

# CONTENTS

**FOREWORD** Larry Page,  
Alphabet CEO and Google Cofounder xi

## **PART ONE: OKRs in Action**

- 1 Google, Meet OKRs 3**  
How OKRs came to Google, and the superpowers they convey.
- 2 The Father of OKRs 19**  
Andy Grove creates and inculcates a new way of structured goal setting.
- 3 Operation Crush: An Intel Story 35**  
How OKRs won the microprocessor wars.
- 4 Superpower #1: Focus and Commit to Priorities 47**  
OKRs help us choose what matters most.
- 5 Focus: The Remind Story 58**  
Brett Kopf used OKRs to overcome attention deficit disorder.
- 6 Commit: The Nuna Story 69**  
Jini Kim's personal commitment to transform health care.

- 7 Superpower #2: Align and Connect for Teamwork 77**  
Public, transparent OKRs spark and strengthen collaboration.
- 8 Align: The MyFitnessPal Story 90**  
Alignment via OKRs is more challenging—and rewarding—than Mike Lee anticipated.
- 9 Connect: The Intuit Story 102**  
Atticus Tysen uses OKR transparency to fortify a software pioneer’s open culture.
- 10 Superpower #3: Track for Accountability 113**  
OKRs help us monitor progress and course-correct.
- 11 Track: The Gates Foundation Story 126**  
A \$20 billion start-up wields OKRs to fight devastating diseases.
- 12 Superpower #4: Stretch for Amazing 133**  
OKRs empower us to achieve the seemingly impossible.
- 13 Stretch: The Google Chrome Story 143**  
CEO Sundar Pichai uses OKRs to build the world’s leading web browser.
- 14 Stretch: The YouTube Story 154**  
CEO Susan Wojcicki and an audacious billion-hour goal.

## **PART TWO: The New World of Work**

- 15 Continuous Performance Management: OKRs and CFRs 175**  
How conversations, feedback, and recognition help to achieve excellence.

<b>16 Ditching Annual Performance Reviews: The Adobe Story</b>	<b>189</b>
Adobe affirms core values with conversations and feedback.	
<b>17 Baking Better Every Day: The Zume Pizza Story</b>	<b>197</b>
A robotics pioneer leverages OKRs for teamwork and leadership— and to create the perfect pizza.	
<b>18 Culture</b>	<b>212</b>
OKRs catalyze culture; CFRs nourish it.	
<b>19 Culture Change: The Lumeris Story</b>	<b>223</b>
Overcoming OKR resistance with a culture makeover.	
<b>20 Culture Change: Bono's ONE Campaign Story</b>	<b>234</b>
The world's greatest rock star deploys OKRs to save lives in Africa.	
<b>21 The Goals to Come</b>	<b>245</b>
<b>DEDICATION</b>	<b>247</b>
<b>RESOURCE 1: Google's OKR Playbook</b>	<b>255</b>
<b>RESOURCE 2: A Typical OKR Cycle</b>	<b>267</b>
<b>RESOURCE 3: All Talk: Performance Conversations</b>	<b>269</b>
<b>RESOURCE 4: In Sum</b>	<b>273</b>
<b>RESOURCE 5: For Further Reading</b>	<b>281</b>
<b>ACKNOWLEDGMENTS</b>	<b>283</b>
<b>NOTES</b>	<b>289</b>
<b>INDEX</b>	<b>297</b>