

LAUNCH

Organizational Goal Setting

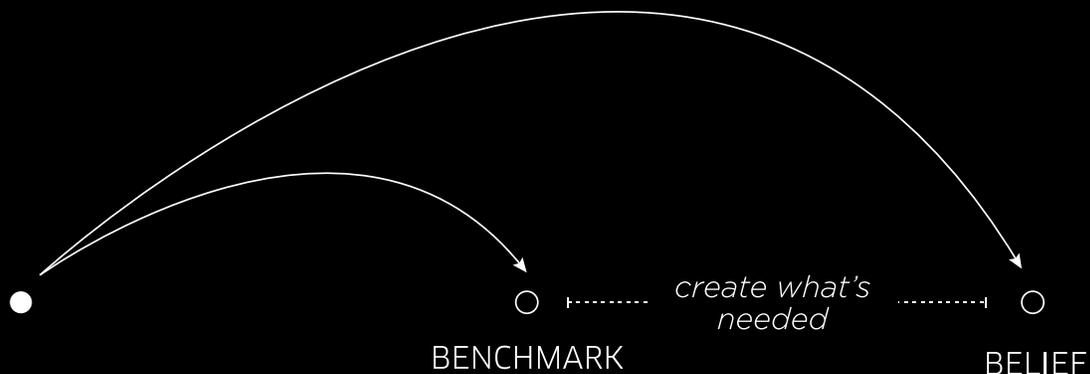
Establishing an Operating
System that Converts Purpose
into Performance

GUIDE

FATHOM

Where are we headed?

Breakthrough growth requires strategic objectives that are based on your aspirations for the future, not past metrics. Think of them as an operating system designed to convert purpose to performance.



Organizations are driven by one thing; people. So why are our goals so detached from what motivates the humans that enable our growth?

The business world is way behind on replacing outdated industrial era operating systems. Trained through business management frameworks, we analyze endless spreadsheets to measure performance in relation to past benchmarks, industry standards and competitor achievements. While these are valuable tools for managing the known, they are not useful for breaking into the unknown and they do little to inspire your people.

Changing what you are aiming at changes everything.

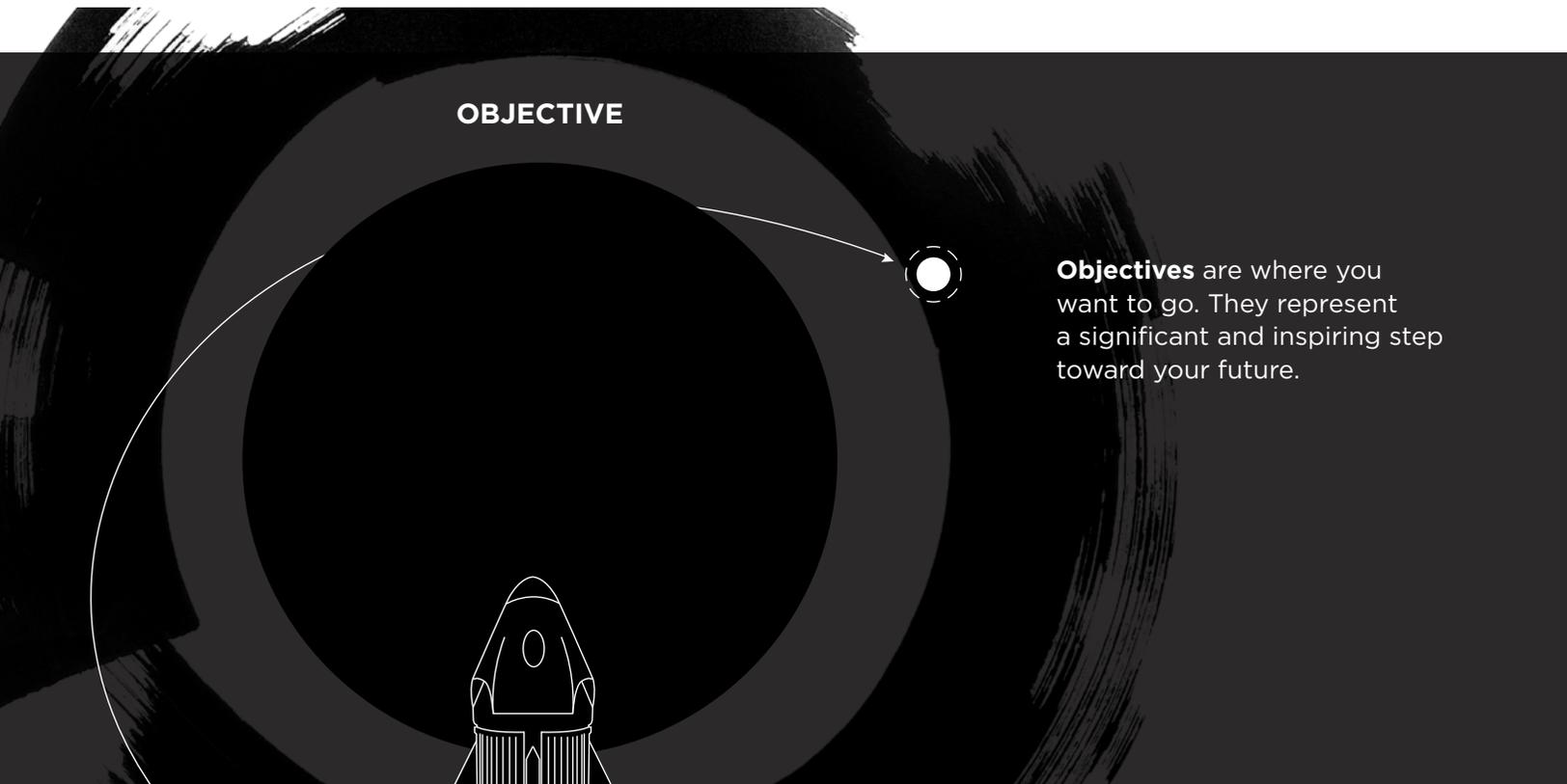
Organizations that have overturned entire industries in the last decade (Uber, SpaceX to name a few) set their sights on a vision for what they BELIEVE is possible. While everyone doubted them, they were busy inspiring their people to create new ways to do business.

The true goal is to never “arrive” at your destination because you will always be setting your sights beyond it.

How do we get there?

Setting meaningful and measurable objectives

Fathom uses the **OKR (Objectives and Key Results)** framework to ensure that strategic goals are rooted in the purpose and future trajectory of an organization. OKRs provide a rigorous framework for turning audacious goals into meaningful near-term actions.



Objectives are where you want to go. They represent a significant and inspiring step toward your future.

KEY RESULTS



Key Results are the most critical metrics tracked to inform us of our progress. They should be time-bound, measurable and verifiable. Did we achieve this result? Yes or no, there should be no gray area.

INITIATIVES

- _____
- _____
- _____
- _____
- _____

Initiatives are the activities that will bring results and ultimately enable us to achieve our objective.

The practice of goal setting

At Fathom, we look at strategic goal setting as an active practice, not a passive tool that sits on a shelf. It's a living thing that needs to be fed and cared for to stay alive and thrive inside an organization. It's muscle that needs to be built over time. At first, there may be some pains but over time, it becomes second nature and drives performance.

Practice principles of OKRs

FOCUS

OKRs create singularity. They clearly define what matters most to the organization.

TRANSPARENCY

Posting your strategic goals publicly reinforces common purpose and provides creative latitude. Understanding what is most important allows for intuitive contributions from the team.

OWNERSHIP & ACCOUNTABILITY

The inclusive process of creating OKRs creates ownership from the start. Leaders must model the process first to demonstrate the effectiveness and that they are accountable, too.

MEASUREMENT

Making everyone's OKRs public and trackable gets everyone on the same playing field. It's about measuring progress without judgment and creating a safe to fail environment.

STRETCHING

OKRs should be significant. A pattern of 70% attainment indicates it is working effectively. 100% means we are aiming too low.

Leaders go first

Want your teams to step up? Leaders must go first. An effective purpose-driven operating system, or future facing strategic goal setting process, requires a public commitment by leadership, both in their words and their actions. Leaders must model the process, demonstrate transparency, ownership and accountability and ensure the organization is stretching to set objectives that will instigate breakthrough growth.

If leaders are willing to set and publish personal OKRs as well as company OKRs, this can be one of the most powerful tools they have to achieving high performance in their organization. It is hard to dispute accountability if the leaders of the organization are willing to put themselves in that position first.

Promoting an OKR Champion

People need to see a visible connection between what they are doing and the difference it makes. They also want to feel that they are a part of something bigger and have the space to practice being their future selves. A study by [Deloitte](#) reinforced this idea by showing that no single factor has more impact on employee engagement than “clearly defined goals that are written down and shared freely...”

If we look at OKRs as a new technology, we need a “tech person” to help install the operating system into the organization. This person will work out the bugs and act as a guide for employees. Working alongside leadership, they will help employees feel important, connected and positive about progress and growth.

Because every organization is unique in size and structure, the OKR Champion role should be crafted based on the specific needs. Many OKR Champion roles include these types of responsibilities:

- Continued learning
- Providing the team tools and materials
- Structure and process and improvement proposals
- Collaborating to develop individual OKRs and associated tasks/initiatives
- Setting up and managing the OKRs tracking and grading system
- Measuring and reporting on progress
- Celebration and recognition of accomplishments
- Co-facilitation of annual and quarterly OKR development sessions

Steps to define the role

Identify OKR Champion candidates

Seek out those people who are tenacious about learning new processes and committed to the growth of your organization. Developing purpose-driven objectives is a collaborative effort between the executive leadership team and the entire organization. This role is about drawing people out and supporting the success of the OKR process, not delegating tasks and creating objectives for the teams.

Define agreements and criteria for success

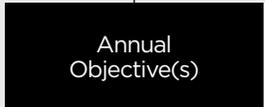
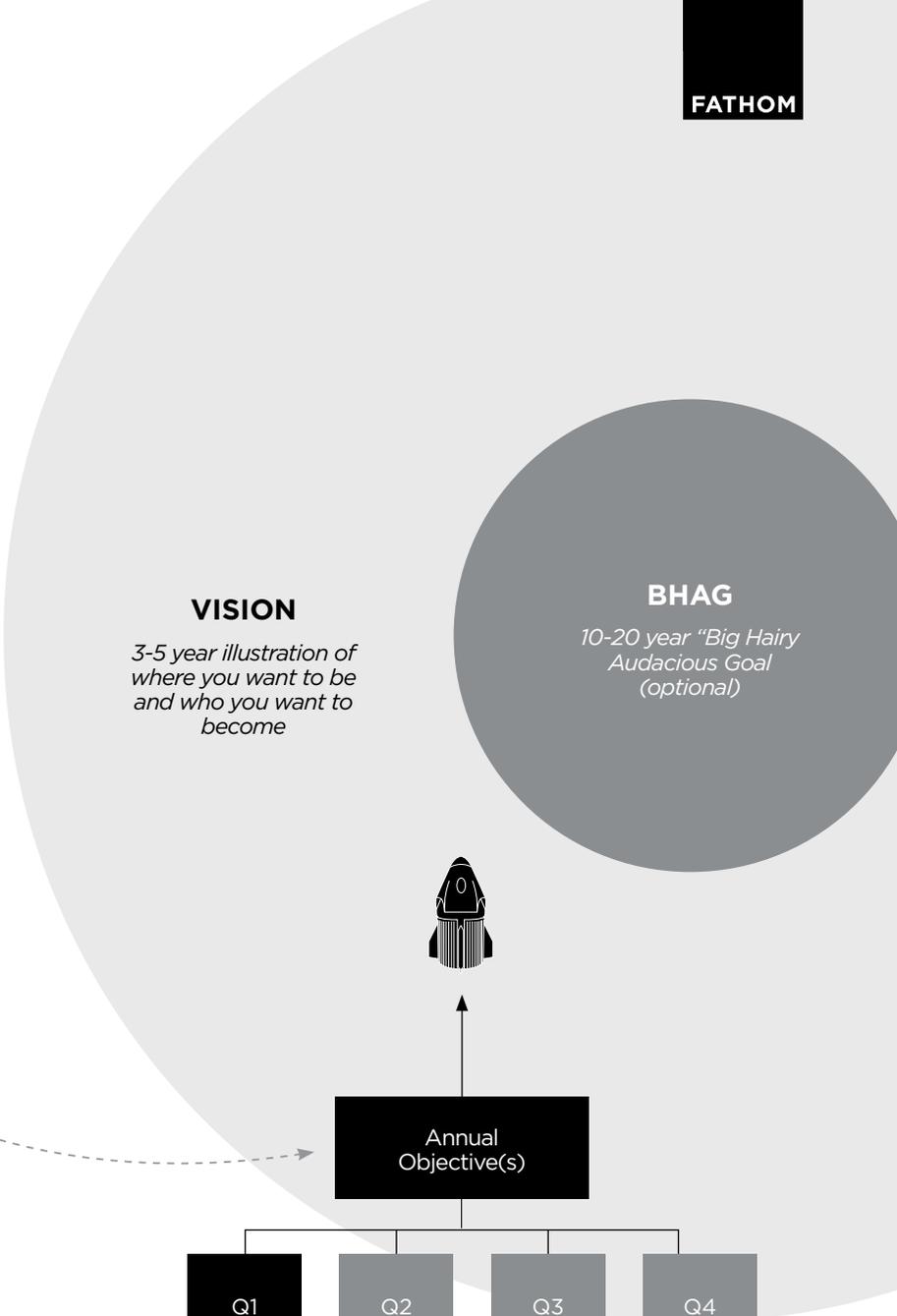
Whenever an existing employee is asked to take on more responsibility, new agreements have to be set. The leaders must clearly document what they need and expect from the OKR Champion. The Champion should then define what they are willing to accept and what they need from leadership and the teams to be successful in their role.

Benefit and compensation

Depending on the scale of the organization, this can be a heavy responsibility. Along with the executive leaders, this person will be critical to the ongoing performance of the organization. Leaders must account for the time, effort and energy this will take from the Champion along with their existing role in the organization. Additional compensation or shifting of the roles and responsibilities should be considered.

Goal setting structure

Your purpose should inform your annual objectives, which are designed to move you toward your future vision.



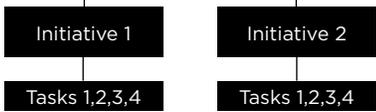
Q1 Objectives
(the what/where)



Q1 Key Results
(the results we need to get there)



Initiatives
(the activities that will bring results)



OKRs Worksheet

PURPOSE

The reason your organization exists beyond what you make or sell

VISION

3-5 year illustration of where you want to be and who you want to become

BHAG (OPTIONAL)

10-20 year "Big Hairy Audacious Goal"

ANNUAL OBJECTIVES

The 3-5 most important things you can accomplish this year that represent significant and inspiring steps toward your future. Write them in present tense as, if they are already true.

OB1:

OB2:

OB3:

Quarterly Objective # _____

KEY RESULTS

KR1: _____

KR2: _____

KR3: _____

INITIATIVES

IN1:

TASKS

IN2:

TASKS

IN3:

TASKS

About Fathom

We work with leaders to create high-performance, purpose-driven organizations

Fathom works with leaders to design organizations that perform beyond the benchmarks of what they've previously known to be possible. Our clients engage us to ignite visionary thinking, energize vital relationships, launch critical initiatives or to fully transform into thriving purpose-driven organizations.

IGNITE your culture

One-two day experiences that leave you and your team with new perspectives on critical topics, deeper connections with each other, and new possibilities to act on in real-time.

Strategic Planning Retreats
Virtual Corporate Meeting Facilitation
Keynote Speaking

LAUNCH a critical initiative

Intensive 3-6-month engagements focused on creating what's needed to bring high performing initiatives, businesses and brands to life.

Purpose-driven Brand Development
Sales Enablement Strategy
Organizational Goal Setting

TRANSFORM your organization

Designed to take your organization to unprecedented levels of performance, we guide the creation of a bold, purposeful vision and bringing it to life through a rigorous effort that involves your executives, employees, and community at large.

Future Design Day
Relationship Assessment

LEAD with courage

Lead is for established and emerging leaders committed to their development, growth, and their ability to generate breakthrough results.

Executive Leadership Development
Executive Leader Forum (LFG)
Leadership Team Development