



## Defining the Organizational Key Results

Cultural alignment and accountability begin with clearly identifying the Key Results the organization is expected to deliver. These results act as a “North Star” to align everyone in the organization around what is needed to be achieved. The Key Results become what your team is accountable for. As an employee, the ability to tie results to day-to-day activities is what creates alignment and engagement. The Key Results will ‘travel’ throughout the organization and are key to empowering your people to take greater accountability.

Results are different than goals in they are the “must deliver” measures for the organization and typically not aspirational. Goals can still be used to stretch the target. However, you want the organization to measure, speak, and relentlessly track to Key Results. Each department or function will still have a cascading set of deliverables, which line up to the Key Results. These measure benchmark contribution along the way.

### Key Results

1. 3 to 4 Key Results maximum. Typically, they are deliverables such as Revenue, Profit, Retention, Quality, NPS, CSAT, and Engagement results. Identify the category as well as the measure.
2. Developing simplicity in the language of Key Results contributes to their portability throughout the organization. Key Results must be:
  - **Meaningful**—Everyone can impact all of them (directly or indirectly).
  - **Measurable**—Able to measure frequently (Daily to Monthly is ideal) with clear criteria identified (Annual/3yr/5yr plan).
  - **Memorable**—Easy to remember with a cadence. Example: Starbucks used, “2000 in 2000”, 2000 stores in the year 2000.
3. Global results that address all departments, functions, and brands are best for the overall organization. In making the measures relevant, measures that work are often percentage of growth, deliver “at plan”, etc.

### Utilizing Key Results

- The organizational Key Results should be published and frequently reported to everyone.
- Help individuals understand their connection and contribution to the Key Results.
- When focusing on Key Results, inventory other measures that need to be measured, but are far more limited in their reporting and visibility.
- Accountability begins with clearly defined Key Results.