



OKR Cadence Review

Guidebook 1.0

About OKR Cadence Reviews

1. Cadence Reviews are deliberately pauses during the OKR execution cycle, where the OKR owners and contributors gather to discuss learnings.
2. They are conducted monthly at the strategic level, and once in 15 days at a team/department level.
3. While Check-ins are more about numerical progress, Cadence Reviews are more qualitative discussions that result in decisions being made to change initiatives, gather support, escalate issues or amend OKRs.
4. The focus of a Cadence review is on 3 things:
 - What worked well?
 - What are the challenges?
 - What needs to change?
5. Cadence reviews promote open sharing, collaboration and quick decision making. Leaders create a safe space for people to challenge each other and share failures openly.
6. It is expected that all meeting attendees have reviewed the progress and prepared themselves prior to the meeting
7. Post Cadence Review Action points are shared or captured on the OKR tracker.
8. Roles:
 - Facilitator: (usually an OKR Champion)
 - OKR Owners
 - OKR Sponsor can come in whenever they can
 - OKR Contributors: Anyone who impacts the OKRs. They could be working on initiatives and want to share their points.
 - Stakeholders: Any stakeholder who's interested in the progress of the OKR
9. You may want to merge your weekly check-in and cadence review if you have the time.

Note: No OKR ritual can ever replace the need for ongoing coaching, feedback and recognition conversations between managers and their teams

OKR Cadence Review Agenda

1. Welcome and Opening Remarks (5 minutes)
 - Quick introduction and the purpose of the meeting.
2. Review of Current OKR Progress (10 minutes)
 - Discuss the status of each Key Result.
 - Address any initial observations or challenges faced.
3. Deep Dive into Key Results (15 minutes)
 - Each owner presents a brief update on their KR, focusing on:
 - What has been accomplished so far?
 - What obstacles are they encountering?
 - How close are they to achieving their targets?
4. Discussion and Problem Solving (10 minutes)
 - Open the floor for suggestions and advice from other team members.
 - Identify opportunities for collaboration or support between teams.
 - What adjustments can be made to overcome obstacles?
5. Decision Making and Action Items (5 minutes)
 - Decide on any immediate actions that need to be taken based on the discussion.
 - Assign responsibilities for these actions.
 - Check out with commitments

Question Guide for Cadence Review facilitator

- For Progress Updates:
 - How's the team feeling about the progress?
 - What successes can we celebrate in this period?
 - Are there any unexpected challenges that have surfaced?
 - How are we tracking against our planned milestones?
- For Problem Solving:
 - What are the root causes of any issues we are facing?
 - Are there resources or changes needed to overcome these challenges?
 - Are there any interdependencies or bottle necks that are impacting progress
 - Can any best practices from successful KR's be applied elsewhere?
- For Decision Making:
 - What have we learned that might lead us to revise our Initiatives, KR's or strategies?
 - Are there any opportunities we are missing that could accelerate our progress?
 - What are the next steps for each KR, and who will be responsible for them?
- On Sharing Best Practices:
 - What working methods or tools have proven effective that can be adopted by other teams?
 - Can we implement any quick wins that have been identified during this period?