HUMARESO

ENGAGE

OKRs 101

Objectives and key results for everyone on the team. What they are, how to write one, how to keep it honest, and what a good season looks like.

people. with passion.

September 2026

What an OKR is

An **objective** is the change you want to see. A **key result** is a number that proves the change happened. Together they turn an intention into something a team can check every week.

The method is old and simple. Write down where you are going in plain words. Choose two to four numbers that will move if you get there. Update those numbers on a cadence. At the end of the season, look at the numbers and decide what to do next.

> **THE ONE RULE**
>
> If you cannot say what number will move, you have written a task, not a key result. Tasks belong in a to-do list. Key results belong in Engage.

Writing the objective

An objective is an outcome, not an activity. It has no number in it and it takes longer than an afternoon.

Reads well

Grow self-serve revenue. Cut onboarding time for new managers. Ship the mobile check-in experience.

Reads like a task

Fix the login page. Send the survey. Hold the offsite. These are steps inside an objective, and Engage will tell you so as you type.

Add one or two sentences on why it matters. The people who follow the objective will read that line every time a check-in card arrives.

Writing the key results

Every key result in Engage is one of two kinds.

Kind	What it is	Example
Metric	A number that moves from a starting value to a target, up or down.	Self-serve MRR from 30k to 120k. Trial-to-paid churn from 8% down to 4%.
Milestone	Something that is done or not done. Counts as 0% until it is marked done, then 100%.	Launch the new pricing page. App Store listing approved.

Choose a metric wherever a number exists. A milestone fits a launch, an approval or a decision, and does not fit anything that can be partly done.

Three checks before you save

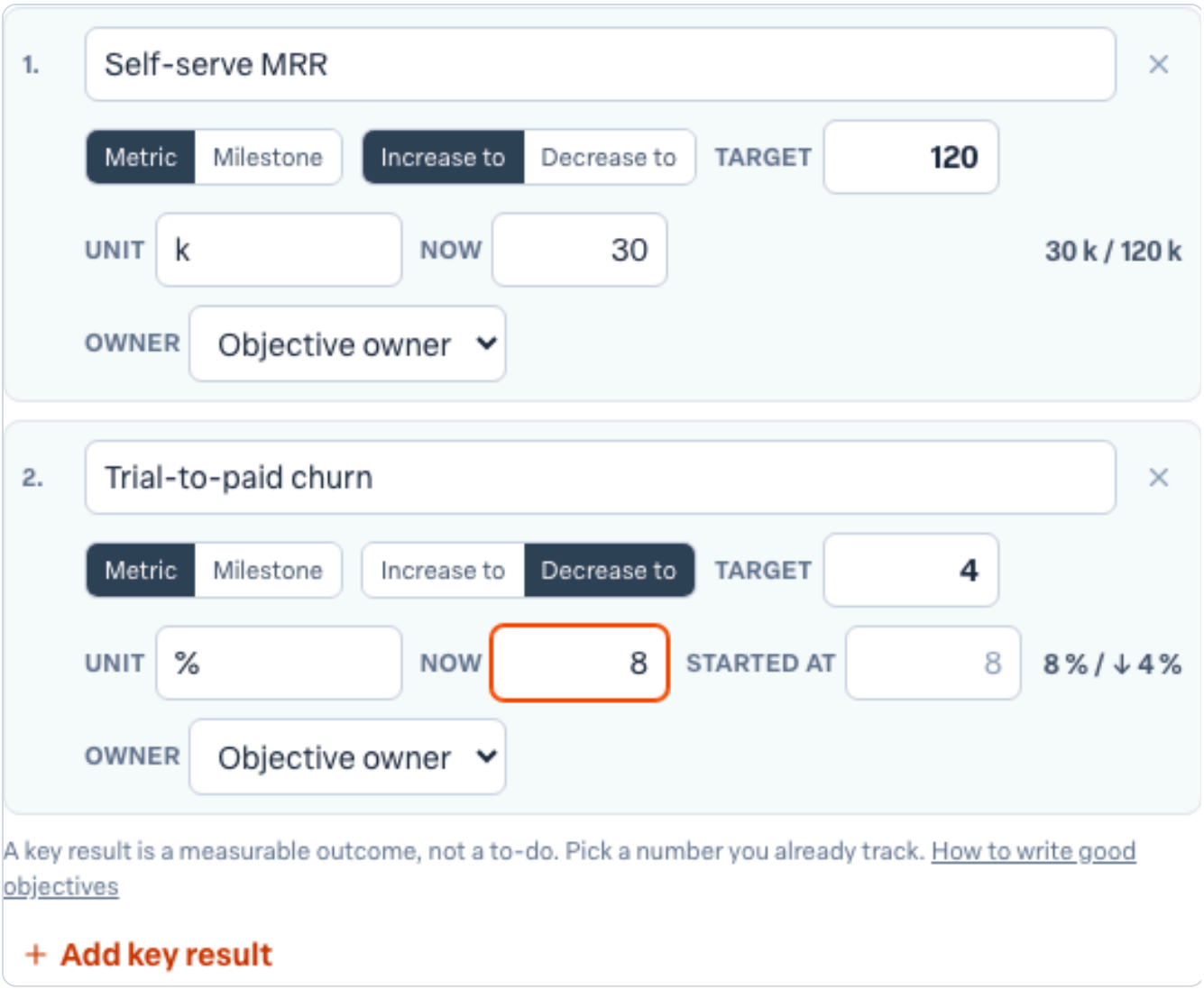
1. **Does the number exist?** If nobody can tell you the current value today, pick a number someone can read, or make it a milestone.
2. **Which way is better?** Say whether the number should increase or decrease. Engage measures progress in that direction, so a churn rate falling from 8% to 6% reads as progress, not a setback.
3. **Is the target honest?** A target you will certainly hit teaches nothing. A target you cannot hit stops people updating. Aim for the number you would be proud to reach.

Grow self-serve revenue

- Self-serve MRR from 30k to 120k
- Trial-to-paid churn from 8% to 4%
- Launch the new pricing page (milestone)

Cut onboarding time for new managers

- Days to first one-on-one from 21 to 7
- Managers who completed the playbook from 0 to 40

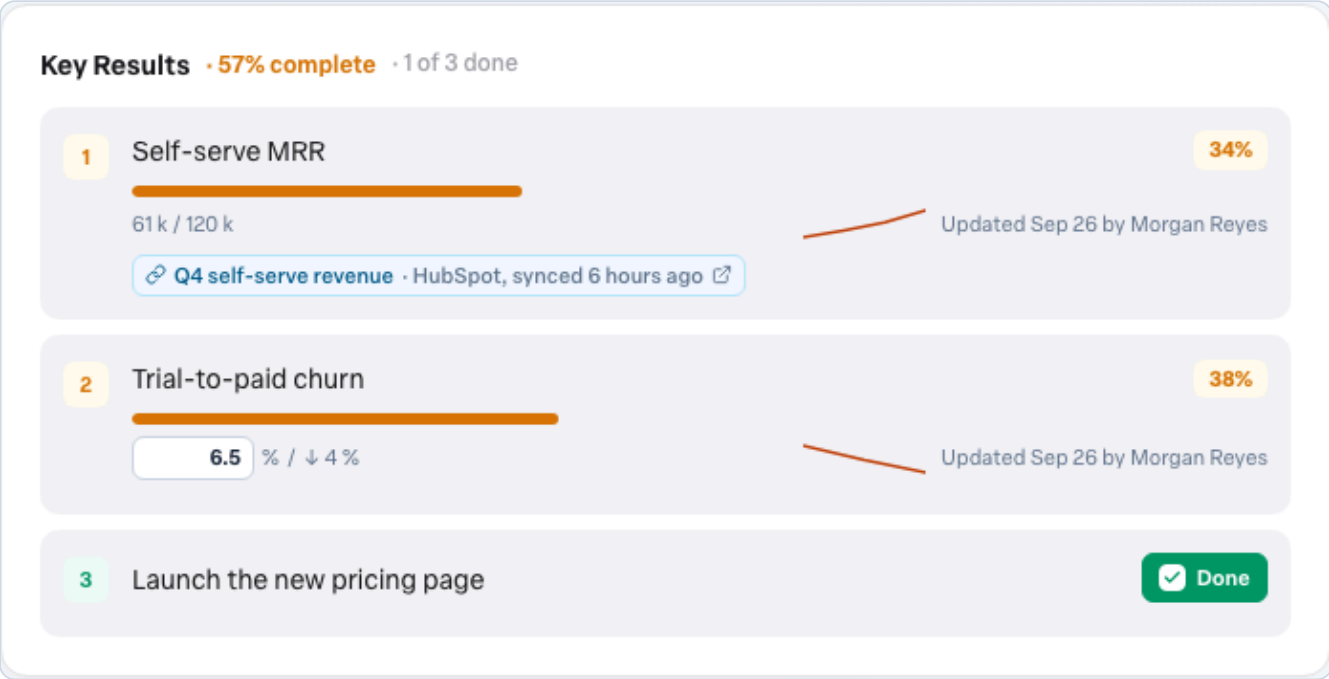


The key result editor in Engage asks for the kind, the direction, the target, the unit and where the number is now. Press Suggest a measure if you are stuck.

Keeping it honest

An OKR is only as good as its latest number. Engage gives you three places to update a key result, and it records every change.

- **On the objective page.** Type the new value and press Enter. Press the Done toggle on a milestone.
- **On the check-in card.** On the cadence you chose, a card arrives on your dashboard. Move the numbers, then say whether the objective is on track or off track.
- **In the review.** When the objective reaches its delivery date, reviewers see every key result and its completion before they score it.



The Key Results panel: progress toward each target, how many are done, and who last moved each number.

> **STALE**
>
> An objective that nobody has updated for two check-in intervals is marked **Stale**, and its owner gets an extra check-in card. Fifteen seconds on the card clears it. A stale objective is not a plan; it is a wish.

A season, start to finish

Objectives run in **seasons**, usually a quarter. Here is what a good one looks like for an owner.

When	What you do
Week one	Write the objective and two to four key results. Enter the current value of every metric.
Every check-in	Update the numbers on the card and answer on track or off track. Add a note when something changed.
Mid-season	Retarget a key result if the world changed. Editing a target is honest; leaving a dead number is not.
Last week	Send the objective for review, or let the delivery date do it.
Season end	Carry forward what continues, complete what is done, abandon what no longer matters. Engage asks you, or does it for you, depending on your organization's setting.

Five things people get wrong

1. **Ten key results.** Nobody updates the ones at the bottom. Keep two to four.
2. **A key result that restates the objective.** "Grow revenue" as a key result of "Grow revenue" measures nothing. Name the number.
3. **A metric with no target.** Engage cannot measure progress toward nothing. The objective sits at 0%.
4. **Updating only at the end.** The value of an OKR is the conversation it starts mid-season. A number updated once cannot start one.
5. **Treating 70% as failure.** On a stretch target, 70% is a good season. Score the reach, not the miss.

Humareso Engage. For the administrator's view, read Administering OKRs in Engage. Support articles: humareso.com/hub/support/engage.