

Blank templates and worked examples

Use these in drafting sessions. Read the syntax guide first, then complete the blank template. Compare your draft against the strong and weak examples before your quality review.

OKR Syntax — the rules

Element	The rule	Common mistake
Objective	A qualitative desired state. Inspirational. No numbers. Not a task, not a project, not a delivery milestone. Should answer "where are we trying to get to this quarter?"	"Increase revenue by 20%" — that's a KR.
Key Result	A measurable change in state. Must have: a metric, a current baseline, a target, and a named owner. Should answer "how will we know we've achieved the objective?"	"Run 3 workshops" — that's an initiative.
Initiative	The work done to move a KR. Lives below the KR — not at the same level. Optional to document, but useful for planning.	Treating initiatives as KR's — the most common mistake I see.

Blank template

OBJECTIVE

What desired state do you want to reach by end of cycle?

KEY RESULT 1

Metric: _____
 Baseline: _____
 Target: _____
 Owner: _____

KEY RESULT 2

Metric: _____
 Baseline: _____
 Target: _____
 Owner: _____

KEY RESULT 3

Metric: _____
 Baseline: _____
 Target: _____
 Owner: _____

✓ **STRONG EXAMPLE — TECHNOLOGY TEAM**

Become the team engineers actually want to join

KR1: Engineering offer acceptance rate: 68% → 85% (Owner: Emma R | Source: ATS)

KR2: Glassdoor engineering rating: 3.8 → 4.4 (Owner: HR Lead | Source: Glassdoor)

✗ **COMMON MISTAKE — SAME TEAM**

Improve our hiring process this quarter

KR1: Review our job descriptions ← *task*

KR2: Run 3 engineering hiring events ← *output*

KR3: Update the ATS system ← *project milestone*

The objective is a project, not a state. The KR's measure activity. You could do all three and hire nobody good.

KR3: Time-to-hire: 6 weeks → 3.5 weeks (*Owner:*
Emma R | Source: ATS)

Key Result types – mix all three: Input/leading KRs (behaviours you can influence – response time, weekly active usage). **Output KRs** (what is shipped – use sparingly, always pair with an outcome KR). **Outcome KRs** (what changes for customers, colleagues, or the business – adoption, conversion, NPS).