

Objectives And Key Results: Driving Focus, Alignment, And Engagement With OKRs (Wiley Corporate F A)

This "Step by Step Guide to OKRs" is a practical guide to goal setting that offers concrete examples to help you start setting impactful and meaningful goals. This book teaches you how to manage a team better and create a feeling of success.

"Radical Focus is a must-read for anyone who wants to accomplish out-sized results. Christina does a great job showing both the why and the how of OKRs. Avoid the all-too-common mistakes by reading this book first." - Teresa Torres, author Continuous Discovery Habits "This book is useful, actionable, and actually fun to read! If you want to get your team aligned around real, measurable goals, Radical Focus will teach you how to do it quickly and clearly." - Laura Klein, Principal, Users Know The award-winning author of The Team That Managed Itself and Pencil Me In returns with a new and expanded edition of her landmark book on OKRs. If you've ever wanted to know how to use OKRs, or why yours might not be working, Radical Focus teaches you everything you need to achieve your goals. The author pulls from her experience with Silicon Valley's hottest companies to teach practical insights on OKRs in the form of a fable. When Hanna and Jack receive an ultimatum from the only investor in their struggling tea supply company, they must learn how to employ Objectives and Key Results (OKRs) with radical focus to get the right things done. Using Hanna and Jack's story, Wodtke walks readers through how to inspire a diverse team to work together in pursuit of a single, challenging goal, and how to stay motivated despite setbacks and failures. Radical Focus has been translated into six languages and sold more than 50,000 copies. Now, the second edition of her OKR manifesto proves that Wodtke's business strategies are essential in a world where focus seems to be a more and more unreachable goal. The updated version includes 22,000 words of all-new material designed to help OKR users in larger companies create, grade, and manage OKRs in ways that accelerate success and drive rapid organizational learning. Ready to move your team in the right direction? Read this book together, and learn Wodtke's powerful system

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for attaining your most important goals with radical focus.

Introduces a realistic approach to leading, managing, and growing your Agile team or organization. Written for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Recognizes that today's organizations are living, networked systems; that you can't simply let them run themselves; and that management is primarily about people and relationships. Deepens your understanding of how organizations and Agile teams work, and gives you tools to solve your own problems. Identifies the most valuable elements of Agile management, and helps you improve each of them.

The one primer you need to launch, lead, and sponsor successful projects. We're now living in the project economy. The number of projects initiated in all sectors has skyrocketed, and project management skills have become essential for every leader and manager. Still, project failure rates remain extremely high. Why? Leaders oversee too many projects and have too little visibility into them. Project managers struggle to translate their hands-on, technical knowledge up to senior management. The result? Worthy projects are starved of time and resources and fail to deliver benefits, while too much investment goes into the wrong projects. To compete in the project economy, you need to close this gap. The HBR Project Management Handbook shows you how. In this comprehensive guide, project management expert Antonio Nieto-Rodriguez presents a new and simple framework that will increase any project's likelihood of success. Packed with case studies from many industries worldwide, it will teach you how to manage your organization's projects, strategic programs, and agile initiatives more effectively and push the best ones ahead to completion. Timeless yet forward-looking, this book will help you win in the project-driven world. In the HBR Project Management Handbook you'll find:
A definitive taxonomy of project types, from product launches to digital transformations to megaprojects
A road map for becoming an effective project leader and executive sponsor
A new, simple, and universal project framework, the Project Canvas, that breaks down any

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project into essential building blocks that can be easily understood by all project stakeholders Original concepts and exclusive case studies from public- and private-sector organizations worldwide You'll learn: A common language for project managers and executives to run successful projects across your organization When to use agile, traditional, or hybrid methods in your projects The twelve principles of successful projects, including purpose, agility, and a focus on outcomes Techniques for selecting and advancing the best projects and managing a strategic and balanced project portfolio How today's projects will help address some of the most pressing global trends, including automation, sustainability, diversity, and crisis management Why project management needed to be reinvented and what the future holds HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, and real-life stories, each comprehensive volume helps you to stand out from the pack—whatever your role.

Organizational Physics - The Science of Growing a Business

Work Rules!

The 4 Disciplines of Execution

Insights from Inside Google That Will Transform How You Live and Lead

Balanced Scorecard

A Story of Leadership

Maximizing Performance and Maintaining Results

The best plan is useless without effective execution The future of business has become so unpredictable that your five-year plan may be irrelevant next week. To succeed in the modern market, you must constantly assess your progress and adapt to the future. Agility, flexibility, continual learning, and adaptation are the new rules of business success. A differentiating strategy is crucial, but it will only lead to competitive advantage if you execute it flawlessly. You'll succeed only if you have the right insight for strategic planning and the agility to execute your plan. Balanced Scorecard Evolution: A Dynamic Approach to Strategy Execution provides the latest theory and practice from strategic planning, change management, and strategy execution to ensure your business is flexible, future ready, and primed for exceptional execution. Author Paul R. Niven guides you through the new principles of The Balanced Scorecard and shows you how to apply them to your planning and strategy execution endeavors. Read case studies that illustrate the theory and practice of strategic agility and execution Learn how to create the objectives, measures, targets,

and strategic initiatives that can make your plan a reality Use the latest change management techniques to boost strategy execution success Gain the knowledge and tools you need to face your challenges head-on Motivate your employees to change behavior toward plan accommodation Making a plan isn't enough. You must actually take steps to implement your plan, and this requires excellent leadership skills. Change can be hard, and your organization may be resistant. Balanced Scorecard Evolution: A Dynamic Approach to Strategy Execution provides everything you need to make things happen.

Everything you need to implement Objectives and Key Results (OKRs) effectively Objectives and Key Results is the first full-fledged reference guide on Objectives and Key Results, a critical thinking framework designed to help organizations create value through focus, alignment, and better communication. Written by two leading OKRs consultants and researchers, this book provides a one-stop resource for organizations looking to quantify qualitative goals and ensure each team focuses their efforts to make measurable progress on their most important goals. You'll learn how OKRs came to be and how leading companies use them every day to help teams and employees stretch their thinking about what's possible, build their goal-setting muscles and achieve results that reflect their full potential. From the basic framework to a detailed dissection of best practices, this information guide walks you through real-world implementations to help you get the most out of OKRs. OKRs help employees work together, focus effort, and drive the organization forward. Key results are used to define what it means to achieve broad, qualitative goals and imperatives like "do it better" are transformed into clear, measurable markers. From the framework's inception in the 1990s to its popularity in today's hyper-competitive environment, OKRs make work more engaging and feature frequent feedback cycles that enable workers to see the progress they make at work each and every day. This book shows you everything you need to know to implement OKRs effectively. Understand the basics of OKRs and their day-to-day use Learn how to gain the executive support critical to a successful implementation Maintain an effective program with key assessment tips Tailor the OKRs framework to your organization's needs Objectives and Key Results is your key resource for designing, planning, implementing, and maintaining your OKRs program for sustainable company-wide success.

From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for Ask a Manager "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist

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(starred review) "The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green's Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and do so with grace, confidence, and a sense of humor."—Robert Sutton, Stanford professor and author of The No Asshole Rule and The Asshole Survival Guide "Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way."—Erin Lowry, author of Broke Millennial: Stop Scraping By and Get Your Financial Life Together

Explains how companies must pinpoint business strategies to a few critically important choices, identifying common blunders and outlining simple exercises and questions that can guide day-to-day and long-term decisions.

Achieving Your Most Important Goals with Objectives and Key Results

How to Navigate Clueless Colleagues, Lunch-Stealing Bosses, and the Rest of Your Life at Work

Playing to Win

Succeeding with OKRs in Agile

Step-by-Step for Government and Nonprofit Agencies

OKRs, from Mission to Metrics

Agile and Lean Program Management

A unique insider's guide to turning risk into opportunity In business, everyone can see the first bounce of the ball. It is the second bounce that is uncertain. Ronald Cohen, one of the world's leading private-equity investors, argues that the entrepreneur's aim is to take advantage of that uncertainty: for it is only in situations of uncertainty that significant gains can be made. Putting it another way, successful entrepreneurs know how to turn risk into opportunity. The book is essential reading for entrepreneurs, wannabe entrepreneurs and all those who want to apply entrepreneurial approaches in all walks of life. It provides relevant background on the development of entrepreneurship and of the venture-capital and private-equity industry through the prism of Cohen's experience at Apax. It provides guidance about how to take advantage of business opportunity: the right people and the right money and the roles played by personality and luck and underlines the importance of ethics.

Companies today are using OKRs-Objectives and Key Results-to improve the way they set and work with goals. Along the way, they discover something else: changing the way you work with goals can lead to other changes. Changes in how you plan work, how you lead and reward people, how you make decisions, how you budget, and so much more. In short, if you really, sincerely start pursuing goal- setting in a new way, you will discover that goals live at the center of everything you do. What's exciting about this is where it leads: Changing how you work with goals has the potential to

drive ongoing change and bring new ways of working to the whole organization. That's what this book is about: how goals live at the center of your organizational system and how you can leverage their potential for organizational development by adopting OKRs in an intentional way. This short, practical book includes case studies, examples, and practical guidance to help you get started on your own OKR journey. Written by Natalija Hellesoe and Sonja Mewes, who bring their extensive experience working OKRs in companies of all sizes. Natalija and Sonja are trainers, coaches, and change agents. They work with companies at different stages of their OKR journeys—from first "know-how" workshops to OKR Practitioner coaching and organizational development. "This book is a great explanation of how to set and deploy OKRs to improve your business. Whereas other books paint a rosy picture of best-case scenario for setting and deploying OKRs, this one focuses on reality. Many companies will see themselves in this book and be able to harness the practical advice in the book to fix their current scenarios and thrive. Highly recommended for every business that's trying to find focus and define impact." - Melissa Perri, author "Escaping The Build Trap"

"OKRs have helped us on the road to growth many, many times" -Larry Page, co-founder of Google
What Google, Intel, Zynga, LinkedIn, and The Gates Foundation have in common? OKRs. OKRs, or Objectives and Key Results, translate a company's vision and strategy into a coherent set of performance measures. They offer a balance between long-term goals and short-term planning; between outcomes that are desired by the organization and actual performance KPIs that measure these outcomes; between the results we want to achieve and the efforts needed to do it. Francisco H. de Mello, founder of Qulture.Rocks, a Y Combinator alumni and the leading strategy execution company, takes you through the history of using goals for management, from MBOs to OKRs, and presents OKRs with a focus on how you can implement them at your company.

Take your OKRs coaching skills to the next level with this practical handbook. In *The OKRs Field Book: A Step-by-Step Guide for Objectives and Key Results Coaches*, Ben Lamorte, a seasoned coach and management science expert, provides a structured approach for implementing objectives and key results. This book provides tips and tools that enable you to coach your OKRs clients with confidence. Lamorte analyzes foundational questions that must be answered prior to deploying OKRs and the roles required to sustain an OKRs program. Packed with excerpts from actual OKRs coaching sessions, this step-by-step guide shines a light on the OKRs coaching process. You learn how to help your client refine key results that look like tasks into key results that reflect measurable outcomes. In addition to sample training workshop agendas and coaching emails, Lamorte introduces the first comprehensive list of OKRs coaching questions. The field book covers how to: Structure an OKRs coaching engagement using a three-phased approach. Avoid common pitfalls such as cascading OKRs based on the org chart. Ensure your client asks the right questions at each step of the OKRs

cycle. Perfect for external coaches and business mentors looking for a repeatable structure to help their clients succeed with OKRs, The OKRs Field Book is also an indispensable resource for internal coaches looking to support their organization's OKRs program.

Product Direction

What are OKRs?

Balanced Scorecard Step-by-Step

Enterprise Agility with OKRs

The Team That Managed Itself

Building climate resilience for food security and nutrition

Ask a Manager

Objectives and Key Results Driving Focus, Alignment, and Engagement with OKRs John Wiley & Sons
#1 New York Times Bestseller 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 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, 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 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 about a proven approach to operating excellence: Objectives and Key Results. He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the greatest manager of his or 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. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an organization's most important work. They focus effort and foster coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In

Measure What Matters, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and explosive growth that OKRs have spurred at so many great organizations. This book will help a new generation of leaders capture the same magic.

BUSINESS STRATEGY. "The 4 Disciplines of Execution "offers the what but also how effective execution is achieved. They share numerous examples of companies that have done just that, not once, but over and over again. This is a book that every leader should read! (Clayton Christensen, Professor, Harvard Business School, and author of "The Innovator s Dilemma)." Do you remember the last major initiative you watched die in your organization? Did it go down with a loud crash? Or was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it s likely no one even noticed. What happened? The whirlwind of urgent activity required to keep things running day-to-day devoured all the time and energy you needed to invest in executing your strategy for tomorrow. "The 4 Disciplines of Execution" can change all that forever.

OKRs are about goals bigger than the next story. OKRs prioritise purpose and strategy over backlogs. Objectives are big goals; key results are smaller goals that build towards the objective. Does your agile 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 with an agile team? Then this is the book for you. Acclaimed author Allan Kelly has written a short guide to OKRs, writing them, organizing to deliver and the pitfalls. Allan is the author of multiple books on agile and has given advice and training for over 10 years. Now he turns his attention to OKRs. In this book he doesn't try to sell OKRs - others can tell you why OKRs are great. Allan describes his practical 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 setting then execute narrowly, set analogue not binary OKRs and, most controversially, throw away your backlog and let OKRs drive everything you do. Initially sceptical about OKRs Allan found them a good fit with agile; OKRs became an effective means of focus teams, exposing problems, communicating with senior managers and a powerful means of asking bigger questions about product strategy and value. OKRs and agile work well together because they are both outcome oriented and results focused. When used right OKRs give power and authority to teams - one could even say OKRs create test first management. Yet OKR can be a double edge-sword, used poorly they can re-introduce command-and-control and hinder agile working. Allan addresses problems with

predictability, aspirations, culture, targets and annual reviews. "Easy read, super useful book for my current context at work right now!" @c_combe on Twitter "I especially like the honest portrayal of top-down MBO OKR-setting and its problems. And providing tips on how to go about using OKRs in a different way." @anttiki "I recommend heartily and have done so openly on the book seller's site - brilliant, balanced and lived experience and feedback from Allan" @rj_number_one "Initially, I was thinking to join some OKR training but honestly felt this book is good enough to get one on the right path!" @ProdScrumMaster

Measure What Matters

How to Launch, Lead, and Sponsor Successful Projects

Step by Step Guide to OKRs

Maintaining Maximum Performance

Management 3.0

Making Objectives and Key Results Work for your Entire Organization

Why Customer Behavior is the Key Metric for Business Success

"Diabetes is a serious, chronic disease that occurs either when the pancreas does not produce enough insulin (a hormone that regulates blood sugar, or glucose), or when the body cannot effectively use the insulin it produces. Diabetes is an important public health problem, one of four priority noncommunicable diseases (NCDs) targeted for action by world leaders. Both the number of cases and the prevalence of diabetes have been steadily increasing over the past few decades. Globally, an estimated 422 million adults were living with diabetes in 2014, compared to 108 million in 1980. The global prevalence (age-standardized) of diabetes has nearly doubled since 1980, rising from 4.7% to 8.5% in the adult population. This reflects an increase in associated risk factors such as being overweight or obese. Over the past decade, diabetes prevalence has risen faster in low- and middle-income countries than in high-income countries. Diabetes caused 1.5 million deaths in 2012. Higher-than-optimal blood glucose caused an additional 2.2 million deaths, by increasing the risks of cardiovascular and other diseases. Forty-three percent of these 3.7 million deaths occur before the age of 70 years. The percentage of deaths attributable to high blood glucose or diabetes that occurs prior to age 70 is higher in low- and middle-income countries than in high-income countries. Because sophisticated laboratory tests are usually required to distinguish between type 1 diabetes (which requires insulin injections for survival) and type 2 diabetes (where the body cannot properly use the

insulin it produces), separate global estimates of diabetes prevalence for type 1 and type 2 do not exist. The majority of people with diabetes are affected by type 2 diabetes. This used to occur nearly entirely among adults, but now occurs in children too."--Page 6.

"The revolutionary movement behind the explosive growth of Intel, Google, Amazon and Uber. With a foreword by Larry Page, and contributions from Bono and Bill Gates. Measure What Matters is about using Objectives and Key Results (OKRs), a revolutionary approach to goal-setting, to make tough choices in business. In 1999, legendary venture capitalist John Doerr invested \$11.8 million in a startup that had amazing technology, entrepreneurial energy and sky-high ambitions, but no real business plan. Doerr introduced the founders to OKRs and with them at the foundation of their management, the startup grew from forty employees to more than 70,000 with a market cap exceeding \$600 billion. The startup was Google. Since then Doerr has introduced OKRs to more than fifty companies, helping tech giants and charities exceed all expectations. In the OKR model objectives define what we seek to achieve and key results are how those top- priority goals will be attained. OKRs focus effort, foster coordination and enhance workplace satisfaction. They surface an organization's most important work as everyone's goals from entry-level to CEO are transparent to the entire institution. In Measure What Matters, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and explosive growth that OKRs have spurred at so many great organizations."--Publisher's description

"A project has to have a goal, otherwise, how do you know you're done? In the old days of engineering, setting project goals wasn't that hard. But when you're making software products, done is less obvious. When is Microsoft Word done? When is Google done? Or Facebook? In reality, software systems are never done. So then how do we give teams a goal that they can work on? Mostly, we simply ask teams to build features-but features are the wrong way to go. We often build features that create no value. Instead, we need to give teams an outcome to achieve. Setting goals as outcomes sounds simple, but it can be hard to do in practice. This book is a practical guide to using outcomes to guide the work of your team"--Publisher's website. Enterprises must achieve "true agility" to sustain businesses and drive outcomes in this fast-paced, competitive, and rapidly-changing environment. This book is specially designed for thought leaders who are leading agile transformation efforts, coaching agile or lean frameworks, implementing OKRs, or bringing more business agility to their enterprise. With step-by-step

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instructions, inspiring quotes, and real-world examples, this book offers everything you need to know in order to achieve Enterprise Agility (EA), including but not limited to: The House of Enterprise Agility and its 6 Pillars Planning Agility Funding Agility Team Agility Technical Agility Leadership Agility HR Agility Role of OKRs (Objectives and Key Results) Real-world examples for well-written and poorly-written OKRs Join me on the journey to enterprise agility. Grab your copy of the book today.

How to Create & Deliver Objectives & Key Results for Teams

A Step-by-Step Guide for Objectives and Key Results Coaches

Sense and Respond

Outcomes Over Output

Achieving Your Wildly Important Goals

Results-oriented cultures implementation steps to assist mergers and organizational transformations.

Global Report on Diabetes

How do you identify, select and define the right Product Strategy? How do you connect it to execution and align the entire company towards the same goals? Making great products is hard. Interdisciplinary teams must discover and deliver the right solutions to delight customers while creating a sustainable business model. But that is not enough to succeed. Product Leaders must play a critical role: they must identify the problems and opportunities most crucial to delight customers while creating a sustainable business. They must also align teams toward them. But how? How do you come up with the right insights and select the most promising opportunities? How does a successful product strategy look? Who has to define it? How do you focus product teams and the entire organization in the same direction? Product Direction is a practical approach to solve these problems, based on artifacts, tools, and best practices, to define, link, and communicate your product strategy, strategic roadmap, and objectives. These tools will help you: ? Multiply your results, with increased team alignment and autonomy. ? Align everyone on the right opportunities, and ignore other distractions.

The End of Assembly Line Management We're in the midst of a revolution. Quantum leaps in technology are enabling organizations to observe and measure people's behavior in real time, communicate internally at extraordinary speed, and innovate continuously. These new, software-driven technologies are transforming the way companies interact with their customers, employees, and other stakeholders. This is no mere tech issue. The transformation requires a complete rethinking of the way we organize and manage work. And, as software becomes ever more integrated into every product and service, making this big shift is quickly becoming the key operational challenge for businesses of all kinds. We need a management model that doesn't merely account for, but actually embraces, continuous change. Yet the truth is, most organizations continue to rely on outmoded, industrial-era operational models. They structure their teams, manage their people, and evolve their organizational cultures the way they always have. Now, organizations are emerging, and thriving, based on their capacity to sense and respond instantly to customer and employee behaviors. In Sense and Respond, Jeff Gothelf and Josh Seiden, leading tech experts and

founders of the global Lean UX movement, vividly show how these companies operate, highlighting the new mindset and skills needed to lead and manage them—and to continuously innovate within them. In illuminating and instructive business examples, you'll see organizations with distinctively new operating principles: shifting from managing outputs to what the authors call "outcome-focused management"; forming self-guided teams that can read and react to a fast-changing environment; creating a learning-all-the-time culture that can understand and respond to new customer behaviors and the data they generate; and finally, developing in everyone at the company the new universal skills of customer listening, assessment, and response. This engaging and practical book provides the crucial new operational and management model to help you and your organization win in a world of continuous change.

New evidence this year corroborates the rise in world hunger observed in this report last year, sending a warning that more action is needed if we aspire to end world hunger and malnutrition in all its forms by 2030. Updated estimates show the number of people who suffer from hunger has been growing over the past three years, returning to prevailing levels from almost a decade ago. Although progress continues to be made in reducing child stunting, over 22 percent of children under five years of age are still affected. Other forms of malnutrition are also growing: adult obesity continues to increase in countries irrespective of their income levels, and many countries are coping with multiple forms of malnutrition at the same time – overweight and obesity, as well as anaemia in women, and child stunting and wasting.

This is the first book dedicated to OKRs coaching. This is not an introduction to OKRs. Instead, this book is written for external and internal coaches looking to take their OKRs coaching skills to the next level. It provides a comprehensive framework to guide users through the phases and steps necessary to make your OKRs coaching project a success.

A Proven Approach to Leading Large-Scale Change

Objectives and Key Results

Turning Risk Into Opportunity

Setting Objectives and Key Results to Reach Your Most Ambitious Goal

How to Apply Silicon Valley's Secret Sauce to Your Career, Team Or Organization

OKR's for All

How Objectives and Key Results Can Help Your Organization Achieve Great Things

Transform your organization and get everyone pulling in the same direction by doing OKR's better The spiritual successor to KPIs (key performance indicators), OKRs, or objectives and key results, are rapidly gaining popularity and helping some of the world's most successful businesses solve their strategic execution problems. However, some companies struggle with their implementation, finding that using OKRs as top-down directives changes little. In OKR's for All, Objectives and Key Results (OKR) expert Vetri Vellore delivers an impactful and actionable guide on how to use OKRs for more than a quarterly, executive-level review tool. You'll discover how to roll out an OKR system that closes the gap between strategy and project, and starts at the bottom of your organization and helps managers and teams organize their daily decisions around shared and important goals. You'll find: A seven-part blueprint and framework to strategically put purpose at the center of your work, whether you are a CX, team lead, or individual contributor. How to build an OKR strike team, align your departments, manage your people, and roll

out your new strategic OS. Valuable and implementable case studies from companies you know and love Best practices to follow and common pitfalls and mistakes to avoid when applying OKRs throughout your organization Perfect for founders, executives, managers, and employees at organization of all sizes and in any industry, OKR's for All will also earn a place in the libraries of consultants and professionals who serve these firms.

OKR Leadership -- the process for managers and leaders to practice what matters - is the secret sauce that drives transformational leadership, employee engagement and the next generation of management consulting. Join the OKR Leadership movement today with this practical guidebook from an expert business psychologist and story teller.

"Radical Focus is a must-read for anyone who wants to accomplish out-sized results. Christina does a great job showing both the why and the how of OKRs. Avoid the all-too-common mistakes by reading this book first." - Teresa Torres, author Continuous Discovery Habits The award-winning author of The Team That Managed Itself and Pencil Me In returns with a new and expanded edition of her landmark book on OKRs. If you've ever wanted to know how to use OKRs, or why yours might not be working, Radical Focus teaches you everything you need to achieve your goals. The author pulls from her experience with Silicon Valley's hottest companies to teach practical insights on OKRs in the form of a fable. When Hanna and Jack receive an ultimatum from the only investor in their struggling tea supply company, they must learn how to employ Objectives and Key Results (OKRs) with radical focus to get the right things done. Using Hanna and Jack's story, Wodtke walks readers through how to inspire a diverse team to work together in pursuit of a single, challenging goal, and how to stay motivated despite setbacks and failures. Radical Focus has been translated into six languages and sold more than 50,000 copies. Now, the second edition of her OKR manifesto proves that Wodtke's business strategies are essential in a world where focus seems to be a more and more unreachable goal. The updated version includes 22,000 words of all-new material designed to help OKR users in larger companies create, grade, and manage OKRs in ways that accelerate success and drive rapid organizational learning. Ready to move your team in the right direction? Read this book together, and learn Wodtke's powerful system for attaining your most important goals with radical focus. Praise for the Second Edition "Everything good I've ever learned about OKRs I learned from Christina Wodtke and Radical Focus." - Jeff Gothelf, author of Lean UX, Sense & Respond and Forever Employable "A master at getting things done, Christina offers a radically focused way to achieve one's goals through disciplined use of OKRs." - Irene Au, Design Partner at Khosla Ventures "It has been five years since Christina published the first edition of Radical Focus. The book has gone on to become a favorite for thousands of product people working to learn how to empower their teams, and utilize the OKR technique... I think you will love [the second edition.] It will inspire you.." - Marty Cagan, author of Inspired: How to Create Tech Products Customers Love "Together with Doerr,

Grove, and Drucker, Christina Wodtke is one of the four people who shaped OKR into the powerful tool it is today. With Radical Focus 2.0, she continues to teach us that success is about having an impact, not checking a box." - Felipe Castro, Founder, OutcomeEdge

Leaders in the digital era are faced with breaking into new markets, disrupting existing ones, and doing so with more precision than ever before just to keep up with their competitors. To innovate more quickly, to rapidly experiment with ideas and technology, to pivot seemingly overnight, you need to have a system in place that can help you execute your most ambitious strategy. While OKRs (Objective and Key Results) have made huge waves recently, practical implementation of OKRs remains elusive for many. Lean OKRs are the evolved version of the OKR strategy execution tool that has powered the transformational journeys of giants like Google and Facebook. It is the lightweight method that turns good ideas into great execution, heightens employee engagement, aligns teams, and achieves measurable, breakthrough results. Lean OKRs presents insightful anecdotes, creative exercises, clear figures and step-by-step models. Designed as a comprehensive guide, it covers everything from theoretical roots to practical execution, including company-wide strategy alignment and emotional management. Applicable to small companies as well as large organisations, Lean OKRs drives innovation through behavioral changes, empowering and motivating teams through focused daily OKR practices that are simple to put into action. Practical and to the point, this book integrates a unique combination of structural and leadership strategies, resulting in a new approach to OKRs that conquers the hurdles experienced by most business leaders today.

OKRs: The Simple Idea That Drives 10x Growth

How Successful Organizations Listen to Customers and Create New Products Continuously

How to Use Goals to Drive Ongoing Change and Create the Organization You Want

Objectives + Key Results (OKR) Leadership;

Radical Focus

Atlas Shrugged

Balanced Scorecard Diagnostics

The complete guide to analyzing and maximizing a company's balanced scorecard Presenting the next step for balanced scorecard implementation, Balanced Scorecard Diagnostics provides a step-by-step methodology for analyzing the effectiveness of a company's balanced scorecard and the tools to reevaluate balanced scorecard measures to drive maximum performance. CEOs, CFOs, CIOs, vice presidents, department managers, and business consultants will find all the essential tools for analyzing a balanced scorecard methodology to determine if it's running at maximum performance and for seamlessly implementing changes into the scorecard. Paul R. Niven (San Marcos, CA) is President of the Senalosa Group, a consulting firm exclusively dedicated to helping businesses get best-in-class performance. He is the author of two successful books,

Balanced Scorecard Step-by-Step (0-471-07872-7) and BalancedScorecard Step-by-Step for Government and Nonprofit Agencies(0-471-42328-9), both from Wiley.

Peopled by larger-than-life heroes and villains, charged with towering questions of good and evil, Atlas Shrugged is Ayn Rand's magnum opus: a philosophical revolution told in the form of an action thriller—nominated as one of America's best-loved novels by PBS's The Great American Read. Who is John Galt? When he says that he will stop the motor of the world, is he a destroyer or a liberator? Why does he have to fight his battles not against his enemies but against those who need him most? Why does he fight his hardest battle against the woman he loves? You will know the answer to these questions when you discover the reason behind the baffling events that play havoc with the lives of the amazing men and women in this book. You will discover why a productive genius becomes a worthless playboy...why a great steel industrialist is working for his own destruction...why a composer gives up his career on the night of his triumph...why a beautiful woman who runs a transcontinental railroad falls in love with the man she has sworn to kill. Atlas Shrugged, a modern classic and Rand's most extensive statement of Objectivism—her groundbreaking philosophy—offers the reader the spectacle of human greatness, depicted with all the poetry and power of one of the twentieth century's leading artists.

From the visionary head of Google's innovative People Operations comes a groundbreaking inquiry into the philosophy of work -- and a blueprint for attracting the most spectacular talent to your business and ensuring that they succeed. "We spend more time working than doing anything else in life. It's not right that the experience of work should be so demotivating and dehumanizing." So says Laszlo Bock, former head of People Operations at the company that transformed how the world interacts with knowledge. This insight is the heart of Work Rules!, a compelling and surprisingly playful manifesto that offers lessons including: Take away managers' power over employees Learn from your best employees-and your worst Hire only people who are smarter than you are, no matter how long it takes to find them Pay unfairly (it's more fair!) Don't trust your gut: Use data to predict and shape the future Default to open-be transparent and welcome feedback If you're comfortable with the amount of freedom you've given your employees, you haven't gone far enough. Drawing on the latest research in behavioral economics and a profound grasp of human psychology, Work Rules! also provides teaching examples from a range of industries-including lauded companies that happen to be hideous places to work and little-known companies that achieve spectacular results by valuing and listening to their employees. Bock takes us inside one of history's most explosively successful businesses to reveal why Google is consistently rated one of the best places to work in the world, distilling 15 years of intensive worker R&D into principles that are easy to put into action, whether you're a team of one or a team of thousands. Work Rules! shows how to strike a balance between creativity and structure, leading to success you can measure in quality of life as well as market share. Read it to build a better company from within rather than from above; read it to reawaken your joy in what you do.

Scale collaboration, not process. If you're trying to use agile and lean at the program level, you've heard of several approaches, all about scaling processes. If you duplicate what one team does for several teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you don't want (work in progress). Create an environment of servant leadership and small-world

networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with agile and lean program management and deliver your product.

The State of Food Security and Nutrition in the World 2018

Driving Focus, Alignment, and Engagement with OKRs

Radical Focus SECOND EDITION

Harvard Business Review Project Management Handbook

Leading Agile Developers, Developing Agile Leaders

The Second Bounce Of The Ball

A Dynamic Approach to Strategy Execution

This book cuts through the corporate buzzwords and actually answers What are OKRs? and how you can get started and implement the methodology.

There are hidden laws at work in every aspect of your business. Understand them, and you can create extraordinary growth. Ignore them, and you run the risk of becoming another statistic. It's become almost cliché: 8 out of every 10 new ventures fail. Of the ones that succeed, how many truly thrive—for the long run? And of those that thrive, how many continually overcome their growth hurdles ... and ultimately scale, with meaning, purpose, and profitability? The answer, sadly, is not many. Author Lex Sisney is on a mission to change that picture. After more than a decade spent leading and coaching high-growth technology companies, Lex discovered that the companies that thrive do so in accordance with 6 Laws – universal principles that govern the success or failure of every individual, team, and organization.

This book provides an easy-to-follow roadmap for successfully implementing the Balanced Scorecard methodology in small- and medium-sized companies. Building on the success of the first edition, the Second Edition includes new cases based on the author's experience implementing the balanced scorecard at government and nonprofit agencies. It is a must-read for any organization interested in achieving breakthrough results.

Double your odds of leading successful, sustainable change Leaders aren't short on access to change management advice, but the jury has long been out as to which approach is the best one to follow. With the publication of Beyond Performance 2.0, the verdict is well and truly in. By applying the approach detailed by authors, Scott Keller and Bill Schaninger, the evidence shows that leaders can more than double their odds of success—from thirty percent to almost eighty. Whereas the first edition of Beyond Performance introduced the authors' "Five Frames of Performance and Health" approach to change management, the fully revised and updated Beyond Performance 2.0 has been transformed into a truly practical "how to" guide for leaders. Every aspect of how to lead change at scale is covered in a step-

by-step manner, always accompanied by practical tools and real-life examples. Keller and Schaninger's work is distinguished in many ways, one of which is the rigor behind the recommendations. The underpinning research is the most comprehensive of its kind—based on over 5 million data points drawn from 2,000 companies globally over a 15-year period. This data is overlaid with the authors' combined more than 40 years of experience in helping companies successfully achieve large-scale change. As senior partners in McKinsey & Company, consistently named the world's most prestigious management consulting firm, Keller and Schaninger also draw on the shared experience of their colleagues from offices in over 60 countries with unrivaled access to CEOs and senior teams. Beyond Performance 2.0 also dares to go against the grain—eschewing the notion of copying best practices and instead guiding leaders to make choices specific to their unique context and organization. It does this with meticulously balance of focus on short- and long-term considerations, and on fully addressing the hard technical and oft cultural elements of making change happen. Further, the approach doesn't just focus on delivering change; it builds an organization's muscle to continuously change, making it healthier so that it can act with increased speed and agility to stay perpetually ahead of its competition. Leaders looking for a proven approach to leading large-scale change from a trusted source have found what they are looking for in Beyond Performance 2.0.

Achieving Your Goals with Objectives and Key Results

OKRs At The Center

How Google, Bono, and the Gates Foundation Rock the World with OKRs

Moving the Needle With Lean OKRs

Balanced Scorecard Evolution

A Complete Guide to Achieving Enterprise Business Agility

How Strategy Really Works

This book explains how an organization can measure and manage performance with the Balanced Scorecard methodology. It provides extensive background on performance management and the Balanced Scorecard, and focuses on guiding a team through the step-by-step development and ongoing implementation of a Balanced Scorecard system. Corporations, public sector agencies, and not for profit organizations have all reaped success from the Balanced Scorecard. This book supplies detailed implementation advice that is readily applied to any and all of these organization types. Additionally, it will benefit organizations at any stage of Balanced Scorecard development. Regardless of whether you are just contemplating a Balanced Scorecard, require assistance in linking their current Scorecard to management processes, or need a review of their past measurement efforts, Balanced Scorecard Step by Step provides detailed advice and

proven solutions.

"We talk a lot about autonomous and empowered teams but there's far too little real world advice on how to actually make it happen. In this excellent book, Christina does just that. Through engaging storytelling... she introduces a practical cadence of goals, feedback, and self-improvement we can all adopt to successfully build high performing, learning teams." - Martin Eriksson, Internationally Acclaimed Project Management Leader

An Actionable Leadership Book in the Form of a Fable

In *The Team That Managed Itself*, Christina Wodtke teaches leaders how to build and lead high performing teams based on her long career in the trenches in Silicon Valley. Her book is engaging, actionable--and built around a story you'll want to read. After her boss leaves suddenly, Allie finds herself responsible for the casual gaming titan Quiltworld and the dozens of people working on the highly dysfunctional team. Can Allie learn to competently hire, fire, and give feedback in time to make the product's big sales goals? Or will the team, the buggy code, and the beloved game fall apart while Allie's job goes up in smoke? Learn to lead a team along with Allie as she tackles one challenge after another while the clock ticks down. How do you build the right team and choose the goals to pull them to greatness, even if you're dealing with a toxic environment? How do you keep your people moving in the right direction without burning out or burning it all down? As Allie finds out, even in the face of overwhelming pressure it's about setting expectations, giving good feedback, checking in against goals, and learning as a team.. Leading so well that your team learns to manage itself? That's no fable. Learn how from Christina Wodtke.

The OKRs Field Book

Beyond Performance 2.0

The OKRs Field Book: A Step-by-Step Guide for Objectives and Key Results Coaches

Scaling Collaboration Across the Organization