



2026 BENCHMARK REPORT

The OKR Pacing Benchmark

Where winning OKRs actually are at week 4, 8, and 12
— and how to spot a dying one before the quarter
ends.

Based on 24,000 Key Result Updates

50%

DONE BY WEEK 4
(ON-TRACK TEAMS)

74%

DONE BY WEEK 8

84%

HIT IF HALFWAY
BY WEEK 4

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FOREWORD

OKRs Don't Fail at the Whiteboard

Ask a team how their OKRs are going and you'll hear "on track." Ask where each key result stood four weeks in, and most can't say. The middle of the cycle — the pace — is where goals are won or lost, and almost no one measures it.

WHAT THIS REPORT MEASURES

The week-by-week progress behind **24,000 key result updates** — where goals actually sit at week 4, 8, and 12, and what separates the ones that get hit from the ones that die.

THREE FINDINGS, UP FRONT

- 1** **Winners are halfway done by week 4.** On-track OKRs hit 50% a third of the way in — and finish at 100%, not the textbook 70%.
- 2** **Missed OKRs flatline from week 2.** They don't start strong and fade — they begin behind and never move.
- 3** **The gap is visible by week 4.** You can tell which goals will miss long before the quarter-end review.

OKRs fail from a pace nobody was watching. This report shows what that pace looks like — and how to read it early enough to act.

The Pacing Curve

50%

Where on-track OKRs already are by the end of week 4 — halfway home, a third of the way through the quarter.

74%

On-track progress by week 8

100%

Where winners finish — not 70%

84%

Hit rate if halfway by week 4

0pt

Progress missers gain wk 2→8

01 Winners are halfway done a third of the way in.

On-track OKRs hit 50% by week 4, 74% by week 8, and finish at 100%. Progress is front-loaded — not a steady climb to a 70% stretch target.

02 Week 4 already sorts the winners from the losers.

A key result at or above 50% by week 4 goes on to hit its target 84% of the time. One below 50% hits just 55%. You don't need to wait for quarter-end to know.

03 Missed OKRs never get going.

Missers sit at 15% in week 2 and gain little over the next six weeks. 57% are already below 20% by week 2.

04 There's a point of no return — around week 8.

A KR under 30% at week 8 is more likely to miss than hit, and it barely improves from there. Behind that line, recovery is the exception.

05 Pace is a behaviour, not a target.

The curve is driven by check-ins: a KR updated repeatedly and across the cycle hits 70%; one touched once hits 48%. How goals were written barely moves the line.

SECTION 1

50%

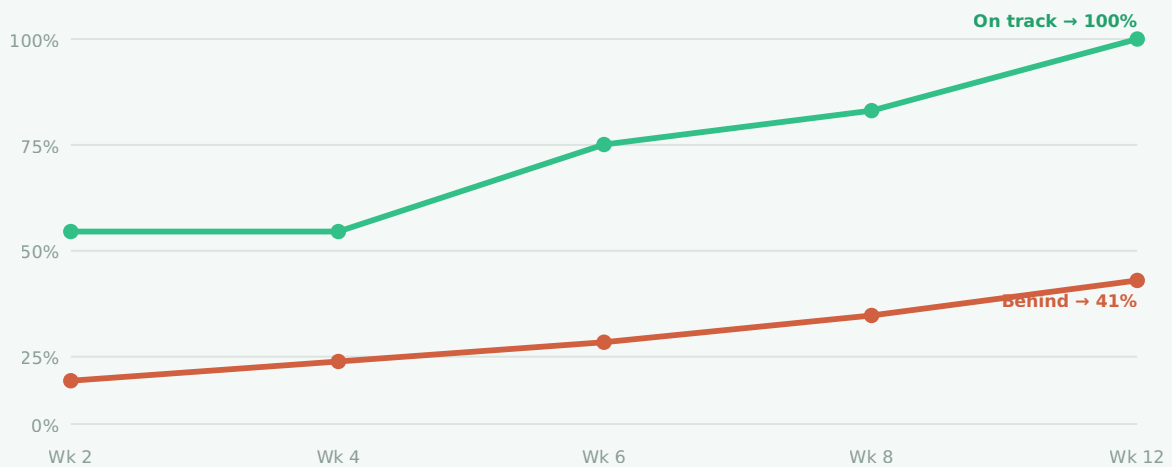
DONE BY WEEK 4

The On-Track Line

Where winning OKRs actually are at week 4, 8, and 12

OKRs are usually scored one way: aim to land near 70% by quarter-end. The week-by-week data shows a different shape. Key results that get hit climb steeply in the first few weeks and finish early — well before the buzzer, and well past 70%.

MEDIAN PROGRESS OVER THE CYCLE — ON-TRACK VS FALLING BEHIND



By the end of **week 4 — a third of the way in — teams that hit their OKRs are already at 50%.** They bank progress early and cross the line before quarter-end, finishing at 100%, not the textbook 70%.

Hitters run at 2-3× the missers' pace throughout

Teams that miss aren't slightly behind — they run at a fraction of the winners' pace the entire way, from 15% against 50% in week 2 to 41% against 100% at the finish. The distance never closes.

CHECKPOINT	ON TRACK (HITTERS)	FALLING BEHIND (MISSERS)
Week 2	50%	15%
Week 4	50%	20%
Week 8	74%	32%
Week 12	100%	41%

The Week-4 Test

Half-done by week 4, or probably not done at all

The most useful moment on the on-track line is week 4 — the earliest point the outcome is already decided. A key result's position a third of the way through the quarter predicts where it finishes.

Eventual hit rate, by whether a KR was at 50% by week 4

At/above 50% by wk
4

84%

Below 50% by wk 4

55%

A key result **at or above 50% by week 4 hits its target 84% of the time**. One below 50% hits just 55%. Week 4 is early enough to act on that difference.

Why week 4, and not week 8

Week 8 sorts outcomes too — but by then it's often too late to change them (Section 4). Week 4 is the sweet spot: early enough that a behind key result can still be rescued, late enough that its trajectory is already real. It's the one checkpoint that is both predictive **and** actionable.

Wk 4

Predictive and still rescuable — the checkpoint that matters most

50%

The line to clear — the winners' median at week 4

+29pt

Hit-rate gap between clearing the line and missing it

The practical rule writes itself: **if a key result isn't roughly half-done by week 4, it needs intervention now** — not a note in the quarter-end retro.

The Anatomy of a Miss

How missed OKRs behave through the cycle

Missed key results begin behind and stay there: 15% at week 2, and only 32% by week 8.

Median progress trajectory — hitters vs missers

GROUP	WEEK 2	WEEK 4	WEEK 8	WEEK 12
Hitters	50%	50%	74%	100%
Missers	15%	20%	32%	41%

The table shows the split plainly: **missers move from 15% to just 32% between week 2 and week 8, while hitters run from 50% to 74% and finish at 100%.** A missed goal isn't one that slowed down — it starts behind and never closes the gap.

The signature is visible in week 2

57% of missed key results are already below 20% progress by week 2 — before the first monthly review, before anyone has flagged the goal at risk. The warning sign is there at the very first check-in.

WHAT A MISSED OKR LOOKS LIKE	SIGNAL
Below 20% progress by week 2	57%
Progress gained, week 2 → week 8	0 pts
Where it ends up by week 12	41%

Most missed OKRs were never in motion to fall behind. The intervention that works isn't a mid-quarter rescue — it's getting a goal **moving in its first two weeks.**

SECTION 4

The Point of No Return

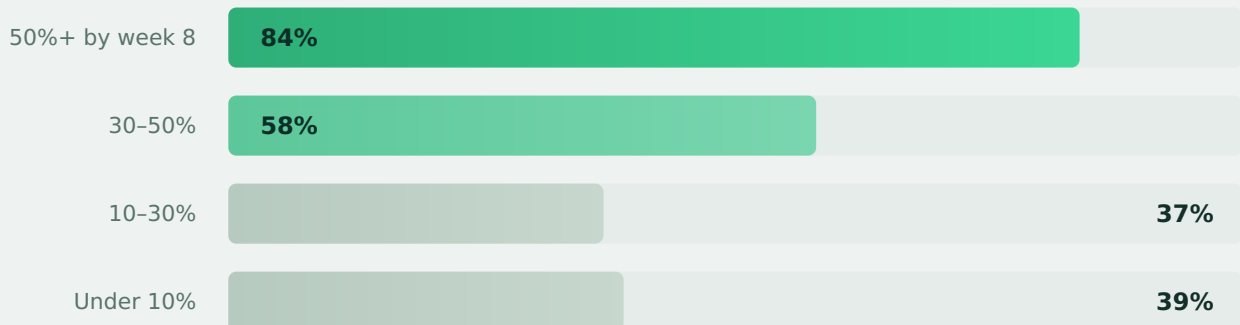
30%

THE WEEK-8
RECOVERY LINE

How far behind is too far behind to recover

If week 4 is where you can still act, week 8 is where the window starts to close. Grouping key results by how far along they were at week 8 reveals a clear break — a level below which recovery becomes the exception, not the rule.

Eventual hit rate, by progress at week 8



There's a clean break at roughly **30% by week 8**. Above it, most key results still land. Below it, most miss — and dropping further barely changes the odds. Behind that line, recovery is the exception.

Two lines, two jobs

Read together, Sections 2 and 4 give a team two operational markers for the quarter. The **week-4 line at 50%** is the early-warning signal — cross below it and a goal needs attention. The **week-8 line at 30%** is the triage line — below it, the honest move is often to revise or cut the goal rather than pour resources into a recovery the data says rarely comes.

WEEK 4 LINE

50%

Early warning — cross below it and a goal needs attention

WEEK 8 LINE

30%

Triage line — below it, revise or cut rather than rescue

ABOVE THE LINE

84%

Hit rate for KRs still at 50%+ by week 8

What Pacing Runs On

48%HIT RATE AFTER
JUST ONE CHECK-
IN

The check-in behaviour that moves the curve

The pacing curve is produced by one behaviour: checking in. The more a key result is updated — and the more that updating is spread across the cycle — the higher it climbs.

Every check-in buys completion

Hit rate by number of times a KR is updated



Every extra check-in buys completion. **A key result updated once hits its target 48% of the time; updated nine or more times, 72%.** The climb is steady — there's no single magic number, just more attention.

62%

HIT RATE IF
MOVING AT FIRST
CHECK-IN

The First Check-In Signal

Even the earliest update predicts where a goal lands

Spread beats bursts

It isn't only how many times — it's **when**. A key result tended across the cycle outperforms one updated all at once. Ten updates crammed into a pre-review scramble are worth less than one update a week for ten weeks.

Spread across 46+
days

70%

Same day only

48%

The first check-in is a leading indicator

The predictive power of a check-in shows up immediately. Even a key result's **very first** update carries signal: one already showing movement hits its target far more often than one still sitting at zero when it's first touched.

Hit rate by state at first check-in

Moving at 1st check-
in

62%

Still at zero

27%

The pacing curve is a check-in curve. **Touch a goal once and it stalls near 48%; tend it repeatedly across the quarter and it climbs past 70%.** The behaviour, not the wording, moves the line.

SECTION 6

Where OKRs Live and Die

Cadence and team size change the curve

52%

HIT RATE FOR
QUARTERLY
CYCLES

The pacing curve isn't identical for every goal. Two structural factors bend it — cycle length and team size — and each points to where the curve is most fragile.

The quarter is the sweet-spot cadence

Cycle length changes everything. Quarterly OKRs are hit far more often than annual ones — a year is too long to keep a goal alive, and a month too short to move a meaningful one.

CYCLE LENGTH	HIT ≥ 70%
Quarterly	52%
Monthly	23%
Annual	8%

Solo goals pace slower than team goals

A goal one person carries alone starts slower and finishes lower. By week 4, solo OKRs sit at 29% against 50% for goals a team of five or more is tending — the pacing gap opens early and never closes.

WHO'S TENDING IT	AT WEEK 4	HIT ≥ 70%
Team of 5+	50%	74%
Small team (2-4)	36%	61%
Solo	29%	52%

The curve is most fragile where a goal is **longest and loneliest** — stretched across a year, or carried by one person with no team behind it.

A Template Built From the Curve

The classic OKR template is a sentence you write once. It gets the timebox right and little else — because, as this report shows, the wording was never what decided the outcome. The pace was. Here's the template rebuilt around what actually moves the line.

THE CLASSIC TEMPLATE

Improve [business outcome] for [segment] from [baseline] to [target] by [end of quarter]

THE DATA-BACKED ALTERNATIVE

Deliver **[concrete result]** for [segment], owned by **[one named person]**, from [start — ideally zero] to [target], **this quarter** — checked in every week, and rescued the first week it doesn't move.

Concrete result	Goals built to deliver something concrete outperform ones that nudge an existing metric — a clear finish line resists partial-credit debates.
One owner	A goal owned by one clearly-accountable person moves; a goal owned by "the team" or "the company" drifts. Put one name on it.
This quarter	Quarterly cycles hit 52% vs 8% annual. Long enough for real work, short enough to stay alive.
Weekly check-in	A KR checked in once hits 48%; tended repeatedly across the cycle, up to 70%. The clause no template includes and the one that matters most.
Rescue on week 1	A KR still at zero at its first check-in hits just 27%, versus 62% for one already moving. A flat first check-in is the moment to step in.

A good OKR isn't a well-written sentence. It's a **concrete result, owned by one person, checked in every week** — and rescued the first week it doesn't move.

SELF-ASSESSMENT

Where Does Your Team Stand?

Rate your last cycle honestly across six pacing dimensions. 1 = at risk, 5 = high performance.

DIMENSION	WHAT YOU'RE SCORING	RATING
Early pace	From goals stuck near zero at week 4 (1) to halfway done by week 4 (5)	1 · 2 · 3 · 4 · 5
First movement	From KRs sitting at zero for weeks (1) to moving at their first check-in (5)	1 · 2 · 3 · 4 · 5
Check-in rhythm	From a single pre-review update (1) to weekly touches across the cycle (5)	1 · 2 · 3 · 4 · 5
Early rescue	From behind goals discovered at quarter-end (1) to caught and acted on by week 4 (5)	1 · 2 · 3 · 4 · 5
Ownership	From goals no one clearly owns (1) to one named, active owner each (5)	1 · 2 · 3 · 4 · 5
Cadence fit	From annual or vague timeboxes (1) to a quarterly rhythm (5)	1 · 2 · 3 · 4 · 5

Total /30

25-30 • High performance — your goals pace like winners.

16-24 • Developing — clear leverage points in your lowest scores.

Below 16 • At risk — goals are flatlining early. Start with the Action Plan overleaf.

Four Moves, In Order of Impact

Data-backed. Prioritized. Starting next quarter.

1

HIGHEST IMPACT · EARLY PACE

Set a week-4 checkpoint at 50%.

The outcome is largely decided a third of the way in. Put a deliberate review at week 4 and treat any key result below halfway as needing intervention — not a note for the quarter-end retro. This is the single highest-leverage moment in the cycle.

2

QUICK WIN · FIRST MOVEMENT

Make every goal move in its first two weeks.

Missed OKRs flatline from week 2 — 57% are already below 20% before the first review. Get a real first update logged early; a goal that's moving at its first check-in hits 62% of the time versus 27% for one still at zero.

3

CULTURAL · CHECK-IN RHYTHM

Tend goals weekly, spread across the cycle.

Every additional check-in buys completion, and sustained beats bursty — a KR touched across the quarter hits 70% versus 48% for one updated once. Move updates out of the pre-review scramble and into the weekly flow of the work.

4

STRUCTURAL · TRIAGE

Call it at the week-8 line.

Below 30% at week 8, recovery is the exception. Rather than pour resources into a rescue that rarely comes, make the honest call — revise or cut — and redirect the effort to goals still in reach. A clean decision beats a quiet death.

CONCLUSION

Closing the Pacing Gap

If an OKR is going to fail, you can tell early — far earlier than most teams look.

Winning OKRs are **halfway done by week 4** and finish at 100%, not 70%. Missed ones **flatline from week 2** and never recover. The gap between the two is fully visible a third of the way into the quarter — which means the quarter-end review, where most teams first confront a missed goal, is the one moment it's too late to matter.

The fixes are simple. Watch the pace at week 4. Get every goal moving in its first fortnight. Check in weekly, across the cycle. And when a goal drops below the week-8 line, make the call instead of letting it die in silence.

50%

Where winners are by week 4

84%

Hit rate if halfway by week 4

0pt

What missers gain, weeks 2-8

These are operating disciplines, not features. The teams whose OKRs get hit don't write better goals — they read the pace early and act on it. Closing the pacing gap is where the next quarter's results are hiding.

About This Research

A behavioural analysis of how OKRs actually progress through a cycle.

The OKR Pacing Benchmark is built from anonymized, aggregated platform usage data — the timestamped update history of key results tracked on OKRs Tool. Unlike a survey, it measures what teams actually did, not what they report doing. The pacing curves in this report are drawn from 24,000 recorded key result updates across a complete cycle.

Data type	Behavioural — platform usage logs
Update events analyzed	24,000 recorded key result updates
Data span	A complete OKR cycle, week by week
Progress signal	Recorded key-result progress over time
Period	2024-2026

A note on the data

Findings describe association, not causation — teams that pace well and teams that hit their goals overlap heavily, and no controlled experiment was run. Week markers are measured from each key result's first recorded update, a close proxy for cycle start rather than an exact calendar anchor. Outcomes vary with team size, goal type, and how consistently a team tracks. We've been deliberate about these limits because an honest number is more useful than an impressive one.

ABOUT

OKRs Tool

Goal-setting built for growing companies that want OKRs to actually get done.



OKRs Tool is a goal-setting platform built for growing companies — without the bloat of enterprise software or the chaos of spreadsheets. Every feature exists for one reason: to keep goals pacing like the ones in this report — moving early, tended weekly, and rescued before they flatline.

- **Week-4 pacing view**

See at a glance which goals are on the winners' curve and which are already behind — while there's still time to act.

- **At-risk flags**

Stalled and zero-progress key results surface to the owner early — not at the quarter-end review.

- **Hierarchical alignment**

Connect every team goal to a company objective and see the whole thing roll up in one map.

- **Built-in weekly check-ins**

Lightweight nudges and update flows that move progress out of the pre-review scramble and into the weekly rhythm.

- **Clear ownership**

One named owner on every key result, tracked and visible across the org.

- **Set up in an afternoon**

Guided onboarding gets your first cycle live fast. No consultants required.

Keep every goal on the winners' curve.

Start Free at [OKRsTool.com](https://www.OKRsTool.com)

