

OPTIMIST PRACTICAL TOOL

KRA & KPI Clarity Diagnostic

A 15-question check for leaders and HR teams who want performance expectations to be clearer, more measurable and more useful.

15 questions

5 focus areas

10-15 minutes

How to use this diagnostic

For each statement, circle one score. Use the score that most closely reflects current practice, not the intended process.

1	2	3	4	5
Not in place	Inconsistent	Partly established	Usually effective	Consistently strong

#	Focus area	Statement	Score
1	Business alignment	Our organisational priorities are translated into clear departmental outcomes.	1 2 3 4 5
2	Business alignment	Each department can explain how its goals support a wider business result.	1 2 3 4 5
3	Role clarity	Key roles have a clear purpose, decision boundary and primary accountability.	1 2 3 4 5
4	Role clarity	Cross-functional dependencies are visible and discussed before performance is reviewed.	1 2 3 4 5
5	KRA quality	KRAs describe meaningful result areas, not only recurring activities.	1 2 3 4 5
6	KRA quality	Each KRA is within the meaningful influence of the role holder.	1 2 3 4 5
7	KPI quality	KPIs measure quality, timeliness or outcome - not just volume of activity.	1 2 3 4 5
8	KPI quality	KPI definitions, data sources and calculation methods are understood consistently.	1 2 3 4 5
9	KPI quality	A balanced mix of leading and lagging indicators is used where relevant.	1 2 3 4 5
10	Review rhythm	Goals are discussed early enough to influence the next period of performance.	1 2 3 4 5
11	Review rhythm	Managers have useful conversations about progress, barriers, support and accountability.	1 2 3 4 5
12	Review rhythm	Performance discussions result in visible action, not only documentation.	1 2 3 4 5

#	Focus area	Statement	Score
13	Manager capability	Managers can distinguish a performance issue from a role, process or capability issue.	1 2 3 4 5
14	Manager capability	Managers give specific feedback and agree practical next steps.	1 2 3 4 5
15	Governance	Leadership calibration and review practices make performance decisions fair and consistent.	1 2 3 4 5

Interpret your score

Add the 15 scores. The total is a starting point for a focused PMS conversation, not a formal audit result.

15-35	Needs attention	The PMS may be unclear, compliance-led or difficult for managers to use. Start with role purpose, KRA quality and the review rhythm.
36-55	Developing	Useful elements are present, but consistency is likely to vary by manager, team or function. Identify the weak links before adding more measures.
56-75	Established	The foundation is working. Focus on calibration, cross-functional dependencies, manager capability and continuous improvement.

Three practical next steps

01. Choose one business priority and trace it to the departments and roles that influence it.
02. Review two or three current KRAs. Remove activity statements and clarify the result area, measure and decision boundary.
03. Run one manager-led review conversation using progress, barrier, support and next-action prompts.

Need a clearer starting point?

OptiMist helps organisations connect business priorities, role clarity, KRAs, KPIs and manager review practice into a PMS people can actually use.

Write to teams@optimistindia.in to discuss a PMS diagnostic.