



# OKR Change Management Cheat Sheet

	A Awareness	D Desire	K Knowledge	A Ability	R Reinforcement
What is it?	Ensure everyone understands why OKRs are being introduced, and the strategic problem they solve.	Build emotional and practical motivation to participate in and drive the change.	Ensure everyone has the knowledge to adopt and apply OKRs effectively in context.	Remove barriers and enable teams to apply OKRs confidently and consistently in real workflows.	Cement OKRs as an enduring part of how the organisation thinks, plans, executes and learns.
3 Practical Tips	<ol style="list-style-type: none"><li>Lead with stories, not slides</li><li>Use data to show the gaps</li><li>Make it personal and urgent</li></ol>	<ol style="list-style-type: none"><li>Build excitement</li><li>Connect OKRs to what your people value</li><li>Enlist managers and team leads, not just executives</li></ol>	<ol style="list-style-type: none"><li>Tailor the learning to roles</li><li>Work on real OKRs together</li><li>Equip with tools and resources</li></ol>	<ol style="list-style-type: none"><li>Run regular check-ins</li><li>Create safe to fail environments</li><li>Coach in the flow of work</li></ol>	<ol style="list-style-type: none"><li>Celebrate wins and progress</li><li>Run quarterly retrospectives</li><li>Build a community of practice</li></ol>
Success Enablers	<ul style="list-style-type: none"><li>Strategic Narrative Campaigns: Craft a compelling, emotionally resonant story that links OKRs to your mission.</li><li>'Why Now' Videos: A short, personal video from the CEO outlining why change is urgent.</li><li>Feedback Loops: Test that people have understood the messaging through surveys before and after internal campaigns.</li></ul>	<ul style="list-style-type: none"><li>Personal Relevance Workshops: Teams identify how OKRs could solve pain points that are unique to them and their context.</li><li>Co-create OKRs and strategic initiatives with diverse teams to generate ownership.</li><li>Equip line leaders with coaching scripts and success stories relevant to their context.</li><li>Amplify stories from well-respected internal change advocates, not just execs.</li><li>Invite rather than impose. Let early adopters go first—with visible support and feedback loops.</li></ul>	<ul style="list-style-type: none"><li>Real Examples, Not Theory: Use real goals to show how to turn vague intentions into sharp OKRs.</li><li>OKR Myth Busting Series</li><li>Short, scenario-based videos available at point-of-need (e.g., drafting check-ins).</li><li>Role-Specific Paths</li><li>Turn learning into a friendly competition with draft submission and alignment games.</li></ul>	<ul style="list-style-type: none"><li>Dedicated OKR Coaches.</li><li>Integrated Planning Routines: Align OKRs with quarterly and monthly portfolio rhythms.</li><li>Feedback Loops and Retrospectives: Foster transparent, collaborative review and retrospective sessions, not pass/fail performance scoring.</li><li>Kanban/Alignment Boards: Simple visual tools to expose interdependencies and shared goals.</li><li>Time-Back Guarantee: Cut lower-value meetings to free up time for OKR creation and reflection.</li></ul>	<ul style="list-style-type: none"><li>Regular Strategy Showcases: Informal demo days where teams share learnings, outcomes, and surprises.</li><li>Internal Learning Library: A repository of great OKRs, missteps, and real retrospectives.</li><li>Maturity Check-Ins: Every 6 months, assess OKR fluency and adapt support accordingly.</li><li>Celebrate Learning, Not Just Success: Recognise aspirational goal-setting, transparency, and collaboration.</li></ul>
Failure Risks	<ul style="list-style-type: none"><li>Treated as a performance tool, not a strategy shift</li><li>Top-down, abstract communication</li><li>There's no clear articulation of the consequences of not adopting OKRs.</li></ul>	<ul style="list-style-type: none"><li>Teams feel "voluntold" into OKRs with no context.</li><li>OKRs are viewed as the latest in a string of top-down fads.</li><li>Leaders don't show vulnerability or openness during adoption.</li></ul>	<ul style="list-style-type: none"><li>Relying on one-off training with no follow-up or reinforcement.</li><li>Training focuses only on writing OKRs, not using them in decisions.</li><li>People leave unsure of how OKRs differ from KPIs or projects.</li></ul>	<ul style="list-style-type: none"><li>Teams don't have time or space to do the work properly.</li><li>OKRs are created in silos, missing strategic alignment.</li><li>Review sessions are treated as performance reviews, killing ambition.</li></ul>	<ul style="list-style-type: none"><li>OKRs are forgotten after the first quarter.</li><li>Early wins aren't celebrated or shared.</li><li>No one is accountable for maintaining OKR quality and usage.</li></ul>



# OKR Change Management Template

Use this template to describe your change management plan

	A Awareness	D Desire	K Knowledge	A Ability	R Reinforcement
What is it?	Ensure everyone understands why OKRs are being introduced, and the strategic problem they solve.	Build emotional and practical motivation to participate in and drive the change.	Ensure everyone has the knowledge to adopt and apply OKRs effectively in context.	Remove barriers and enable teams to apply OKRs confidently and consistently in real workflows.	Cement OKRs as an enduring part of how the organisation thinks, plans, executes and learns.
Who is impacted?	List the people/roles/teams/areas/personas targeted in this step	List the people/roles/teams/areas/personas targeted in this step	List the people/roles/teams/areas/personas targeted in this step	List the people/roles/teams/areas/personas targeted in this step	List the people/roles/teams/areas/personas targeted in this step
Activities	What activities do you plan to execute to build awareness?	What activities do you plan to execute to create desire?	What activities do you plan to execute to build knowledge?	What activities do you plan to execute to hone ability?	What activities do you plan to execute to reinforce the change?
Key Milestones	What are the key dates/milestones/events/deadlines for awareness?	What are the key dates/milestones/events/deadlines for desire?	What are the key dates/milestones/events/deadlines for knowledge?	What are the key dates/milestones/events/deadlines for ability?	What are the key dates/milestones/events/deadlines for reinforcement?