



OKR INSTITUTE
THE LEADING GLOBAL OKR INSTITUTE

CLIENT ANALYSIS BROCHURE · AVIATION & AEROSPACE

ALIGNING AMBITION TO EXECUTION, FROM THE RUNWAY TO THE LAUNCHPAD

A report on how we have helped aviation and aerospace organisations turn strategic ambition into focused, measurable execution, from a global airline and a leading jet manufacturer to an emerging student rocketry programme.

Etihad Airways

Gulfstream

Elara Aerospace · TUM

3

SECTOR PARTNERS

~11,500

GULFSTREAM WORKFORCE

1

EMERGING PROGRAMME

Prepared for internal review
Confidential

OKRS THAT SCALE FROM THE ENTERPRISE TO THE LAUNCHPAD

Aviation and aerospace share a defining trait: ambition measured in years, executed in the smallest of margins. Across the sector, we have seen that success depends on translating a bold strategy into focused goals that people can actually execute and measure.

This report brings together three engagements. With **Etihad Airways**, we closed the gap between leadership strategy and cross-functional execution across a global airline. With **Gulfstream**, we

equipped leaders at a foremost business-jet manufacturer to run OKRs within their teams. And with **Elara Aerospace**, a student rocketry programme at TU Munich, we are extending that discipline to the next generation of engineers.

Different as they are, all three draw on the same practice: **workshop-led translation of strategy into outcomes, cross-functional alignment, leadership coaching, and a disciplined cadence**, capability we build to last, not a template we hand over.

Global

Etihad: an airline serving six continents

11,500

Gulfstream: a leading business-jet manufacturer

TUM

Elara: student rocketry programme, Munich

100%

Context-led programmes tailored to each partner

THE APPROACH WE BRING TO EVERY ENGAGEMENT

1 Strategy-to-OKR translation

We run workshops that convert your priorities into clear, outcome-based Objectives and measurable Key Results teams can execute.

2 Cross-functional alignment

We bring functions together to align objectives, clarify dependencies, and establish shared measures of success, breaking silos and fragmented KPIs.

3 Leadership coaching

We coach leaders to write, review, and steer OKRs consistently, reinforcing standards and behaviours that outlast the engagement.

4 Cadence & governance

We set a steady rhythm of planning, check-ins, and reviews that keeps OKRs alive and progress visible from strategy to team.



ETIHAD AIRWAYS

DRIVING STRATEGIC ALIGNMENT WITH OKRS

ACTIVE ENGAGEMENT

INDUSTRY

Aviation · Airline

HEADQUARTERS

Abu Dhabi, UAE

PRESENCE

Six continents

Etihad Airways embarked on a multi-year transformation to strengthen profitability, accelerate growth, and enhance operational excellence. To help ensure that ambition translated into tangible results, we partnered with Etihad to implement OKRs as a unifying framework for performance and alignment across the organisation.

The challenge we found

Like many large organisations, Etihad's priorities were clear at the leadership level but hard to translate into aligned execution. Departments ran on fragmented KPIs, and traditional goal-setting emphasised activity and outputs rather than measurable strategic impact.

How we helped

We facilitated strategy-to-OKR workshops that converted Etihad's priorities into outcome-based Objectives and Key Results, brought commercial, operations, and customer-experience teams together to align, and coached leaders to steer OKRs consistently.

The results we saw together

- Strategy connected to daily execution
- Departments aligned on shared outcomes
- Sharper focus and ownership at every level
- Faster, better-informed decisions

"OKR Institute helped us bring clarity and focus. Our teams are aligned, accountable, and execution-driven."

Etihad Leadership Team

OUR REFLECTION

Etihad's challenge was never ambition but translation, a strategy that was sharp at the top yet diffused before it reached the front line. By converting priorities into shared OKRs and coaching leaders to steer them, we helped the airline replace fragmented KPIs with one line of sight from boardroom to operation. In a business run on thin margins and tight regulation, that alignment is itself a competitive asset.



GULFSTREAM

EQUIPPING LEADERS TO RUN OKRS ACROSS THE BUSINESS

CASE STUDY

INDUSTRY

Aircraft manufacturer

HEADQUARTERS

Savannah, Georgia, USA

WORKFORCE

~11,500

Gulfstream is one of the world's foremost manufacturers of business jets. We partnered with Gulfstream to equip its leaders with the tools and knowledge to implement OKRs effectively within their teams, streamlining strategic execution, strengthening alignment, and fostering a culture of continuous improvement.

The challenge we found

A significant knowledge gap among leaders on the principles and practical application of OKRs, difficulty ensuring team-level OKRs genuinely aligned with company strategy, and the need for a system to sustain the practice and keep teams engaged over the long term.

How we helped

We ran targeted leadership training on OKR fundamentals and engagement, facilitated workshops to align each team's OKRs with company strategy, and provided ongoing follow-up sessions and tracking tools to sustain and refine adoption.

The results we saw together

- Enhanced leadership OKR competency
- Team OKRs tied to company strategy

- Sharper strategic execution
- A culture of continuous improvement

Our OKR coaches: Dirk Schmellenkamp · Dirk Coetsee

OUR REFLECTION

Gulfstream shows the compounding value of starting with leaders. By closing the knowledge gap at the top and giving leaders the tools to align and sustain OKRs, we helped embed a discipline the business can now carry forward on its own, the mark of capability, not dependency. In precision manufacturing, where quality lives in the detail, that shared focus on outcomes is exactly where OKRs earn their keep.



ELARA AEROSPACE · TECHNICAL UNIVERSITY OF MUNICH

EMERGING

BRINGING OKR DISCIPLINE TO STUDENT ROCKETRY

FOCUS AREA

Student aerospace · Rocketry

BASE

Munich, Germany (TUM)

STATUS

In progress

Elara Aerospace is a student-led rocketry programme based at the Technical University of Munich, where volunteer engineering students design, build, and launch experimental rockets alongside their studies. For us, it represents a chance to bring OKRs to the grassroots of aerospace, the people who will shape its future.

This is an early-stage, community-led collaboration rather than a completed case study. We are connecting with Elara through our practitioner community to give the next generation of engineers the goal-setting discipline professional teams rely on.

Why OKRs fit a student team

Members graduate every year, so clear objectives preserve direction and knowledge as the team rotates. Volunteers contribute around their studies, so a short set of priorities keeps limited hours on what matters. And multi-semester launch campaigns turn into trackable Key Results.

How we are working together

We offer accessible community learning on outcome-focused goals, help set a lightweight check-in rhythm suited to a volunteer schedule, and guide propulsion, avionics, structures, and recovery sub-teams to own objectives that ladder up to the launch goal.

WHAT WE EXPECT OKRS TO UNLOCK

- Focus that survives exam seasons and cohort changes
- Continuity of knowledge as members hand over
- Clear ownership across technical sub-teams
- Steady momentum toward each launch campaign

OUR REFLECTION

Elara is a different kind of engagement, and a deliberate one. Reaching a student rocketry team extends our mission to where the next generation of aerospace talent is forming. The value is mutual: students gain a discipline that follows them into industry, and we build an early presence in the community.

THREE ENGAGEMENTS, ONE DISCIPLINE

ORGANISATION	PROFILE	CORE CHALLENGE	HOW WE HELPED
Etihad Airways	Aviation · global airline · Abu Dhabi	Strategy-to-execution gap; fragmented KPIs	Strategy-to-OKR workshops + cross-functional design + leadership coaching
Gulfstream	Aviation · jet manufacturer · ~11,500 · USA	Leadership familiarity; alignment; sustaining adoption	Leadership training + alignment workshops + ongoing support & tools
Elara Aerospace	Aerospace · student rocketry · TUM, Munich	Focus & continuity across changing cohorts (<i>emerging</i>)	Community OKR education + lightweight cadence + sub-team ownership

Three lessons we carry across the sector

01 · Translate before you scale

Ambition only moves when it becomes an outcome someone owns. Every engagement we lead starts by turning strategy, or a launch goal, into measurable Key Results.

02 · Alignment beats silos

Whether across airline functions, manufacturing teams, or technical sub-teams, we find that shared objectives keep everyone pulling toward the same result.

03 · Cadence sustains it

A rhythm of check-ins keeps goals alive, at enterprise scale or on a volunteer schedule, so progress stays visible and momentum holds.

LET'S BUILD YOUR SUCCESS STORY

READY TO TURN YOUR STRATEGY INTO FOCUSED, MEASURABLE EXECUTION?

From global airlines and jet manufacturers to the engineers of tomorrow, we help aviation and aerospace teams align, execute, and deliver results that matter. We would welcome the chance to do the same with you.

Contact us →

okrinstitute.org · okrinstitute.org/case-studies