How to scale your OKR program with the 3 P's

Grow your OKR program as you do

DETECON
CONSULTING

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BACKGROUND

Too often, organizations are apprehensive about scaling their OKR programs. Many battle with issues like setting aside the time to implement OKRs, calling out issues in their OKRs, or educating more teams about OKRs. Some try to do it with 20 people, for example, and are hesitant to roll it out further. This is rarely successful, because the true benefit of OKRs, such as increased transparency, alignment, accountability, and team cohesion, is only realized when OKRs have been cascaded throughout all horizontal and vertical levels of the organization. Otherwise, to use an analogy, you're creating one flame here and one flame there instead of a real fire that can power the change you desire in your organization.

THE 3 P's

Plan	People	Platform
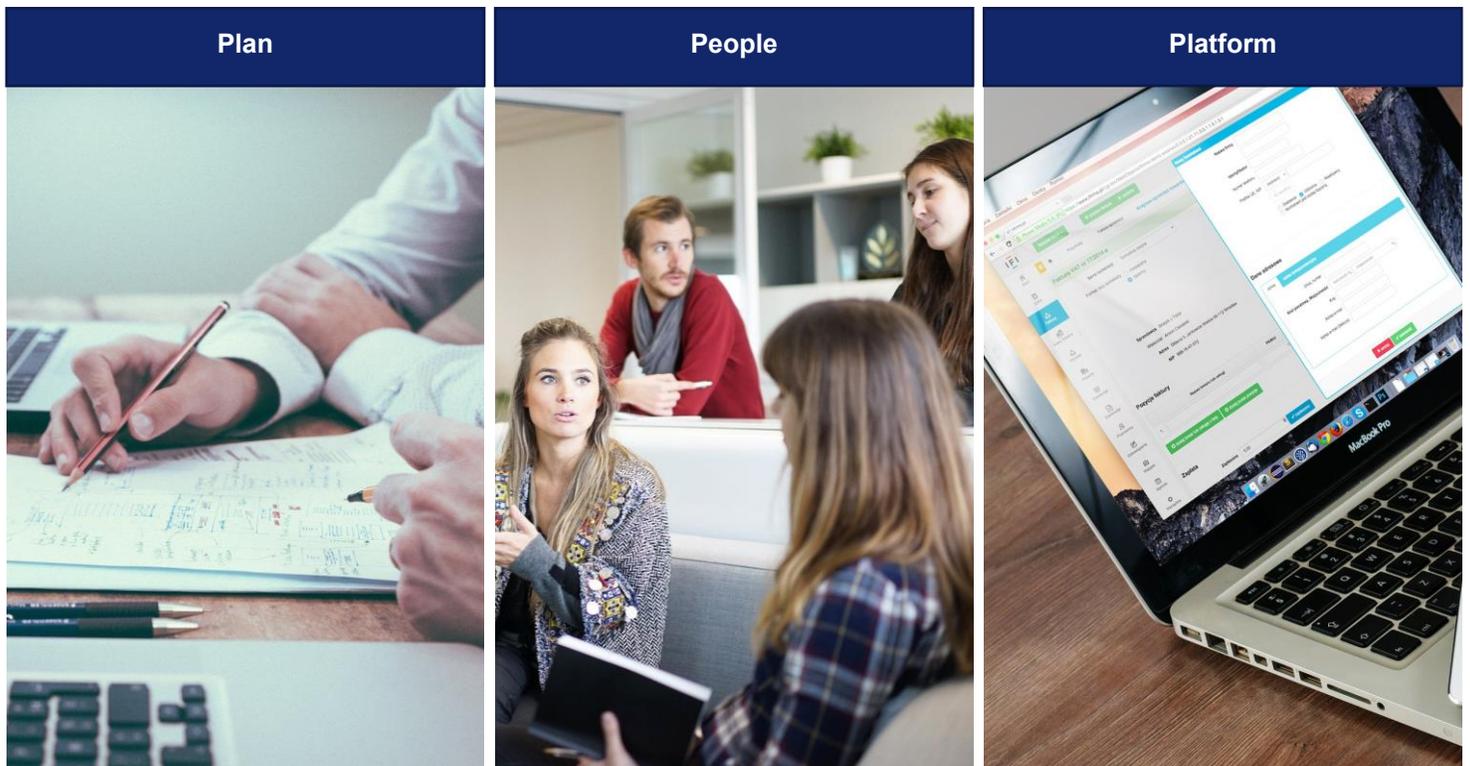
PLAN

You cannot go into your OKR journey blindly. Scaling an OKR program requires a structured plan to be able to expand properly, and with little resistance to change. That is why we recommend scoping the following plans before scaling your OKR programs:

HAVE A COMMUNICATIONS PLAN

A communications plan is a detailed project plan of how you are going to communicate what is going on with your OKR rollout to everyone in your organization. It should detail *who* you need to communicate to, *what* content you want to distribute, and *where* (which channels) you want to use to reach your people.

SCHEDULE OKR WORKSHOPS EARLY

You cannot spring OKRs onto teams, otherwise they won't truly realize the value of what is about to transform the way they work. You need to schedule OKR workshops as far in advance as possible to give time for the communications plan and education materials to be fully embedded and understood. We usually recommend scheduling team OKR workshops latest one month in advance.

TRACK TEAM PROGRESS

This is where you need to manage the scaling of your OKR program like a project. Having an overview of every team's status is tremendously effective for ensuring that the OKR program has scaled to the teams you originally intended to have OKRs, and that they are understanding and using OKRs effectively. We usually track this in a spreadsheet, and cover questions such *as 'does the team have an OKR workshop scheduled?', 'have they had their workshop?', 'are their OKRs finalized, are their OKRs in the platform?', 'how long has it been since updating them?', 'what is the overall health of their OKRs?'*.

PEOPLE

Scaling an OKR program revolves heavily around the teams and groups in your organization who have the knowledge and capacity to drive the expansion. It usually falls on the following 4 groups:

OKR Champions and Coaches: Experts in OKRs that are responsible for educating teams on OKRs, sharing ideas and education material, and ensuring that everyone has the knowledge to execute OKRs effectively. They are usually from all corners of the organization

Project Team: An assembled task force of individuals from around the organization who are responsible driving the scaling of your OKR program. They usually own the tracking of team progress, providing high-level updates to executives, following up with team leaders and dispersing education material.

Executive Champions: Members of the leadership team that are driving the expansion of the organization's OKR program from the top. They should make OKRs front and center in executive and board meetings.

Team Leaders new to OKRs: Individual team managers responsible for keeping OKRs front and center in their team meetings, sharing education material with their teams, liaising with other team leaders, and dealing with anxieties or concerns from team members

PLATFORM

Scalability of an OKR program relies on the scalability of the OKR platform that you use. We have had several clients' report to us that they were using Spreadsheets and PowerPoints to manage and track their OKRs. They then tell us that this is an insufficient method to handle the management, structure, and dispersion of OKR data throughout the organization, especially when more team members are onboarded and added to the OKR program. When creating and managing OKRs, a lot of company and team information is thrown all over the place, so you need an established OKR platform where this OKR data can live and grow in a structured way.

We understand that teams wouldn't use an OKR platform in isolation, and that they rely on a number of other tools to get their jobs done. That is why you should choose an OKR platform that can integrate with your other tools (whether that be collaboration tools, communication tools, performance management tools etc.) to reduce redundant data inputs and ensure data is flowing through your teams seamlessly.

Philipp Schett

Director of Strategy and Innovation
Philipp leads Detecon's global OKR practice with more than 20 experienced OKR consultants in America, Asia, and Europe. As an expert in strategy execution, he and his team help leaders around the globe to fulfill their vision, align their organization around their strategic priorities and enable team members in every level of the organization to make entrepreneurial, autonomous decisions. Originally from Germany, he moved to San Francisco in 2014. He holds a M Sc. from Humboldt University Berlin and a Diploma in Economics from University of Kassel.

ABOUT DETECON

Detecon USA provides innovation, growth and digital technology advise to a range of clients from startups to global enterprises. Our core expertise includes growth advisory based on OKRs, innovation empowerment and connectivity services. We assist our clients to harness the latest technologies, agile frameworks and business models to drive step change performance improvements. Detecon Inc. is part of the Detecon Group.

The **Detecon Group** is a 1,100 person strong innovation-consulting powerhouse of Deutsche Telekom and T-Mobile and pioneer in digital strategy advisory. Detecon supports companies from all domains to adapt their business models and operational processes to the competitive conditions and customer requirements of the digitalized, globalized economy with state-of-the-art communication and information technology.

OKR ADVISORY

Detecon initially adopted OKRs as a way to drive better project outcomes in the innovation initiatives that Telekom and T-Mobile undertakes. Detecon also understood that to drive OKR success, we needed to select an OKR software platform.

From this experience, Detecon was approached by several of its existing external clients, which required OKR advice for their innovation initiatives, and Detecon founded its own OKRs practice, specifically dedicated to clients seeking to grow and transform their businesses.

We have now estbalished Detecon's OKR Advisory Offerings in all of Detecon's global offices, where dedicated Detecon's Certified OKR Consultants regularly advise on OKR initiatives.

Our strength is particularly strong in rolling out OKR initiatives in global enterprises where they require global co-ordination of the rollout. However, we are able to develop solutions tailored for all organizations.

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