

# The ROI of OKRs: 2026 Benchmark Report

Based on 330 Respondents Across the Technology Sector

1:25

Return on Investment



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# The ROI of OKRs is 1:25.

Whether you're running a ten-person startup or a thousand-person enterprise, the question at the heart of every leadership meeting is the same: is everyone working on the right things?

For most organizations, the honest answer is somewhere between "we think so" and "we're not sure." Goals get set, priorities drift, and by the time the quarter ends, the distance between what was planned and what was delivered is bigger than anyone wants to admit.

OKRs were designed to close that gap — and for years, the evidence that they work has been compelling but largely anecdotal. Leaders believed in the framework. They just couldn't quantify it.

This report changes that. Drawing on survey data from 330 organizations across the technology sector, we've built the most comprehensive picture yet of what OKRs actually deliver — in revenue, in operational efficiency, and in measurable return on investment.

*The 1:25 return documented in this report is the floor — what organizations are generating before they have fully figured out how to use OKRs. The ceiling is still a long way up.*

## Executive Summary

For every \$1 invested in OKRs, organizations generate an estimated \$25 in return — based on survey-reported median revenue growth applied against a conservative implementation cost model. For organizations in the upper range of reported revenue impact, that ratio climbs significantly higher. The majority of organizations contributing to this data have completed fewer than five OKR cycles. The 1:25 return is a baseline, not a ceiling.

A note on the data: the 1:25 figure is a modelled estimate based on self-reported outcomes — not an audited financial figure. We have been deliberately transparent about the assumptions behind it. The revenue improvements reported by respondents reflect their own assessment of OKR impact and should not be interpreted as establishing causation. The methodology is detailed in full at the end of this report.

**98%**

of organizations report measurable revenue growth

**61%**

report direct improvement in revenue growth rate

**62%**

saw measurable impact within 1–3 months

**95%**

report reduction in wasted or misaligned work

**86%**

report shortened decision cycles

**5%**

have 76–100% of weekly work tied to an OKR

*The gap between what OKRs can deliver and what most organizations are actually capturing is the defining story of this report — and the opportunity hiding inside it is larger than most leadership teams realize.*

SECTION 1

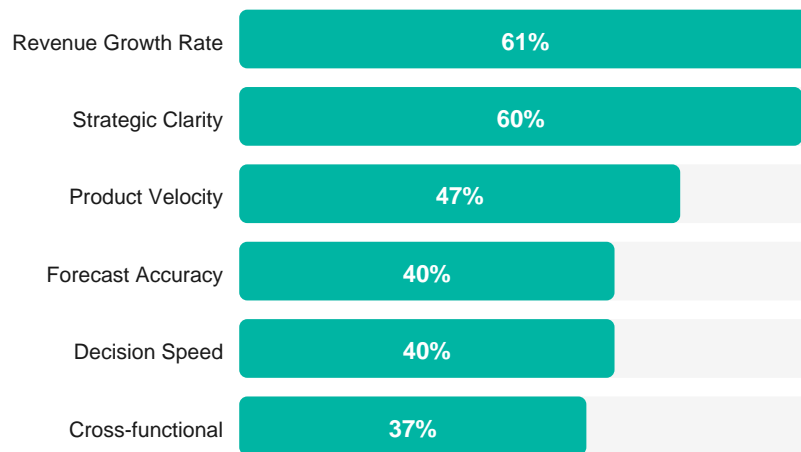
# The Business Case — Revenue & ROI

For years, OKRs have been championed as a strategic alignment tool. What has been harder to prove, until now, is what that alignment is actually worth in revenue. This data closes that gap.

## OKRs Are a Revenue Driver

61% of respondents cited revenue growth rate as a direct outcome — the single most reported benefit across every category measured. Strategic clarity followed at 60%, product velocity at 47%, and forecast accuracy at 40%. Only 3% reported no measurable impact yet.

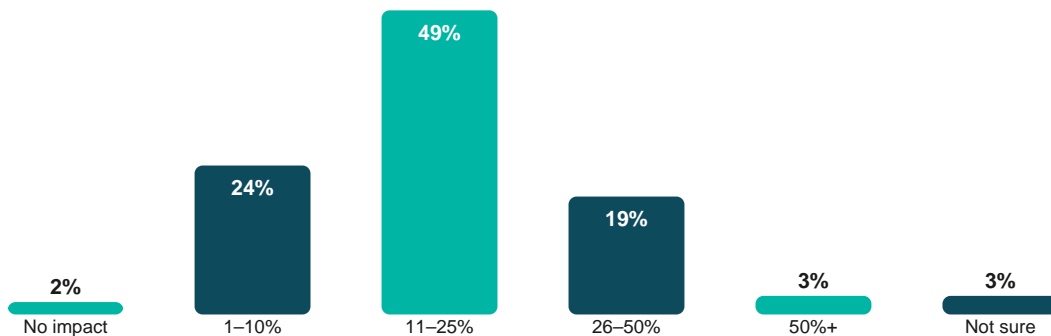
Measurable Improvements Since Implementing OKRs



## The Revenue Uplift: 11–25% Is the New Benchmark

Nearly half of all respondents — 49% — reported an 11–25% revenue improvement attributable to OKRs. A further 19% reported 26–50% growth impact, and 3% reported 50% or more. Fewer than 2% reported no measurable revenue impact at all.

Revenue Growth Impact Attributed to OKRs



## ROI Arrives Within a Quarter

13% of respondents reported measurable impact within the first month, and a further 49% saw results within 1–3 months. Combined, over 62% of organizations experienced tangible ROI within a single quarter. For leadership teams accustomed to multi-year transformation timelines, OKRs are not a long-game investment. For most organizations, the return begins before the quarter is out.

## The 1:25 Return: How We Modelled It

Scenario	Revenue Growth	Uplift on \$10M	Total Cost	ROI
Conservative	10%	\$1M	\$60K	1:17
<b>Moderate</b>	<b>15%</b>	<b>\$1.5M</b>	<b>\$60K</b>	<b>1:25</b>
Aggressive	35%	\$3.5M	\$60K	1:58

### On the ROI Model

**Revenue baseline:** \$10M

**Median revenue growth:** 15% — midpoint of the most commonly reported range (11–25%), cited by 49% of respondents

**Internal time cost:** \$60K — quarterly goal setting, weekly check-ins, and reporting across leadership and management

**Calculated return:**  $\$1.5M \div \$60K = 25:1$

Three scenarios are presented — conservative (1:17), moderate (1:25), and aggressive (1:58) — to reflect the full range of revenue growth outcomes reported. The model reflects the cost of running OKRs as a framework only, with no software. It does not incorporate operational returns from reduced wasted work, faster decision cycles, or improved strategic clarity. The true return from a well-executed OKR program is therefore likely higher than the modelled figures suggest.

70% of respondents have completed fewer than five OKR cycles. The 1:25 figure is a baseline from which most organizations have significant room to grow.

SECTION 2

# Beyond Revenue — The Operational ROI

Revenue growth is the headline. But the data reveals a second layer of ROI that is equally compelling — and in many ways, more immediate. OKRs are reshaping how organizations operate: how they allocate resources, how quickly they make decisions, and how clearly they understand their own strategic direction. These operational returns compound.

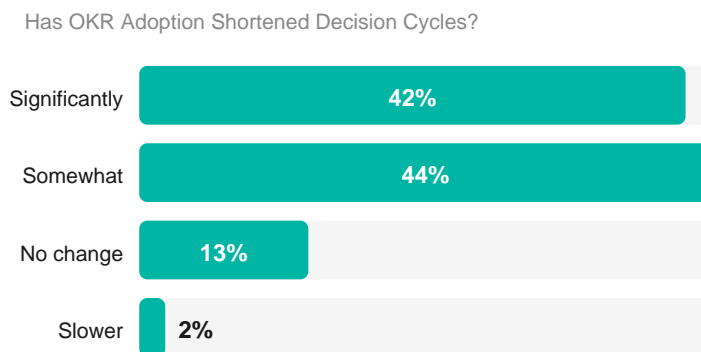
## OKRs Eliminate Wasted Work at Scale

When asked whether OKR adoption had reduced wasted or misaligned work, 95% of respondents said yes — 42% significantly, and 53% somewhat. Only 4% reported no change. For organizations carrying the hidden cost of misaligned teams, this is among the most financially meaningful findings in the report.



## Decision Speed as a Competitive Advantage

86% of respondents reported that OKR adoption had shortened their decision cycles — 42% significantly, 44% somewhat. When priorities are explicit, shared, and visible, decisions that would otherwise require escalation or consensus-building can be made faster at every level of the organization.



## Strategic Clarity as a Compounding Return

60% of respondents reported measurable improvement in strategic clarity — the second highest outcome cited. Strategic clarity reduces the cost of every downstream decision, shortens onboarding time, and creates the shared language that allows distributed teams to move in the same direction without constant coordination overhead. The 1:25 return is based on revenue impact alone. The true return is almost certainly higher.

## SECTION 3

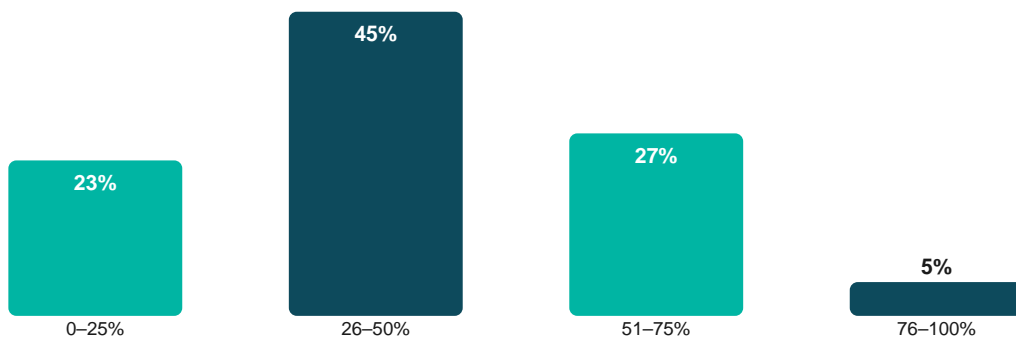
# The Execution Gap

The revenue data is compelling. The operational returns are significant. And yet, something is not adding up. If OKRs deliver a 1:25 return, eliminate wasted work, and accelerate decision-making — why are most teams still running less than half their weekly work through an OKR? The answer is the execution gap, and it is where the majority of OKR ROI is currently being left on the table.

## Most Teams Have Less Than Half Their Work Tied to OKRs

Only 5% of teams report that 76–100% of their weekly work is directly tied to an OKR. The largest group — 45% of respondents — operates at 26–50% alignment. A further 23% report alignment of 25% or below. The 1:25 return is being generated by organizations where, on average, fewer than half of all working hours are OKR-aligned.

What % of Weekly Team Work Is Tied to an OKR?

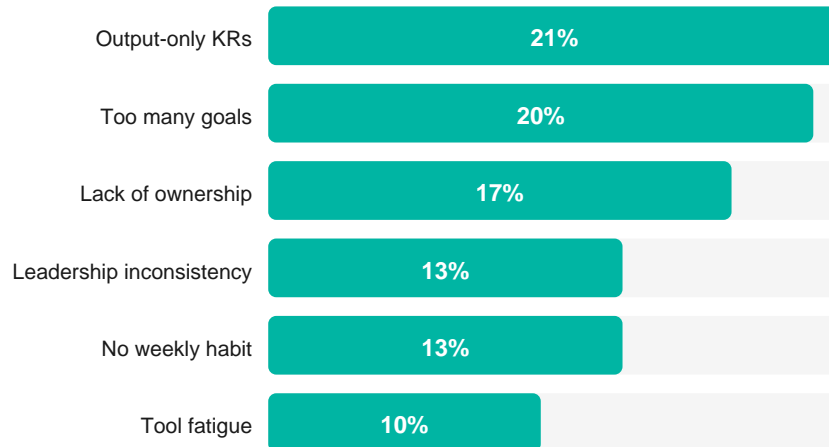


## Leadership Consistency Is the #1 Execution Variable

Only 49% of leaders consistently review OKRs on a weekly basis. The remaining 51% do so sometimes, rarely, or never. Leadership inconsistency ranks among the top OKR failure patterns, alongside output-only KR (21%), too many goals (20%), lack of ownership (17%), and no weekly habit (13%).

***One of the most counterintuitive findings in this report: organizations that spend more than 30 minutes per week on OKRs perform worse than those that spend less. The highest-performing teams keep check-ins under 30 minutes — focused on blockers, decisions, and next steps. More time on OKRs is not the answer. More intentional time is.***

#### Most Common OKR Failure Patterns



***When asked what would break first if OKRs disappeared tomorrow, 30% said prioritization and 24% said accountability — together accounting for over half of all answers.***

The pattern is consistent across every failure mode in this data. Organizations that set OKRs but don't maintain the weekly cadence, connect goals to daily work, or hold leadership accountable to showing up are running the framework in name only.

The structural conditions that make OKRs generate ROI are absent, and the gap between what was promised and what is delivered compounds quietly, quarter after quarter. It shows up in the execution data, in the alignment numbers, and in the leadership cadence figures throughout this report.

Closing that gap doesn't require a transformation initiative. The organizations generating the highest returns aren't doing anything exotic — they're reviewing OKRs every week, assigning clear ownership, writing key results that measure outcomes, and using tools that make the weekly habit structurally easier to maintain. The distance between where most organizations are and where the best ones operate is smaller than it looks. It's a discipline gap, not a capability gap.

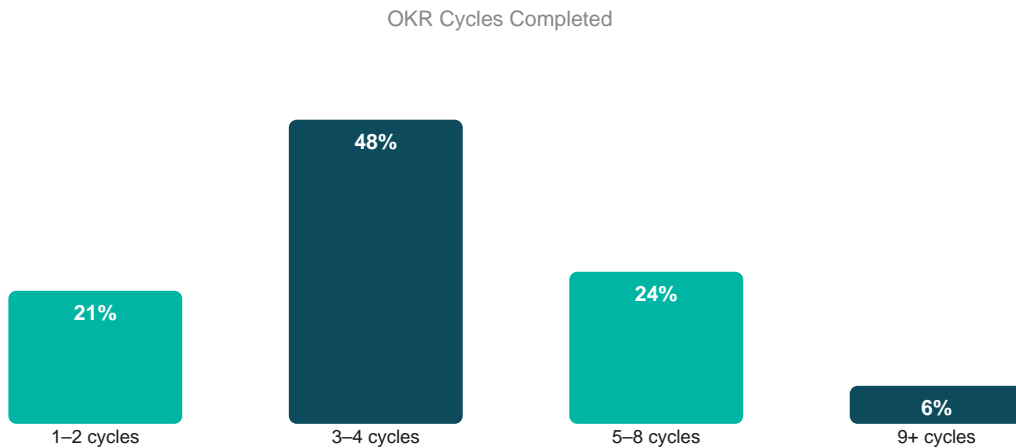
## SECTION 4

# The Maturity Problem

The majority of organizations contributing to this benchmark are still early in their OKR journey. Which means the 1:25 return is not the destination. It is the starting point.

## Most Organizations Are Still in the First Innings

70% of respondents have completed fewer than five OKR cycles. 21% have completed just one or two. Only 6% have completed nine or more. Most of the revenue growth, waste reduction, and decision speed improvements in this benchmark are being generated by organizations still learning how to run OKRs well.



## What Compounding OKR Maturity Looks Like

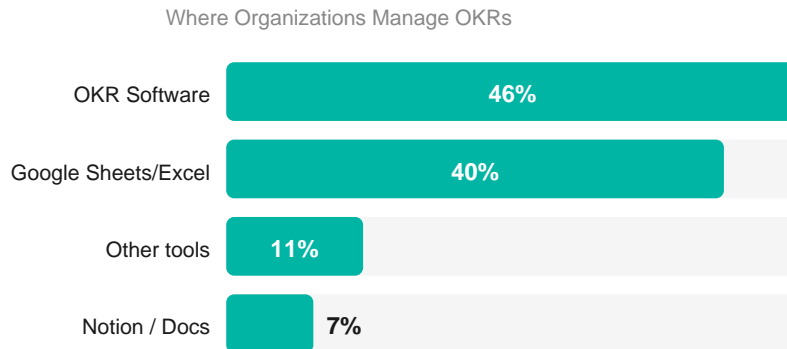
In the first one to two cycles, organizations focus on learning the mechanics. By cycles three to five, organizations that have maintained leadership cadence begin to see the framework take hold operationally. Beyond cycle five, the compounding effects become structural — OKRs shift from a tool the organization uses to a discipline the organization has become.

***Most organizations in this benchmark are generating a 1:25 return before they've established consistent leadership cadence, proper work alignment, or purpose-built infrastructure. The organizations that have — are generating significantly more.***

## SECTION 5

# The Spreadsheet Problem

There is a finding in the execution data that deserves its own conversation. It is about the infrastructure organizations are using to run their OKR programs. And for nearly 40% of organizations in the technology sector, that infrastructure is a spreadsheet.



## The Spreadsheet Is Not a Strategy Tool

A spreadsheet does not send check-in reminders. It does not surface misaligned work. It does not show a leadership team, in real time, which objectives are on track and which are at risk. It does not connect individual key results to team objectives to company-level priorities in a way that is visible and actionable. What it does is create the illusion of OKR management while quietly undermining the conditions that make OKRs work.

## The Case for Purpose-Built OKR Software

The spreadsheet problem is really an ROI problem in disguise. When you factor in the full cost of running OKRs — software, implementation, and internal time — the infrastructure choice has a dramatic effect on the return. The table below models the all-in cost across three approaches, applied against the same \$1.5M revenue uplift reported in this benchmark.

	Framework Only (Spreadsheets)	Enterprise Software (Lattice, Quantive)	OKRs Tool
Revenue uplift	\$1.5M	\$1.5M	\$1.5M
Software cost	\$0	\$40K	\$2K
Implementation & consulting	\$0	\$15K	\$0
Internal time cost	\$60K	\$40K	\$15K
Total cost	\$60K	\$95K	\$17K
ROI	1:25	1:16	1:88

Enterprise software doesn't just fail to beat the framework-only return — it actively destroys value. At \$95K all-in, it generates a 1:16 return against the same \$1.5M revenue uplift. You pay significantly more to get significantly less.

OKRs Tool at \$2K software cost, zero implementation cost, and lower internal time demand delivers a 1:88 return — more than three times the framework-only return and more than five times the return of enterprise software. The pricing difference is not a discount. It is a categorically different investment.



***"OKRs Tool is extremely cost effective and easy to use — I can set it up in minutes without training anyone. Suitable for our organisation of 150 people."***

Mahir — Trillium Information Security Systems | 5/5 on G2

SECTION 6

## What Best Looks Like

Based on the benchmark data, a clear profile of high-performance OKR programs emerges. These are not theoretical best practices — they are the behaviors, habits, and structural conditions that distinguish organizations generating outsized OKR returns from those leaving value on the table every quarter.

### Leadership Reviews OKRs Weekly

Only 49% of leaders consistently review OKRs on a weekly basis. The benchmark: weekly, visible, predictable leadership engagement — without exception.

### Work Alignment Exceeds 50%

The target is consistent alignment above 50%, progressing toward 75% as OKR maturity deepens. OKRs that live in a separate document, reviewed separately from daily work, will always struggle to break this threshold.

### Key Results Measure Outcomes, Not Outputs

30% of respondents measure output only. Only 35% measure outcomes. Outcome-based KRs make failure visible and create the accountability that drives real performance.

### Dedicated Software Replaces Spreadsheets

High-performance programs use purpose-built software that makes check-ins frictionless, alignment visible, and leadership engagement sustainable without manual preparation overhead.

### Psychological Safety to Miss — Without Sandbagging

72% operate in environments where missing an OKR feels at least somewhat safe. The benchmark: safety combined with a culture that actively rewards ambition over sandbagging.

## Where to Start — Your OKR Action Plan

The data in this report points clearly to where the highest-leverage improvements lie. These are not a complete OKR implementation guide — they are the four moves, in order of impact, that the evidence consistently supports.

1

### Fix the leadership cadence first.

Everything else in this report flows from this. If leadership isn't reviewing OKRs consistently every week, no other improvement will hold. Block the time. Make it non-negotiable. The weekly review is not an admin task — it is the signal that sets the behavioral standard for every team below it.

2

### Audit your key results for outcome vs. output.

Pull last quarter's KRs and categorize each one: does it measure what the team did, or what changed as a result? If more than half measure activity or output, rewrite them before the next cycle begins. This single change has the highest correlation with OKR completion rates in the data.

3

### Move off the spreadsheet.

If your OKR program lives in Google Sheets or Excel, the friction is costing you more than you realize. The weekly habit degrades. Leadership visibility disappears. Misalignment becomes invisible until it's expensive. The switch to purpose-built software is the lowest-cost, highest-leverage infrastructure decision in an OKR program.

4

### Set fewer, more ambitious goals.

The data is unambiguous: organizations running too many OKRs underperform those running fewer, well-chosen ones. Before the next cycle, cut the goal list by a third. Then ask whether the remaining goals are honest stretch targets — or sandbagged ones designed to guarantee completion.

## CONCLUSION

# The ROI Gap Is an Execution Gap

The data in this report is, at its core, a story about unrealized potential. OKRs work. That is no longer a hypothesis. It is a finding, drawn from 330 organizations across the technology sector, that is as close to unambiguous as business research gets. 98% of organizations report measurable revenue impact. 95% report a reduction in wasted work. 86% report faster decisions. The median return on investment is 1:25 — generated by organizations still in the early stages of figuring out how to use the framework well.

## The Gap Is Not the Framework

Every failure mode identified in this benchmark points to the same conclusion. The gap between what OKRs can deliver and what most organizations are actually capturing is an execution problem. The organizations generating the highest returns are doing the same things more consistently, with better infrastructure, and with leadership that treats OKRs as an operational discipline rather than a quarterly ritual.

## The Opportunity Ahead

70% of organizations in this benchmark have completed fewer than five OKR cycles. The compounding returns from sustained OKR maturity are still ahead of them. Leadership committing to the weekly cadence, teams writing key results that measure outcomes, an environment where ambitious goals are celebrated, and operational infrastructure that moves off spreadsheets — these are the levers.

***The 1:25 return is a floor, not a ceiling. And for most of the 330 organizations that contributed to this benchmark, the ceiling is still a long way up. The only question worth asking now is a simple one: what is your organization going to do differently this quarter?***

## About This Report

The ROI of OKRs: 2026 Benchmark Report is based on data collected from 330 respondents to measure both the execution quality and the financial impact of OKR programs across the technology sector. The surveys were fielded in March and April 2026. All respondents had confirmed OKR implementation within their organizations prior to completing the survey, ensuring that findings reflect the experiences of active OKR practitioners.

This research was conducted independently. No OKRs Tool customers were included in the survey sample — findings reflect what practitioners experience in practice, not what any vendor would hope they'd say.

### Respondent Profile

<b>Total respondents</b>	330
<b>Geography</b>	Technology sector organizations
<b>Industry</b>	Computer software
<b>OKR status</b>	All respondents confirmed active OKR implementation
<b>Survey period</b>	March – April 2026

### A Note on the Data

All revenue impact figures are self-reported by respondents and reflect their own assessment of OKR contribution to business outcomes. This data should not be interpreted as establishing causation between OKR adoption and revenue growth. No control group was used, and results will vary based on organization size, implementation quality, and leadership commitment.

The 1:25 ROI figure is a modelled estimate — not an audited financial figure. The full methodology and assumptions are detailed in the ROI model note within Section 1 of this report. We have been deliberately transparent about those assumptions because we believe an honest number is more valuable than an impressive one.

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The ROI of OKRs: 2026 Benchmark Report. Primary survey research. March – April 2026. All rights reserved.

# About OKRs Tool

OKRs Tool is a goal-setting platform built for organizations that want OKRs to actually work. We help teams get aligned, stay accountable, and move faster — without the bloat of enterprise software or the chaos of spreadsheets.

We built OKRs Tool because we kept seeing the same problem: great teams with genuine strategic ambition, undermined by the friction of managing OKRs in tools that were never designed for the job. The weekly habit broke down. Leadership lost visibility. Goals drifted. The framework got blamed for problems that were really infrastructure problems.

OKRs Tool removes that friction. Real-time dashboards, built-in check-in workflows, clear ownership at every level, and a setup process that gets your first OKR cycle live in under 30 minutes — not weeks. Purpose-built for the way modern teams actually work.

## What You Get

<b>Real-Time Dashboards</b>	See every objective, key result, and owner in one place — updated live, not just at the end of the quarter.
<b>Built-In Check-In Workflows</b>	Automated weekly nudges and lightweight update flows that make the check-in habit structurally easy to maintain.
<b>Clear Ownership at Every Level</b>	Assign owners to every objective and key result. Accountability is visible, enforced, and tracked across the org.
<b>Fast Setup — Under 30 Minutes</b>	Pre-built templates, guided onboarding, and an AI goal assistant get your first OKR cycle live fast — no consultants required.

Want to learn more about OKRs Tool? Visit the website and create a free account at:

[www.OKRsTool.com](http://www.OKRsTool.com)