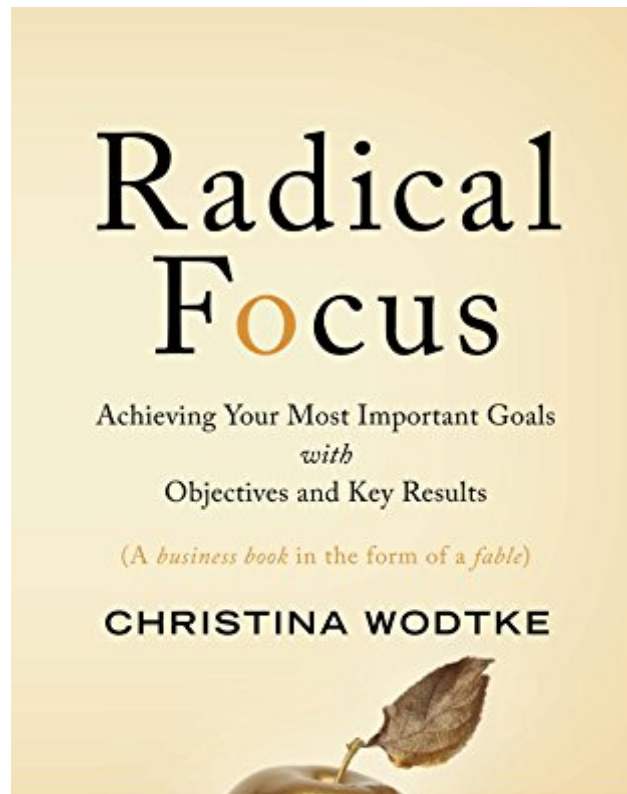# Radical Focus: Achieving Your Most Important Goals With Objectives And Key Results

Synopsis

How do you inspire a diverse team to work together, going all out in pursuit of a single, challenging goal? How do you get your team to commit to bold goals? How do you stay motivated despite setbacks and disappointments? And what do you do when it looks like youâ ™re headed for failure?In Radical Focus, Christina Wodtke combines her hard earned experience as an executive at Zynga, Linkedin and many of Silicon Valleyâ ™s hottest companies to answer those questions. Itâ ™s not about to-do lists and accountability charts. Itâ ™s about creating a framework for regular check-ins, key results, and most of all, the beauty of a good fail â " and how to take a temporary disaster and turn it into a future success.In this book, Wodtke takes you through the fictional case study of Hanna and Jack, who are struggling to survive in their own startup. They fight shiny object syndrome, losing focus, and dealing with communication issues. After hard lessons, they learn the practical steps they need to do what must be done.The second half of the book demonstrates how to use Objectives and Key Results (OKRs) to help teams realize big goals in a methodical way, leaving nothing to chance. Laid out in a practical but compelling way, she makes the lessons of Hanna and Jackâ ™s story clear and actionable.Ready to move your team in the right direction? Read this, and learn the system of creating your focus â " and finding success.

Book Information

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Customer Reviews

This book seems to do a decent job at explaining the basics of OKRs. However, I've worked at several companies that used OKRs, and there was always tension around the OKR process and a lot of disagreement over what it should or should not do. Specifically:- KR's are supposed to be quantitative (e.g. "reach 20% conversion" or "8,000 users"), not qualitative ("have a working prototype"). Yet so much of what we do in software is build new things whose impact can't be measured independently. You want to get a prototype of speech recognition software working in order for other teams to build and test out potential customer-facing features later on, or you need to refactor your server architecture because it's increasingly slowing down feature releases (but you can't measure it, because different features aren't comparable). Is it OK to have KR's that are qualitative -- "deliver a new backend logging system"? It's certainly not the spirit of KR's, but so often is just seems unavoidable.- In the same vein, how do you deal with work that simply won't show any real results within a quarter? Plenty of projects take five or nine or thirteen months to complete before showing any results at all -- for example, each part of the system takes 7 months to build, and none of them mean anything until they're all put together. (E.g., your customer base is growing incredibly rapidly, and you need to re-architect the entire backend to be able to scale to the number of users you expect to have a year from now.) What do you write as your quartely KR -- "have about a third of the new backend built"? That doesn't seem like it's the spirit of OKR's.

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