

Before and After Team OKR: [Caroli.org](https://caroli.org) marketing example

Applying ACCID, SMART, and the Why Test in Practice

* Frameworks Used

ACCID – Does your Objective pass the test?

Use the **ACCID** acronym to evaluate whether an Objective is strong and fit for purpose:

- **A – Aligned:** Directly supports the priorities of your business unit, tribe, or company strategy. If it's not helping the organization move forward, it's not aligned.

Ask: "Does this Objective clearly support a strategic priority at our level or above?"

- **C – Clear:** The team should easily understand and repeat it. Ambiguity leads to misalignment and missed expectations.

Ask: "Could every team member explain this Objective the same way?"

- **C – Challenging:** The Objective should stretch the team to learn and grow. It shouldn't be a low-hanging fruit, nor a moonshot. Aim for a **Roofshot**: ambitious, but realistic within the cycle.

Ask: "Does this Objective push us to think differently or improve how we work, while still feeling achievable in this cycle?"

- **I – Inspiring:** The Objective should energize the team. If it doesn't spark commitment, it won't guide behavior.
- **D – Deadline-Oriented:** It must be bound to a specific time frame (e.g., quarter, semester). Without a time boundary, it's just a wish.

💡 *"If it doesn't inspire the team, it's not a good Objective." — Team OKR*

SMART – Is your Key Result well-formed?

Each Key Result describes a concrete outcome that signals progress toward the Objective. Use the **SMART** acronym to assess whether it's well-constructed:

- **Specific:** Focused and clearly articulated. Avoid vague verbs like “improve” or “support.” The KR should tell the team *exactly what is expected*.
- **Measurable:** Progress must be **quantified or objectively verifiable**—so the team can clearly tell when it's done and track progress throughout the cycle.
- **Achievable:** Realistic, given the team's influence, resources, and time.
- **Relevant:** Closely tied to the Objective. A Key Result is only valuable if it *moves the Objective forward*.
- **Time-bound:** Meant to be completed or assessed within the current OKR cycle (e.g., a quarter). Without this, it's just a wish.

 *If it's not specific and measurable, your team can't track or own it.*

The Why Test – Is this KR meaningful?

For each Key Result, ask:

“Why is this KR important for the Objective?”

If the answer is unclear or shallow, the KR might be a filler. The Why Test often reveals hidden assumptions, weak links, or missing supporting KRs. It's a powerful tool for *refining* and *connecting* your OKRs.

Case Study: Caroli.org (Marketing)

Original Statement:

“We need to improve marketing for the Lean Inception training.”

ACCID Evaluation (Fails):

Criterion

Assessment

Aligned	✅ Yes — tied to a strategic offering (Lean Inception).
Clear	❌ No — “improve marketing” is vague and open-ended.
Challenging	❌ No — doesn’t push the team or clarify expectations.
Inspiring	❌ No — hard to rally around a generic task.
Deadline-Oriented	❌ No — lacks a clear time frame.

🔴 **Conclusion:** Not a valid Objective. It lacks clarity, energy, and time-bounding.

✅ Improved Objective:

“Increase Lean Inception training sales by 30% by the end of the year.”

ACCID Evaluation (Passes):

Criterion	Assessment
Aligned	✅ Yes — directly tied to business growth.
Clear	✅ Yes — specific and understandable.
Challenging	✅ Yes — 30% increase is ambitious.
Inspiring	✅ Yes — energizes sales, marketing, and leadership.
Deadline-Oriented	✅ Yes — “by the end of the year” anchors it in time.

🟢 **Conclusion:** This Objective passes ACCID and is suitable for a Team OKR.

📌 Key Results and Evaluation

KR1 – Create a new landing page for the training (Output)

- **SMART?** ✅ Yes
 - Specific: “Create a landing page”
 - Measurable: Binary (done/not done)

- Achievable: Within the team's control
 - Relevant: Directly connected to user conversion
 - Time-bound: Within the cycle
 - **Why Test?**  Fails alone
 - *Why is this important for the Objective?*
 - It might help, but doesn't guarantee impact
 -  We need a second KR to measure the landing page's effectiveness.
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KR2 – Reduce Customer Acquisition Cost (CAC) from R\$6 to R\$3 (Outcome)

- **SMART?**  Yes
 - **Why Test?**  Fails by itself
 - *Why is this important?*
 - It shows improved efficiency—but could be gamed by slashing budget
 -  We need a third KR to ensure stability and long-term value.
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KR3 – Maintain monthly marketing spend at R\$2,000 (Complementary)

- **SMART?**  Yes
 - **Why Test?**  Passes
 - Ensures that CAC improvements are genuine and not the result of underinvestment.
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Final Team OKR

Objective: Increase Lean Inception training sales by 30% by the end of the year.

Key Results:

1. Create a new landing page for the training
 2. Reduce CAC from R\$6 to R\$3
 3. Maintain monthly marketing spend at R\$2,000
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Why This Works

This Team OKR passes the ACCID test and has been refined using the two powerful techniques from the book—the SMART Check and the “Why” Test.

Each Key Result plays a specific and complementary role in achieving the objective:

- KR1 is the Output KR (the intervention):
It describes the concrete action the team will take. On its own, it doesn’t guarantee progress, but it initiates change.
- KR2 is the Outcome KR (the effect):
It measures the actual impact of the intervention—this is the KR that shows whether the team is achieving the desired outcome.
- KR3 is the Complementary KR (the stabilizer):
It ensures the conditions are in place for success and that improvements are sustainable. Without it, even a successful outcome may not hold.

The “Why” Test helped validate the contribution of each KR:

- When asked “Why is KR1 important for the objective?”, the answer revealed it wasn’t enough alone—because creating something (an output) doesn’t ensure impact. That led to KR2.
- Asking “Why is KR2 important?” showed that even if the outcome is reached, it might not last or scale. That uncovered the need for KR3.

Together, the three KRs form a robust trio: action, impact, and sustainability. That’s what turns a good Team OKR into a great one

 **More about the Team OKR book at:**
<https://caroli.org/en/livro/team-okr/>