



HR's Role in Creating Successful Organizations

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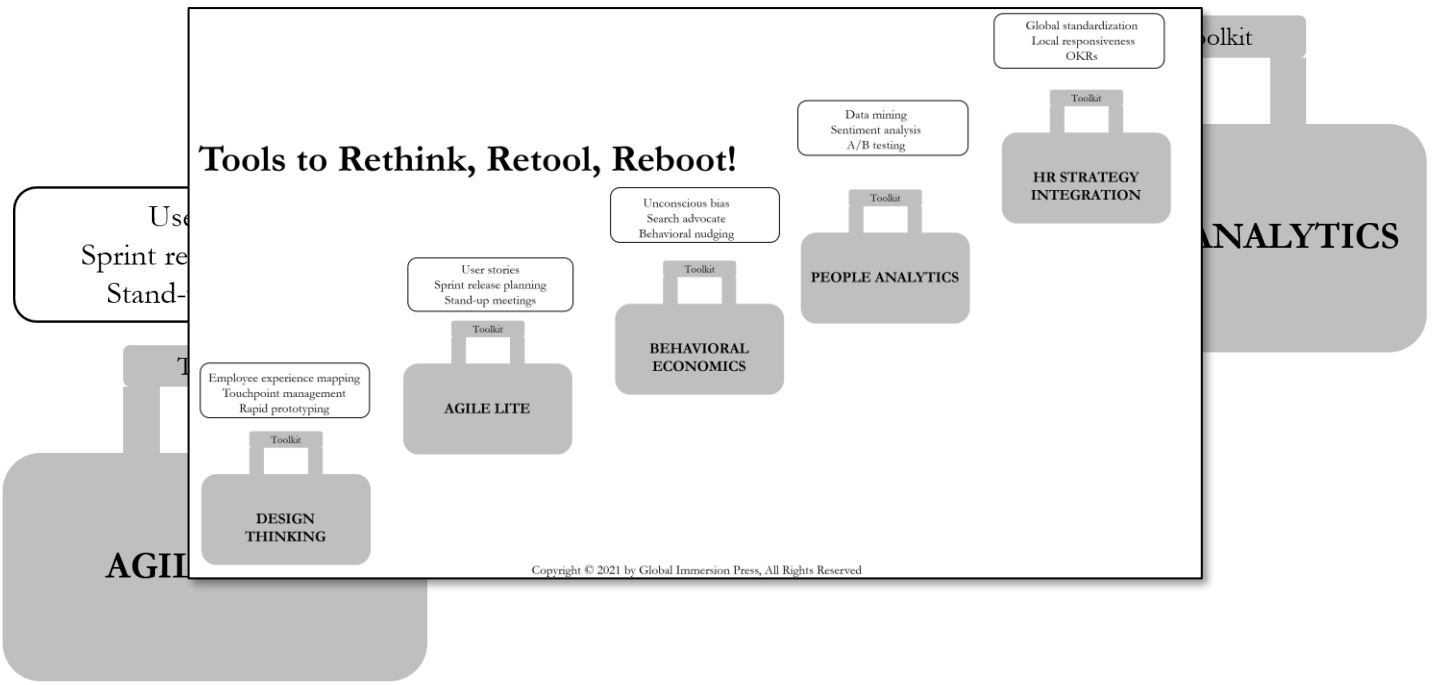


Tools to Rethink, Retool, Reboot!

Employee experience mapping
Touchpoint management
Rapid prototyping

Toolkit

DESIGN
THINKING



Data mining
Sentiment analysis
A/B testing

Global standardization
Local responsiveness
OKRs

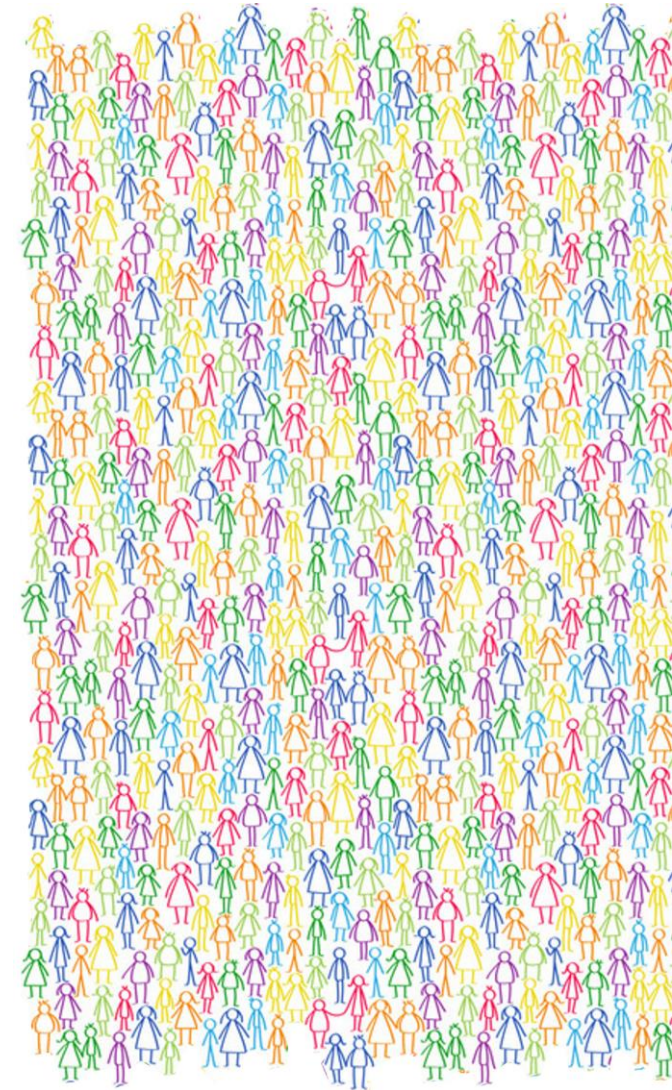
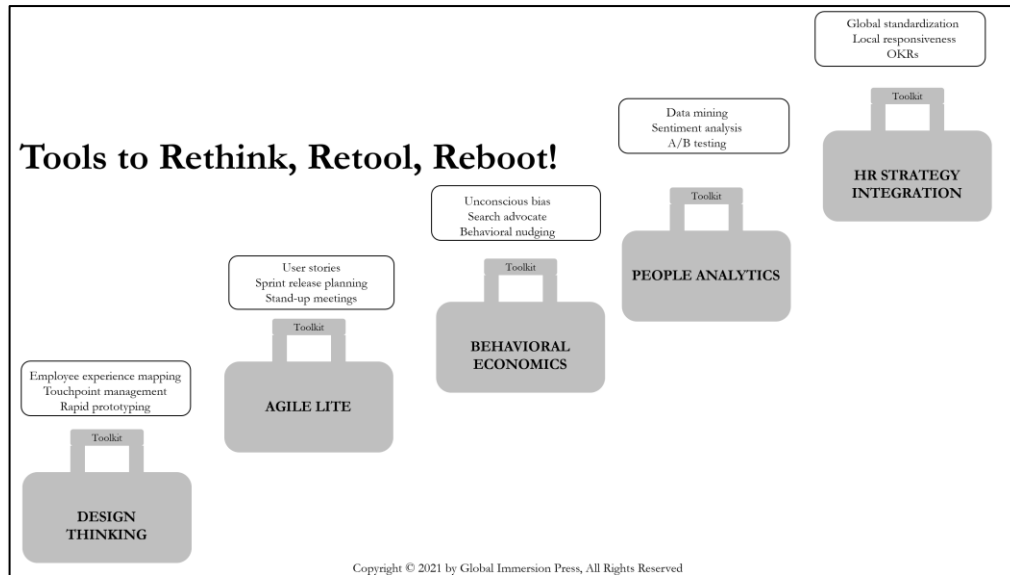
Toolkit

HR STRATEGY
INTEGRATION

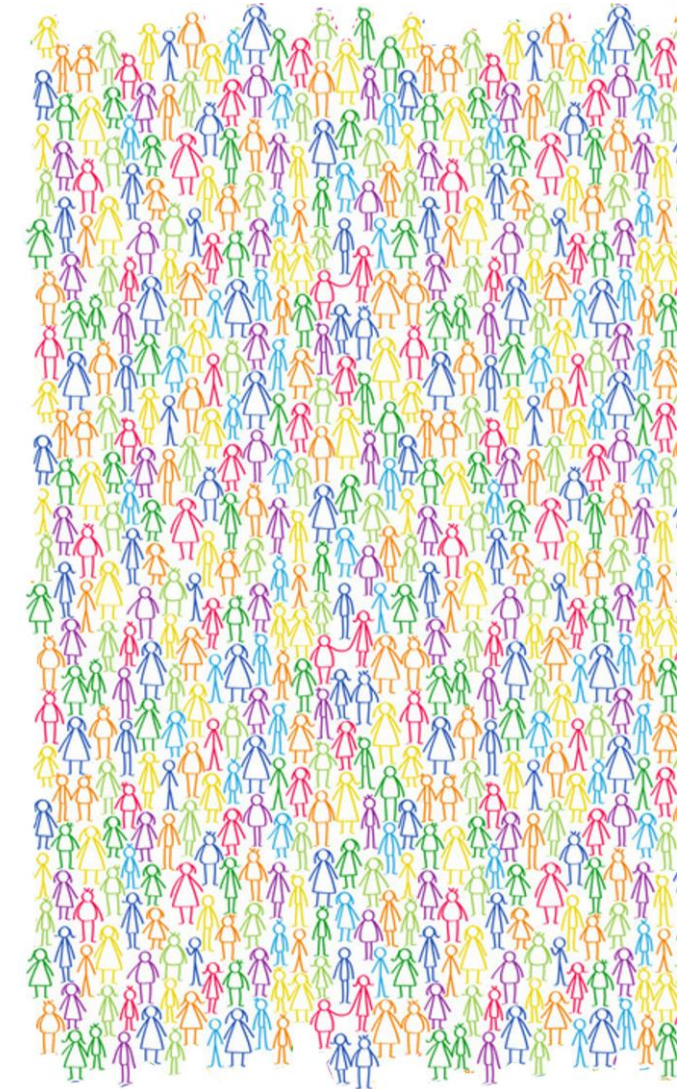
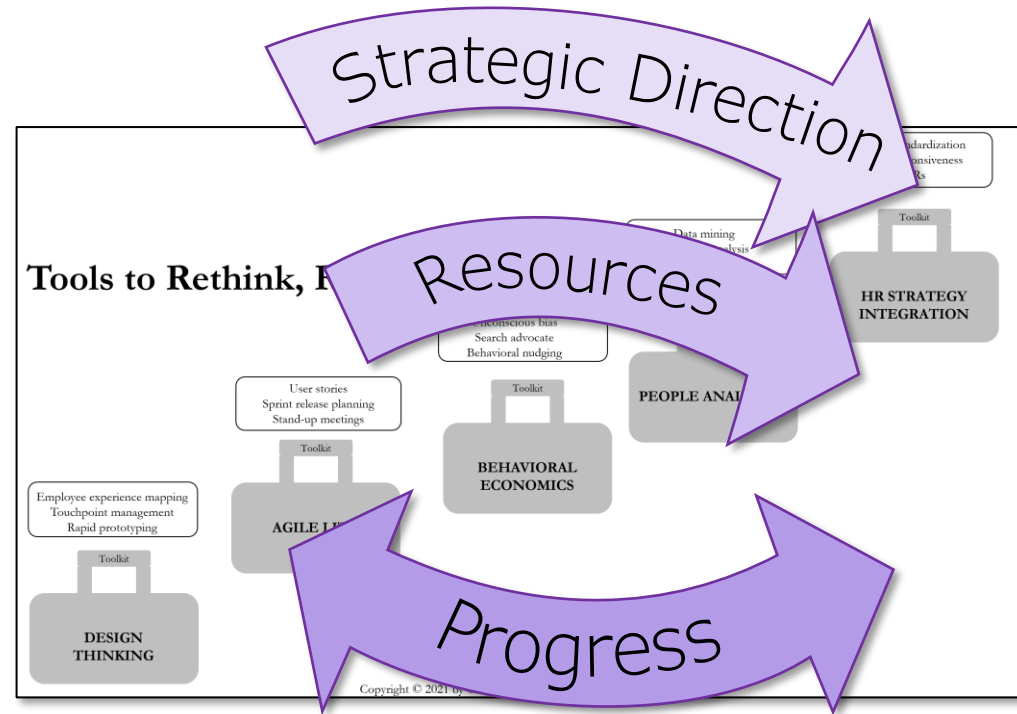
Toolkit

ANALYTICS

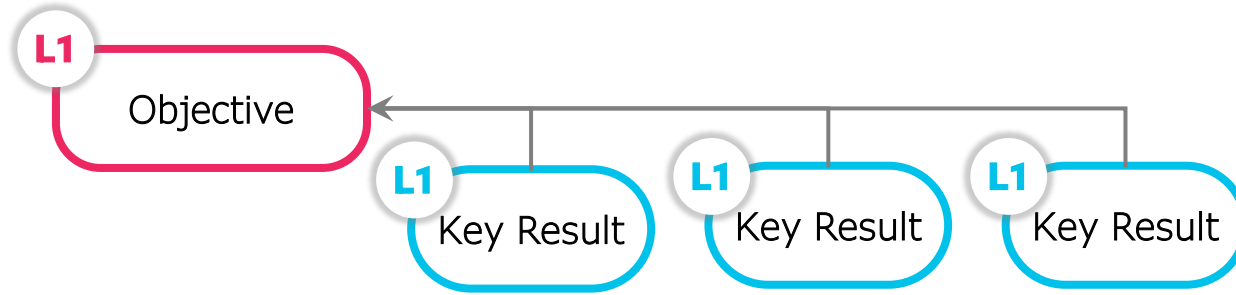
Translating Strategy into Action



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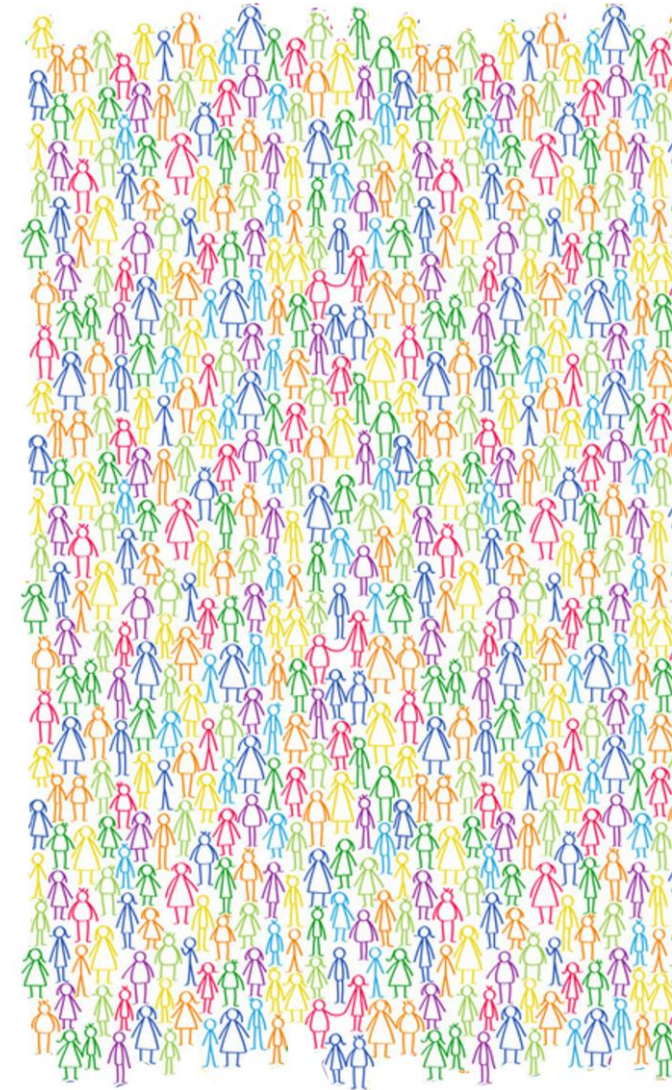
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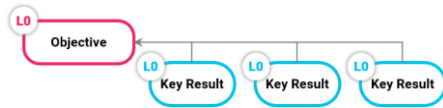
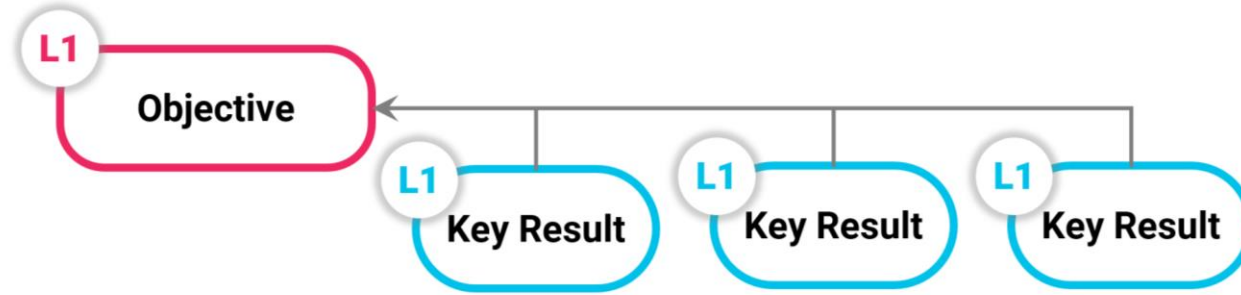
Objectives are goals with tangible, unambiguous outcomes. The successful achievement of an Objective must provide clear value for the organization.

Key Results are the measures that would indicate we are making progress toward the Objective. Think of them as the few critical KPIs.

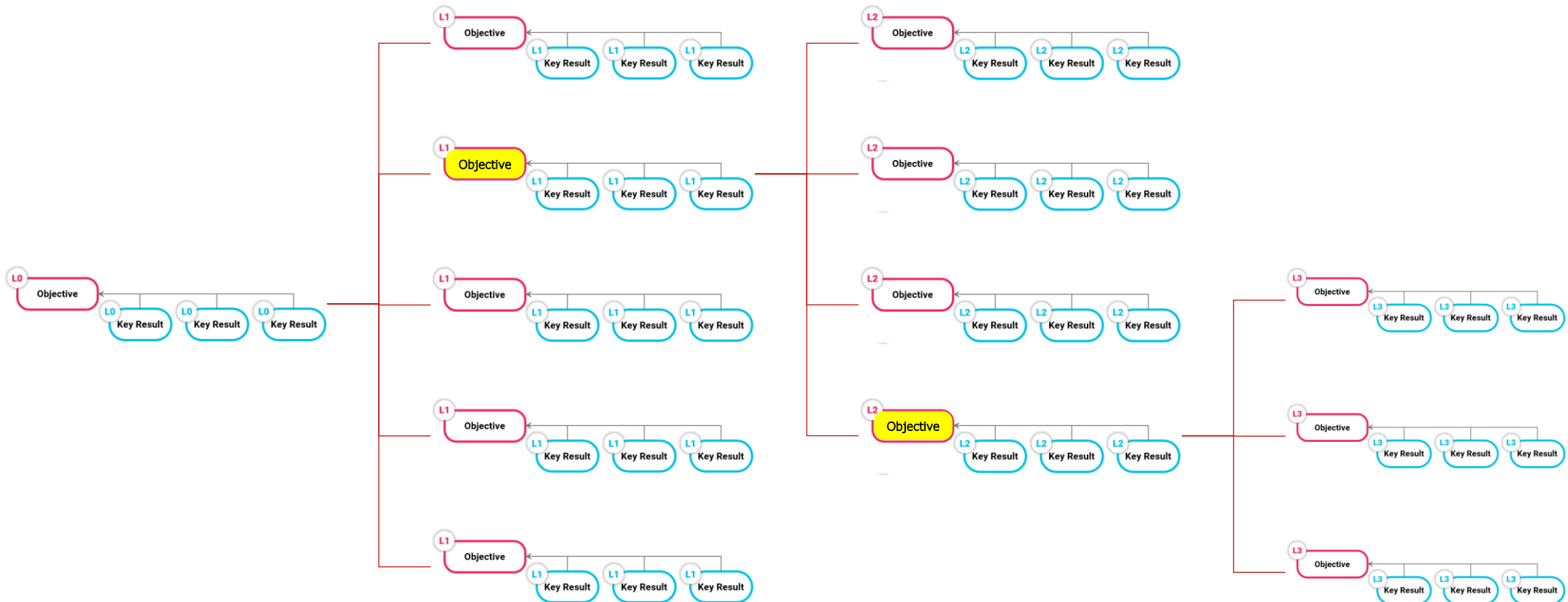
OKRs are all about providing focus. Best practices limit each person to 3 Objectives and each Objective to have less than three Key Results.



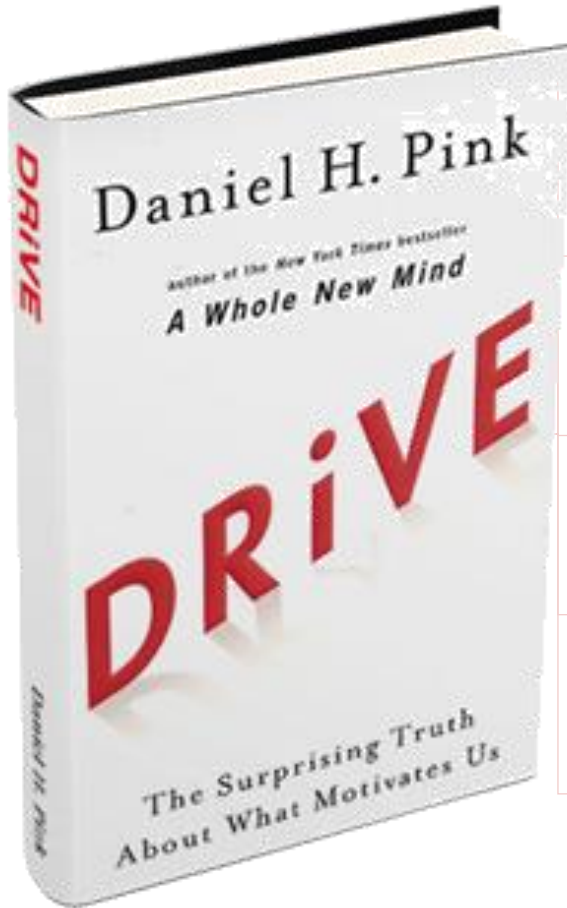
Translating Strategy into Action



The OKR Fractal



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OKRs help everyone understand their:

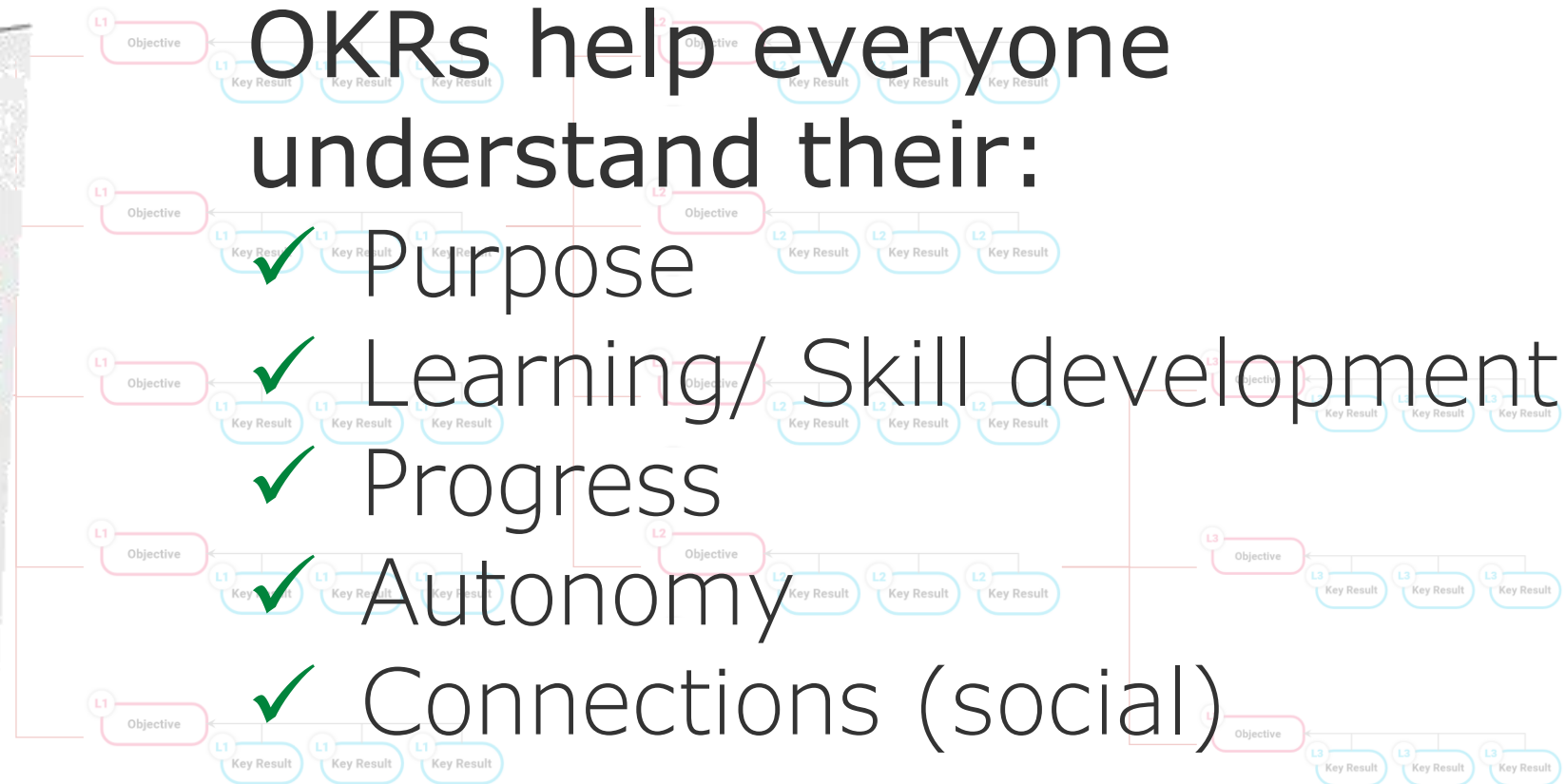
✓ Purpose

✓ Learning/ Skill development

✓ Progress

✓ Autonomy

✓ Connections (social)



Construction of an OKR – e.g. Customer Support

(Verb) (Specific Noun) (Key Result) (Target) (Date)

Increase customer productivity

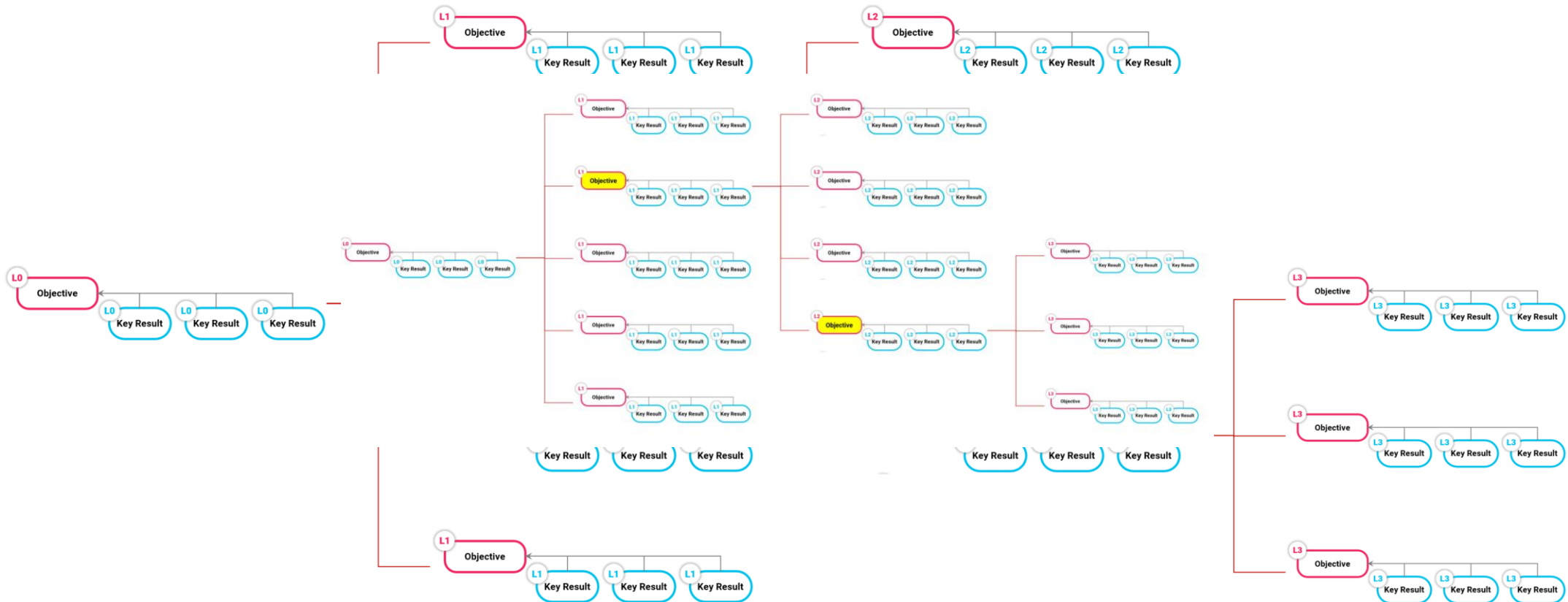
Call-to-closure cycle time: 4.5 min in Q1
4 min in Q2
2 min in Q3
1.8 min in Q4

Cross train all Operators: 2 prod/Op in Q1
4 prod/Op in Q2
6 Prod/Op in Q3
10 Prod/Op in Q4

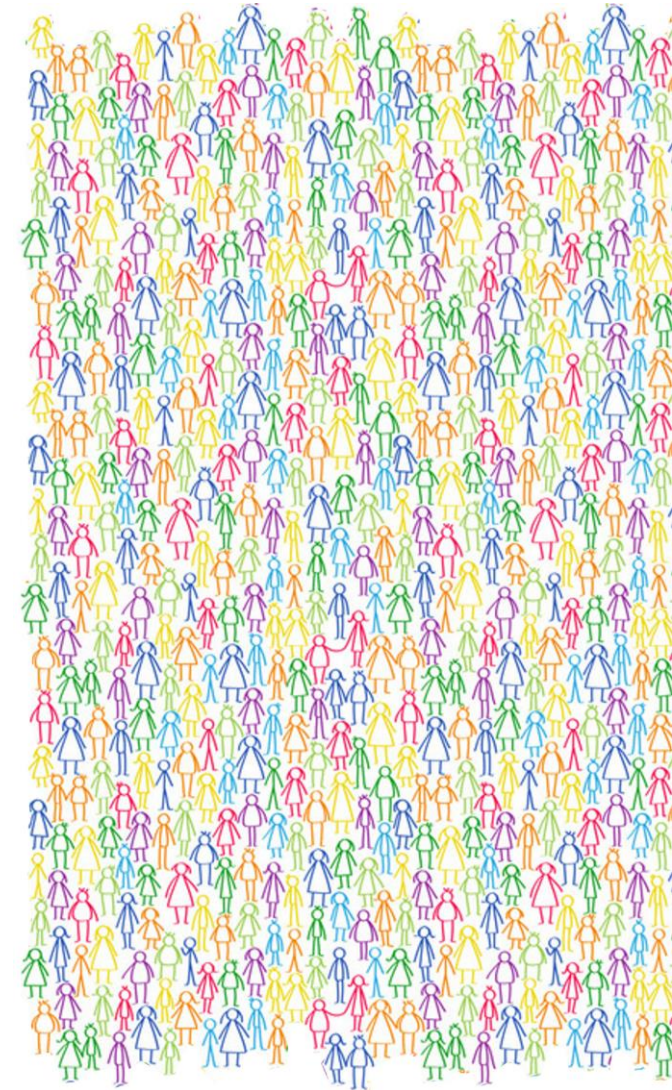
Automate skill-based call routing: Design in Q1
Develop in Q2
Launch in Q3
Stabilize in Q4



The OKR Fractal



Translating Strategy into Action



Social Evidence

