Design, Refine and Align Session Planner

> Plan the working sessions that help teams create, improve and align OKRs before the OKR Alignment Forum. Avoid one-shot OKR writing.

The three-session sequence

Session	Purpose	Key activity	Output
Design	Create the initial OKRs	Translate strategic intent into draft Objectives and Key Results	Draft OKRs
Refine	Improve quality, evidence and ambition	Challenge baselines, evidence sources, Key Result Types and Evidence Timing. Remove Initiatives disguised as Key Results.	Improved OKRs
Align	Test dependencies and fit with other teams	Share with connected teams. Identify dependencies, conflicts and gaps. Confirm readiness for the OKR Alignment Forum.	OKRs ready for Alignment Forum

Session design tips

Recommended formats

Team type	Format
Most executive and leadership teams	2 half-day sessions
Larger or more complex teams	4 sessions of 90 mins over 1-2 weeks
Simple or experienced teams	2-3 sessions of 60-90 mins

What to avoid

- Creating OKRs in a single 3-hour workshop
- Writing OKRs before leadership intent is clear
- Using the Design session for strategic debate
- Skipping Refine because "we are tight on time"
- Rushing Align because the Alignment Forum is tomorrow

Quality gate before Alignment Forum

Before the OKR Alignment Forum, confirm each OKR has: a clear Objective, at least one Key Result per type where appropriate, named evidence owners, understood Evidence Timing, visible dependencies.