

2026

Connective
Leadership Summit
19 - 22 May 2026 | Melbourne VIC

From Strategy to Action

The OKR Framework

Gingkai Tan

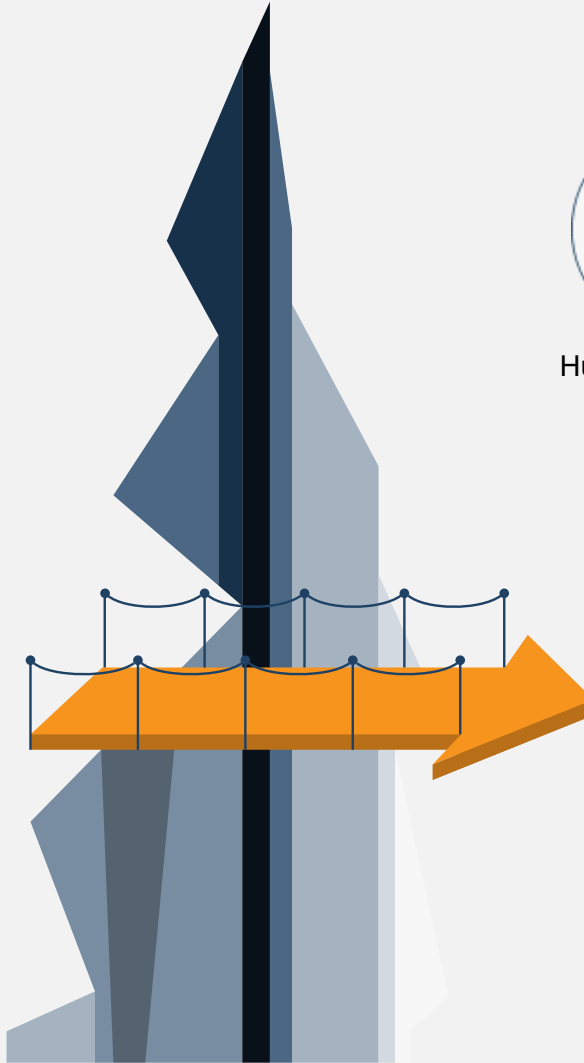
Chief Operating Officer

Connective



The Execution Gap

Strategy



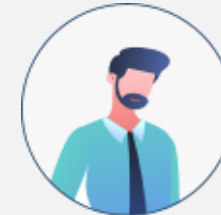
Execution



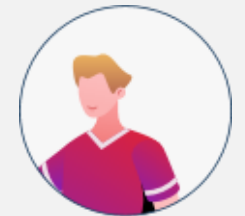
Human Resources



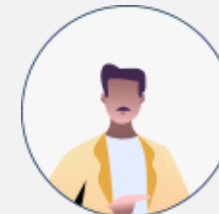
Marketing



Sales



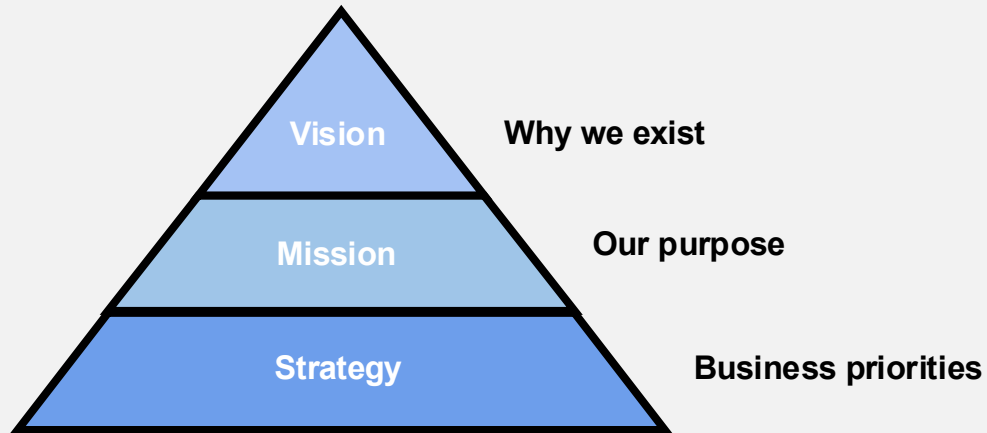
Finance



Operations

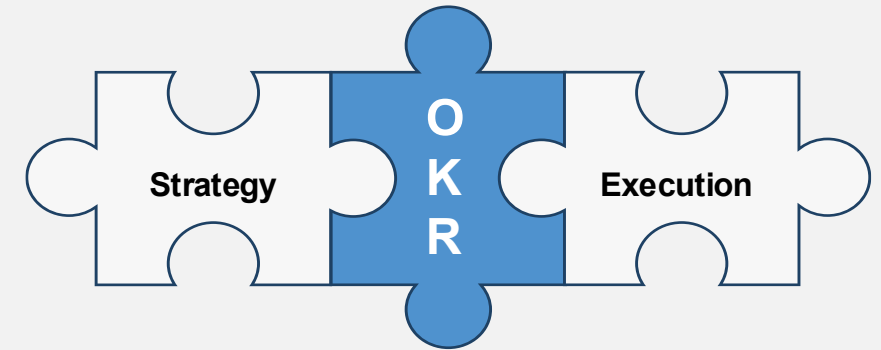
Objectives & Key Results

OKRs play a critical role



Objectives & Key Results

OKRs play a critical role



OKRs inject energy, clarity and structure

A collaborative goal-setting methodology used by teams and individuals to set challenging, ambitious goals with measurable results.

OKRs are how you track progress, create alignment, and encourage engagement around measurable goals.



“Ideas are easy. Execution is everything.”

John Doerr

TED

Structure of OKRs

OKRs are written with an **Objective** at the top and 3-5 **Key Results** below it.

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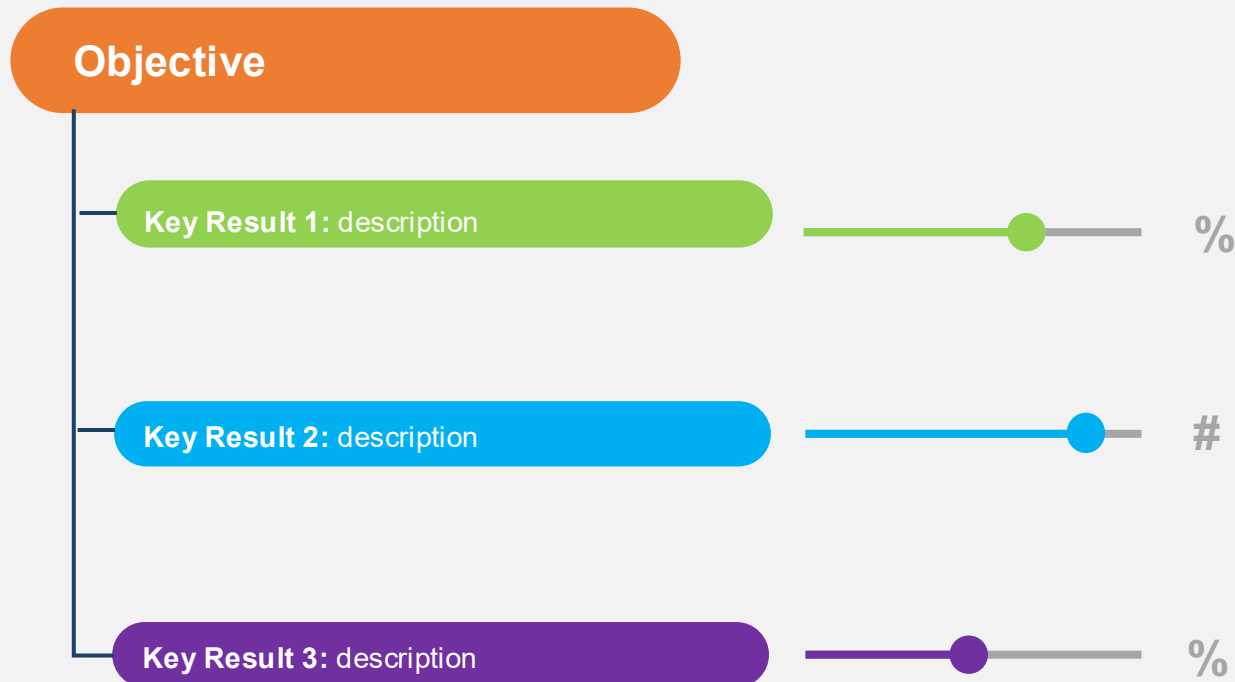
Objective

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An Objective is simply what is to be achieved. They are significant, concrete, action oriented, inspirational.

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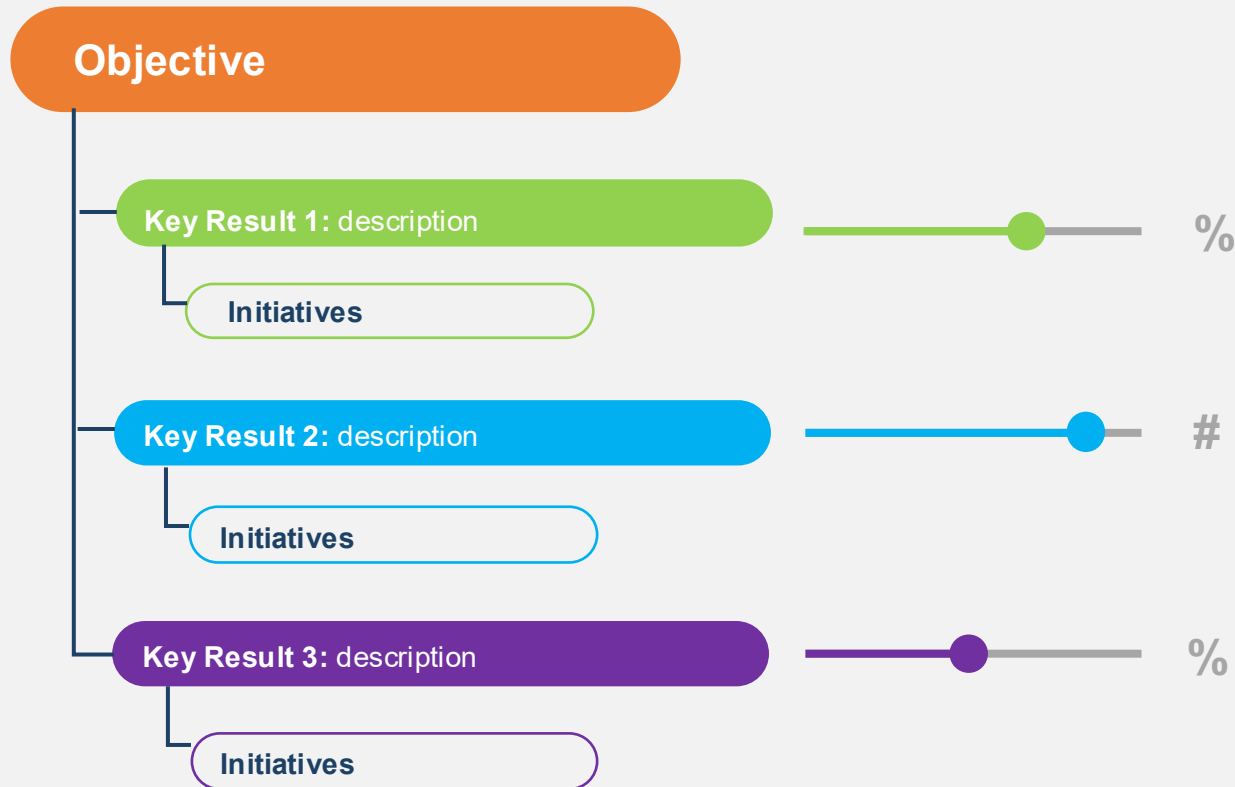
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Key Results

Key Results verify and measure the Objective's success. They are specific, time-bound, and should stretch you.

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Initiative

Key Result 3: description

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Marketing Example

Objective: Boost customer engagement through a refreshed customer newsletter

Key Result 1: Grow our subscriber base from 1,200 to 1,500

Key Result 2: Increase the newsletter open rate from 24% to 30%

Key Result 3: Increase the CTR% from 2.1% to 3.5%

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Marketing Example

Objective: Boost customer engagement through a refreshed customer newsletter

Key Result 1: Grow our subscriber base from 1,200 to 1,500

Initiative: Add a 'subscribe to newsletter' button on the website

Key Result 2: Increase the newsletter open rate from 24% to 30%

Initiative: Conduct A/B testing on subject lines

Key Result 3: Increase the CTR% from 2.1% to 3.5%

Initiative: Survey subscribers to understand most valuable content

OKR examples

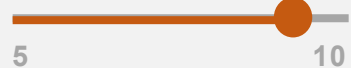
New Business

Objective: Boost new business revenue by driving sales productivity and effectiveness

Key Result 1: Increase settlements from 6 per month to 10 per month



Key Result 2: Increase referral leads from 5 per month to 10 per month



Key Result 3: Improve lead to application conversion from 45% to 60%

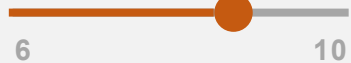


OKR examples

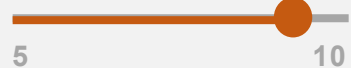
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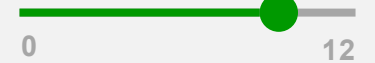
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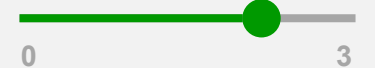
AI

Objective: Empower the team to adopt AI by building team capability and creating more efficient ways of working.

Key Result 1: Ensure all staff complete 12 hours of AI learning by the end of the quarter



Key Result 2: Launch at least 3 staff initiated AI enabled process improvements

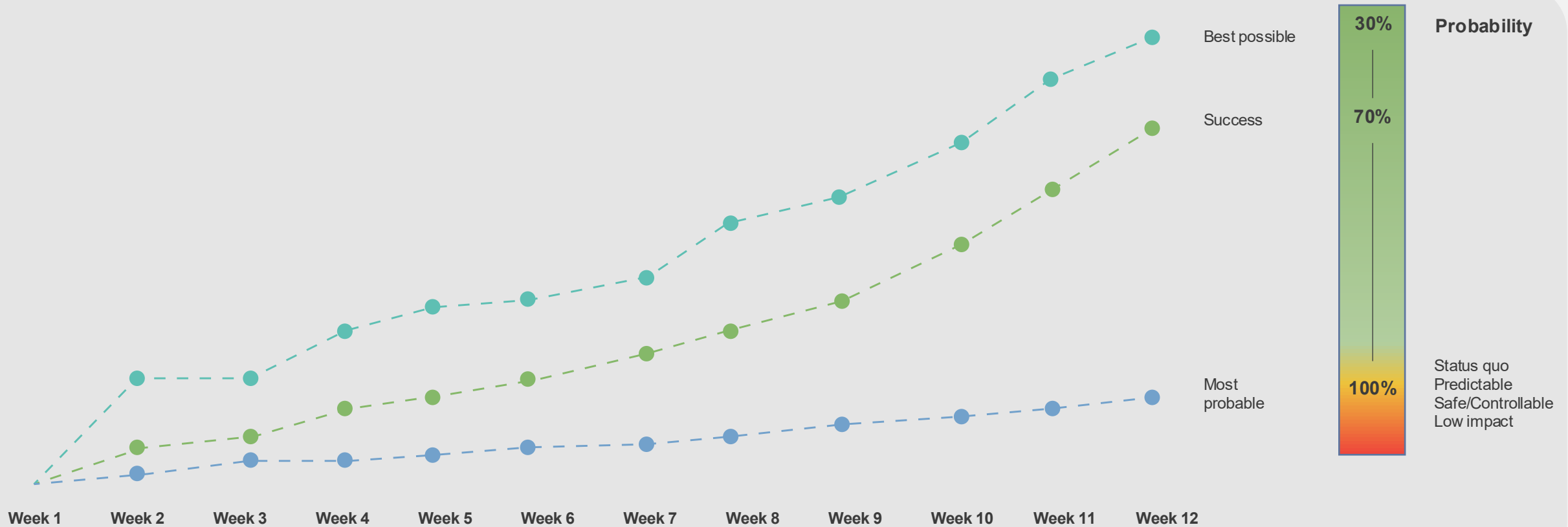


Key Result 3: Reduce administrative workload by 20% through AI adoption



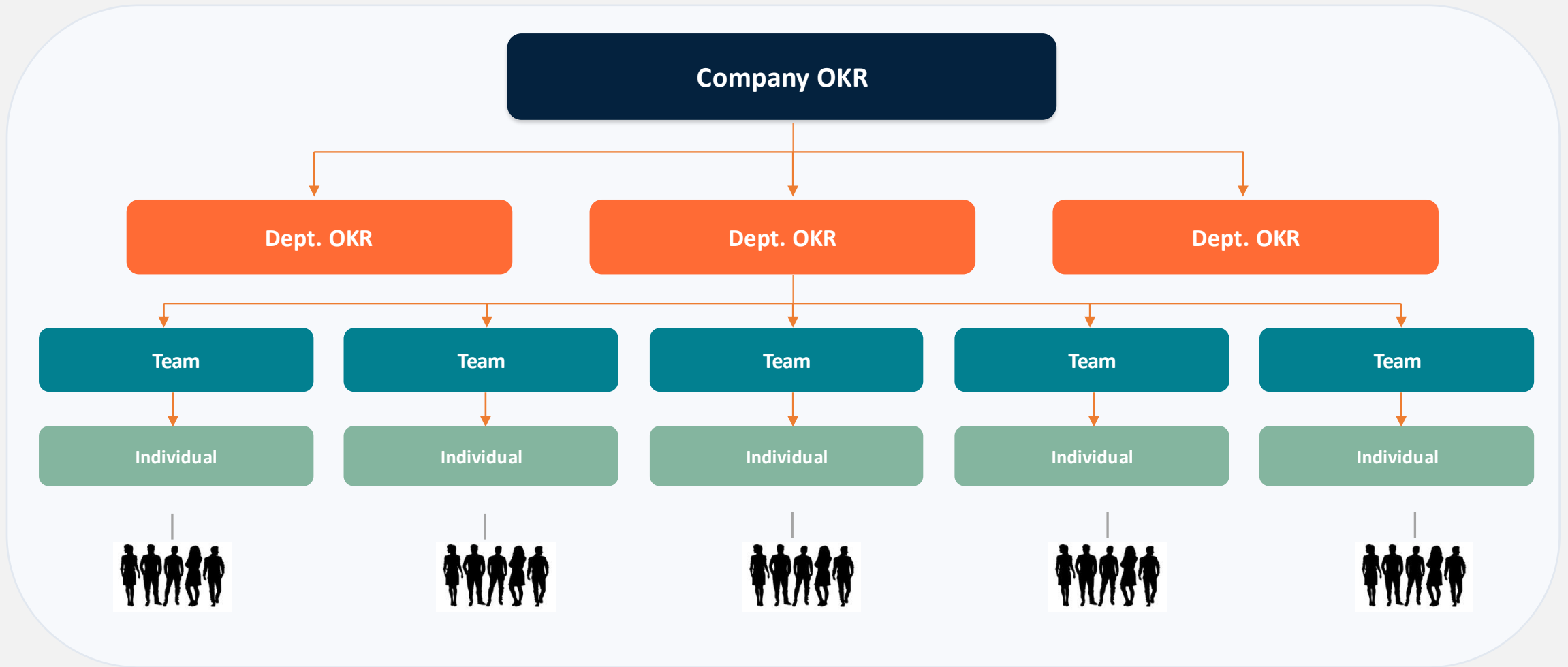
Why stretching is important

Stimulate peak performance and unlock creative thinking

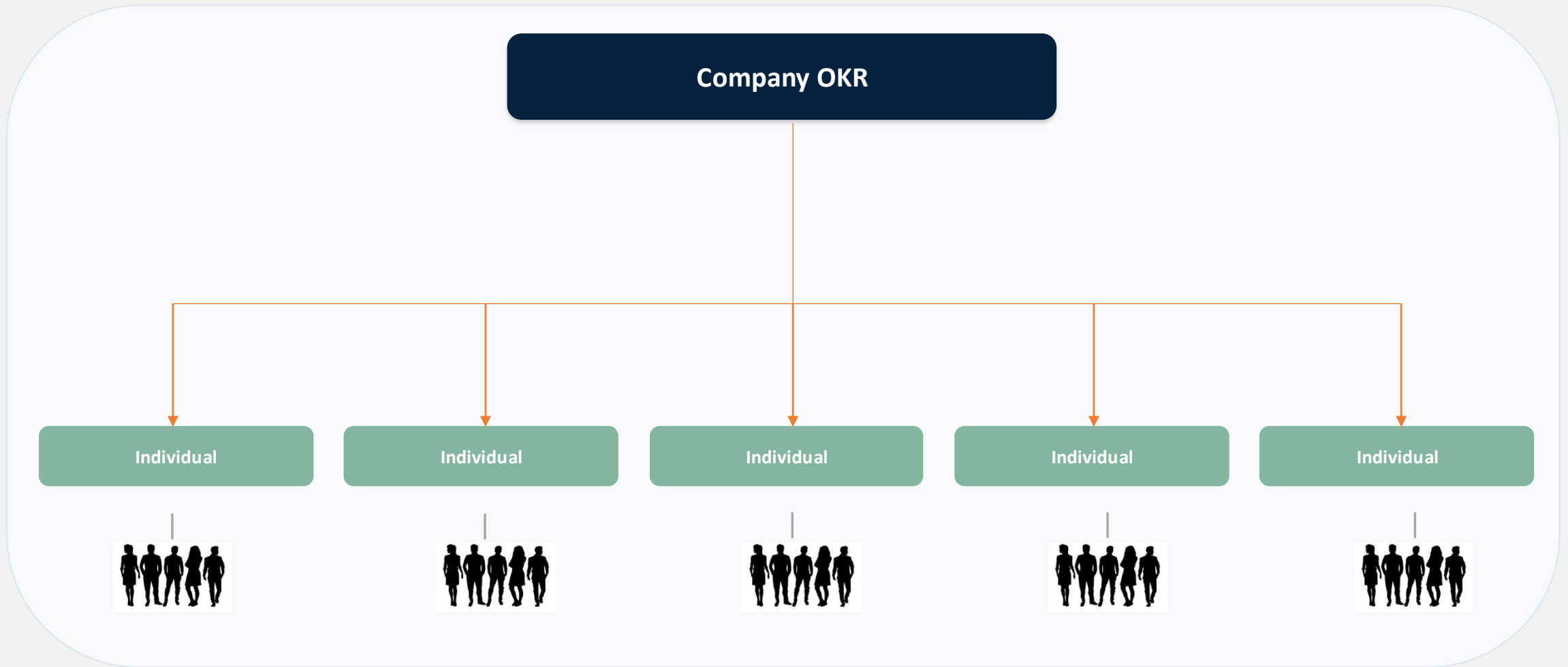


Implementing OKRs

OKRs align the entire business

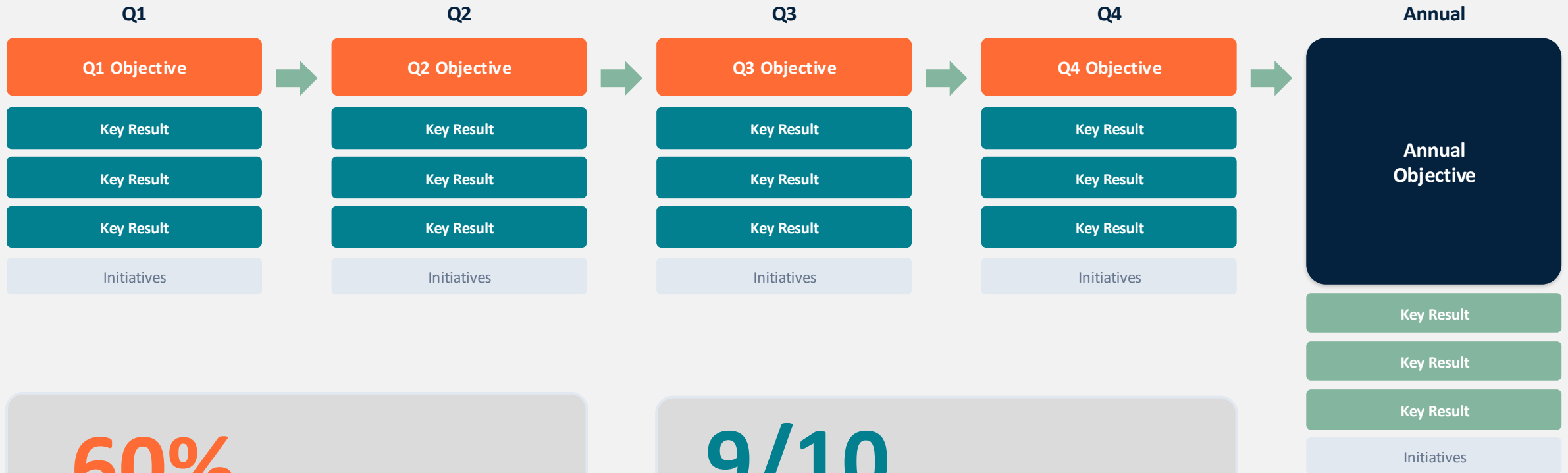


OKRs align the entire business



Annual & Quarterly OKR Cycles

Use Quarterly cycles to sequentially work towards your Annual Objective.



60%

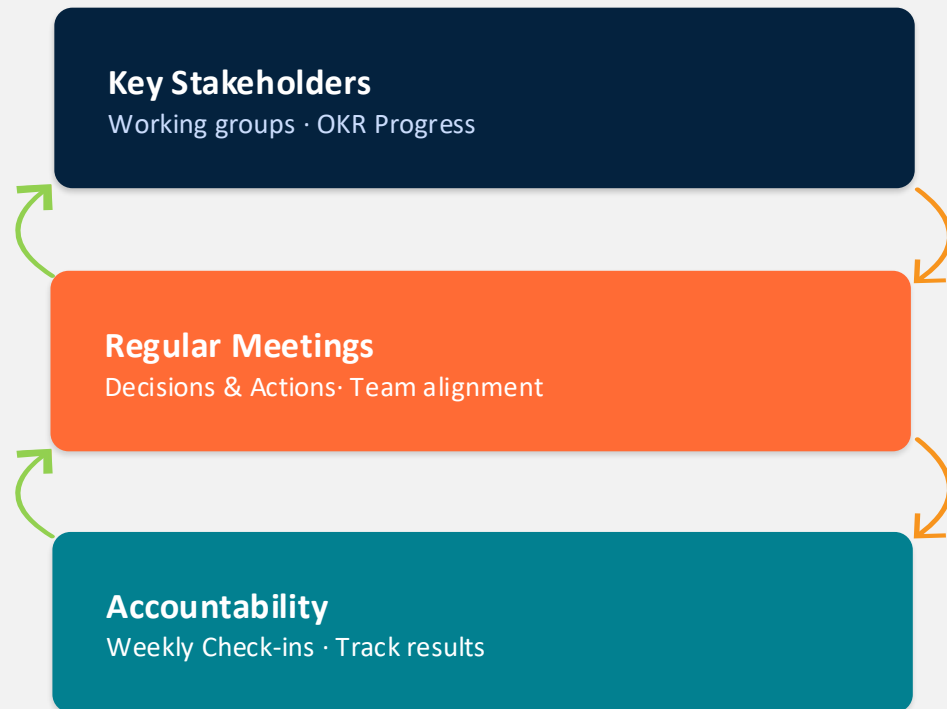
Higher revenue growth on average for companies using OKRs compared to those without

9/10

Companies using OKRs say OKRs met or exceeded their expectations

Bringing OKRs to life

Drive employee engagement with a clear and inclusive operating rhythm



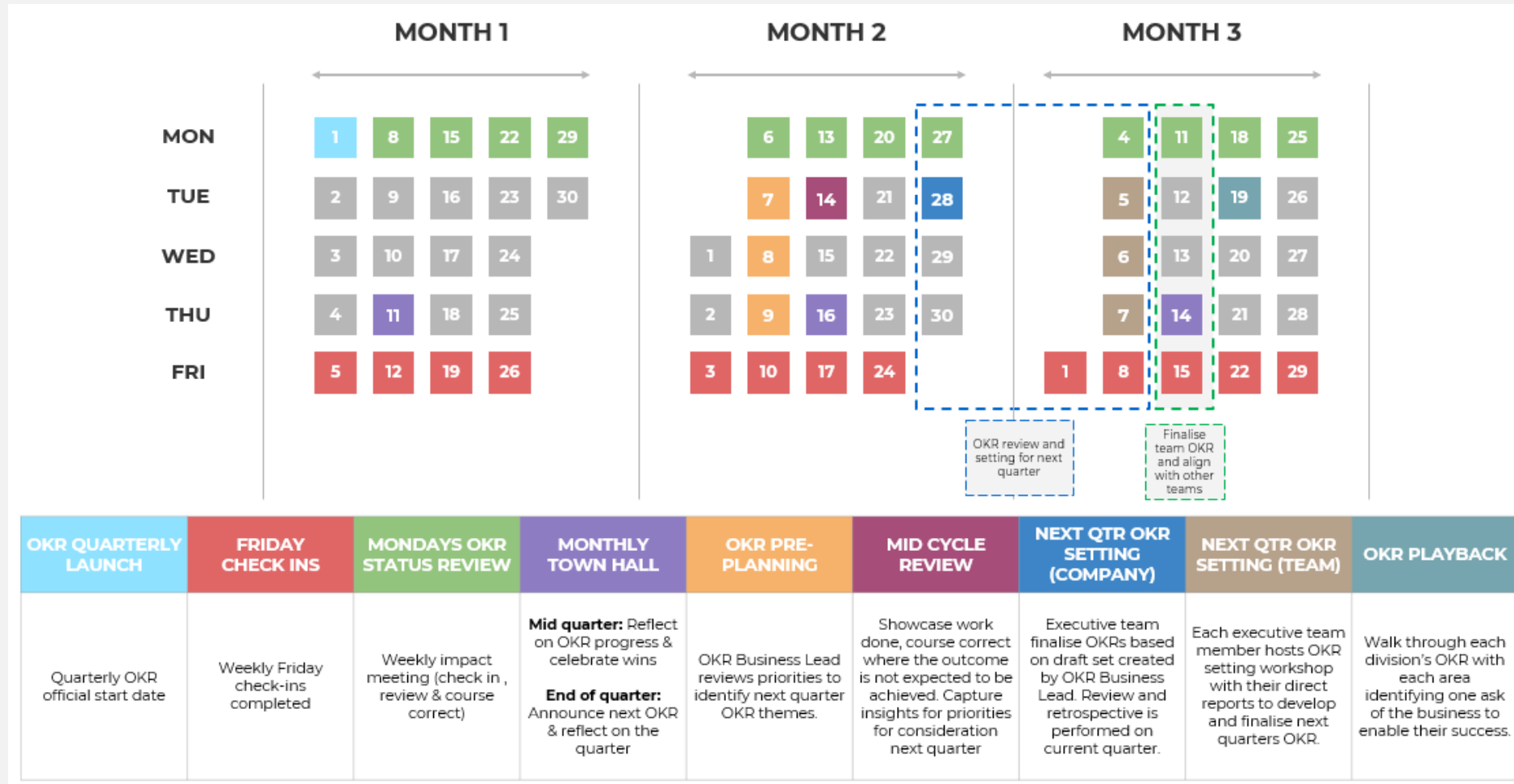
85%

of employees feel more engaged with clear OKRs

3x

more likely to hit goals with regular check-ins

Connective's Operating Rhythm



OKRs can take you to
the mountain top.



Clarity. Alignment. Focus. Results.