



OKR INSTITUTE

THE LEADING GLOBAL OKR INSTITUTE

— CLIENT ANALYSIS BROCHURE · EDUCATION & CONSULTING

FROM LEARNING TO ADVISING: OKRS THAT DELIVER REAL OUTCOMES

Three organisations, one thread: whether the goal is student learning, institutional strategy, or advice sold to clients, each needed intent turned into outcomes that can be measured. This analysis looks at how we made that happen with a digital learning platform, a leading university, and the world's top consulting firms.

● **Pandai.org**

● **Prince Sultan University**

● **Consulting Firms**

3

EDUCATION &
CONSULTING CLIENTS

6

GLOBAL CONSULTING
FIRMS COACHED

3

DISTINCT EDUCATION &
ADVISORY CONTEXTS

Prepared for
internal review
Confidential

WHERE PURPOSE MEETS PROOF

Few sectors care more about outcomes than education and consulting, and few find them harder to pin down. A learning platform is judged by what students gain; a university by how well it executes its plan; a consultancy by the results it earns for clients. In each, ambition is plentiful and the missing piece is the same: a shared, repeatable way to convert it into progress you can actually see.

We worked with three very different organisations on exactly that. **Pandai.org**, a mission-driven digital education platform, rolled OKRs out across the whole organisation so its rapid growth would show

up as real learning impact. **Prince Sultan University** asked us to help its Strategic Planning team marry OKRs to the Balanced Scorecard it already ran on. And a set of the world's **leading consulting firms** brought us in to make their consultants genuinely fluent in OKRs, fluent enough to teach them.

The methods rhymed even when the contexts did not: get hands dirty with real enablement, translate strategy into outcomes in the room, draft OKRs for real, and hold a steady cadence. What we leave behind is capability the organisation owns, not a binder it files away.

3

Organisations across digital learning, higher education & consulting

6

Leading consulting firms coached on OKRs

Impact

Activity gives way to outcomes worth measuring in every engagement

100%

Programmes shaped around each organisation's own reality

FOUR MOVES THAT MAKE OKRS STICK

1 Start with context, not theory

Before any framework, we learn the mission, the methods, and the way people actually work, then teach OKRs in that language.

2 Turn priorities into outcomes

Working sessions convert big-picture goals into Objectives worth pursuing and Key Results you can genuinely measure.

3 Connect and combine

We tie team OKRs to strategy and fit them alongside the tools already in use, from the Balanced Scorecard to consulting playbooks.

4 Coach until it's a habit

Across several cycles we coach, run check-ins and retrospectives, and hand over a rhythm the organisation can keep on its own.

GROWTH THAT SHOWS UP AS LEARNING

INDUSTRY

Digital education platform

MISSION

Access & student outcomes

SCOPE

Organisation-wide OKRs

ENGAGEMENT

Full OKR implementation

Pandai.org exists to widen access to learning and lift student outcomes. As its programs, partnerships, and tools multiplied, leaders spotted a familiar risk: grow fast enough without a common compass and the mission itself starts to blur. They brought us in to install OKRs organisation-wide, so expansion would translate into impact rather than dilute it.

THE CHALLENGE WE FOUND

- 01 Teams pulling separately.** Product, content, partnerships, technology, and operations all served one mission, but had no shared framework to line up priorities or judge success.
- 02 OKRs in theory, not practice.** Leadership believed in outcome-driven work, yet few teams had actually written, tracked, or reviewed an OKR before.
- 03 A system, not a spark.** The aim was never a one-off launch; leaders wanted OKRs woven into the culture so they would outlast any single quarter.

WHY IT MATTERED

For a mission-led platform, scale only counts if it reaches learners. Alignment was the line between real reach and busy motion.

Getting there took more than software: it needed focus, capability, and a framework people could repeat.

THE OBJECTIVE WE SET

Point every team at the mission, trade activity for measurable outcomes, and build enough capability that OKRs live on inside everyday planning, delivery, and review.

FOCUS AREAS

Mission alignment

Measurable impact

Sustainability

OUR APPROACH

01 Rollout from the top down

Starting with leadership alignment and reaching every team, we made sure objectives and measurable results were clear across the organisation.

02 Teams writing their own

Workshops let each team turn shared priorities into their own OKRs, keeping the freedom to decide how results were reached.

03 Coaching over the cycles

Repeated coaching sharpened OKR quality, review habits, and outcome-focused thinking cycle after cycle.

04 A rhythm to rely on

Quarterly planning, regular check-ins, and retrospectives gave the whole organisation a dependable operating beat.

THE RESULTS WE SAW TOGETHER

- **Everyone could see the point.** Teams understood their priorities and exactly how their work fed student learning outcomes.
- **Sharper focus.** With OKRs guiding them, teams backed the high-impact work and let competing distractions fall away.
- **Measuring what counts.** The conversation moved from tasks completed to real signals of learning, engagement, and platform effectiveness.
- **Built to last.** Coaching and cadence left Pandai.org with an in-house muscle for keeping OKRs sharp over time.

OUR REFLECTION

Pandai's story is really about keeping a mission in focus while moving fast. Growth has a way of outrunning coordination, and impact quietly leaks out the gaps. Lining every team up behind the same priorities, then coaching through several cycles, turned momentum into measurable learning, and handed the platform a capability it now runs itself.

PRINCE SULTAN UNIVERSITY

TWO PLANNING TOOLS, ONE SYSTEM

INDUSTRY
Higher education

LOCATION
Riyadh, Saudi Arabia

STAFF
~200

OKR COACH
Dirk Schmellenkamp

Prince Sultan University, a leading institution in Riyadh, already planned with the Balanced Scorecard, and had no wish to throw it out. The brief was subtler: teach the Strategic Planning team to make OKRs and the Balanced Scorecard work as one, so planning, execution, and assessment all grew sharper rather than more complicated.

THE CHALLENGE WE FOUND

- 01 Two methods, different logic.** OKRs and the Balanced Scorecard focus on different things, so fusing them cleanly was a real design problem.
- 02 It had to actually work.** The combined approach needed to sharpen alignment and execution across departments, not just look tidy on paper.
- 03 Skills to sustain it.** The Strategic Planning team needed thorough training to run and keep the integrated system going on its own.

WHY IT MATTERED

The university's planning already ran on the Balanced Scorecard, so OKRs had to reinforce that discipline, never fight it.

Teaching the planning team to bridge both was the surest path to adoption that would hold institution-wide.

THE OBJECTIVE WE SET

Equip the Strategic Planning team to link OKRs to the Balanced Scorecard's four perspectives, lifting planning, execution, and performance measurement across the university.

FOCUS AREAS

OKR + BSC integration

Strategic planning

Capacity building

OUR APPROACH

01

Training built for the brief

Sessions tailored to the principles of both OKRs and the Balanced Scorecard, and to the practicalities of bringing them together.

02

Hands-on workshops

Working sessions mapped OKRs onto the Balanced Scorecard's four lenses: Financial, Customer, Internal Process, and Learning & Growth.

03

Support that stayed

Continued consultation, troubleshooting, and adjustments from feedback kept the integrated system on track well past launch.

THE RESULTS WE SAW TOGETHER

- **Planning with more bite.** Joining OKRs to the Balanced Scorecard clearly strengthened how the university planned and executed, aligning initiatives and objectives.
- **Progress you could track.** The university could now follow its goals across several dimensions far more precisely than before.
- **Skills that stayed in-house.** The Strategic Planning team came away with know-how to carry strategic management forward independently.
- **One coherent approach.** Rather than two rival systems, OKRs and the Balanced Scorecard now reinforce each other.

OUR REFLECTION

The interesting part of the PSU work was what we deliberately did not do: replace anything. The Balanced Scorecard was working, so the task was to let OKRs amplify it. Once the planning team could move fluently between both, two tools that might have competed became a single, measurable way of running strategy, and the university kept the expertise to sustain it.

LEADING CONSULTING FIRMS · MULTI-FIRM CASE STUDY

TEACHING THE TEACHERS OF OKRS

INDUSTRY

Management consulting

FIRMS

PwC · BCG · Grant Thornton · Accenture · Deloitte

SCOPE

Consultant enablement

OKR COACH

D. Schmellenkamp & D. Coetsee

Some of the biggest names in consulting, PwC, BCG, Grant Thornton, Accenture, and Deloitte, asked us to coach their consultants on OKRs in this multi-firm case study. The goal was not internal tidiness but commercial edge: consultants who could weave OKRs into their advice and help clients sharpen alignment, execution, and agility.

THE CHALLENGE WE FOUND

- 01 Knowing of vs. knowing how.** Consultants had heard of OKRs, but there was a wide gap in deep understanding and confident, practical use.
- 02 Consistent across every client.** Coaching had to land the same way whether the client was a start-up or a ministry, each with its own context and goals.
- 03 Fit, don't fight.** OKRs had to slot in beside established consulting methodologies without causing friction or watering down impact.

WHY IT MATTERED

For these firms OKR fluency is a product, not a back-office nicety, so the mastery had to be deep and repeatable.

Every consultant who truly gets OKRs carries that value into every client they touch.

THE OBJECTIVE WE SET

Make consultants genuinely fluent in OKRs and able to fold them into their own offerings, sharpening their advice and delivering better alignment, execution, and agility for clients.

FOCUS AREAS

Consultant mastery

Methodology integration

Client impact

OUR APPROACH

01

Coaching, pitched to pros

Tailored programs ran from OKR fundamentals to advanced technique and how to blend them with other consulting methods.

02

Practice on real scenarios

Workshops put consultants through simulated client situations, building hands-on judgement and problem-solving.

03

Toolkits to carry forward

Resources, toolkits, and ongoing support meant consultants could coach their own clients to adopt and sustain OKRs.

THE RESULTS WE SAW TOGETHER

- **Sharper expertise.** Consultants across these firms deepened both their grasp and their practical skill with OKRs, adding real strategic value for clients.
- **Wider offerings.** Firms extended their strategy and improvement services, adding OKR coaching and implementation as a headline capability.
- **Better client results.** Folding OKRs into client strategies improved alignment, execution, and performance across their portfolios.
- **Impact that multiplies.** Each consultant we coached carries OKR fluency into many engagements, reaching far beyond the firms themselves.

OUR REFLECTION

This engagement pays forward. The consultants we coach don't just use OKRs; they go on to teach them, client after client. What made it work was pairing genuine depth with careful integration, so OKRs strengthened each firm's existing toolkit instead of competing with it, and the return compounds with every engagement that follows.

FOCUS

Consultant OKR mastery

SCOPE

PwC, BCG, Grant Thornton, Accenture, Deloitte

FORMAT

Coaching · Workshops · Toolkits

COACH

D. Schmellenkamp & D. Coetsee

DIFFERENT ROOMS, THE SAME CRAFT

CLIENT	PROFILE	CORE CHALLENGE	HOW WE HELPED
Pandai.org	Digital education platform · mission-driven	Making fast growth show up as real learning impact	Full rollout + team enablement + coaching + cadence
Prince Sultan University	Higher education · Riyadh · ~200	Fusing OKRs with the Balanced Scorecard	Tailored training + application workshops + ongoing support
Consulting Firms	PwC, BCG, Grant Thornton, Accenture, Deloitte	Building deep, repeatable OKR mastery in consultants	Coaching programs + simulated workshops + resources & toolkits

Three lessons we carry across the sector

01 · Anchor to the mission

Pandai showed that when growth is anchored to shared priorities, OKRs convert momentum into measurable impact instead of noise.

02 · Add to what works

PSU proved OKRs earn their keep when they reinforce a trusted framework like the Balanced Scorecard rather than replace it.

03 · Teach the teachers

The consulting work showed that coaching practitioners to teach OKRs multiplies impact across every client they later advise.

BUILD YOUR OWN SUCCESS STORY

READY TO TURN YOUR MISSION OR STRATEGY INTO MEASURABLE EXECUTION?

From mission-driven learning platforms to leading universities and the world's top consulting firms, we help education and consulting organisations align their teams, integrate OKRs with the tools they already trust, and build capability that lasts. We would welcome the chance to do the same with you.

Contact us →

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