One Page Summary

The Three Commitments

Traditional goal-setting frameworks (OKRs, SMART goals, 4DX) were built for Fortune 500 companies with dedicated strategy teams. When you're running a 7-person nonprofit or 20-person business, complexity kills execution. You need something radically simple.

Three Clear Goals

Set THREE company-wide goals using this formula: FROM X TO Y BY WHEN AND WHY

- Focus on outcomes (what will change), not outputs (what you will do)
- One owner per goal - never a team or group
- 90-day limit - long enough for progress, short enough to feel urgent

Then, every team member creates 3-5 individual goals using the same format. These should support company priorities or advance functional responsibilities.

Visible to Everyone

Goals tracked privately create isolation. Goals tracked openly create accountability and momentum. So openly track company goals, individual goals, and current status visibly for everyone in the organization to see. Use a physical dashboard, purpose-built app, or dedicated Slack channel. Keep it simple, because if it's cumbersome, it won't work.

Reviewed Every Week

Talk about goals weekly in meetings and asynchronously. Keep the most important things in front of you.

- **Weekly Rundown (15-20 minutes)** 60-second update per goal with status: green (on track), yellow (at risk), or red (blocked). Add this to your regular team meeting agenda.
- **Monthly Review (60-90 minutes)** Review actual progress with numbers, not feelings. Adjust tactics while goals hold steady. Surface blockers requiring intervention.
- **Quarterly Reset (2-3 hours)** Assess completion and impact. Retrospective on what worked. Set next quarter's three goals.