



# The OKRs to Driving Growth, Innovation and Engagement

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# About Me

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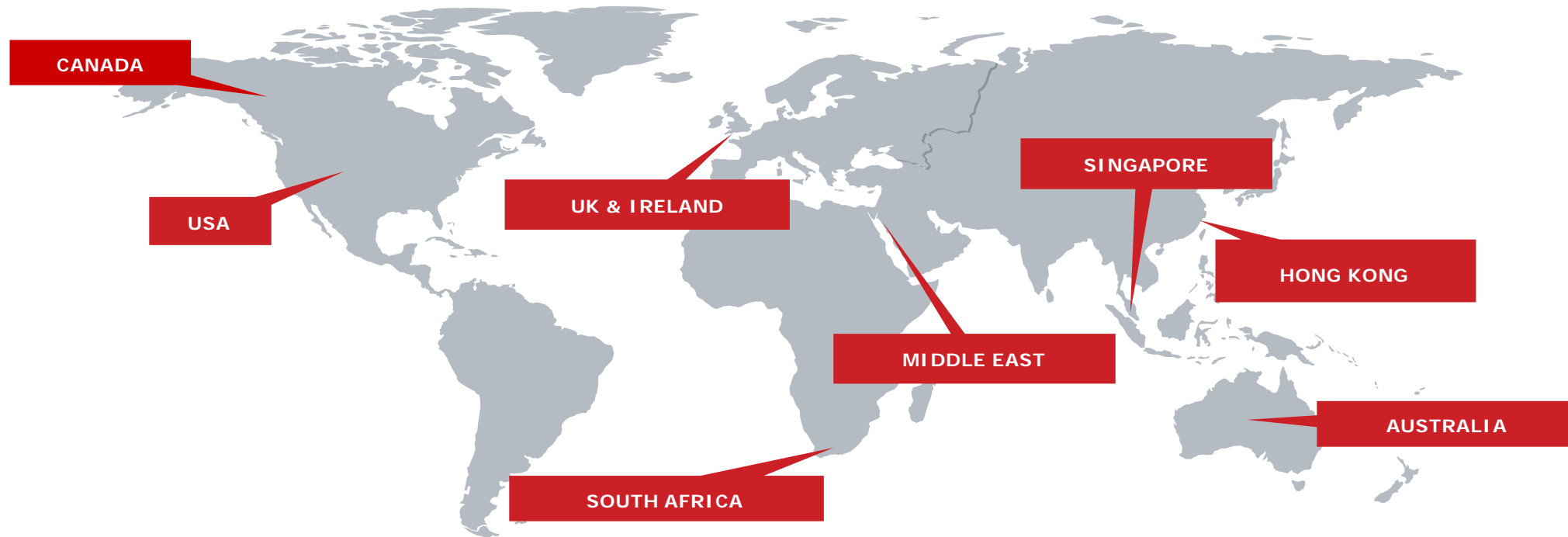
FAMILY, SPORT, FOOD & TRAVEL FAN-ATIC



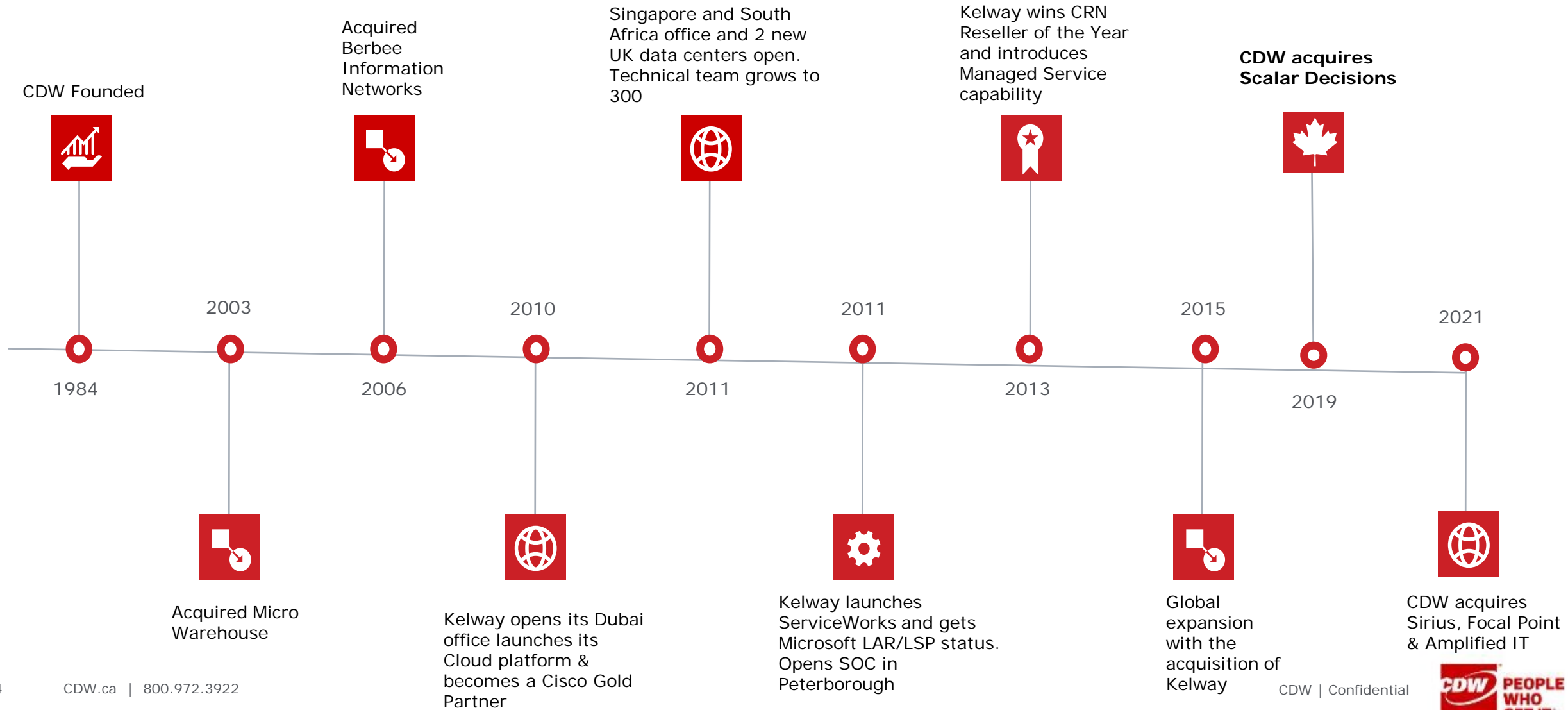
# About CDW

**CDW is an established and trusted IT services and solutions provider.**

CDW operates from four international hubs, delivering the same high standard of services and solutions across the globe. Integrating new technologies into your business demands a careful balancing act; cost, security and competitive advantage all need to be considered in a forward-looking IT strategy.



# About CDW



**Our people  
are our  
biggest  
strength:**

**100+**

Client facing security professionals & over 900 employees across Canada

## Risk Advisory Services Team Certifications

OSCP, OSCE, OSWE, OSWP, eJPT, eCPPT, eWAPT  
CISSP, CISA, CISM, CIPP, CRISC, ISO Auditors

**Security  
Operations  
Centre:**



Business context  
Advanced analytics  
Continuous validation

Visit our virtual booth at [#cdw-sponsor](#) for more information CDW, our Security Services or employment opportunities.

Fill out our survey and have a chance to win a \$100 Amazon e-gift card!



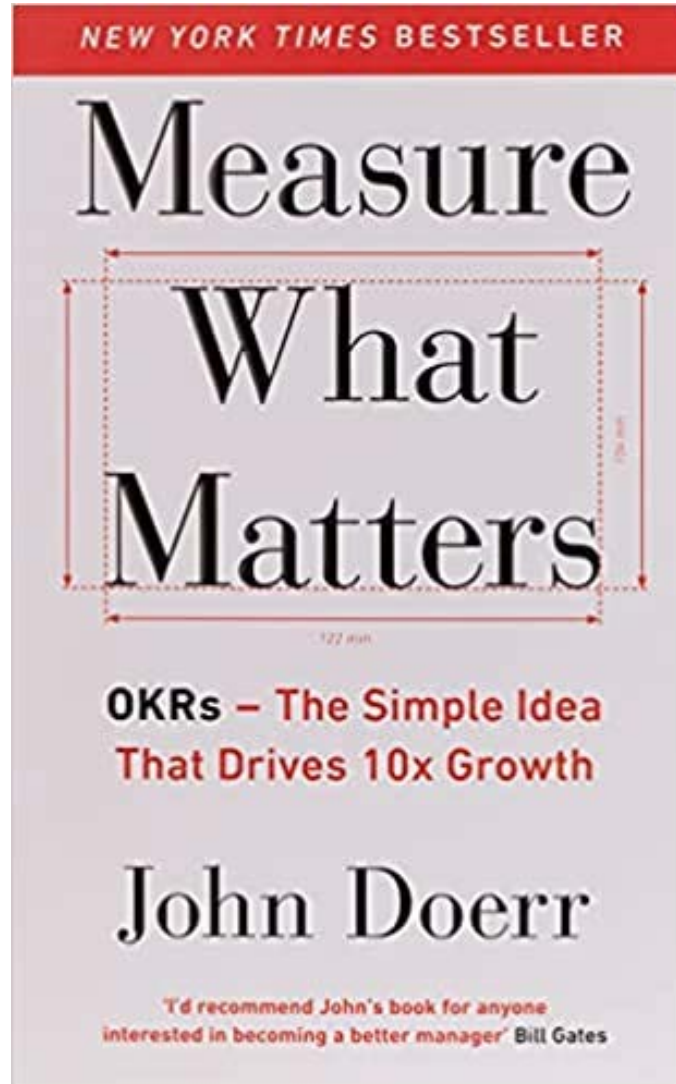
# CDW Security Portfolio

PRODUCT	PROFESSIONAL SERVICES	RISK ADVISORY SERVICES (RAS)	MSSP
NGFW / IPS	NGFW / IPS	<b>Penetration Tests</b> <ul style="list-style-type: none"> <li>• Network</li> <li>• Application</li> <li>• Social Engineering</li> <li>• Adversarial Simulation / Red Team</li> </ul> <b>Assessments</b> <ul style="list-style-type: none"> <li>• Vulnerability</li> <li>• Threat Risk</li> <li>• ISO 27001 Readiness</li> <li>• PCI Readiness</li> </ul> <b>Virtual CISO / Retainer Consulting</b> <b>Security Program Implementation</b>	Security Device Management
Network Monitoring	Network Monitoring & Full Packet Capture		Managed NGFW / IPS
Web Application Security	Web Application Security		Managed SIEM
Endpoint and Zero-Day Security	Endpoint and Zero-Day Security		Managed "SIEM as a Service" (Cloud)
Application Security	Application Security		Managed Web Application Firewall
Web Security	Web Security		Managed Endpoint Protection
SIEM and UEBA	SIEM and UEBA		Vulnerability Management Service
Incident Response (Endpoint Forensics)	Incident Response (Endpoint Forensics)		Managed Threat Intelligence
Risk and Compliance	Risk and Compliance		Managed SIEM with Business Insights
Threat Intelligence	Threat Intelligence/Threat Hunting		
Identity & Access Management	Identity & Access Management		
Cloud Security	Cloud Security		
Vulnerability Management	Vulnerability Management		
Zero-Day Malware (Network)	Zero-Day Malware (Network)		

# Objectives

- Define what OKRs are
- Describe the benefits of OKRs
- Show how to use OKRs effectively

# What can OKRs do for me?



**I**nnovation  
+  
**C**oordination  
+  
**E**ngagement  
||  
**G**rowth





# What exactly are OKRs?

## Objectives & Key Results

For **teams** or **individuals** and  
shared with all

**OKR**  $\neq$  **Goal**

**OKR**  $\neq$  **KPI**

# Anatomy of an OKR

## Objective



“What is to be achieved?”

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Objective are statements that inspire and set direction.

## Key Results



“How do I know I’m getting there?”

---

Key Results measure progress toward an objective

## Initiatives



“What will I do to get there?”

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Initiatives describe the work required to drive progress on Key Results

# Example of an OKR

## Objective

“What is to be achieved?”

Promote an environment of learning and development of coworkers

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Objective are statements that inspire and set direction.

## Key Results

“How do I know I’m getting there?”

100% of coworkers log 10% of effective hours to training

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Key Results measure progress toward an objective

## Initiatives

“What will I do to get there?”

Approve resourcing for conference or certificate course training

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Initiatives describe the work required to drive progress on Key Results

# RAS Team OKRs

## Objective

“What is to be achieved?”

1. Develop, reward and recognize coworkers
2. Deliver a world class customer experience
3. Empower Sales to sell RAS Services

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Objective are statements that inspire and set direction.

## Key Results

“How do I know I’m getting there?”

1. Conduct monthly team knowledge share sessions for coworkers to present at
2. 100% CSAT scores on all engagements
3. Pre-sales assistance each month

Key Results measure progress toward an objective

## Initiatives

“What will I do to get there?”

1. Day of rest, training platform, & funding
2. Memtorship assignments
3. Providing scoping support

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Initiatives describe the work required to drive progress on Key Results

# Personal OKR Example

## Objective

“What do YOU want to achieve?”

Enhance personal cyber security knowledge and expertise as well as business accumen

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Objective are statements that inspire and set direction.

## Key Results

“How do YOU know you’re getting there?”

Attend cyber security webinars / training sessions AND LinkedIn/CDW sponsored learning each week

Devote 4 hours / week towards a major training course in Offensive Security

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Key Results measure progress toward an objective

## Initiatives

“What will YOU do to get there?”

LinkedIn Learning

INE – eJPT training

Black Hills InfoSec webinars

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Initiatives describe the work required to drive progress on Key Results

# Writing Effective OKRs

## Objectives are the “Whats”

- Express goals and intents
- Aggressive and realistic
- Tangible, objective, and unambiguous
- Success must provide value for the company or individual

Adapted from “Measure What Matters – John Doerr”

# Writing Effective OKRs

## Key Results are the “Hows”

- Express measurable milestones
- Describes outcomes, not activities.
- Must include evidence of completion
- Limit to up to 5 for each objective

Adapted from “Measure What Matters – John Doerr”

# Writing Effective OKRs

## Committed vs. Aspirational OKRs

- Committed OKRs are expected to be done 100%.
- Aspirational OKRs are used for BIG HAIRY goals that we dare to undertake

## Use of quality KRs

- Eliminate “sandbagging” by using quality KRs

## Time bound and Measurement Cadence

- Measured and reviewed weekly/bi-weekly for usually a quarter

Adapted from “Measure What Matters – John Doerr”



# OKR Scoring – RAS TEAM

Team Name: Risk Advisory Services Team Vision: Be the leader in cyber security services by providing industry recognized assessments and research Team Mission: Grow as a team in a fun and challenging environment while providing our clients with meaningful and actionable security insights to improve their security posture	Week ending October 29	Objective fulfillment
<b>Total fulfillment across objectives</b>		<b>35%</b>
<b>1. Promote a culture that develops and recognizes coworkers and rewards their achievements</b>	<b>Progress</b>	<b>75%</b>
Conduct team building activities at least twice a month (e.g. games nights, in-person / virtual events)	100%	
Quality Key Result: Ensure there is 100% attendance each quarter (each person attending at least 1 activity per month)	100%	
Conduct monthly team townhall that recognizes and rewards coworkers significant contributions (100% attendance target)	100%	
Recognize and reward RAS Game Changer nominees each quarter	100%	
Conduct team knowledge sharing/lunch & learn meeting at least once a month	100%	
Quality Key Result: Ensure that there is 100% attendance/viewing recording each month	100%	
Quality Key Result: Ensure that there is 100% presentation participation each quarter	33%	
Provide resourcing for and successful completion of at least 3 of a major course, conference or certification training every quarter	33%	
Ensure mentor(s) are assigned and mentorship opportunities are facilitated for each coworker every quarter	10%	

# OKR Scoring – RAS Personal

<b>Team Name: Risk Advisory Services</b> <b>Team Vision: Be the leader in cyber security services by providing industry recognized assessments and research</b> <b>Team Mission: Grow as a team in a fun and challenging environment while providing our clients with meaningful and actionable security insights to improve their security posture</b>	<b>Week ending October 29</b>	<b>Objective fulfillment</b>
<b>ALL RISK ADVISORY SERVICES TEAMS</b>	<b>(Total fulfillment across objectives)</b>	<b>48%</b>
<b>Management Team</b>	<b>(Total fulfillment across objectives)</b>	<b>55%</b>
<b>2. Coworker Name: Darren Chin</b>		
<b>Enhance personal cyber security knowledge and expertise as well as business accumen (measured weekly)</b>	<b>Progress</b>	<b>73%</b>
Attend 1 each of either relevant cybe security webinars and training sessions and LinkedIn/CDW sponsored learning each week	100%	
Devote 4 hours / week to complete a major training course in Offensive Security leading to Certification (INE - eJPT)	38%	
<b>Maintain personal health and wellness in order to function at peak levels at work (measured weekly)</b>		
<b>Maintain a good night's sleep (minimum 7-9 hours) each day</b>	<b>Progress</b>	<b>78%</b>
Maintain a good night's sleep (minimum 7-9 hours) each day	80%	
Maintain daily healthy eating habits (e.g. 5 servings of fruits and vegetables each day, 5 oz lean meat max., 8 cups of water / day)	50%	
Maintain daily regular physical exercise and activity (Commit: 5000 steps or 30 minutes exercise / day Stretch: 10K / 60 minutes)	80%	
Practice relaxation techniques daily (minimum 20 minutes of deep breathing/meditation/prayer each day)	100%	

# How can OKRs enhance I.C.E.G



## OPPORTUNITIES

- Engage your people to buy into the vision
- Enhanced alignment to the mission
- Unified goals and direction
- Focus is on what really matters
- Empower employees to effect change
- Increase organizational transparency

# How OKRs relate to Vision, Mission & Goals



Be the leader in cyber security services by providing industry recognized assessments and research

Grow as a team in a **fun** and **challenging** environment while providing our clients with meaningful and actionable security insights to improve their security posture

- Value and develop personnel
- Enhance service offering
- Empower sales to be able to sell our services
- Increase brand recognition in security marketplace

# Recap

- ✓ Define what OKRs are
  - Innovation + Coordination + Engagement = Growth
- ✓ Describe the benefits of OKRs
  - Objectives and Key Results
  - For Teams or Individuals
  - Shared with everyone
- ✓ Show how to use OKRs effectively

# References

- Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs – Author – John Doerr
- What is an OKR? Definition and Examples
  - <https://www.whatmatters.com/faqs/okr-meaning-definition-example/>

MERCI!

THANK YOU!

**The first attendee to type what the acronym I.C.E.G. stands for in the #CDW-Sponsor Discord channel will win a \$100 Amazon e-gift card**

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