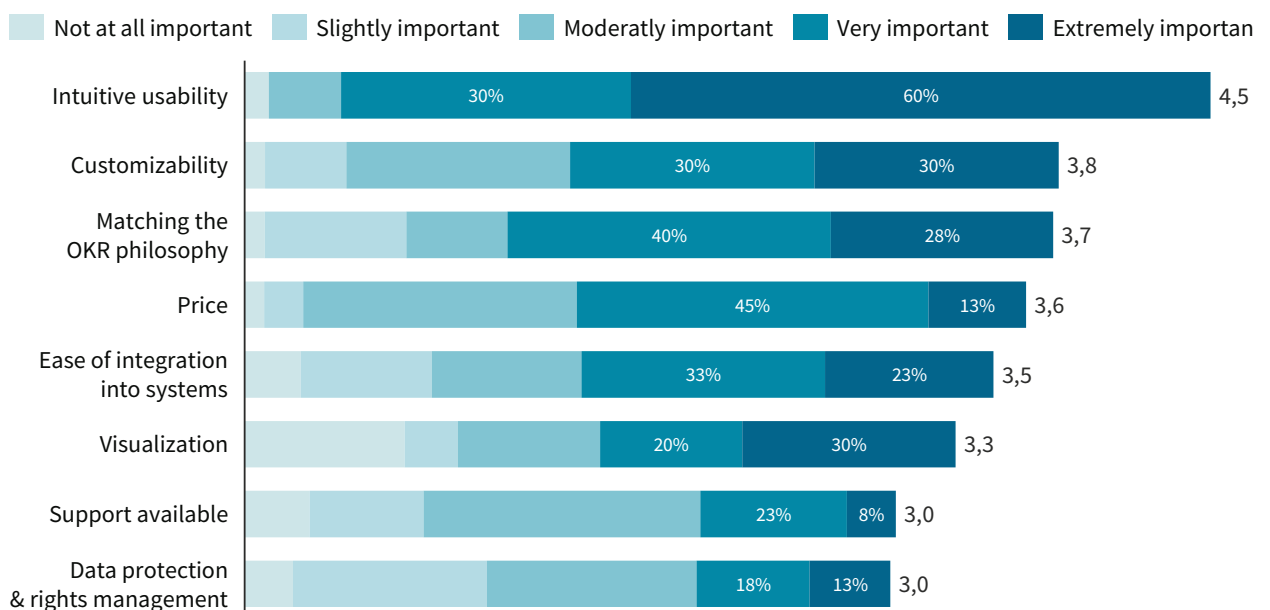
## How companies use OKR software

The OKR software takes on a special role in the context of OKRs. Transparency is one of the core principles behind the OKR philosophy. Therefore, the space for creating and accessing OKRs needs to be well chosen to keep the barriers to entry low.

OKRs as a management framework are based on a simple idea and one key factor for successfully implementing OKRs is the use of the framework by as many employees in the company as possible. At a certain number of employees, a dedicated OKR software becomes indispensable in order to be able to roll out OKRs on a broad scale. The most important criteria for selecting an OKR software are intuitive usability, adaptability to the selected OKR system design, and system fit with the OKR philosophy.

### Intuitiveness and customizability are the most important criteria for choosing OKR software

How important were the following criteria in the selection of the OKR tool? From 1=Not at all important to 5=Extremely important

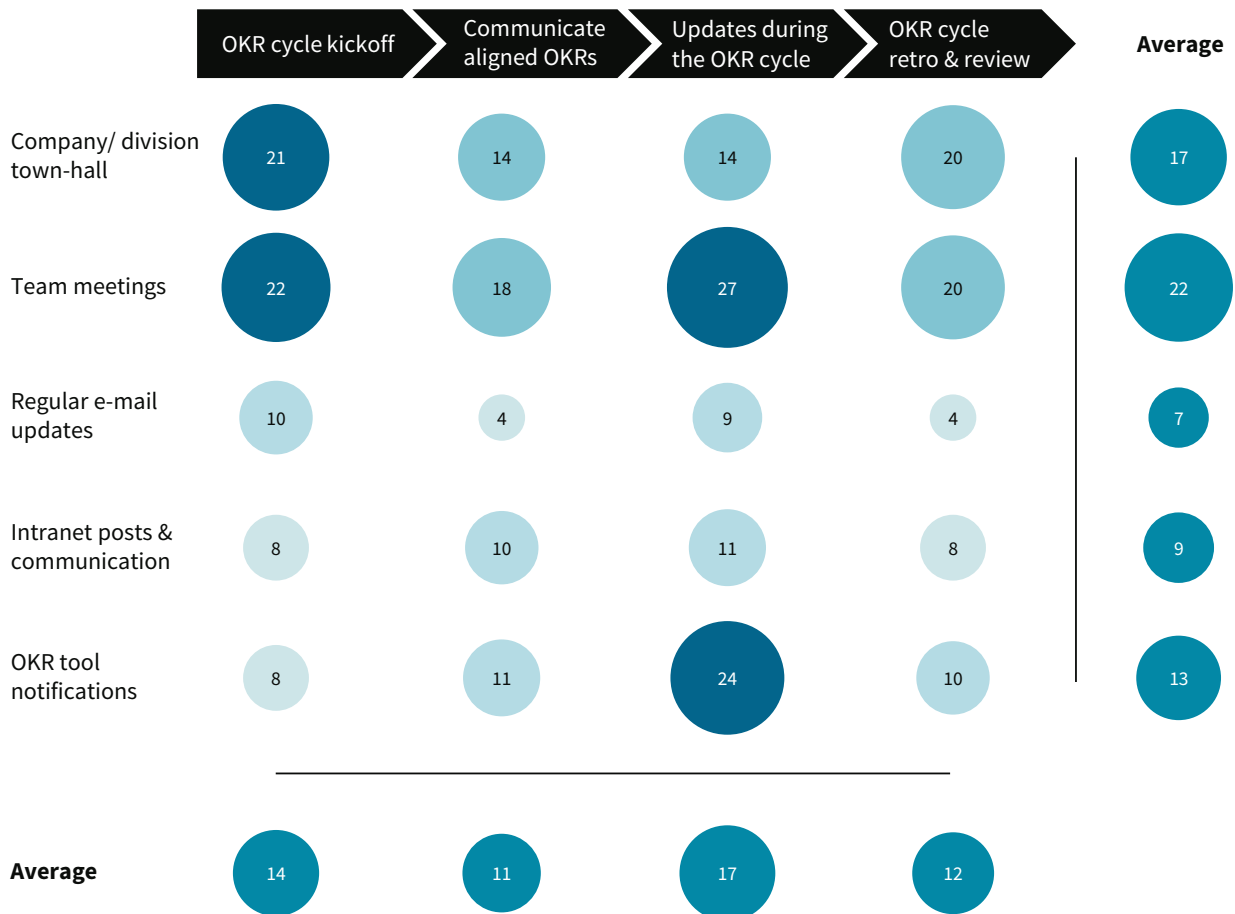


n=40; The relevance was rated on a scale of 1-5 (5=extremely important). The weighted mean values are shown; the distribution within the bars indicates the number of mentions within the respective category.

## Communication is the most important factor for the success of OKRs

When are the following communication means used to communicate on OKRs?

Visualisation according to the number of mentions along the OKR cycle (simplified) per communication channel



n=40

# OKR IMPACT AND CHALLENGES

**„I would recommend implementing OKRs to any company that wants to create a culture where employees are co-creators and is willing to invest enough time to do so.“**

CEO, Study participant

## Impact

The introduction of the OKR system has had a high to very high impact on transparency with regard to goals and performance in almost all companies. Communication and strategic focus are further dimensions that were positively influenced by OKRs. The perceived impact of OKRs is independent of the respective company characteristics. 83% of the respondents agree that their company has benefited from the introduction, and 89% were able to meet or even exceed expectations.

Overall, an overwhelming proportion of the decision-makers surveyed would recommend OKRs as a management framework with an average rate of 8.5/10. The reasons for this lie primarily in the perceived impact on corporate culture, the higher degree of focus and prioritization, and the transparency gained on strategy.

From the respondents' perspective, OKRs significantly support organizations in focusing and prioritizing the most important aspects to fulfill the corporate vision, mission and strategy. They have a significant impact on culture by fostering proactivity, engagement and innovation. And they make it possible to communicate the strategy transparently and involve employees in working with the strategy.

# 56%

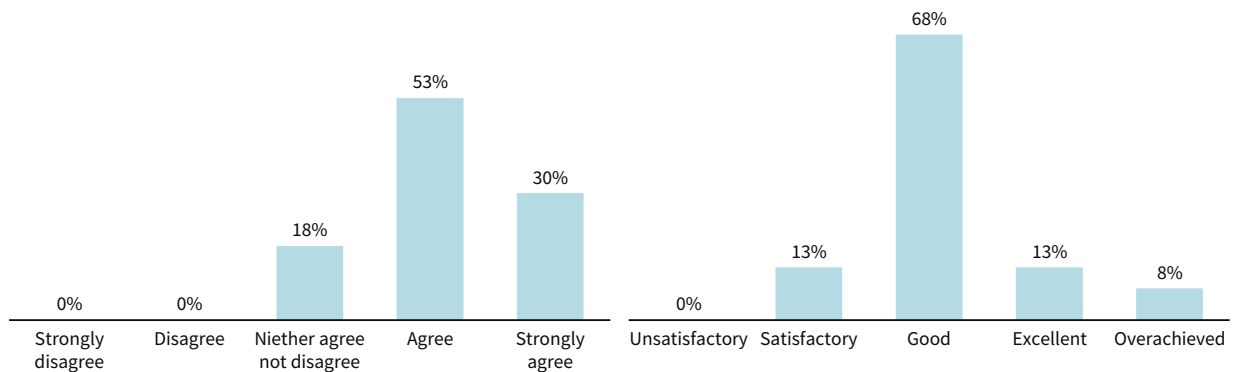
leverage OKRs to drive change or transformation

# IMPACT & CHALLENGES

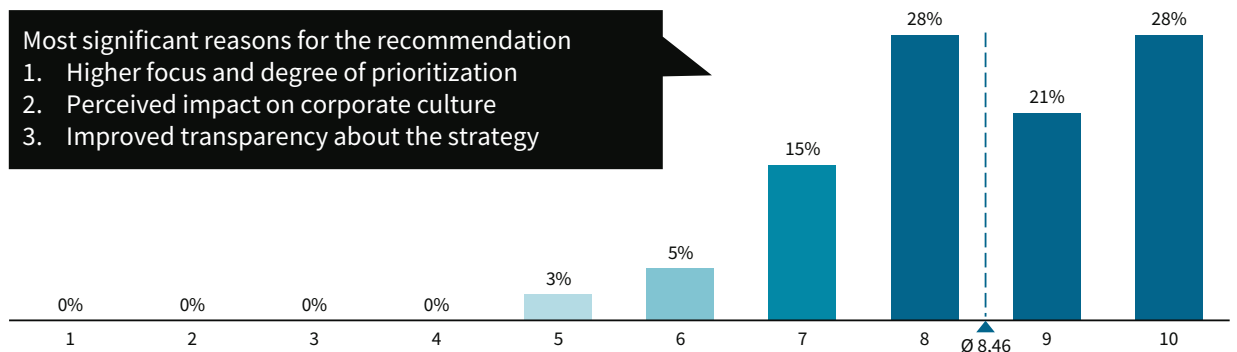
## OKRs create significant value for companies and are strongly recommended

I believe OKRs have benefited our Company. Please indicate to which extent you agree with the statement above.

To which extent have OKRs been able to meet your expectations?<sup>1</sup>



How likely are you to recommend OKRs as a management framework to peers?  
From 1=Not at all likely bis 10=Extremely likely



n=40; <sup>1</sup>Rounding error; The qualitative responses were grouped, characterised and summarised into overarching themes using thematic analysis

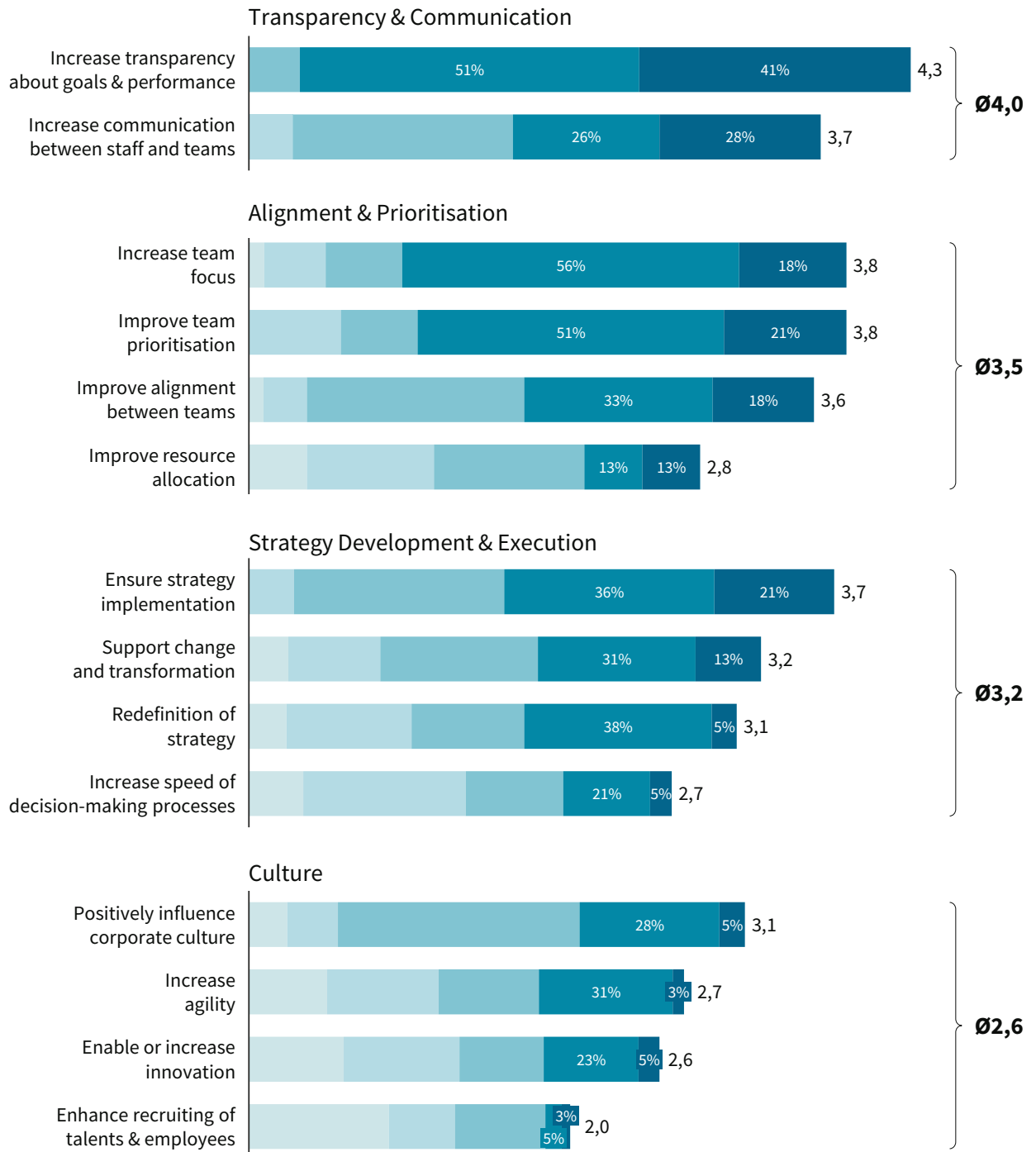


# IMPACT & CHALLENGES

## Impact of OKRs on organisational goals

Please rate the level of impact OKRs have had on the dimensions below from 1=No impact at all to 5=Very strong impact

■ No impact at all  
 ■ Slight impact  
 ■ Moderate impact  
 ■ Strong impact  
 ■ Very strong impact



n=40; The relevance was rated on a scale of 1-5 (5=very strong impact). The weighted mean values are shown; the distribution within the bars indicates the number of mentions within the respective category.

## Challenges

Three topics were described as particularly challenging by the decision-makers surveyed. First of all, there is the distinction between OKRs and day-to-day business.

OKRs should enable employees to participate in the further development of the company. Although the goals should not be tied to day-to-day business if possible, the demarcation is often challenging. Many teams and employees naturally work on issues that drive the business forward, allowing OKRs to bring about additional focus and prioritization, but making it difficult to differentiate them from day-to-day business. The demarcation should be at the discretion of the respective OKR owners. Dedicated OKR masters can support the definition of goals.

Furthermore, many respondents often do not find it easy to prioritize strategic topics. Ideally, OKRs focus on explicit, ambitious goals in contrast to day-to-day operations. The time available can often be limited, so prioritizing the most relevant areas of focus for the period of the upcoming cycle is important. There is a risk of not being able to achieve any of the OKRs satisfactorily due to having too many.

Maintaining the system after initial rollout is the third challenge. The implementation of OKRs is not trivial and always requires accompanying change management. It is advisable to start the rollout with motivated employees who have an affinity for change. This step is the only way to successfully complete the change phase and ensure long-term adoption. As previously highlighted, OKRs follow a simple idea, but the implementation often proves to be a true management task. The support of OKR masters who are already sufficiently trained and responsible in advance can be an advantage.

The decision-makers were also asked what they had learned during the OKR introduction. Clear patterns emerged here, which can also be seen as important factors for successful OKR implementation.

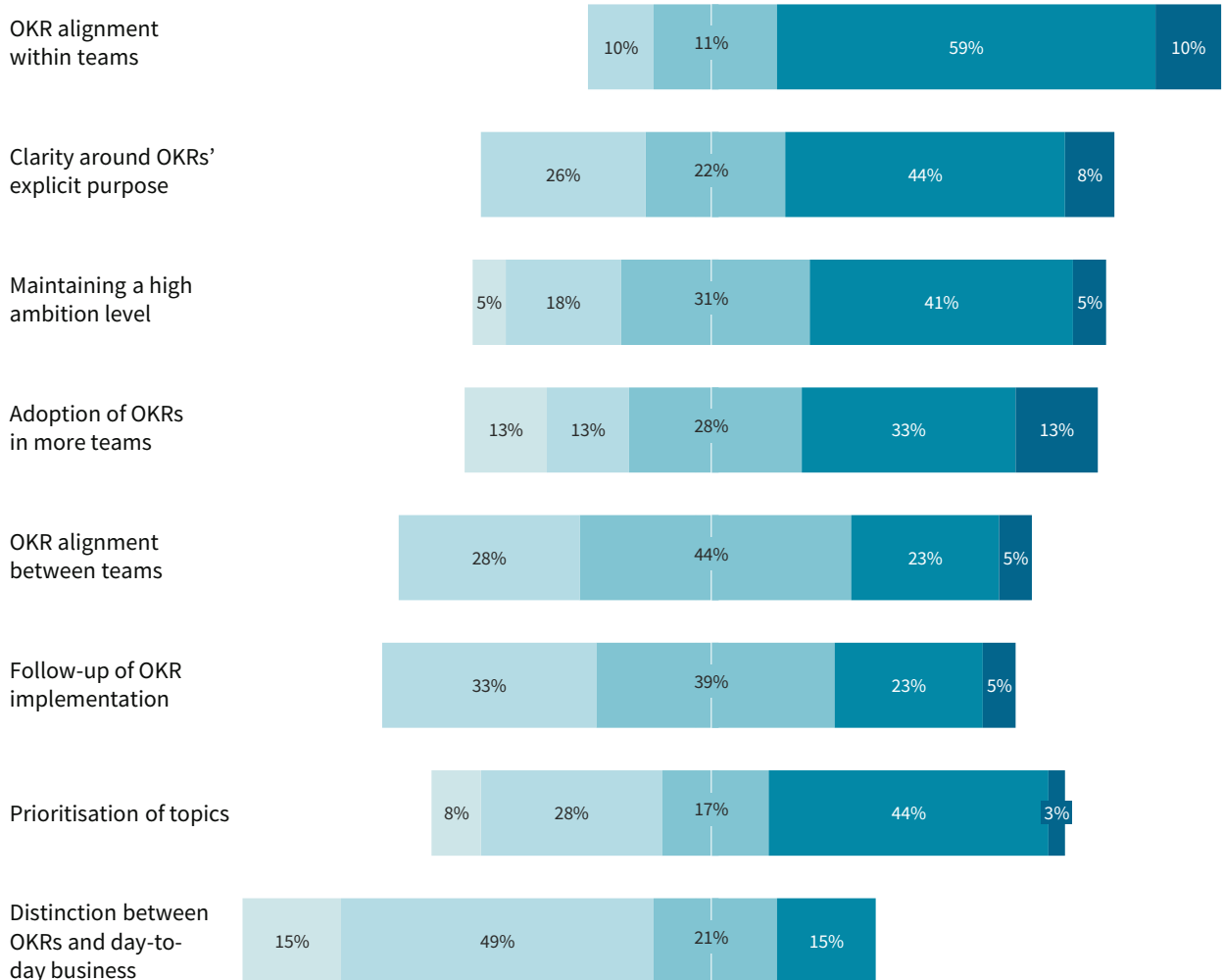
**Distinguishing between OKRs and day-to-day business is the main challenge**

# IMPACT & CHALLENGES

## Prioritising and distinguishing important issues from day-to-day business is challenging

How do you assess the following dimensions of your Company's current OKR setup?  
From 1=Very challenging to 5=Works very well

Very challenging   Challenging   Neutral   Works well   Works very well

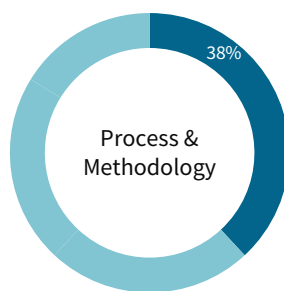


n=40

## The most important insights from the OKR implementation experiences

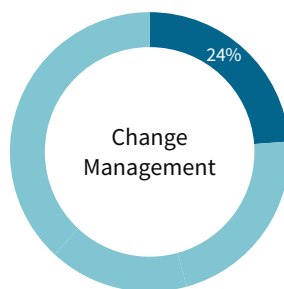
What were the key learnings during the introduction of OKRs? Please list at least three learnings if you were to introduce OKRs again

*Summary and classification of the central findings*



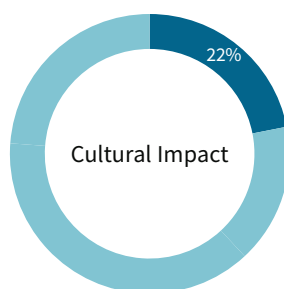
### Set up process and methodology carefully

- The introduction of OKRs is lengthy, and explanations are often required
- To provide a relevant value proposition to its users, the OKR framework's design must adapt to the company's individual needs and consider its peculiarities
- OKR users must display discipline across the cycle and regularly track their objectives to yield positive results
- OKRs success may be enabled and supported by dedicated employees owning the entire process



### OKR are a change management challenge

- The OKR introduction is time-consuming, requiring extensive human resources and multiple iterations before maturing to yield significant organisational benefits
- The implementation should target and leverage early adopters in the first place
- Employees are reticent to change, thus requiring the OKR sponsor to invest considerable resources to communicate the framework's functioning and potential benefits



### Actively manage cultural impact

- OKRs sustainably impact organisational functioning, thus fostering cultural development within. Most notably, shifting from output-targeted thinking towards outcome-targeted thinking requires particular attention and must be supported
- Working with OKRs urges employees to embrace their responsibility to support organisational strategy and be proactive



### The strategic link and management commitment are essential

- The framework's implementation success strongly depends on managerial attention
- Leaders must embrace and advocate for the new method, act as role models and be able to answer relevant questions
- An appropriate tool should support the OKR implementation to ease tracking and increase transparency within and across teams
- Defining the overarching business strategy is essential to guide OKR users

n=40; The qualitative responses were grouped, characterised and summarised into overarching themes using thematic analysis

# IMPACT BENCHMARK

WHAT ARE THE DRIVERS  
TO ACHIEVE HIGH IMPACT  
WITH OKRS?

„It's the best framework I know  
to efficiently align complex orga-  
nisations to a common goal.“

COO, study participant

# IMPACT BENCHMARK

This study aimed to understand what distinguishes companies that have achieved a high impact from the rest. The benchmark cluster was selected based on the reported OKR impact along the four impact categories transparency & communication, strategy development & execution, alignment & prioritisation, and culture. A company is part of the benchmark group if it achieves an above-average score in each of the four impact categories. This applies to 7 of the 40 companies (18%). The impact of the two samples differs significantly at 40%.

## The benchmark group works with a very functional OKR set-up

A deeper analysis reveals very interesting differences between the benchmark and comparison groups on several dimensions. Overall, the benchmark companies rate the functioning of their OKR set-up significantly higher than the rest of the companies. This affects almost all categories of the set-up; a particularly high delta can be seen in the further development of the OKR system after the initial introduction, a strong coordination between teams, and a clear alignment of the OKR system to one specific purpose.

The benchmark companies therefore - according to their self-assessment - operate with a more clearly aligned and procedurally stronger OKR system. There is also an interesting difference in the level of ambition behind the OKRs. The OKRs of the benchmark companies are clearly aimed at ambitious

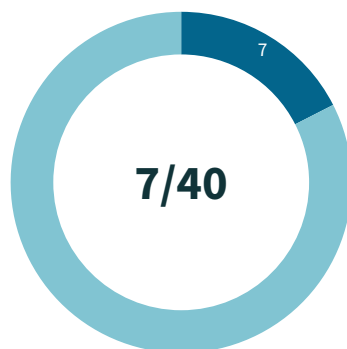
# 40%

higher OKR impact in the benchmark group

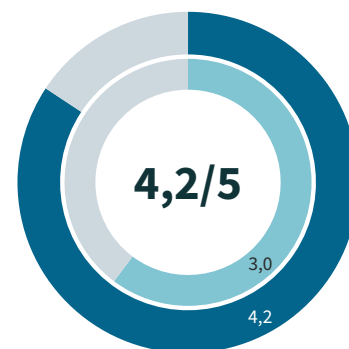
## 18% of the companies achieve a 40% stronger impact on average

Number of companies that are part of the benchmark group and comparison of the achieved impacts between the groups

Comparison group Benchmark group



18% of the companies are part of the Benchmark Group



Companies in the benchmark group achieve a 40% stronger impact

n=40; The benchmark group comprises the companies that achieve above-average values in all four impact categories (transparency & communication, strategy development & execution, alignment & prioritisation, and culture).

goals, whereas in the other group the level of ambition is more ambiguous. We also find that the benchmark companies have greater clarity in the definition of their OKR systems.

## The benchmark group has a high OKR communication intensity

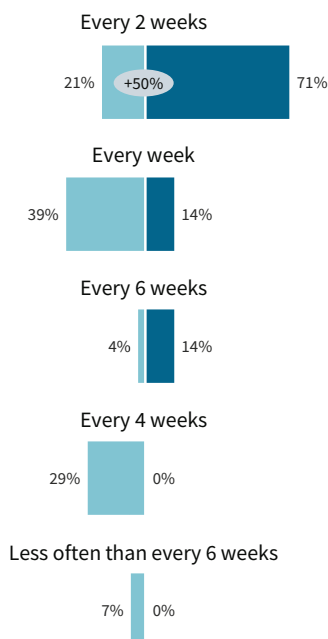
Another important difference is the intensity of communication. Companies were asked about their use of various means of communication. The benchmark group communicates more intensively throughout the cycle and across all channels. This also reflects the reported experiences and learnings of the companies. OKRs are a change topic and require support from management

## Regular check-ins, ambitious OKRs and a clear focus on strategy distinguish the benchmark companies

Visualisation of the most important differences between benchmark companies and the comparison group

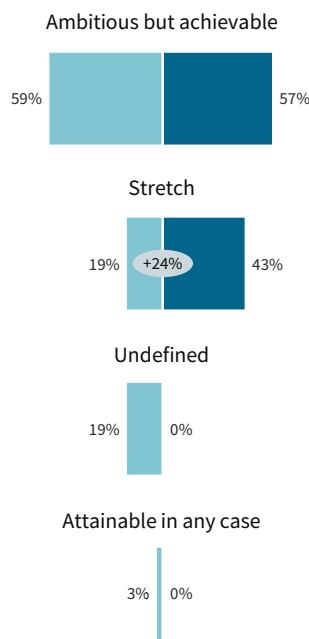
Comparison group Benchmark group

### OKR check-in-frequency



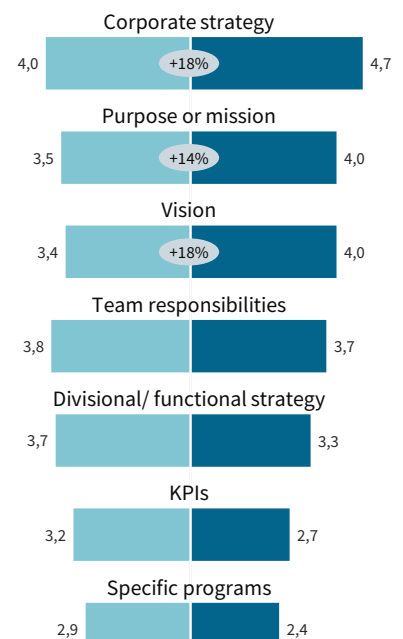
Benchmark companies make **team meetings every second week** a routine to promote the achievement of OKRs

### OKR ambition level



Benchmark companies set **ambitious targets only**, and almost half dare stretches

### OKR reference point



Benchmark companies focus on the **overarching purpose, vision and corporate strategy**

n=40; The benchmark group comprises the companies that achieve above-average values in all four impact categories (transparency & communication, strategy development & execution, alignment & prioritisation, and culture).

as well as active change management. Communication during the introduction process and during the use of OKRs is a key driver.

In this context, the density of check-ins also varies greatly between the groups. It stands out that 71% of the benchmark companies carry out check-ins at team level every two weeks, compared to 21% in the comparison group. The benchmark group therefore uses OKRs in a much deeper and more granular approach. Based on the data, it is not possible to make a conclusion about cause and effect - however, the frequency of the check-ins suggests a stronger setup in terms of processes as well as a correspondingly high relevance of the defined goals, which allow a team to check execution on a very regular basis.

## 25%

higher communication intensity in the benchmark group

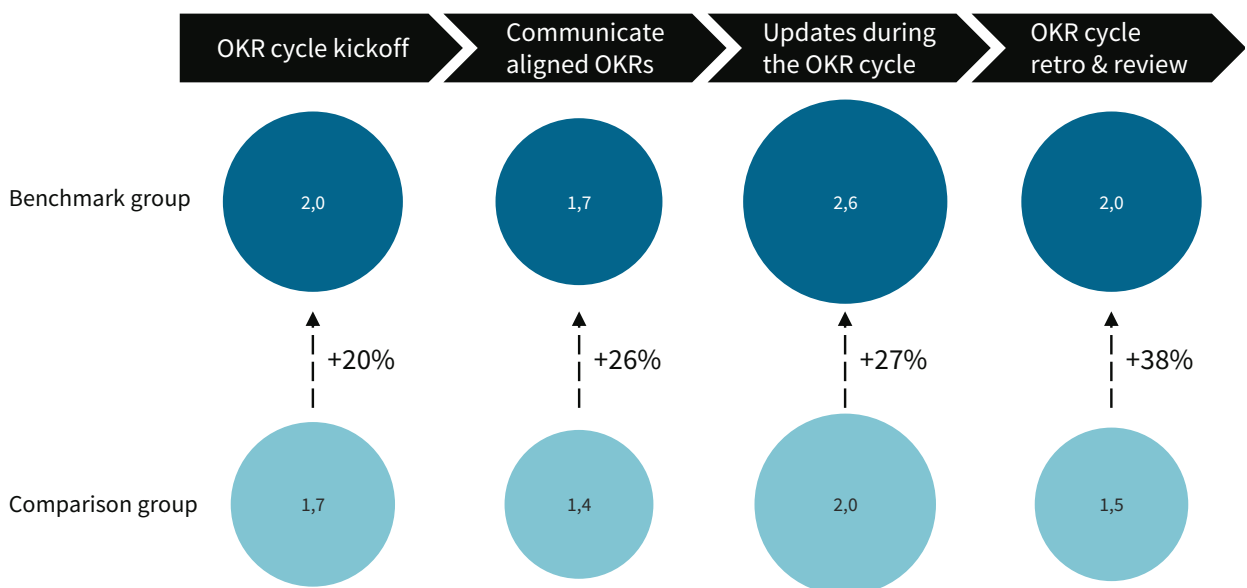
### The benchmark group uses OKRs for strategy implementation

With regards to the reference point for the OKR system, a very clear difference can be seen between the benchmark companies and the other companies. The benchmark group is strategically oriented and sometimes uses vision, mission and corporate strategy exclusively as an OKR reference point. This clarity is also likely to support the other dimensions such as communication.

## Benchmark companies use more communication channels to increase the relevance of OKRs

When are the following communication means used to communicate on OKRs?

Mean value of the number of communication channels used along the OKR cycle per benchmark category



n=40; The benchmark group comprises the companies that achieve above-average values in all four impact categories (transparency & communication, strategy development & execution, alignment & prioritisation, and culture).



# OKR FURTHER DEVELOPMENT

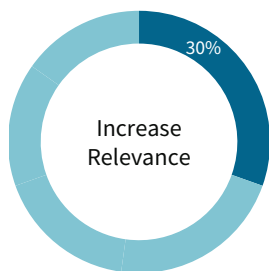
**„Once in place, an OKR system does not run on autopilot. As illustrated above, a successful OKR system requires the support of a network of OKR masters, high communication intensity and attention from the (top) management team. Only then can the impact be maximised. Naturally, then, almost all companies surveyed are working continuously on the further development of the system. Five focal points emerge, which closely mirror the above-mentioned challenges.“**

from the study

## Companies want to make OKRs a much stronger organisational focus

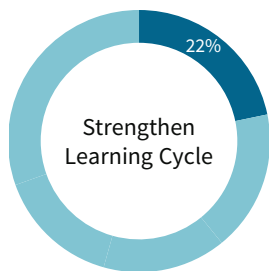
Which measures do you apply to improve your OKR system further?

Summary and classification of the central findings



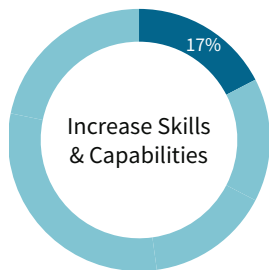
### Increase the focus on OKRs

- Increase the attention paid to OKRs within the company by the management and the teams
- The lever lies primarily in enforcing regular check-ins and discussions



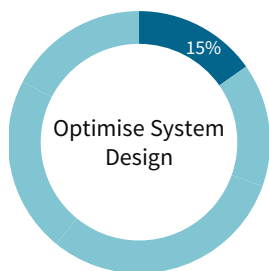
### Encourage reflection and continuous progression

- An OKR system is an agile management tool. Consequently, at the end of each cycle, there is a reflection on the past one
- Companies aim to better leverage past experiences by conducting retrospectives and implementing lessons learned in upcoming cycles



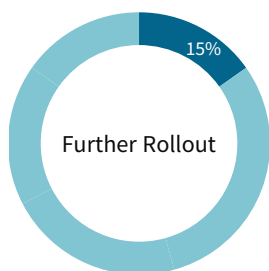
### Develop methodological OKR competencies

- The basic idea behind an OKR system is simple, yet the system can become complex, confusing and create frustration
- Therefore, multiple companies aim to educate their employees and certify OKR master



### Improve the OKR definition process

- Companies aim to optimise daily OKR usage by reducing the time spent on planning
- The greatest challenge lies in distinguishing between daily business and strategic change priorities



### Expand the use of OKRs in the company

- Many organisations have started with OKR pilot users to initiate the change process
- Companies are now looking forward to progressive rollouts across the organisation to leverage OKRs' potential fully

n=40; The benchmark group comprises the companies that achieve above-average values in all four impact categories (transparency & communication, strategy development & execution, alignment & prioritisation, and culture).

# OUTLOOK



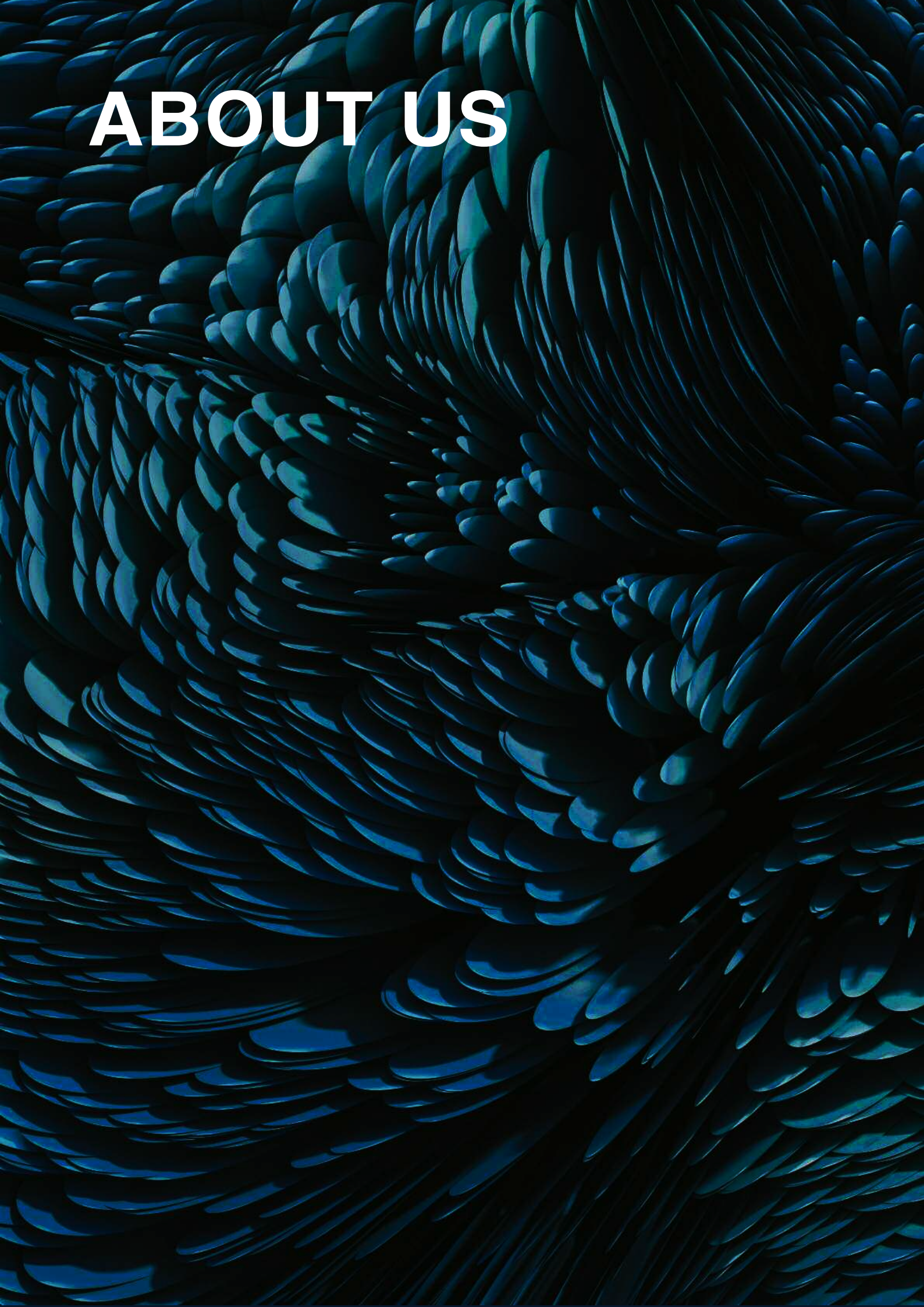
The study allows a systematic insight into the motives, the design and the impact of the OKRs from the point of view of the decision-makers and those responsible for the introduction of the framework.

Overall, the assessment of the OKR framework among the surveyed decision makers and companies is very positive. Many companies have to deal with the same or similar challenges to maintain or increase the relevance of their own OKR systems.

The study shows that OKRs can primarily increase prioritization, transparency, coordination and communication within companies. Corporate strategy is the dominant reference point of OKRs, which underlines their relevance as a management tool. Overall, these results are very promising - especially against the background of accelerating change and increasing transformation pressure.

We would like to invite people to see OKRs as a continuous learning process, to constantly develop the OKR system further and to individually adapt it to the organization so that it can unfold its full potential.

# ABOUT US



## Stefan Benndorf

Stefan is a founding partner of scaleon and an expert in organisational development, strategy implementation with OKRs and other agile methods, and digital business management. Before scaleon, Stefan was COO, CEO and co-founder of various digital companies across several continents. Stefan worked for several years at the top management consulting firm Altman Solon covering telecom, media and private equity companies. He holds degrees in Business and Public Administration and Public Policy from the Leipzig Graduate School of Management (HHL), the London School of Economics (LSE) and the Hertie School of Governance.

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## Dr. Philipp Engelhardt

Philipp is a founding partner at scaleon and is responsible for scaling strategies, business model development, organizational culture and agile corporate management with OKRs. Previously he was CFO Central Europe of the listed Groupon Inc., management consultant with a focus on fast-growing technology companies and consultant at the strategy consultancy Stern Stewart & Co. Philipp holds degrees in economics, management and philosophy from the London School of Economics and the University of St. Gallen.

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## Joel Schneider

Joel is a co-founder of Mooncamp and, with his company, has facilitated over 400 OKR implementations in Europe, Asia, North and South America, and Australia. He has extensive experience with both OKRs and initiatives around employee engagement and organizational development and design. Joel holds an M.Sc. in Industrial Engineering from the Karlsruhe Institute of Technology (KIT).

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## Melanie Stöcker

Melanie is Head of Sales at Mooncamp and accompanies companies worldwide in their transformation processes. Today, she applies her experience in digital learning and implementing blended learning strategies to strategic goal setting. When an existing system reaches its natural limit, software opens up new possibilities. She is enthusiastic about the fact that a great tool not only provides the best interface and analysis features, but also encourages and motivates employees to use it. As an education expert, Melanie also knows that a tool alone is not the only solution for anchoring theory - the motto is: content first, then method.

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Have contributed to the success of this study: Steven Bell, Laura Buchholz, Daniel Breucker, Julien Petat, Michelle Gerstberger, and Sebastian Helbing. Thank you for your support.



scaleon is a strategy-focused consultancy with extensive expertise in the conception and roll-out of OKR systems. scaleon was founded by experienced entrepreneurs and top managers Stefan Benndorf and Dr Philipp Engelhardt out of a passion for working in fast-paced, dynamic and challenging business areas and solving complex strategic problems for their clients. Customers include well-known technology companies, medium-sized companies and large corporations. In 2022, scaleon received the renowned Top Consultant Award.

[www.scaleon.de](http://www.scaleon.de)



Mooncamp is the All-in-One Operating System for strategy execution with OKRs, empowering organizations to build a culture of transparency and high-performing teams. Mooncamp was founded on the belief that software should adapt to each organization's individual needs and processes – not the other way around. Following this belief, Mooncamp became the most flexible software on the market with which organizations can customize every part of their OKR system – all while keeping simplicity and ease of use at its core. Mooncamp has grown to be loved by small and large organizations alike. Today, around 5.000 teams from every corner of the globe trust Mooncamp to empower their OKR processes and execute their strategy, including fast-growing tech companies like Tinder and large enterprises from all industries.

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# OKR IMPACT REPORT 2022



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