# Key Results Review Format



> Run evidence-led reviews during the OKR Cycle. Focus on what changed, what the evidence says, what has been learned and what action is needed.

## Review format

| # | Question | Notes / response |
|---|---|---|
| 1 | What changed since the last review? | |
| 2 | What is the evidence telling us? (share the numbers) | |
| 3 | How confident are we in this evidence? (high / medium / low) | |
| 4 | What are we learning from what the evidence shows? | |
| 5 | Which Initiatives are helping? Which are not? | |
| 6 | What needs to continue, stop or change? | |
| 7 | Are any decisions or escalations needed? | |

## Review health signals

### The review is working when

- Evidence is shared, not just reported
- Teams discuss what they are learning
- Decisions are made in the room
- Blockers are escalated and owned
- The conversation changes what happens next

### Warning signs

- Key Results are not updated before the review
- The meeting becomes a project status update
- The same blockers appear every review
- Leaders do not attend or delegate to juniors
- Nobody changes anything as a result

*Cadence: fortnightly reviews are recommended as a minimum. Monthly reviews are acceptable in the first cycle. Weekly reviews suit fast-moving teams or cycles where early evidence matters.*