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THE BEGINNER'S GUIDE TO OKR **- Felipe Castro**

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framework and goal setting methodology that helps companies to align goals and ensure everyone is working collaboratively on goals that really matter. OKRs can be implemented using spreadsheets, or more

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Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any

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organization thrive. In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given \$12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology,

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entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and Brin had to learn how to make tough choices on priorities while keeping

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their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what mattered. Doerr taught them

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about a proven approach to operating excellence:
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He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the greatest manager of his or

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any era") drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies.

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team get lead astray by burning fires? Do you struggle to keep your agile team focused? Do you feel the need for more than just doing the top of the backlog every two weeks? Are you using, or want to use, OKRs

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experience working with an agile team adopting OKRs, day-by-day, quarter-by-quarter. Allan's advice includes: be really specific in setting goals, involve the whole team in setting OKRs, think broad when

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They offer a balance between long-term goals and short-term planning; between outcomes that are desired by

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