

Rate your organisation across six dimensions

Score each dimension 1–5. The lowest scores show where to invest in your Design stage. Complete this before designing your rollout – ideally as a leadership team exercise.

Dimension	1 – Absent	2 – Emerging	3 – Developing	4 – Established	5 – Embedded	Score
Strategic clarity	No shared priorities. Strategy implicit or annual-only.	Some exec alignment but not written or shared.	Documented priorities; alignment at leadership.	Clear priorities shared with all managers.	Understood at every level. Teams explain why work matters.	-- /5
Measurement culture	Activity-based only. No outcome tracking.	Some KPIs but inconsistent. Data hard to access.	Mixed adoption. Outcome KPIs exist for some teams.	Most teams track outcomes. Data owners identified.	Outcome measurement is default. All KR have baselines.	-- /5
Leadership commitment	OKRs delegated to junior role. Leaders not involved.	Sponsor exists but rarely visible.	Active sponsor. Irregular engagement in reviews.	Leaders reference OKRs in key meetings.	OKRs drive leadership decisions. Sponsor removes blockers.	-- /5
Cadence and rhythm	No review process beyond annual.	Quarterly reviews but ad hoc.	Monthly reviews. Check-ins exist but inconsistent.	Regular check-ins embedded in existing forums.	Weekly async + monthly + quarterly retros all running.	-- /5
OKR writing skill	No experience. Teams don't know where to start.	Some drafts. Tasks masquerading as KR.	Training done. Quality improving but inconsistent.	Most teams write to a good standard independently.	Champions write and train others. Quality gate works.	-- /5
Internal capability	Entirely dependent on external support.	One person informally owns OKRs. No formal training.	Champions identified. Training in progress.	Champions trained and running sessions.	Fully self-sufficient. Could train new starters independently.	-- /5

TOTAL SCORE -- / 30

8–14: Build the foundations
 Focus Design on measurement culture and leadership commitment before anything else. Don't pilot until these are addressed.

15–21: Ready to pilot
 Design with care on Cycle Groups and cadence. Choose a pilot group with a committed leader and measurable outcomes.

22–30: Ready to scale

Focus Design on internal capability and progressive ambition. The system is working — now make it self-sustaining.

Disagreement as data

If your leadership team scores dimensions differently, that divergence is as informative as the scores. Explore it.

The dimension that matters most: Leadership commitment. A score of 1–2 here means any other investment is at risk. If leaders won't change their meeting cadences and decision-making habits, delay the rollout.