



OKR INSTITUTE

THE LEADING GLOBAL OKR INSTITUTE

— CLIENT ANALYSIS BROCHURE · MULTI-MARKET

WHERE STRATEGY TURNS INTO ACTION: THE TEAM LEADER

In a fast-paced, multi-market organisation, the team leader is where strategy becomes delivery, or stalls. This analysis looks at how hands-on OKR coaching for team leaders can turn capable-but-inconsistent execution into a shared, outcome-driven rhythm across every function.

● YSQ International

Multi

MARKET OPERATING
ENVIRONMENT

Team

LEADERS AS THE
PIVOTAL LAYER

Hands-on

PRACTICAL COACHING,
NOT THEORY

Prepared for internal
review
Confidential

01 · EXECUTIVE SUMMARY

STRATEGY IS ONLY AS GOOD AS ITS EXECUTION LAYER

Plenty of organisations have a sound strategy and capable people, yet still see results wobble from team to team. The reason is usually the execution layer: the team leaders who translate direction into day-to-day work. When each of them plans and measures differently, alignment frays and performance turns uneven, no matter how strong the plan above them.

That is precisely the situation we found at **YSQ International**, which operates in a fast-paced, multi-market environment where team leaders are the

linchpins turning strategy into action. As the organisation scaled, leadership saw that its teams were able, but execution varied and cross-functional alignment was inconsistent. YSQ brought us in to coach its team leaders, hands-on, on applying OKRs.

The work followed the approach we take everywhere, adapted to the team-leader layer: **practical enablement, drafting real OKRs together, and a disciplined cadence**, building confidence and capability that stays with the leaders rather than a theory deck they forget.

Leaders

Team leaders coached as the execution layer

Hands-on

Coaching on real objectives, not theory

Outcomes

A shift from completed tasks to measurable impact

Consistent

One shared way of executing across teams

02 · OUR METHODOLOGY

HOW WE BUILD OKR CAPABILITY AT THE TEAM-LEADER LEVEL

1 Coach where it counts

We focus enablement on the team-leader layer, the point where strategy meets daily delivery, tailored to a multi-market, fast-moving context.

2 Draft on real objectives

Leaders work on their own live objectives, learning to draft, refine, and align OKRs on the work in front of them, not case studies.

3 Enable cadence & review

We teach leaders to run effective check-ins, hold outcome-focused conversations, and use OKRs as a real decision-making tool.

4 Learn as a community

Group coaching builds a peer community of practice, spreading best practice and locking in consistency across teams.

YSQ INTERNATIONAL

STRENGTHENING EXECUTION AT THE TEAM LEVEL

ENVIRONMENT

Fast-paced, multi-market

FOCUS

Team-leader coaching

FORMAT

Hands-on OKR coaching

BASIS

OKR Institute case study

YSQ International operates in a fast-paced, multi-market environment where team leaders are the linchpins that turn strategy into action. As the organisation scaled, leadership noticed that while its teams were capable, execution varied and alignment across functions was inconsistent. YSQ collaborated with us to provide hands-on coaching for its team leaders, helping them set clear priorities, track outcomes that truly matter, and build a consistent, results-oriented culture across their teams.

THE CHALLENGE WE FOUND

- 01 Inconsistent team-level goal setting.** Teams used different methods to define and track objectives, leading to misalignment and uneven performance across the organisation.
- 02 Task-focused leadership.** Leaders often measured progress by completed tasks rather than the impact of the work, limiting visibility into meaningful outcomes.
- 03 Limited OKR confidence at the team level.** Leaders grasped the concept of OKRs but most lacked hands-on experience applying them in team management and daily operations.

WHY IT MATTERED

In a multi-market business, team leaders are where strategy either becomes consistent delivery or fragments into uneven results.

Equipping that layer with practical OKR skill was the surest way to make execution predictable across every function.

THE OBJECTIVE WE SET

Align team objectives with broader organisational goals, move leaders from tasks to outcomes, build their confidence in applying OKRs, and establish a culture of consistent execution and accountability across teams.

FOCUS AREAS

Team-leader capability

Outcome focus

Consistency

OUR APPROACH

01 Targeted coaching for team leaders

A structured coaching programme built specifically for team leaders, centred on practical application rather than theory.

02 Hands-on OKR design & refinement

Leaders worked on real YSQ objectives in session, learning to draft, refine, and align OKRs effectively.

03 Cadence & review enablement

Coaching covered how to run effective check-ins, lead outcome-focused conversations, and use OKRs to make decisions.

04 Peer learning & best practice

Group sessions created a community of practice among leaders, accelerating learning and reinforcing consistency.

THE RESULTS WE SAW TOGETHER

- **Clearer team alignment.** Teams understood their priorities and how their work connected to the organisation's overall goals.
- **Outcome-driven leadership.** Leaders shifted from task-focused management to guiding and measuring by results and impact.
- **Consistent execution.** Teams showed more predictable planning, tracking, and delivery across OKR cycles.
- **Confident OKR leaders.** Team leaders gained the skills and confidence to run OKR cycles independently and coach their own teams.

OUR REFLECTION

YSQ is a story about where you intervene. Rather than start at the top, we focused on team leaders, the layer that turns strategy into daily action and most often causes execution to drift. Coaching them hands-on, on their own objectives, and connecting them as a peer community turned an inconsistent execution layer into a shared, outcome-driven rhythm the organisation now sustains itself.

FOCUS

Team-leader execution

SCOPE

Team leaders & their teams

FORMAT

Hands-on coaching · Peer learning

BASIS

OKR Institute case study

THREE LESSONS THAT TRAVEL ACROSS MARKETS

01 · Coaching beats theory

Hands-on coaching on real objectives accelerates learning and builds the confidence leaders need to actually apply OKRs.

02 · Peers reinforce practice

A leader community spreads consistent practice and keeps standards high long after the formal coaching ends.

03 · Cadence sustains it

A steady rhythm of planning, tracking, and reviewing keeps accountability alive and drives continuous improvement.

WHY IT GENERALISES

YSQ's industry is less important than its shape: a scaling, multi-market organisation whose results depend on the consistency of its team leaders. That pattern shows up everywhere, and wherever it does, investing in the execution layer, rather than only the strategy above it, is what turns a good plan into dependable delivery.

BUILD YOUR OWN SUCCESS STORY

READY TO STRENGTHEN YOUR EXECUTION LAYER?

Whatever the market or industry, we help scaling organisations coach their team leaders to set clear priorities, measure real outcomes, and execute consistently, turning capable teams into a dependable delivery engine. We would welcome the chance to do the same with you.

Contact us →

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