TEMPLATE 27 · STRATEGY

OKRs & Balanced Scorecard

Turn strategic priorities into measurable goals: a balanced scorecard for the long view, and OKRs for the next quarter.

InflexionIQ

A strategy without measures is a wish. The wrong measures are worse: people will hit them and miss the point.

Use the **Balanced Scorecard** to set a stable set of strategic measures across four perspectives, so finance doesn't crowd out customers and capability. Use **OKRs** for focused quarterly goals that move those measures.

HOW THEY FIT TOGETHER

01 **Strategy on a page** sets priorities (template 06).

02 **Balanced scorecard** sets 8–12 measures and targets for the year or longer.

03 **OKRs** pick the few measures to move this quarter, and how you'll know.

04 **Review** OKRs every week or two and the scorecard every month or quarter.

WRITING GOOD OKRS

Objective: qualitative, inspiring and time-bound. *"Make onboarding effortless for new business customers."*

Key results: two to four measurable outcomes. *"Cut time to first invoice from 21 to 7 days." "Raise onboarding satisfaction from 6.8 to 8.5."*

- Key results are outcomes, not tasks. "Launch the portal" is a task.
- Three to five objectives per team is plenty.
- Score from 0 to 1. Around 0.7 on a stretch goal is a good result.
- Don't link OKRs to pay, or people will sandbag the targets.
- Each key result needs a baseline, a target and one owner.

FOUR SCORECARD PERSPECTIVES

01 Financial

How do we look to those who fund us? Revenue, margin, cost, cash.

02 Customer

How do customers see us? Satisfaction, retention, share, NPS.

03 Internal process

What must we excel at? Quality, speed, cost to serve, delivery.

04 Learning & growth

Can we keep improving? Skills, culture, systems, engagement.

Balance leading and lagging. Financial results lag. Pair each with a leading measure, such as pipeline, quality or skills, that tells you early.

The Excel version scores key results from your actuals, rolls them up to each objective, and shows red, amber or green against scorecard targets.

FROM SCORECARD TO OKR: ONE THREAD, END TO END

STRATEGIC PRIORITY	→	SCORECARD MEASURE (CUSTOMER)	→	THIS QUARTER'S OBJECTIVE	→	KEY RESULTS
Become the easiest firm to start working with.		Onboarding satisfaction: 6.8 today, 8.5 target by year end.		Make onboarding effortless for new business customers.		Time to first invoice from 21 to 7 days. Satisfaction from 6.8 to 7.8. Zero repeat document requests.

Objectives and key results

Score = (current − baseline) ÷ (target − baseline), capped 0 to 1

KEY RESULT	BASELINE	TARGET	CURRENT	SCORE	OWNER	CONFIDENCE
OBJECTIVE 1						
Objective *Qualitative, inspiring, time-bound*						
KR 1.1				0.0–1.0		H · M · L
KR 1.2				0.0–1.0		H · M · L
KR 1.3				0.0–1.0		H · M · L
OBJECTIVE 2						
Objective *Qualitative, inspiring, time-bound*						
KR 2.1				0.0–1.0		H · M · L
KR 2.2				0.0–1.0		H · M · L
KR 2.3				0.0–1.0		H · M · L
OBJECTIVE 3						
Objective *Qualitative, inspiring, time-bound*						
KR 3.1				0.0–1.0		H · M · L
KR 3.2				0.0–1.0		H · M · L
KR 3.3				0.0–1.0		H · M · L

Strategic objectives and measures

Two or three objectives per perspective. Pair lagging and leading measures.

STRATEGIC OBJECTIVE	MEASURE	BASELINE	TARGET	ACTUAL	STATUS	INITIATIVES
FINANCIAL						
					R · A · G	
					R · A · G	
					R · A · G	
CUSTOMER						
					R · A · G	
					R · A · G	
					R · A · G	
INTERNAL PROCESS						
					R · A · G	
					R · A · G	
					R · A · G	
LEARNING & GROWTH						
					R · A · G	
					R · A · G	
					R · A · G	