

# What's New with No-BS OKRs in 2026

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# Example Progression of an OKR Roll-Out

## I. Company-level OKR creation

*Key leaders "walk the talk"*



## II. Functional OKR localization

*Functions identify their own OKRs*

Q1/Q2

In Phase I+II orgs tend to learn:

1. We took on too much
2. We need increased cross-functional alignment
3. We need better leading indicators of measurable progress.

## III. Cross-functional OKR localization

*Functions work together on shared OKRs*

Q3/Q4

In Phase III orgs tend to learn:

- The centralized "system" of cascading OKRs focuses on what knowledge/visibility people need to collaborate - not everything has to show up in the OKRs.

## IV. Organization-wide adoption

*OKRs are used wherever needed for focus, clarity, and alignment: not only in the top-down "system" of OKRs.*

Year 2

# What's different about RCCO's approach?

Behavior + Culture  
Change Lens (Not  
just OKR  
creation)

We make OKR creation easy, so energy is focused on what behaviors and operations need to change.

Methodology  
enables software  
success (not the  
other way around)

Achieving methodology adoption first or in parallel helps ensure your software investment yields ROI.

The model is clear,  
coherent, and  
features "say-do"  
alignment.

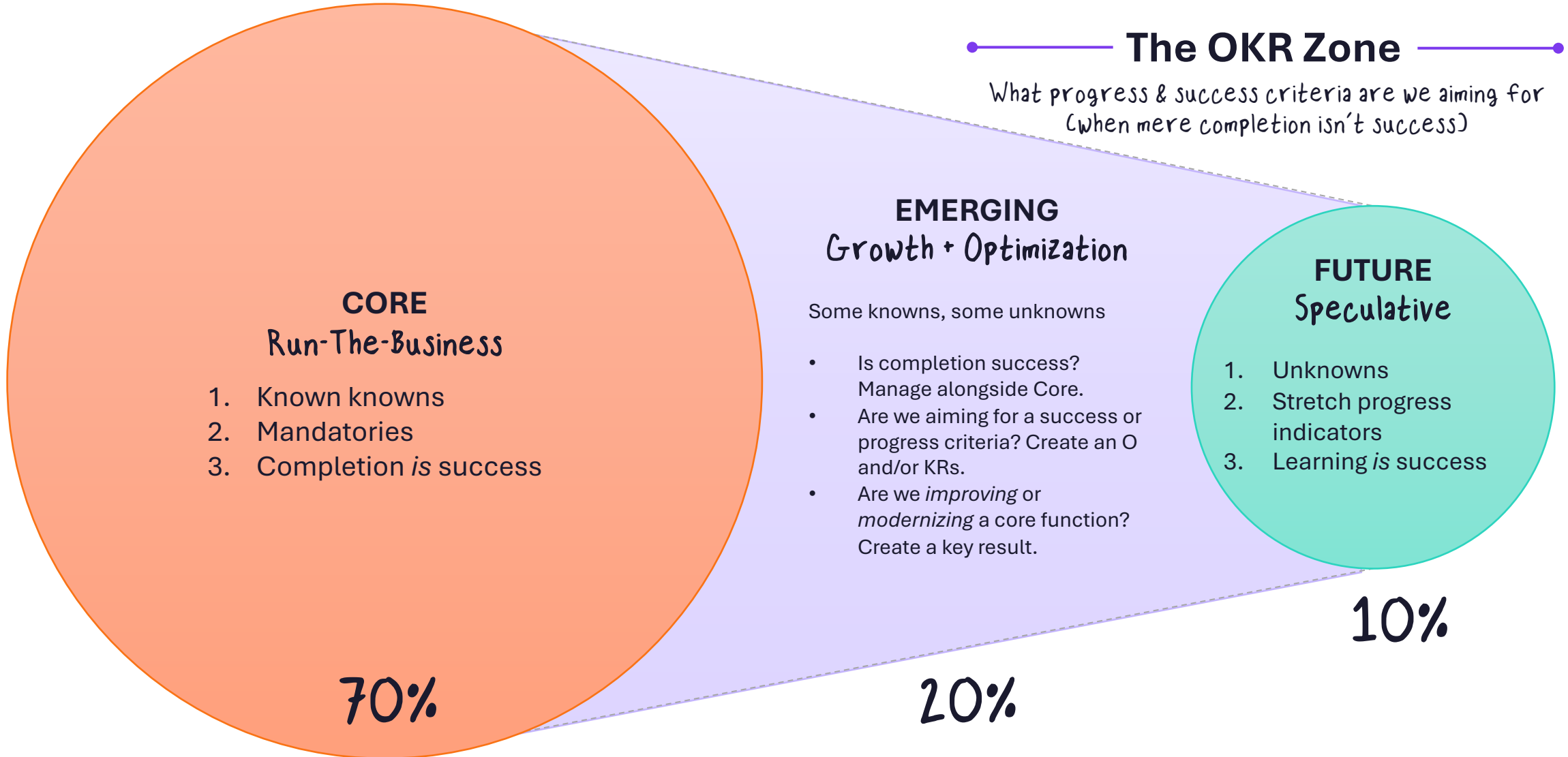
It's clear about what is and is not in the OKRs, and what is and is not a key result - that works for the entire enterprise.

# Delivery

What gets done when

# The OKR Zone

What progress & success criteria are we aiming for  
(when mere completion isn't success)

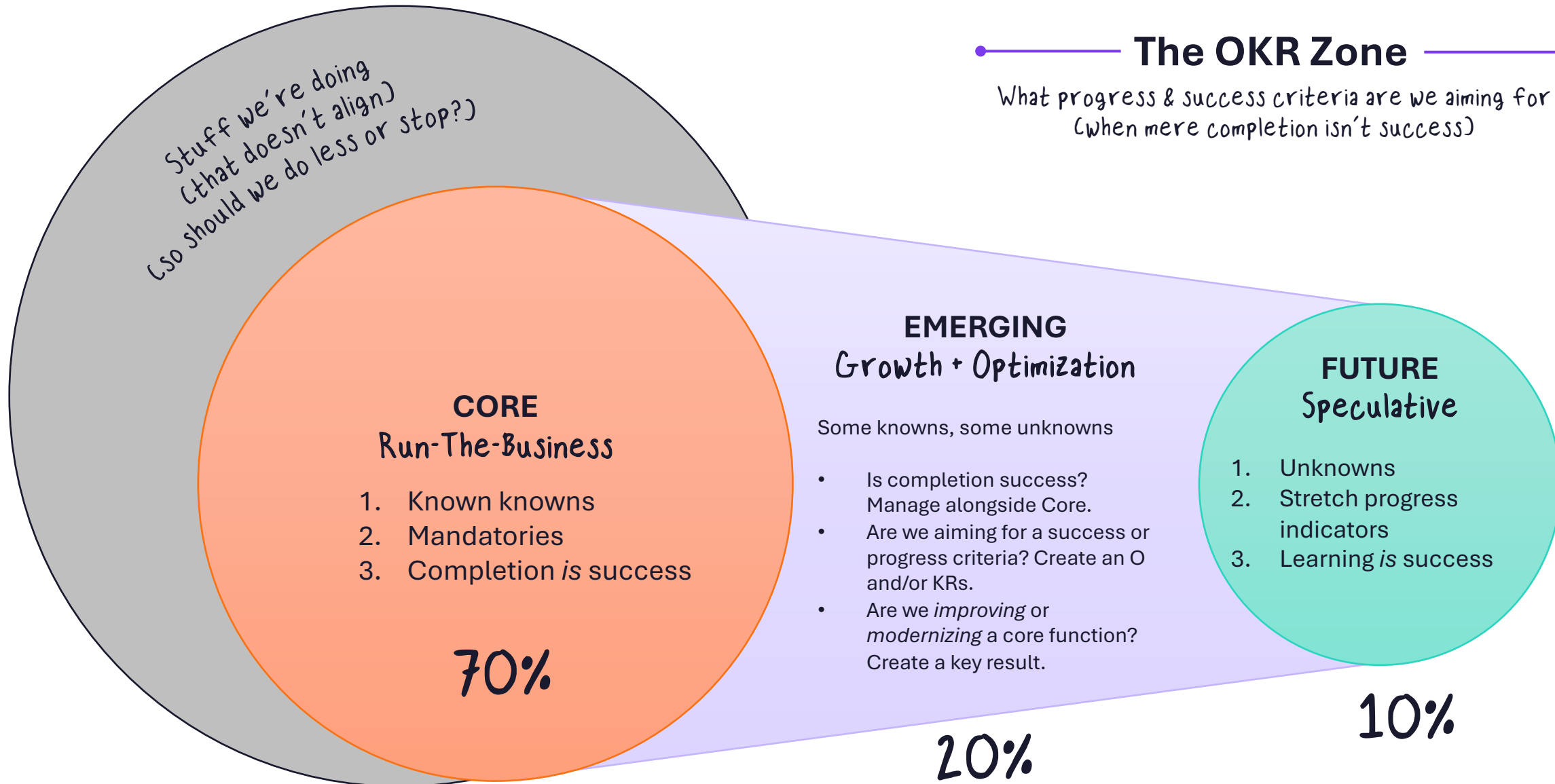


# Delivery

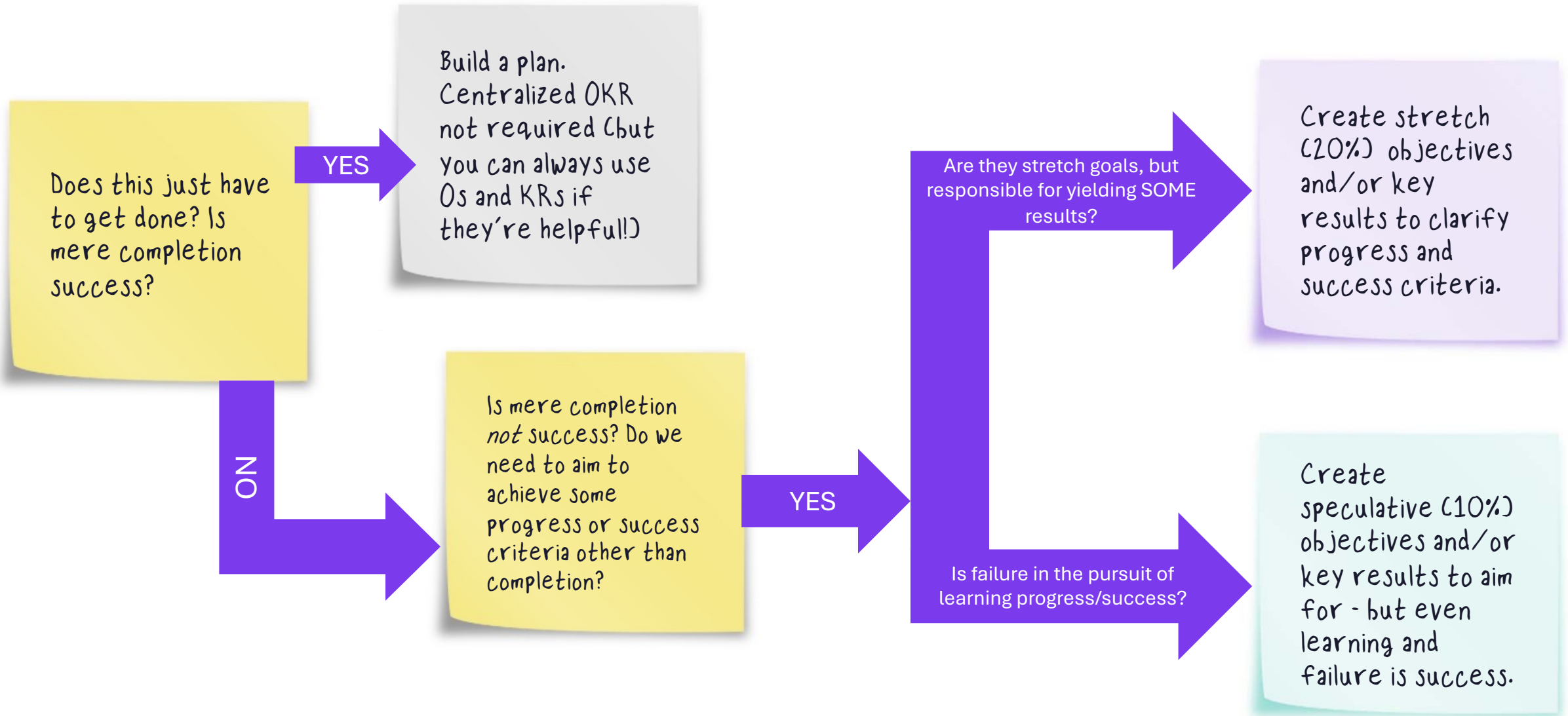
What gets done when

# The OKR Zone

What progress & success criteria are we aiming for  
(when mere completion isn't success)



# 70/20/10 in practice



# The New Localization One-Sheet

| Objectives and Key Results        |                                |                                      | Mandatories & Milestones |
|-----------------------------------|--------------------------------|--------------------------------------|--------------------------|
| Theme 1<br>Objective 1            | Theme 2<br>Objective 2         | Theme 3<br>Objective 3               |                          |
| Key Results:<br>1.<br>2.<br>3.    | Key Results:<br>1.<br>2.<br>3. | Key Results:<br>1.<br>2.<br>3.       |                          |
| Experiments & Learning Objectives |                                | Major Initiatives & Success Criteria |                          |
|                                   |                                |                                      |                          |

# The New Localization One-Sheet

## Objectives & Key Results

| Theme 1<br>Objective 1         | Theme 2<br>Objective 2         | Theme 3<br>Objective 3         |
|--------------------------------|--------------------------------|--------------------------------|
| Key Results:<br>1.<br>2.<br>3. | Key Results:<br>1.<br>2.<br>3. | Key Results:<br>1.<br>2.<br>3. |

### Objectives:

- What's most important to focus on improving?
- Why does it matter?

### Key Results:

- How will we know we're making progress (objectively)?
- What does "success" mean?

## Mandatories & Milestones

What just has to get *done*?

## Experiments & Learning Objectives

- Where do we need to truly experiment?
- What do we aim to learn?

## Major Initiatives & Success Criteria

What do we have to *do*, and evaluate with progress or success criteria?

# The New Localization One-Sheet

| Objectives and Key Results   |   | Mandatories & Milestones  |
|--|---|---|
| <p>Theme 1</p> <p>Objective 1</p> <p>Key Results:</p> <p>1.</p> <p>2.</p> <p>3.</p>  | <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>What's most important to focus on improving?</li> <li>Why does it matter?</li> </ul> <p>Key Results:</p> <p>1. (now we're making effectively)?</p> <p>2. "success" mean?</p> <p>3.</p> | <ul style="list-style-type: none"> <li>Which strategic initiatives <i>just have to get done</i> – we aren't aiming for progress or success criteria?</li> <li>These support / align with our upline OKRs if they're merely done – they need <i>milestones or mandatory goals</i>, not stretch key results.</li> </ul> |
| <p>Experiments &amp;</p> <ul style="list-style-type: none"> <li>Where do we need to truly experiment?</li> <li>What do we aim to learn?</li> </ul> | <p>Major Initiatives &amp; Succ</p> <ul style="list-style-type: none"> <li>Which strategic in merely completed progress or succe</li> </ul>   | <p>they're sort of</p>  |

This becomes the structure we create our OKRs in, then, a tool for managing communication & progress during implementation.

Not all teams use all of the boxes, but our strat planning *should* answer these key questions.

If Initiatives have OKRs (e.g. at the team level) this box can become "Shared Accountabilities" (Collaborative OKRs)



## Sara Lobkovich

Founder & Principal Consultant  
Red Currant Collective

*I build strategy humans can actually use,  
to inform decisions and drive aligned action.*



### By the Numbers

**2000+**

OKR coaches trained in

**300+**

organizations globally

**From solos →  
Fortune 500**

Lead OKR methodology  
adoption for the full range of  
organization sizes

**96%**

positive response in post-  
experience exit surveys

*Sara Lobkovich*  
*Red Currant Collective LLC*

# THANK YOU

## Book Info

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