



Execute a business strategy: the full report

Example: a 1,200-person dairy company in Uruguay moving from milk powder to branded yogurt and cheese. All five stages, from the guided tour.

The playbook at a glance

- 1 What has to go right for the strategy to work?
All 9 objectives sit in one chain of cause and effect, after cutting **Build a new head office**
- 2 How will you measure progress on each objective?
All 9 objectives have a measure, a target and an owner
- 3 Is the organization set up to deliver the strategy?
3 changes must land before the targets go out: structure, systems and skills
- 4 Who commits to what this year?
All 10 targets agreed; 1 waits on a change from stage 3
- 5 What does each team do this quarter?
Every OKR points at a yearly target: 8 objectives with 17 key results

What has to go right for the strategy to work?

All 9 objectives sit in one chain of cause and effect, after cutting
Build a new head office

Objectives on the map: 9 (2 financial, 2 customer, 3 internal process, 2 learning and growth)

Cut: **Build a new head office**

What this may mean

Every objective below the top causes something above it, so each one has a reason to be on the map. The links are bets. If the lower objectives move and the ones above them don't, one of the links is wrong.

Investigate next

In stage 2, give each objective one or two measures, a target for this year, the initiative that will move it, and one owner.

The four layers, top to bottom: financial (how we look to shareholders), customer (how customers see us), internal process (what we must excel at), learning and growth (how we can improve).

A link counts when it points from an objective to one in a higher layer. Financial objectives sit at the top, so they drive nothing; that is expected.

10 links on the map.

How will you measure progress on each objective?

All 9 objectives have a measure, a target and an owner

Before you rely on this

- You can't collect the measure for **Build a brand chosen for quality** yet. Set up the collection now, or choose a measure you already have: a measure nobody updates is worse than none, because it looks like control.

Measures: **9 measures for 9 objectives**

Early warning and results: **7 customer, process and people measures warn early; 2 financial measures arrive last**

Not measured yet: **Build a brand chosen for quality**

What this may mean

With 7 early measures below the financial ones, you can see the strategy drifting months before the year-end figures.

Investigate next

Before these targets go out, check in stage 3 that structure, pay and skills pull the same way. A target that clashes with how people are paid will be missed.

The four perspectives: financial (how we look to shareholders), customer (how customers see us), internal process (what we must excel at), learning and growth (how we can improve).

One or two measures per objective. A measure counts once it has a target and an owner; the initiative is the project that will move it.

Where today's value is empty, measure it in the first month, or the year-end result can't be judged.

Is the organization set up to deliver the strategy?

3 changes must land before the targets go out: structure, systems and skills

Fits the strategy: **Strategy**

Partly: **Shared values, style and staff**

Doesn't fit: **Structure, systems and skills**

To change before the targets go out: **Structure, systems and skills**

To change within the year: **Shared values, style and staff**

Scorecard objectives at risk: **Grow branded products to 40% of sales, Win shelf space in Brazilian supermarkets, Build a brand chosen for quality, Sign distribution partners in Brazil and Teach sales to sell brands, not tonnes**

What this may mean

The changes due first are the ones a target would be set against. Make them, then hand out the targets. The soft changes take the year: check them again at the yearly review. The scorecard objectives at risk depend on these changes; their targets should wait until the changes are made.

Investigate next

Make the changes to structure, systems and skills first. Then, in stage 4, agree the yearly targets team by team.

Hard elements: strategy, structure and systems, changed by decision. Soft elements: shared values, style, staff and skills, changed through hiring, example and time.

A hard element that doesn't fully fit counts as fixed only when a change is planned before the targets go out.

Who commits to what this year?

All 10 targets agreed; 1 waits on a change from stage 3

Before you rely on this

- 1 agreed target depends on a change from stage 3 that isn't made yet (**Head of marketing** on **Build a brand chosen for quality**). Hold it until the change is made: a target set against the old way of working will be missed.
- **New head office design** serves no target. It is a candidate to stop: a project outside the plan takes money and people from the ones inside it.

Agreed: **10 of 10 targets**

Changed in catchball: **10 targets agreed differently from what leadership proposed**

Waiting on a change from stage 3: **Head of marketing** on **Build a brand chosen for quality**

Candidates to stop: **New head office design**

What this may mean

A target a team has argued for is one it owns. The targets that changed in catchball are the ones where the people doing the work knew something leadership didn't.

Investigate next

In stage 5, each team breaks its yearly targets into a quarterly objective and key results.

Catchball: each level proposes, the next replies with what it can commit to, until both agree. A target counts as signed once both sides agree it.

1 change from stage 3 not made yet.

STAGE 5 OF 5

What does each team do this quarter?

Stage 5 diagnosis

Every OKR points at a yearly target: 8 objectives with 17 key results

Before you rely on this

- Some key results have no starting number yet: **Chief financial officer, Head of marketing, Head of sales, Brazil** and **Head of sales, Argentina**. That is fine for something never measured; measure it in the first few weeks, so the end of the quarter can be scored.

OKRs: 8 owners, 17 key results

What this may mean

A yearly target is too far away to steer a team's week; a quarter is close enough. Each key result is a number to reach, describing a change the owner influences but does not control. Keep OKRs separate from pay, or people set ones they know they will hit.

Investigate next

Agree each OKR with its team and score the key results at the end of the quarter. Then keep the rhythm: the scorecard every month, new OKRs every quarter, catchball every year.

The checklist test: could someone complete the key result by working through a checklist? If yes, it is a task, not a result. The tool suggests an answer when a key result has no number, or starts with a task word such as "review", "send" or "handle"; your own answer replaces it.

One OKR per person, not per responsibility: the change that matters most this quarter. A score is how far a key result moved from its start towards its target, from 0 to 1; 1 means it landed in full.

The OKRs

Chief executive

OBJECTIVE

Branded products take off in both markets

Key result 1 Branded share of revenue 9% → 13%

Key result 2 Markets with our branded products on the shelf 0 → 2

Yearly targets it serves: Branded products at 25% of sales this year

Chief financial officer

OBJECTIVE

The launch pays its way

Key result 1 Operating margin 6% → 6.5%

Key result 2 Launch spend against budget not measured yet → within 5%

Yearly targets it serves: Operating margin: 7.5%

Head of marketing

OBJECTIVE

Shoppers know the brand for quality

Key result 1 Shoppers in São Paulo who recognise the brand not measured yet → 15%

Key result 2 Stores running a tasting in the launch month 0 → 20

Yearly targets it serves: Shoppers in São Paulo who rate the brand top for quality: 30%

Head of sales, Brazil

OBJECTIVE

Get our yogurt onto Brazilian shelves

Key result 1 Distribution partners signed for São Paulo state 0 → 1

Key result 2 Supermarket chains listing our products 0 → 3

Key result 3 Reorder rate in the stores that list us not measured yet → above 60%

Yearly targets it serves: Chains listing the products: 8 chains; Distribution partners signed: 2

Head of sales, Argentina

OBJECTIVE

Our first chains in Buenos Aires

Key result 1 Chains in Buenos Aires listing us 0 → 2

Key result 2 Weeks from listing to products on the shelf not measured yet → 4

Yearly targets it serves: Branded products at 25% of sales this year

Operations director

OBJECTIVE

Product reaches the shelf fresh

Key result 1 Product lost before sale 5% → 3%

Key result 2 New refrigerated trucks in service 0 → 4

Yearly targets it serves: Product lost before sale: Under 2%

Head of product development

OBJECTIVE

The first branded products reach the shelf

Key result 1 New products launched 0 → 2

Key result 2 Recipes through the consumer taste panel 0 → 4

Yearly targets it serves: New products launched in the year: 6

Head of people

OBJECTIVE

Sales staff sell brands, not tonnes

Key result 1 Sales staff trained in brand selling 0 of 40 → 10 of 40

Key result 2 Sales staff on the new branded bonus 0% → 100%

Yearly targets it serves: Food scientists hired: 4; Sales staff trained in brand selling: 30 of 40

DECISION POINT

Agree them with each team, and keep the rhythm

Keep OKRs apart from pay: pay follows the scorecard and the yearly targets; OKRs steer the quarter. Score each key result at the end of the quarter, and carry what the scores teach into the next set.

Keeping it on track

Execution lives in the review rhythm. The dates count from October 21, 2026, the day you started this stage (kept in your progress file).

1. **Every month: review the scorecard.** In the first week of November 2026, December 2026, January 2027. Ask one question: are the early measures moving the way the map says they should? Stage 2
2. **Every quarter: score these OKRs and set the next.** In the last week of January 2027. Carry what the scores teach into the next set. Stage 5
3. **Every year: run the cycle again.** Around October 2027: check the map and the scorecard, look at the 7S again, and agree next year's targets by catchball. Stage 1

Watch these weekly. A few early measures from your scorecard:

- Chains listing the products 0 → 8 chains
- Shoppers in São Paulo who rate the brand top for quality not measured yet → 30%
- New products launched in the year 1 → 6
- Product lost before sale 5% → Under 2%

If the early measures move and the financial ones don't, the map has a broken link, and the strategy itself may need another look. That is the moment to go back to stage 1, not to push harder on the targets.

Made with the free OKR Builder at whichframework.org/tools/okr-builder.html. Figures are from your data; the diagnosis describes what such patterns often point to, not proven causes.