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The 4 Stages of Outcome-Driven Teams

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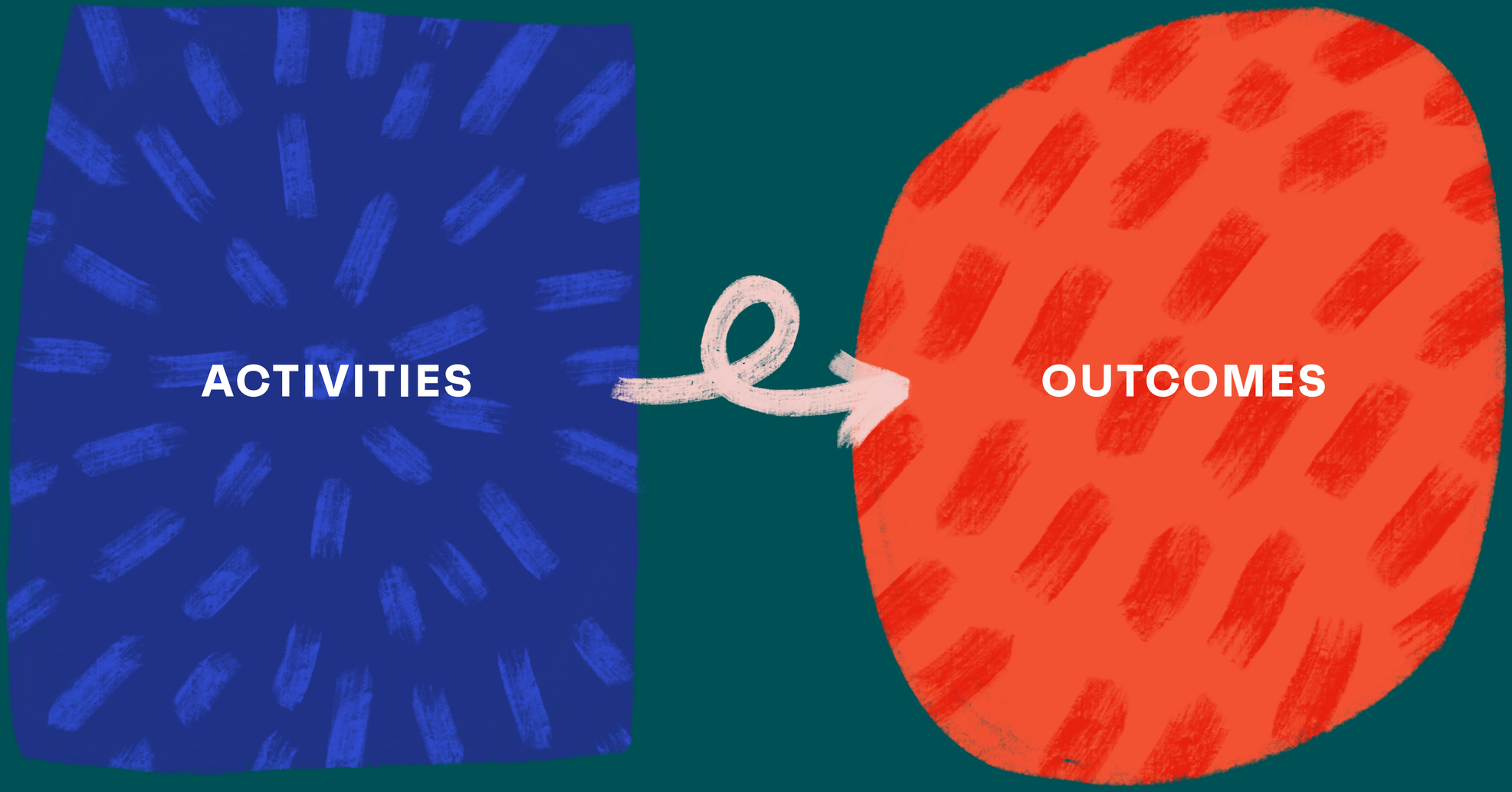
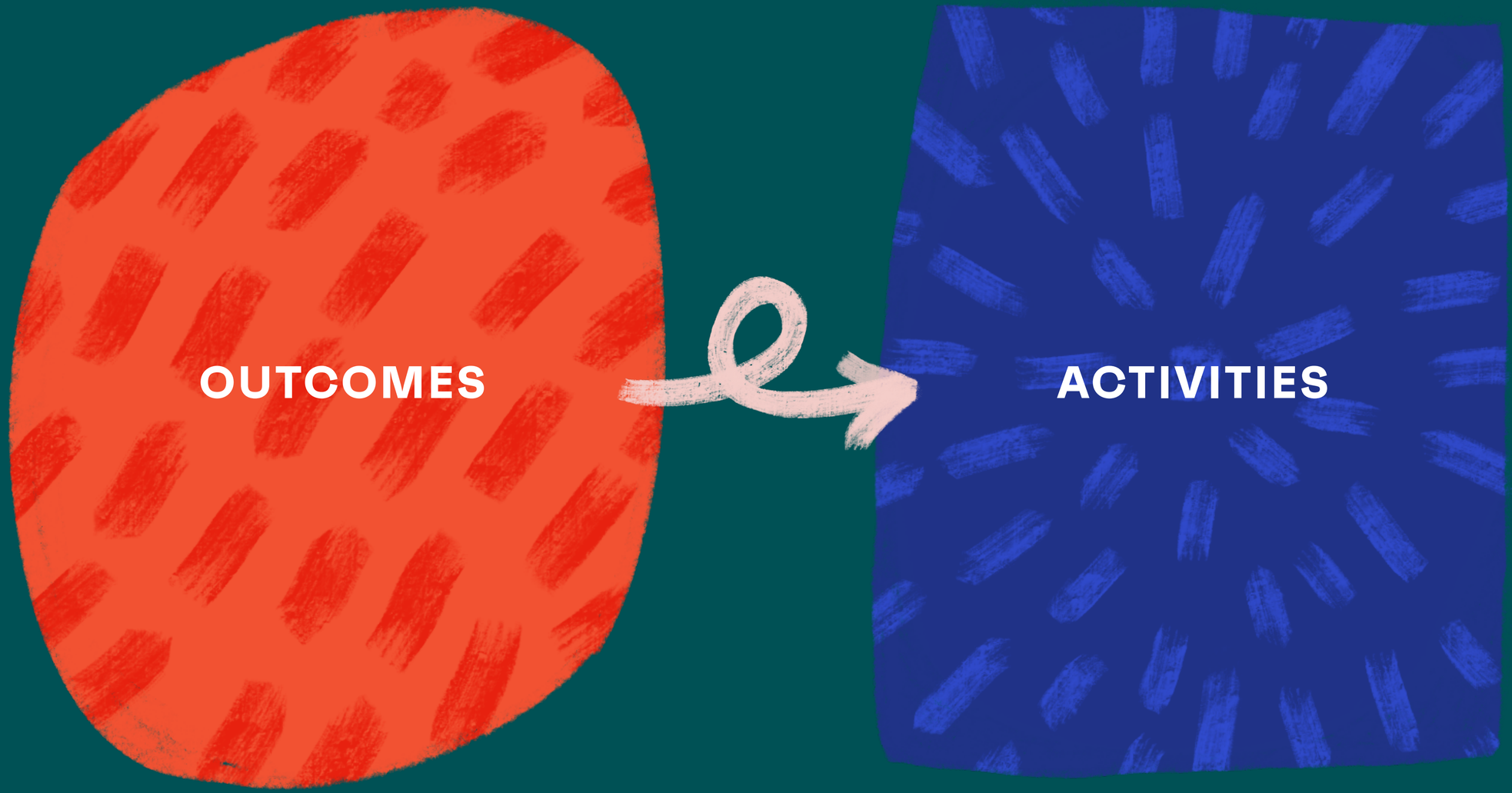
What is an Outcome driven team?

Task-focused



Outcome-driven



OUTPUT-FOCUS	OUTCOME-DRIVEN
Leadership controls	Leadership inspires
Top-down strategy	Bottom-up ownership
Passive contributors	Empowered teams
Competition	Collaboration
Producing deliverables	Delivering value
Siloed roadmaps	Shared North Star
Yearly targets	Quarterly goals

Why become outcome-driven?

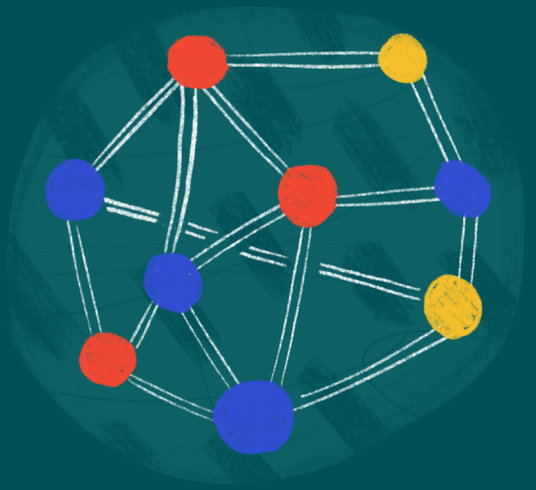
Why become outcome-driven?

Retain Talent

People want purpose rather than tasks

Support Remote Teams

Goals help remote people be autonomous



Scale Small

Coordinate your squads with a North Star

So, how do we get there?

The 4 stages of Outcome-driven teams

STAGE 1 → **STAGE 2** → **STAGE 3** → **STAGE 4**

- Task-focused
- Top-down

- Outcome-driven
- Top-down

- Outcome-driven
- Top-down
- Bottom-up

- Outcome-driven
- Top-down
- Bottom-up
- Fast feedback cycle

VISIONARY LEADERS
DO NOT SCALE

Visionary leaders don't scale

- Share a vision doc (purpose, focus areas, success metrics)
- Manage by questions rather than answers
- Start at the top

STAGE 1 → **STAGE 2** **STAGE 3** → **STAGE 4**

- Focus on outputs
- Top-down

- Outcome-driven
- Top-down

- Outcome-driven
- Top-down
- Bottom-up

- Outcome-driven
- Top-down
- Bottom-up
- Fast feedback cycle

0
1
2
3
4
5
6
7
8
9
10
NPS = % PROMOTERS – % DETRACTORS

ALIGNMENT BEFORE METRICS

Alignment before metrics

- Shared Objectives, different Key Results
- It’s OK to be KO
- Keep your goals SMART

STAGE 1 → **STAGE 2** → **STAGE 3** **STAGE 4**

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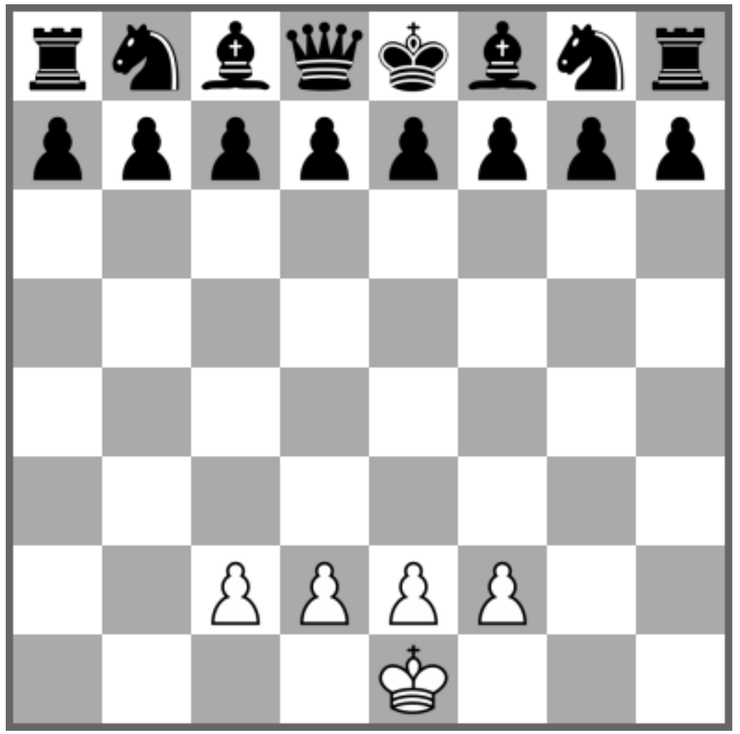
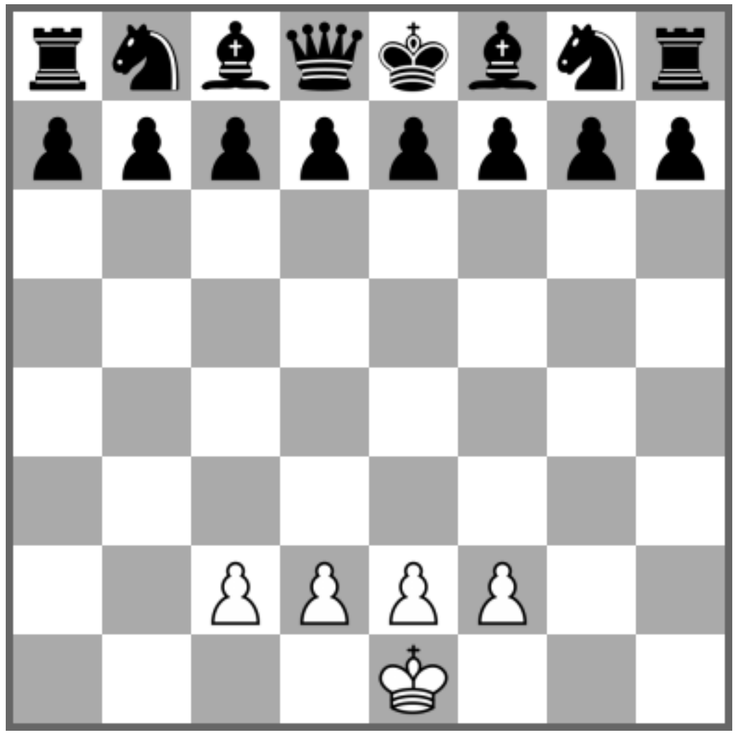


EXECUTION BEATS STRATEGY



Execution beats strategy

- Review progress on impact every week
- Keep the cost of feedback low
- Move to agile roadmaps

STAGE 1 →

- Focus on outputs
- Top-down

STAGE 2 →

- Outcome-driven
- Top-down

STAGE 3 →

- Outcome-driven
- Top-down
- Bottom-up

STAGE 4

- Outcome-driven
- Top-down
- Bottom-up
- Fast feedback cycle

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Thank you.

For more info, visit tability.io/okrs

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