OKR Quality Checklist

Review Objectives, Key Results, Key Result Types, Evidence Timing and Initiatives before OKRs are published. Use it to catch weak OKRs early.

Objective quality

- ○ Describes a desired outcome or change in state, not a task
- ○ Connects clearly to strategic intent
- ○ Is meaningful to this team, not just the leadership level above
- ○ Avoids numbers (numbers belong in Key Results)
- ○ Is clear enough to guide choices about what to do and what not to do

Key Result quality

- ○ Is measurable or reviewable (not just a task or milestone)
- ○ Has a baseline or clear starting point
- ○ Has a target or clear condition for success
- ○ Has a named evidence source
- ○ Has a named evidence owner
- ○ Key Result Type is clear (Foundational/Enabler, Committed, or Outcome)
- ○ Evidence Timing is understood (Leading or Lagging)
- ○ Dependencies on other teams are visible

Initiative check

Ask for each item: *if we complete this, what changes?*

If the answer is only "the work is done" or "it is delivered", you may be looking at an Initiative (the work), not a Key Result (the evidence of impact).

Key Result Types: Foundational/Enabler — creates a condition or capability · Committed — a specific commitment or threshold · Outcome — a measurable change in performance, behaviour or value