Project working method

KICKOFF DOCUMENT

20th July, 2023

CONTENTS

INTRODUCTION TO PROJECT XXX

Project Introduction and Brief intro will be given in this section.

01 Introduction
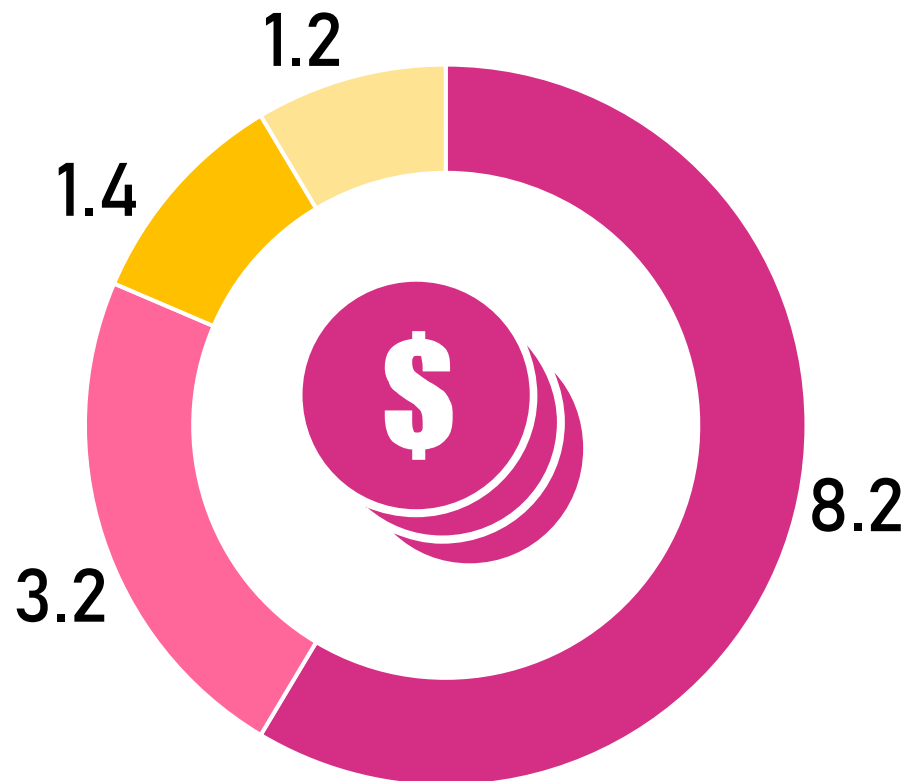
1 **Basic Arguments**

Theory X: At the beginning of human beings, nature is inherently lazy; everyone loves leisure

2 **XY Theory Enterprise**

Theory X: The hierarchy is strict, the atmosphere is tense, the manager is the supervisor; Theory Y:

3 **XY Theory Management**

Theory X: Severe punishments, elimination

4 **XY theory background**

Theory X: implement the era
Theory Y: Managing

1.2

1.4

8.2

3.2

The impact
BUSINESS REPORT

In addition to Theory X and Theory Y, there is another important factor that makes the management system divided into two systems: scientific management
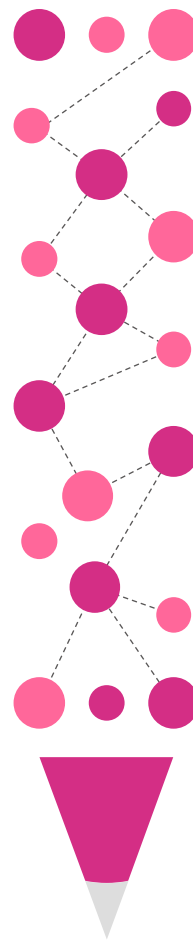
The higher the standardization of work, the more suitable for

BUSINESS

02 Project Scope

Main Scope

This Project consists of two main components: a clear goal that requires extreme focus and several key results that quantify the goal. For example, if your goal is to "operate an online game", then the key result can be "25,000 downloads per day" or "$50,000

What are XXXs?

The XXX working method is the ideological system

What are XXXs?

The founder of OKR is Andy Grove, the former CEO of Intel, a
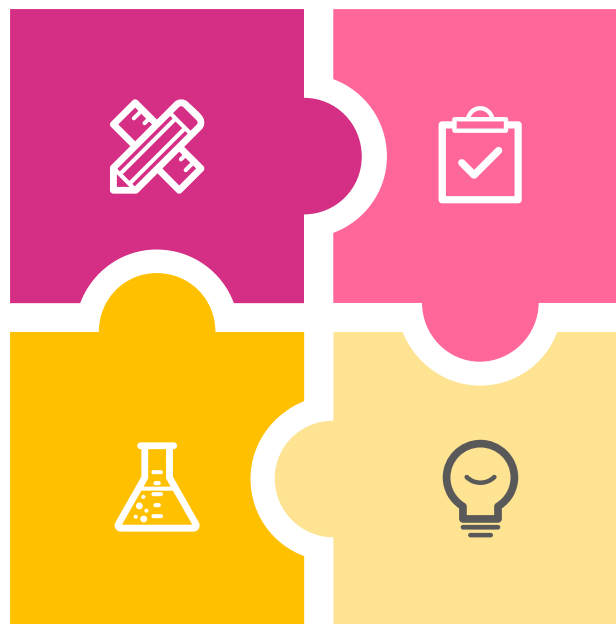
What are XXX?

XXXis the abbreviation of Objectives and Key Results in

Project Scope

OKR working method

For individual employees, the OKR high-efficiency working method can help

OKR working method

For teamwork, OKR provides a complete set of work method systems that combine total

OKR working method

The OKR working method is actually a kind of corporate culture, which demonstrates

OKR working method

For enterprises, OKR provides a guiding ideology system for formulating practical

How to set the Goal

If you find that you have the passion to do things as soon as you wake up, it means that you have set a good goal; if you are a little

A good OKR goal must be measurable, challenging but not hopeless, and you have about 50% confidence in completing it.

OKR can be set according to the year or quarter, but it must be related to the company's vision and mission. Mission keeps you

How to set the Goal

How to set

Before setting OKRs, clarify your or business mission. It doesn't have to be elegant, but it should be concise, easy to remember, and instructive like a

How to set

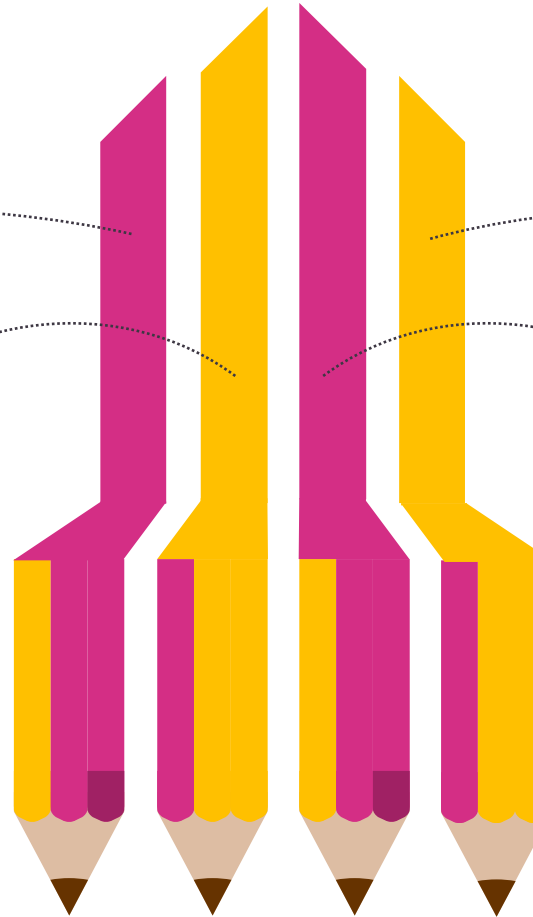The goal must be challenging, so that everyone will go all out, hiding strength is not the

How to set

If it is a team, from the level of OKR, it should be top-down, first set the OKR

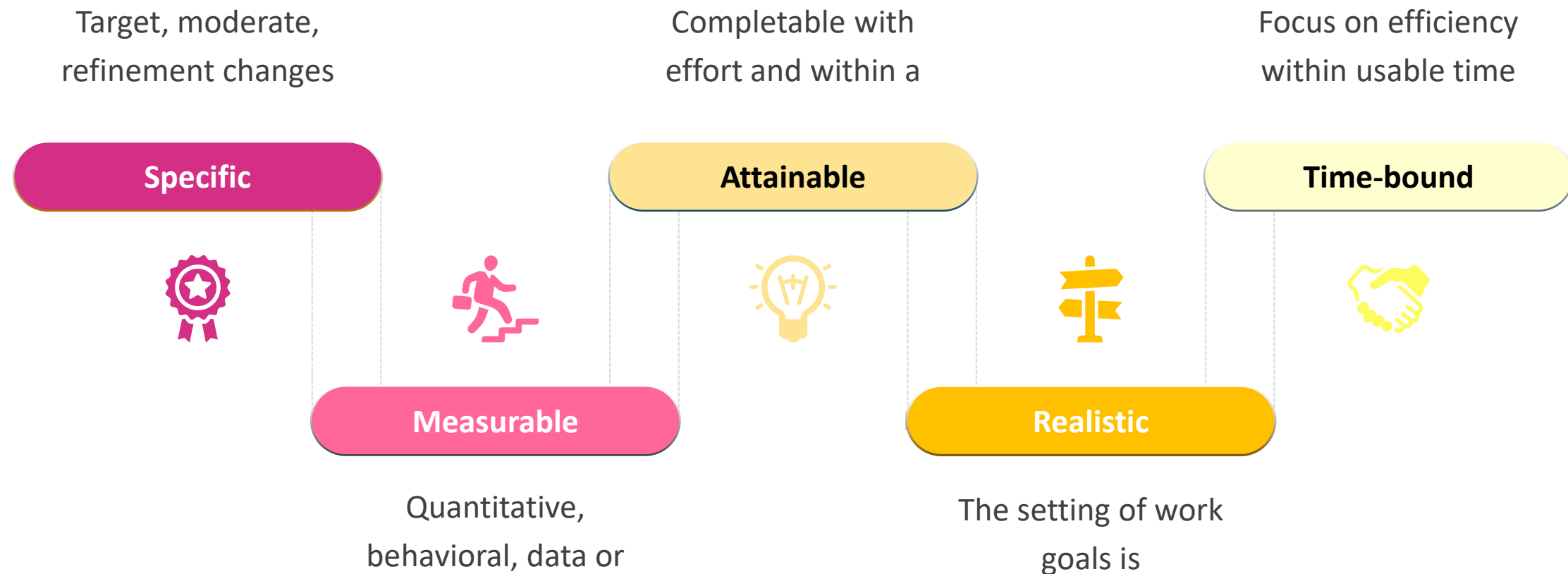## How to set

If it is not a company with multiple product lines, it is best not to have more than

03 **How to set the Goal**

Target, moderate, refinement changes

Completable with effort and within a

Focus on efficiency within usable time

Specific

Attainable

Time-bound

Measurable

Realistic

Quantitative, behavioral, data or

The setting of work goals is

How to set the Goal

OKR → **Target case**

Company Level

O: Establish an excellent corporate culture; KR1: The employee satisfaction survey at the end of the quarter reaches an average of more than 8 points; KR2: Celebrate the "small achievements" at work once a week; KR3: The

On-line Marketing

Goal O: optimize paid search ads; key result KR1: obtain 150 qualified leads from paid search ads; key result KR2: the average acquisition cost per lead is less than 20

Product Marketing

Goal O: Successfully launch new products; Key Result KR1: Complete all product updates on the website; Key Result KR2: Cooperate with the public relations department to publish

Goal Planning

According to the employees' usual performance, the manager gives the

Annual assessment

Quarterly OKR interview

At the beginning of each quarter, the manager communicates with the employees about the OKR setting.

Semi-annual self-assessment is conducted for the employees of the

Semi-annual self-evaluation

Weekly work summary

Every weekend, each employee will record three aspects of content in
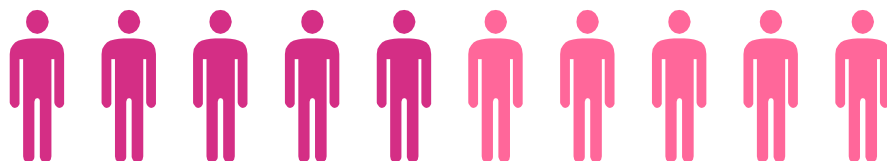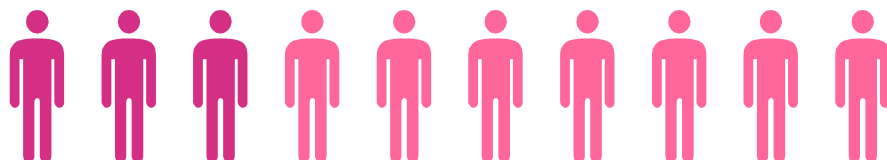
Goal Planning

Weekly report—Send summary emails to all team members or work-related colleagues in

- ✓ Team OKR and completion
- ✓ Completion of priority
- ✓ This week's priority
- ✓ List possible risks or
- ✓ Note issues to be resolved

Weekly weekly meeting

Goal Planning

50%

30%

80%

Create a culture

Developing leaders so they can be role models for feedback, shifting the mindset of leaders and managers to

Train managers on how to give

04 Goal Planning

Completely separated

OKR + self-evaluation + peer evaluation +

Partially combined

OKR+ability/value/KPI; OKR scoring is used as a part of the performance appraisal score, such as

Combine all

OKR average score = assessment level; directly
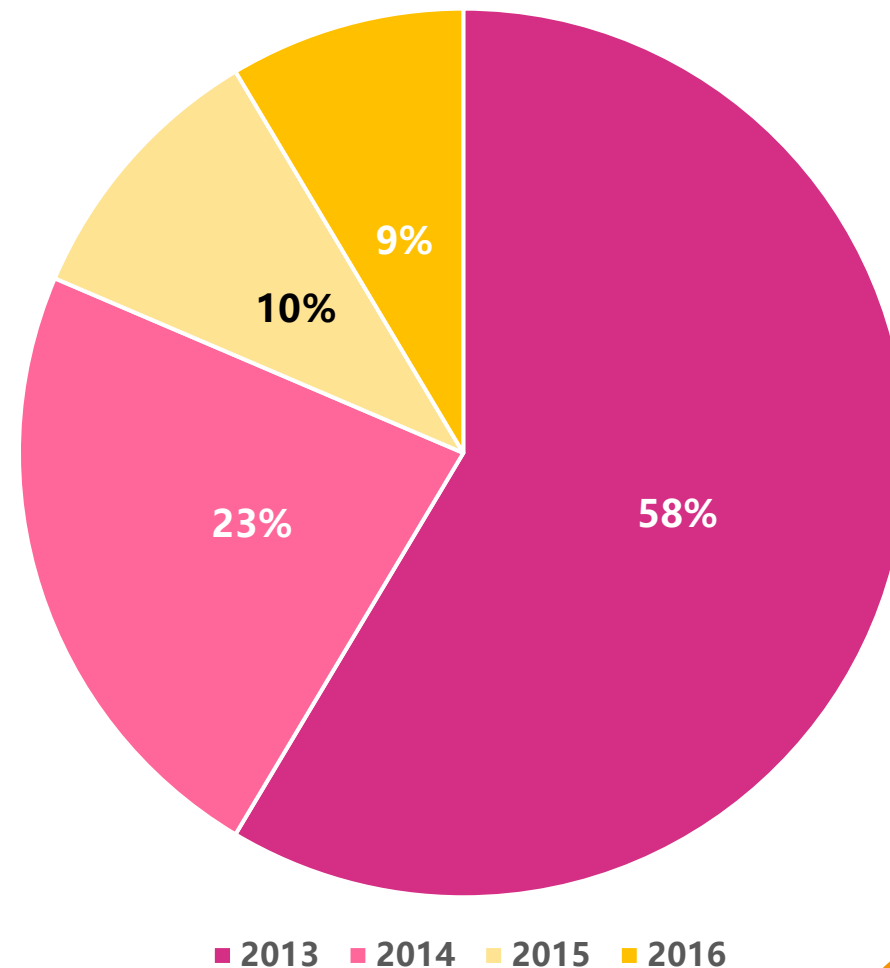
Goal Planning

KPI and OKR job

After learning the OKR working method, through the comparison and reflection on the current status of enterprise performance management, some concepts that are easily confused are clarified. There is no absolute answer to whether the

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58%

23%

10%

9%

■ 2013 ■ 2014 ■ 2015 ■ 2016

Thank You