

## OKR Certified Professional - OKRCP

### Sample Exam V042022

1. What is John Cutler's proposal to create Kanban's 5th column?
  - a) It helps teams to become true feature factories.
  - b) It helps to measure the value of deliverables in the three basic dimensions of project management, cost, time and quality.
  - c) It helps teams to create hypothesis-driven development practices.
  - d) It helps to define OKRs for product development from the perspective of the product owner.
  
2. How should a Key Result be?
  - a) Quantitative.
  - b) Qualitative.
  - c) Quantitative and Qualitative.
  - d) Activity-based.
  
3. What happens when teams define which features to develop for the product?
  - a) It increases prioritization, productivity and efficiency during Sprint.
  - b) There is a risk of having activity-based OKRs that do not add value.
  - c) There is a risk that non-validated ideas will not be used by customers.
  - d) None of the above.
  
4. How should an Objective be?
  - a) Qualitative.
  - b) Quantitative.
  - c) Quantitative and Qualitative.
  - d) Macro Activity.

5. The visual management of OKRs is:
  - a) Not recommended to avoid conflicts of interest.
  - b) Mandatory to promote teams' emotional engagement.
  - c) Optional, but important to encourage critical thinking.
  - d) Can be replaced by an OKR management system.
  
6. How to use OKRs for product development?
  - a) We must have OKRs for each product.
  - b) We must have shared OKRs in all areas responsible for the product.
  - c) We must focus on the main problem to be solved in that cycle.
  - d) All are correct.
  
7. The items below are characteristics of Full Stack Agile, except:
  - a) The leaders define the final state and the rules.
  - b) The strategy is iterative and based on hypotheses.
  - c) The objectives follow the OKR model.
  - d) Tactics are based on the execution of experiments.
  
8. Examples of techniques used to prioritize OKRs are, except:
  - a) RUT (Relevance, Urgency and Trend).
  - b) COD (Cost of Delay).
  - c) HIPPO model.
  - d) All of the above.
  
9. What is the orientation of Andy Grove, former Intel CEO on choosing metrics?
  - a) We should avoid vanity metrics.
  - b) We must prioritize statistical and actionable metrics.
  - c) We must choose key results that are results.
  - d) For each key result, another one must be defined to deal with consequences.

10. Who created the OKRs and who was responsible for disseminating the framework:
- a) Marty Cagan created, and Andy Grove disseminated.
  - b) Laszlo Bock created, and John Doerr disseminated.
  - c) Andy Grove created, and John Doerr disseminated.
  - d) Andy Grove created and John Cutler disseminated.
11. Who is responsible for developing strategic OKRs?
- a) CEO / founder.
  - b) CEO / founder with the assistance of senior management.
  - c) The media manages with support from senior management and CEO.
  - d) Must be prepared by the teams (60 % bottom-up).
12. Are these mistakes in adopting OKRs?
- a) Do not expect to reach all objectives and create several «KRs» to achieve an «O».
  - b) Align objectives between managers and employees, provide auditable evidence.
  - c) Use only common objectives at the beginning of the adoption.
  - d) Create few “KRs” to achieve “O”, use OKRs defined by management.
13. What is the difference between OKRs and SMART goals?
- a) They are complementary, OKRs must use SMART goals.
  - b) SMART goals are a goal setting system, OKRs are a goal management system.
  - c) SMART goals are key performance indicators and should be part of every good OKR.
  - d) None of the above.
14. About OKRs and KPIs it is correct to state that:
- a) KPI is a process performance measurement system.
  - b) OKR is a system for measuring strategic, tactical and operational processes.
  - c) KPIs are key indicators, OKRs are actionable indicators.
  - d) OKRs are an evolution of KPIs.

15. When does the Cadence of Results occur?
- a) Weekly to measure the progress of OKRs.
  - b) Annually at the closure of strategic OKRs.
  - c) Quarterly at the end of OKRs for all teams.
  - d) Only if necessary to develop action plans.
16. How should an Objective be?
- a) Ambitious or Common.
  - b) Inspirational and Numerical.
  - c) Quantitative and Qualitative.
  - d) Macro Activity.
17. What is the recommendation regarding the use of OKR management software?
- a) Its use, although not mandatory, facilitates the monitoring.
  - b) Its use is optional, care must be taken with the complexity of the Software.
  - c) Its use is mandatory to avoid delays in the monitoring.
  - d) Can be replaced by Excel spreadsheets with some loss for monitoring.
18. What is the ideal composition of OKRs according to John Doerr?
- a) Four or Five Objectives followed by Three key results.
  - b) Two or Three Objectives followed by Four key results.
  - c) One Objective followed by Three or more key results.
  - d) Three Objectives followed by up to Four key results.
19. Why should we prioritize OKRs?
- a) To create the “moonshot” effect.
  - b) In order to have few OKRs to be followed in the year.
  - c) To create the “roofshot” effect.
  - d) To boost monitoring capacity in the Quarter.

20. What are the possible approaches for adopting OKRs?
- a) Strategic, Tactical and Operational.
  - b) Strategic and Experimental.
  - c) For Products and Feedback Loops.
  - d) All of the above.
21. The items below are characteristics of Full Stack Agile, except:
- a) Leaders define the final state and restrictions.
  - b) Leaders define the detailed plans but the autonomy is of the teams.
  - c) The objectives follow the OKR model.
  - d) Tactics are based on the execution of experiments.
22. How should the process of preparing OKRs be?
- a) Engage teams to create as many OKRs as possible.
  - b) Only a few OKRs should be created in the preparation.
  - c) You can create many OKRs, but you should get a smaller list for monitoring.
  - d) Leave the teams free to define all OKRs that make sense.
23. What is Doerr's formula:
- a) I will achieve an objective, and it will be measured by several KPIs.
  - b) I will achieve an objective and it will be measured by a key result.
  - c) I will achieve several objectives and it will be measured by a key result.
  - d) I will achieve an objective, and it will be measured by several key results.
24. What are OKRs not?
- a) OKRs are not used to measure employee performance.
  - b) Are not transparent to the entire organization so as not to expose the employee.
  - c) Do not encourage experimentation and trial and error.
  - d) Your timebox cannot be modified (three-month cycle).

25. Which item below is not a characteristic of OKRs?
- a) Transparency.
  - b) Alignment.
  - c) Cascading.
  - d) Communication.
26. Why should we prioritize OKRs?
- a) To avoid the “Sandbagging” effect.
  - b) To avoid the “Set and forget” effect.
  - c) To encourage teams to perform “Brainstorming”.
  - d) In order to have few OKRs to be monitored in the year.
27. What is OKR?
- a) It is a new metrics system that emerged as an evolution of the Management by Objectives (MBO).
  - b) It is a system based on actionable metrics that directly impact strategic business decisions.
  - c) It is a goal system that emerged as an evolution of the Management by Objectives (MBO).
  - d) It is a metric system to create alignment with dynamic, measurable metrics, with short cadences.
28. What is the difference between OKRs and MBO?
- a) MBO is focused on collaboration, OKR is focused on competition.
  - b) MBO is focused on competition rather than collaboration.
  - c) MBO as well as OKR are complete goal management systems.
  - d) None of the above.

29. A team has defined an OKR that is not associated with strategic OKRs, the team is:
- a) Incorrect, all OKRs must be associated with strategic OKRs.
  - b) Correct, it is possible that few team's OKRs are not associated with strategic OKRs.
  - c) Correct, the OKR model is bottom-up, the team can create several OKRs not associated with the strategic ones.
  - d) Incorrect, all OKRs must be associated with tactical OKRs.
30. What is the risk of not prioritizing OKRs?
- a) It is difficult to identify responsibly, the higher the priority the higher the hierarchical level.
  - b) It creates difficulties in the monitoring cycle.
  - c) It is difficult to choose which OKR is a priority in case of delivery risks.
  - d) All of the above.
31. What is the relationship between the definition of Product Backlog and OKRs?
- a) OKRs are for strategic planning and do not apply to products.
  - b) Each item in the Product Backlog must be associated with an OKR.
  - c) Items not aligned with OKRs are discarded.
  - d) All of the above.
32. A given KR does not contain a number, is it correct?
- a) No, it should be qualitative to be a KR
  - b) No, it should have metrics to be a KR
  - c) No, it should be quantitative to be a KR
  - d) Yes, it should be measurable to be a KR

33. Are these good practices in adopting OKRs?
- a) Define OKRs without discussing with the manager.
  - b) Mixing ambitious goals (moonshots) with common goals (Roofshots).
  - c) Create few “KRs” to achieve “O”, define several moonshot OKRs.
  - d) None of the above.
34. What are the characteristics of a company in the Waterfall model?
- a) Objectives follow an alignment approach.
  - b) The structure has annual static plans.
  - c) Objectives follow a cascading approach.
  - d) B and c are correct.
35. What occurs in the cadence of results?
- a) Reward the OKRs accomplished, penalize those not accomplished.
  - b) Reward the OKRs accomplished, there should be no penalties for those not accomplished.
  - c) Reward the accomplished OKRs, share learning from those not accomplished.
  - d) All of the above.
36. When does the Cadence of Results occur?
- a) Weekly to measure the progress of OKRs.
  - b) Annually at the closure of strategic OKRs.
  - c) Quarterly at the end of OKRs for all teams.
  - d) Only if necessary to develop action plans.
37. What is Christina Wodtke’s recommendation for balancing OKRs?
- a) For every KR we must have a KR to deal with the adverse effect of the first.
  - b) We must balance protection OKRs with delivery OKRs.
  - c) We must use balancing KRs to increase the accuracy of achieving the Goal.
  - d) None of the above.





38. The items below are contributions from OKRs to Business Agility, except:
- a) Culture based on team autonomy.
  - b) Strategy based on hypothesis validation.
  - c) Increases teams' understanding of the general business context.
  - d) Progress measured by deliveries not comprehensive documentation.
39. What is the difference between OKRS and KPIs
- a) OKRs link results to actions.
  - b) OKRs seek to maximize efficiency, KPIs the effectiveness.
  - c) OKRs must be based on KPIs.
  - d) All alternatives.
40. What are examples of high-frequency OKRs:
- a) Feedback cycles and 1: 1.
  - b) At the end of Sprint.
  - c) A and B are correct.
  - d) Only B is correct.

## Answers

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|-----|---|-----|---|
| 1.  | C | 21. | B |
| 2.  | A | 22. | C |
| 3.  | C | 23. | D |
| 4.  | A | 24. | A |
| 5.  | C | 25. | C |
| 6.  | D | 26. | B |
| 7.  | A | 27. | C |
| 8.  | C | 28. | B |
| 9.  | D | 29. | B |
| 10. | C | 30. | B |
| 11. | A | 31. | C |
| 12. | D | 32. | C |
| 13. | B | 33. | D |
| 14. | A | 34. | D |
| 15. | C | 35. | C |
| 16. | A | 36. | C |
| 17. | B | 37. | B |
| 18. | A | 38. | D |
| 19. | D | 39. | A |
| 20. | D | 40. | C |