THE INTERNAL BUY-IN KIT

The eight objections you'll get — and the move for each

You know OKRs work. The job now is getting a skeptical leadership team there. These are the eight objections you'll meet, what each one is really asking underneath, and the line that moves it.

1 CFO: "What's the return? We're not adding a SaaS line without a number."

Really asking: is this a cost, or an investment I can defend.

Move the frame off the tool's price and onto what the status quo already costs — effort spent on the wrong priorities, decisions made a quarter late, the same work done twice. The platform is a fixed line that doesn't scale with headcount, unlike the per-seat suites. If they want a figure, one OKR benchmark puts the return as high as 25 to 1 — but lead with the waste it removes, not the ratio.

> **Say:** "This replaces a cost we're already paying in misalignment, and the price is flat, so it doesn't grow as we do."

2 CEO: "We tried OKRs and they fizzled. Why would this time be different?"

Really asking: what's changed, or am I funding the same failure.

Name why programs die: manual upkeep and no visible sponsor, not the framework. Research on OKR programs finds roughly half get abandoned on at least one team, and the drop-off hits at the second or third cycle, not at launch — the program fades rather than failing outright. Two things are different this time: a sponsor who uses it in the open, and a tool that carries the cadence so it doesn't run on willpower. Ask the room what killed it last time; it's almost always one of those two.

> **Say:** "What fades a program is the upkeep between quarters, and that's the exact part we're fixing."

3 "Isn't OKRs a big-tech thing? We're not Google."

Really asking: does this fit a company like ours, or is it cargo-culting.

Strip the cultural baggage. The method is choosing the few things that matter and checking whether they moved — that scales down as easily as it scales up. Companies from 75 people to 10,000 run it the same way. The Google association is about where it got famous, not where it works.

> **Say:** "Pick five things that matter and see if they moved. That's the whole method — Google or not."

4 COO: "We already have KPIs and a PM tool. Why another layer?"

Really asking: are you about to make us rip out what works.

Position OKRs above them, not instead of them. KPIs and PM tools track activity and output; OKRs track whether the strategy is moving and connect the daily work to it. That line is the gap today — only 7% of teams say their work ladders up to the strategy. Keep everything we have; OKRs close the gap between the deck and the work.

> **Say:** "We keep all of it. OKRs sit on top and connect the strategy deck to what people do Monday morning."

5 "A rollout will eat months and pull the teams off their work."

Really asking: what's the real organizational cost, and who absorbs it.

Shrink the ask. A pilot is one team, one quarter, and setup is an afternoon — not a transformation program and not an implementation. The organizational commitment stays near zero until it's proven on real goals, and there's no lock-in, so it's fully reversible.

> **Say:** "I'm asking for one team for one quarter, not a company-wide program. If it doesn't earn the expansion, we stop."

6 "Who owns this? I don't want another orphaned initiative."

Really asking: is this landing back on my desk in six months, half-dead.

Name the owner — you — and name the sponsor. The single biggest predictor of whether a rollout holds is a visible executive who runs their own OKRs in the open. Without one it drifts; with one it sticks. Make securing that sponsor part of the yes, not an afterthought you chase later.

> **Say:** "I own the rollout. What I need from you is one exec who runs their own OKRs in the open — that's what makes it stick."

7 IT / Procurement: "Another vendor, another security review, another contract."

Really asking: how much friction and risk are you adding to my plate.

Pre-empt it — bring the answers to the first conversation. Flat pricing means one line and no per-seat true-ups to negotiate; EU data residency and the security posture are documented; concierge migration means IT builds nothing. Walking in with the security pack handled turns a blocker into a formality.

> **Say:** "I've got the security and data-residency answers ready, it's a flat contract with no per-seat math, and migration is handled for us."

8 "Let's revisit next quarter, after the planning cycle."

Really asking: is there a reason this can't wait.

The real competitor is drift. Every quarter we wait is another quarter of effort on the wrong things and surprises at the review. The pilot is scoped to fit inside this quarter on purpose, so there's nothing to wait for — and waiting is itself a decision to keep the status quo. Put a start date on it in the room.

> **Say:** "Waiting a quarter is choosing another quarter of the status quo. The pilot fits inside this one — let's start it."

You've answered the objections. Now make the ask small.

One team, one quarter, a sponsor who uses it in the open. OKRs Tool is set up in an afternoon, flat-priced for the whole company, EU-hosted, with your current goals migrated across — so the pilot starts this quarter, not next. Every paid plan carries the 60% adoption guarantee: a full refund if the team isn't at 60% adoption in 30 days, no forms, no disputes.

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