



OKR INSTITUTE
THE LEADING GLOBAL OKR INSTITUTE

CLIENT ANALYSIS BROCHURE · OIL & GAS / ENERGY

BUILDING DURABLE OKR CAPABILITY ACROSS THE ENERGY SECTOR

A cross-client analysis of how the OKR Institute has helped four leading energy and utility organisations turn strategic ambition into focused, measurable execution.

Petronas

CLP Group

Origin Energy

Petroleum Development Oman

4

ENERGY CLIENTS

~61,000

EMPLOYEES REACHED

4

REGIONS

Prepared for internal review
Confidential

PROVEN RESULTS WITH THE WORLD'S ENERGY LEADERS

The OKR Institute has partnered with some of the most demanding organisations in the energy and utility sector, companies operating on long capital cycles, tight regulation, and complex, multi-region structures. Across every engagement, the mandate has been the same: turn broad strategic ambition into focused goals that teams can actually execute and measure.

This brochure compiles our work with four such organisations. Each faced a different maturity stage, from building a first OKR muscle, to synchronizing cadence with annual planning, to correcting an existing practice that had drifted toward measuring activity instead of impact.

What unites them is an approach grounded in **context-led training, pilot-first rollouts, and a disciplined check-in rhythm**, capability built to last, not a template handed over and forgotten.

4

Energy & utility clients across APAC, Australia & the Middle East

~61k

Combined employees within the client organisations engaged

3

Published case studies, plus one active engagement in Oman

100%

Practitioner-led programs tailored to each client's context

HOW THE OKR INSTITUTE BUILDS CAPABILITY THAT STICKS

1 Context-led training

Curriculum built around each client's real operating environment, not a one-size course. Lessons land because they reflect how the business actually works.

2 Pilot-first rollout

Start with focused groups to reduce risk and create a tested model. Prove the practice on a small scale before it spreads across the organisation.

3 Disciplined cadence

A steady rhythm of check-ins keeps OKRs alive, surfaces issues early, and syncs quarterly work to the annual planning clock.

4 Skill over format

We teach the thinking behind OKRs, not just the template, so teams can adapt the approach as conditions change and outcomes stay front of mind.



PETRONAS

BUILDING OKR CAPABILITY THROUGH FOCUSED PILOT GROUPS

SECTOR

Energy · Oil & Gas

EMPLOYEES

~48,000

REGION

Malaysia (Global)

Petronas is a global energy company headquartered in Malaysia and one of the world's largest integrated oil & gas corporations, with around 48,000 employees operating across the full energy value chain.

The challenge

Drafting OKRs that are genuinely useful, powerful yet tightly connected to company strategy, is harder than it looks. Petronas also had to decide where to begin, avoiding the risk of rolling out everywhere at once in a 48,000-person business.

Our approach

OKR Practitioner courses for Agile Coaches and Team Leads, a context-led curriculum reflecting Petronas's operating reality, and deep methodology grounding, delivered through pilot groups drafting real OKRs for real teams.

What changed

- Real strategic alignment across teams
- Stronger, more compelling OKR drafting
- A steady goal-setting rhythm
- Confident pilot groups to expand from

"The pilot groups built our confidence that OKRs could work across the wider organisation."

Strategy Leader, Petronas

OUR ANALYSIS

In an organisation of 48,000 people, capability compounds. Petronas resisted the temptation of a blanket rollout and instead certified its strategy team first, creating internal champions who could model good OKR practice for everyone else. The pilot approach de-risked the investment: leadership saw the framework working on real goals before committing the wider business. The lasting asset is not a set of OKRs but a strategy function that now owns the discipline and can teach it forward, the difference between a program and a permanent capability.



CLP GROUP

CONNECTING PRODUCT-TEAM GOALS TO ANNUAL STRATEGY

SECTOR
Energy · Utilities

EMPLOYEES
~8,000

REGION
Hong Kong (APAC)

CLP Group is one of Asia-Pacific's largest investor-owned power businesses, headquartered in Hong Kong with around 8,000 employees supplying reliable electricity across the region.

The challenge

Setting up OKR cycles that matched the company's annual objectives, while fitting the framework into product teams that already run their own agile rhythms, and bridging the utility's slow annual clock with fast quarterly cycles.

Our approach

Practitioner courses for product managers, team leads, agile coaches and scrum masters together; a weekly check-in routine to sustain momentum; and OKR cycles designed to feed cleanly into annual planning.

What changed

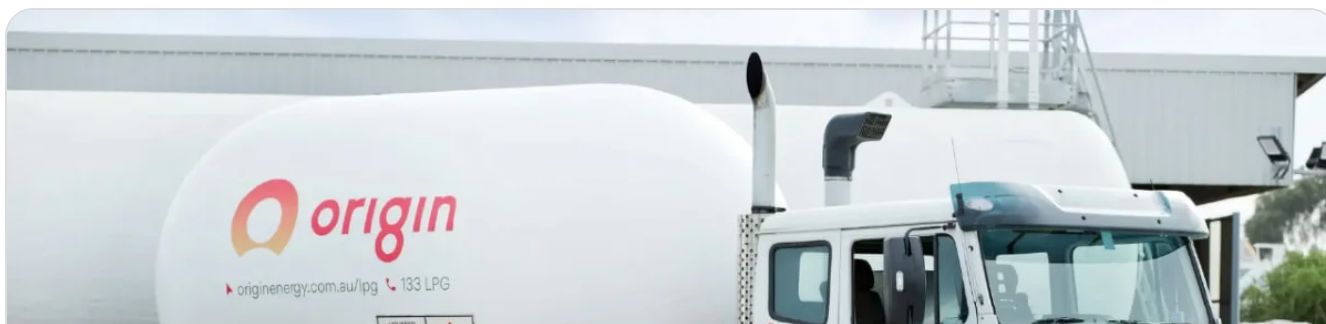
- Clear, measurable OKR drafting
- Alignment top-down and across teams
- Fit with scrum, kanban & lean
- OKRs linked to the incentive program

"Matching OKR cycles to our annual plan gave product teams the clarity to execute with real purpose."

Product Leader, CLP Group

OUR ANALYSIS

CLP's win was one of timing architecture. Utilities plan on multi-year horizons while product squads move in weeks; left unmanaged, the two clocks pull against each other. By engineering OKR cycles that feed the annual plan and anchoring them with a weekly check-in, CLP converted that tension into a rhythm, quarterly execution that visibly rolls up into yearly strategy. Training every product role together removed the translation cost that usually slows alignment, and tying OKRs to incentives gave the practice the staying power to outlast any single planning cycle.



ORIGIN ENERGY

FROM MEASURING ACTIVITY TO DRIVING REAL OUTCOMES

SECTOR
Energy

EMPLOYEES
~5,000

REGION
Australia

Origin Energy is a leading Australian integrated energy company of around 5,000 employees, spanning energy retailing, power generation and natural gas production.

The challenge

Origin had already adopted OKRs but fell into the activity trap, goals measured how busy people were rather than what changed, blurring the line between business-as-usual work and the initiatives meant to drive future growth.

Our approach

Leadership and professional courses for strategy managers, coaching on outcome-over-output OKRs, and a clear separation of routine work (tracked with KPIs) from future-directed growth work (guided by OKRs).

What changed

- Outcome-focused OKRs over outputs
- Managers as effective internal coaches
- Goals aligned to purpose & priorities
- Clear KPI / OKR division of work

"Once we learned to separate routine work from growth work, our OKRs finally pointed at what actually mattered."

Strategy Leader, Origin Energy

OUR ANALYSIS

Origin's story is the most instructive for any organisation already 'doing OKRs'. The framework had been adopted but not yet understood, effort was being measured instead of impact. The breakthrough was conceptual, not procedural: separating business-as-usual work (managed with KPIs) from change initiatives (driven by OKRs). That single distinction clarified where growth actually comes from and freed managers to coach toward outcomes rather than police activity. It proves the highest-leverage OKR work is often refinement of an existing practice, not adoption from scratch.



PETROLEUM DEVELOPMENT OMAN

EXTENDING THE MODEL TO THE MIDDLE EAST

ACTIVE ENGAGEMENT

SECTOR

Energy · Oil & Gas

REGION

Oman (Middle East)

STATUS

In progress

Petroleum Development Oman is the Sultanate's foremost oil & gas exploration and production company, responsible for the majority of Oman's crude output and a major share of its natural gas supply.

Petroleum Development Oman joins a portfolio of national and global energy operators turning to the OKR Institute to sharpen strategic execution. As one of the region's leading oil & gas producers, PDO operates in the same long-cycle, capital-intensive environment where disciplined goal-setting is central to how the business plans and delivers.

This is our deepest energy-sector commitment yet. Rather than a single course, PDO's leadership team has enrolled in the full **OKR Path**, our end-to-end **OKR Professional** certification, a long-term engagement that builds mastery from foundations through advanced coaching and organisation-wide rollout.

THE OKR PATH · OKR PROFESSIONAL

Leadership team · long-term engagement

01 · Foundations

Grounding leaders in the thinking behind OKRs and writing outcome-focused goals.

02 · Practice & coaching

A disciplined check-in cadence with hands-on coaching as leaders run real cycles.

03 · Scale & mastery

Professional certification and the capability to drive rollout across the organisation.

OUR ANALYSIS

PDO marks a strategic shift in how the sector engages us: from targeted training to full professional certification of a leadership team. Committing leaders, not only practitioners, to the complete OKR Path signals intent to embed the discipline at the very top and cascade it downward, the most durable foundation for organisation-wide adoption. It positions PDO to become the Middle East reference point for what disciplined, outcome-focused execution looks like in a national energy champion.

FOUR ENGAGEMENTS, ONE CONSISTENT PATTERN

CLIENT	SECTOR / SIZE	CORE CHALLENGE	SIGNATURE APPROACH
Petronas	Oil & Gas · ~48k · Malaysia	Writing strategy-linked OKRs; where to start at scale	Pilot groups + practitioner courses for coaches & leads
CLP Group	Utilities · ~8k · Hong Kong	Syncing quarterly OKRs with annual plans in agile teams	Strategy-linked cycles + weekly check-in cadence
Origin Energy	Energy · ~5k · Australia	Escaping the activity trap; BAU vs. growth work	Outcome-first coaching + KPI/OKR separation
Petroleum Dev. Oman	Oil & Gas · Oman	Building execution discipline (<i>active</i>)	Proven playbook adapted to regional context

Three lessons that travel across every client

01 · Skill before scale

Every successful rollout began small. Pilot groups build confidence and a tested model before the practice spreads, proven at Petronas and echoed at CLP.

02 · Cadence tied to strategy

A steady check-in rhythm and cycles that feed the annual plan keep goals alive and aligned, the throughline from CLP's weekly cadence to Origin's coaching.

03 · Outcomes over activity

The hard part is never the format, it is writing goals that point at real impact. Origin's shift from output to outcome is the lesson every client learns.

BUILD YOUR OWN SUCCESS STORY

READY TO TURN STRATEGY INTO FOCUSED, MEASURABLE EXECUTION?

Join the energy leaders already transforming how their teams align, execute, and deliver results with the OKR Institute.

Contact us →

okrinstitute.org · okrinstitute.org/case-studies