



OKR Success Stories: Aligning Strategy to Execution

Discover how the OKR Institute has helped leaders and teams turn strategic priorities into measurable outcomes.



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الإتجاه
ETIHAD
AIRWAYS
ABU DHABI

ETIHAD AIRWAYS – DRIVING STRATEGIC ALIGNMENT WITH OKRS

Training Provider: OKR Institute

Etihad Airways embarked on a multi-year transformation to strengthen profitability, accelerate growth, and enhance operational excellence. To ensure that strategic ambition translated into tangible results, Etihad partnered with OKR Institute to implement Objectives and Key Results (OKRs) as a unifying framework for performance and alignment across the organization.

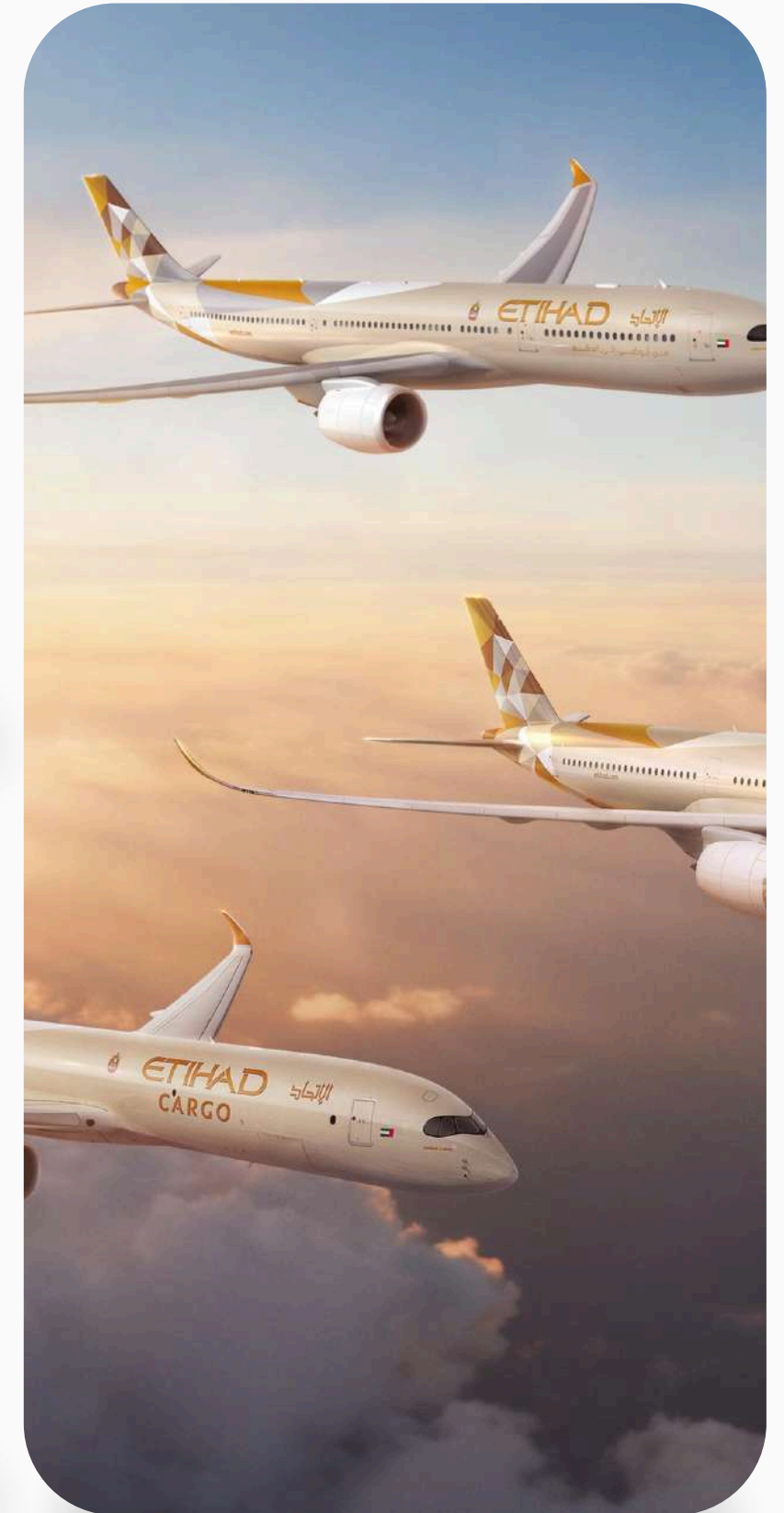
With the support of OKR Institute, the airline achieved stronger cross-functional alignment, sharper strategic focus, and measurable improvements across key business outcomes.

Objective: Align the organization around strategic priorities and improve operational performance across all functions.



OKR INSTITUTE X ETIHAD AIRWAYS

Overview of an OKR engagement supporting strategic focus and alignment.



ETIHAD AIRWAYS



Industry

Aviation / Airline

Operating Environment

Highly regulated, cost-sensitive, competitive

Headquarters

Abu Dhabi, United Arab Emirates

Business Model

Full-service international airline

Workforce

Multinational, cross-functional teams

Global Presence

Middle East, Europe, Asia, Africa, Australia, North America

Organizational Maturity

Large-scale, enterprise-level organization

Core Business

Passenger air transport, cargo services, and aviation-related operations

Strategic Focus

Operational efficiency, customer experience, network optimization, sustainability, and financial performance

Organizational Complexity Snapshot



Operating at global scale, Etihad Airways manages strong interdependencies across commercial, operational, and customer-facing teams, requiring clear prioritization and shared outcomes.

BACKGROUND / CHALLENGE

Like many large organizations, Etihad faced a common but critical challenge: translating high-level strategy into measurable, day-to-day execution.

Key challenges included:

01.

Strategy-to-execution gap

Strategic priorities were clear at the leadership level but difficult to translate into measurable, aligned execution across functions.

02.

Fragmented KPIs

Departments operated with fragmented KPIs, limiting cross-functional focus on shared outcomes.

03.

Activity-focused goal setting

Traditional goal setting emphasized outputs and activities rather than measurable strategic impact.

Without a clear framework, progress toward strategic objectives was inconsistent, and alignment across the airline remained fragmented.

HOW OKR INSTITUTE HELPED

OKR Institute worked closely with Etihad to enable effective execution and alignment. The key solutions included:



Strategy-to-OKR workshops

OKR Institute facilitated executive strategy-to-OKR workshops to convert Etihad's strategic priorities into clear, outcome-based Objectives and measurable Key Results.



Cross-functional OKR

OKR Institute facilitated cross-functional OKR design sessions involving commercial, operations, customer experience, and support teams.

The sessions focused on aligning objectives across functions, clarifying dependencies, and establishing shared measures of success. This created a more coordinated approach to strategy execution.



Leadership coaching

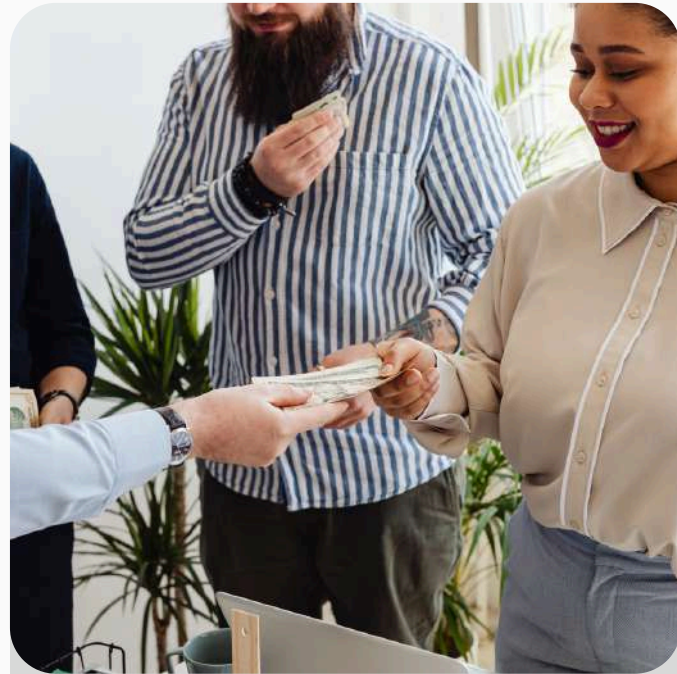
Leadership coaching was provided to strengthen leadership capability in writing, reviewing, and steering OKRs consistently. The coaching reinforced common standards and practices for effective OKR governance.

IMPACT OF OKRS AT ETIHAD AIRWAYS

Summary of outcomes observed during the engagement.



Clear line of sight from corporate strategy to team-level execution, enabling strategic priorities to be translated into measurable outcomes.



Improved alignment across departments around shared outcomes, including efficiency, growth, and customer experience.



Stronger strategic focus and accountability across leadership, teams, and execution levels.



Enhanced decision-making through transparent tracking of progress and outcomes, allowing timely adjustments and continuous improvement.

This structured approach transformed Etihad's way of working, ensuring that every effort contributed to tangible business results





LESSONS LEARNED



Structured workshops and expert guidance are essential to translate strategy into actionable outcomes.



Cross-functional alignment is critical to break down silos and focus on shared results.



Leadership engagement and coaching ensure consistent execution and sustainable performance improvement.



Raiffeisen
BANK

RAIFFEISEN BANK KOSOVO – STRENGTHENING STRATEGIC EXECUTION AND LEADERSHIP ALIGNMENT

Training Provider: OKR Institute

Raiffeisen Bank Kosovo aimed to enhance strategic execution and leadership alignment in a rapidly evolving financial services environment.

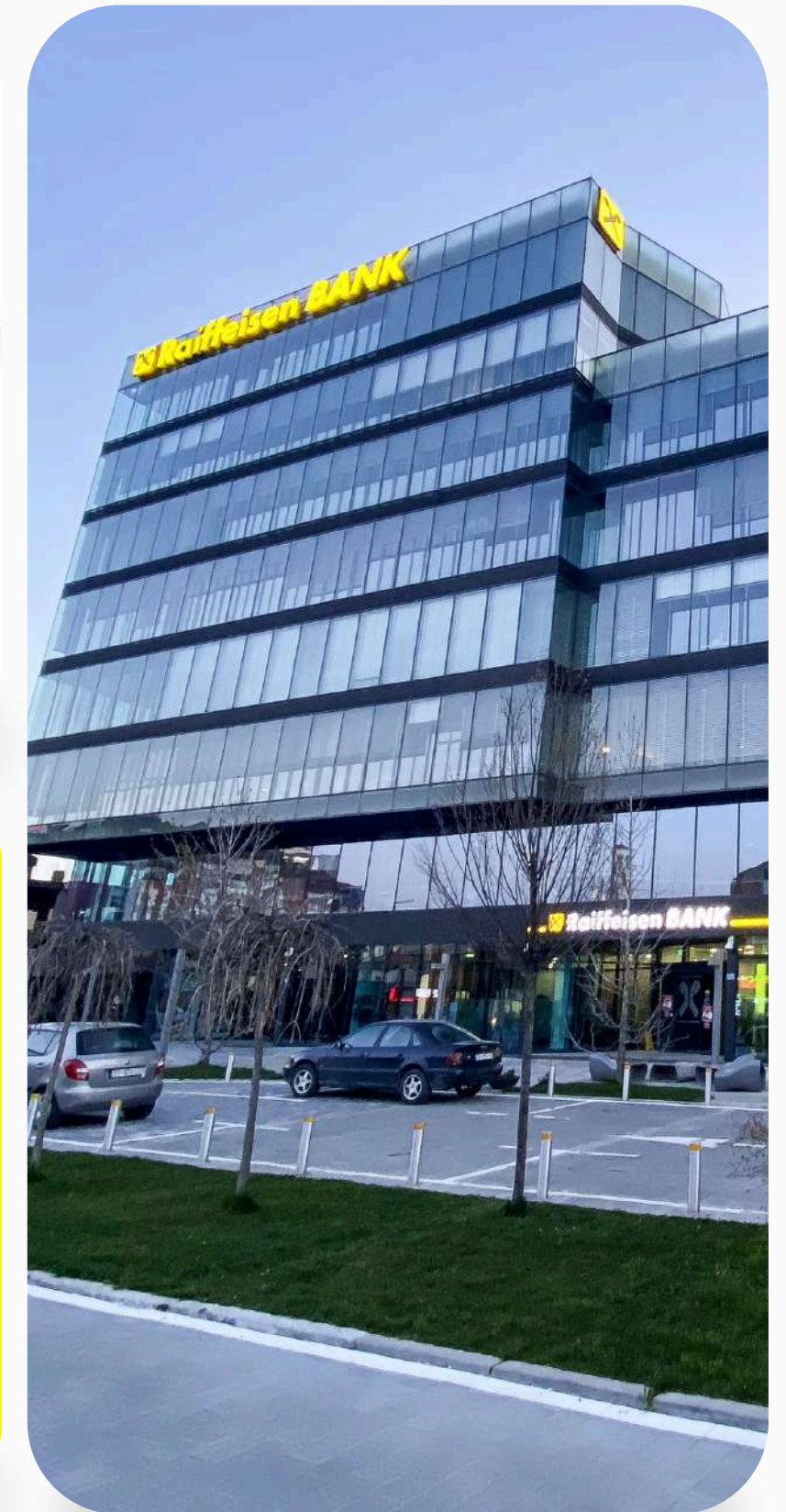
While the bank already had a strong performance management foundation, leadership recognized the need for a modern, outcome-driven framework to improve focus, accountability, and cross-functional collaboration.

With the support of OKR Institute, the bank equipped its leadership team with the skills and mindset required to successfully apply Objectives and Key Results (OKRs), laying the groundwork for more effective execution and measurable impact.



OBJECTIVE:

Strengthen leadership capability and establish an outcome-driven approach to drive alignment, accountability, and measurable results across the bank.



Raiffeisen Bank



Industry

Banking / Financial Services

Operating Environment

Highly regulated, competitive market with growing digital and ESG focus

Headquarters

Prishtina, Republic of Kosovo

Business Model

Full-service commercial bank

Workforce

Skilled local workforce with international banking standards

Global Presence

Domestic focus with international reach via RBI

Organizational Complexity Snapshot



Operating as a leading bank in Kosovo, Raiffeisen Bank Kosovo manages interconnected functions across branch networks, digital platforms, risk and compliance frameworks, requiring strong coordination and standardized processes.

Organizational Maturity

Well-established, enterprise-level organization with over two decades of market presence and strong governance structures

Core Business

Retail banking, SME and corporate lending, payment services, digital banking, and sustainable finance products

Strategic Focus

Digital transformation, SME growth, customer experience enhancement, financial inclusion, and ESG-aligned lending

BACKGROUND / CHALLENGE

From our assessment, Raiffeisen Bank Kosovo faced several challenges typical of large, performance-driven organizations:

01.

Strategy-to-execution gap

Although strategic priorities were well defined at the executive level, leaders struggled to translate them into clear, measurable outcomes for their teams.

02.

Output-Focused Leadership Practices

Performance discussions were heavily focused on activities and initiatives rather than tangible business impact.

03.

Inconsistent Goal-Setting Across Functions

Departments applied different approaches to goal-setting, limiting alignment and shared ownership of enterprise priorities.

These gaps meant that, despite strong intentions, the bank's leadership needed a structured approach to connect strategy, execution, and measurable results.

HOW OKR INSTITUTE HELPED

Here's how our team worked with Raiffeisen Bank Kosovo to address these challenges:



Executive OKR Education Program

We designed and delivered a leadership-focused training program introducing OKR principles, best practices, and common pitfalls, all tailored to the banking and regulatory context.



Hands-On OKR Design Workshops

Our facilitated sessions enabled leaders to translate strategic priorities into high-quality Objectives and measurable Key Results, using real business challenges as practical learning material.



Leadership Coaching & Practical Application

Through targeted coaching, we supported leaders in applying OKRs within their teams, focusing on cadence, review conversations, and leading with outcomes rather than outputs.

By combining education, practical workshops, and coaching, we helped Raiffeisen Bank Kosovo's leadership team gain the capability and confidence to implement OKRs effectively and set the stage for a wider organizational rollout.

IMPACT OF OKRS AT RAIFFEISEN BANK

Summary of outcomes observed during the engagement.

01

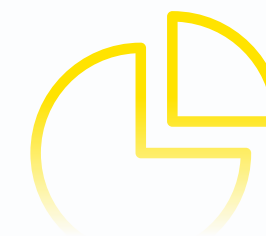
Improved Leadership Alignment



Leaders developed a **shared understanding of priorities** and how their functions contribute to the bank's strategic objectives.

02

Stronger Outcome-Oriented Mindset



Leadership conversations **shifted** from task tracking to measuring impact, progress, and value creation.

03

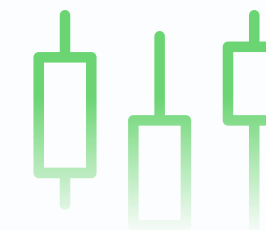
Increased Confidence in OKR Adoption



Leaders gained the capability and confidence to lead OKR cycles independently and cascade them effectively to their teams.

04

Foundation for Scalable OKR Rollout



The leadership cohort became internal role models, creating a strong foundation for expanding OKRs across the organization.



LESSONS LEARNED



Structured workshops and expert guidance are essential to translate strategy into actionable outcomes.



Cross-functional alignment is critical to break down silos and focus on shared results.



Leadership engagement and coaching ensure consistent execution and sustainable performance improvement.

easypark
GROUP

Arrive ✨

ARRIVE (EASYPARK AB) – BUILDING STRATEGIC FOCUS AND EXECUTION AT SCALE

Training Provider: OKR Institute

When we began working with Arrive, the organization was operating in a fast-moving, customer-driven environment where clarity of priorities and speed of execution were essential.

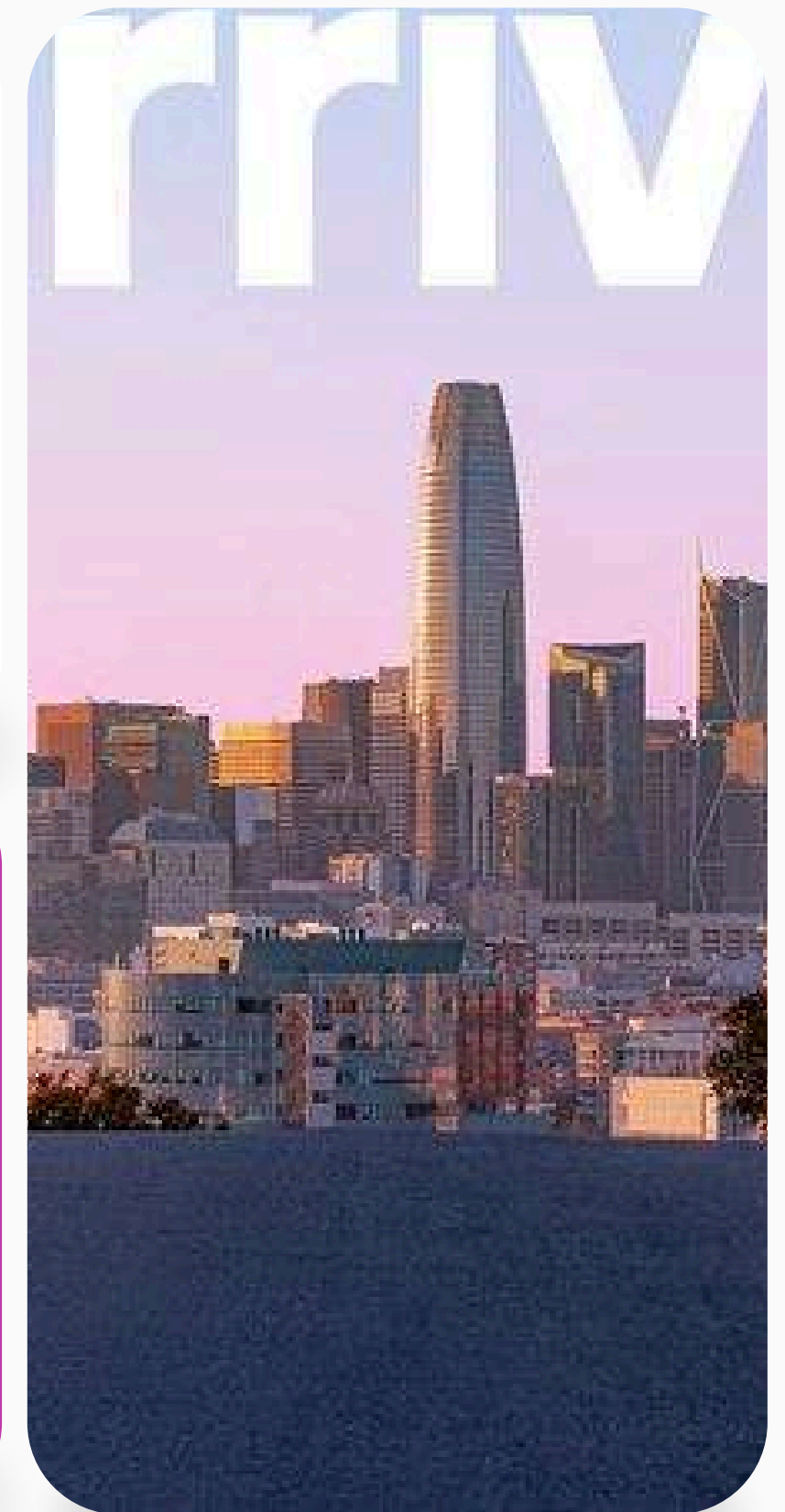
As Arrive scaled, leadership recognized the need for a structured yet flexible approach to align strategy, empower teams, and drive measurable outcomes.

Our role at OKR Institute was to support Arrive in implementing Objectives and Key Results (OKRs) across leadership and teams, helping to establish a shared execution rhythm and a more outcome-driven culture.

The logo for Arrive, featuring the word "Arrive" in a bold, purple, sans-serif font. A small, stylized purple starburst or spark is positioned to the right of the letter 'e'.

OBJECTIVE:

The primary objective was to establish clear strategic alignment across leadership and teams, strengthen execution focus, and embed an outcome-driven approach that could scale with the organization's continued growth.



Arrive

Industry

Mobility Technology /
Smart Cities / Digital
Payments

Operating Environment

Fast-evolving, highly
competitive mobility
market

Headquarters

Stockholm, Sweden

Business Model

B2B/B2C mobility
platform

Workforce

International, tech-driven
workforce

Global Presence

Operations across Europe,
North America, and
selected global markets.

Organizational Complexity Snapshot



EasyPark manages
operations across multiple
countries, navigating diverse
regulations and integrating
complex systems.
Coordinating platforms,
teams, and partnerships at a
global scale adds further
organizational complexity.

Organizational Maturity

Established, enterprise-scale organization with strong
governance.

Core Business

Global urban mobility platform offering smart, integrated
digital solutions that save time, reduce hassle, and support
more livable cities.

Strategic Focus

Scaling a unified global mobility platform under the Arrive
brand.



BACKGROUND / CHALLENGE

From our assessment and early conversations with Arrive's leadership team, several challenges became clear

These challenges created friction between strategy and execution, limiting focus and consistency across the organization.

01. Lack of Strategic Focus at Scale

As Arrive grew, leadership found it increasingly difficult to maintain focus on the most critical priorities while balancing innovation, delivery, and operational excellence.

02. Misalignment Between Leadership and Teams

Strategic objectives were clear at the leadership level, but teams lacked clarity on how their work directly contributed to enterprise-level goals.

03. Output-Driven Performance Management

Goals and performance discussions emphasized activities, milestones, and project completion rather than measurable outcomes and business impact.

HOW OKR INSTITUTE HELPED

To address these challenges, the OKR Institute team supported Arrive through a structured yet flexible approach:

01 **Leadership OKR Enablement**

We aligned the leadership team on OKR principles, roles, and the behaviors required to lead with outcomes, ensuring a shared understanding at the top of the organization.

02 **Strategy-to-OKR Translation Workshops**

We facilitated sessions that helped leadership translate Arrive's strategic priorities into clear organizational OKRs, sharpening focus on what mattered most.

03 **Organization-Wide OKR Rollout**

We supported functional and team-level OKR sessions, enabling teams to align their objectives with leadership priorities while maintaining autonomy in execution.

04 **Cadence and Governance Design**

Together with Arrive, we established a structured OKR cadence, including quarterly planning, regular check-ins, and reviews, embedding OKRs into the organization's operating rhythm.

Throughout the engagement, our role was to guide, challenge, and support leaders as they built confidence in leading with outcomes.

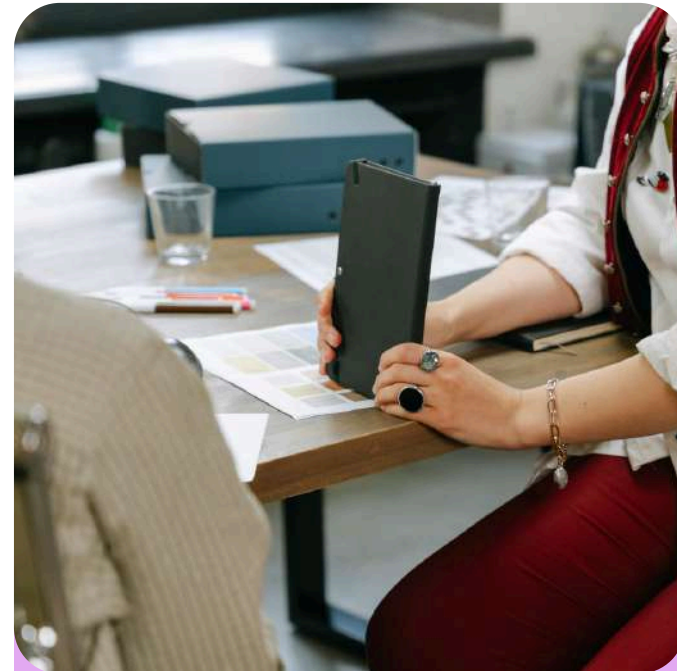
IMPACT OF OKRS AT ARRIVE

As the engagement progressed, we observed several meaningful outcomes:



Clear Alignment Across the Organization

Teams gained greater clarity on priorities and a stronger understanding of how their objectives directly supported leadership goals.



Improved Focus and Execution Discipline

OKRs helped reduce competing priorities, allowing teams to concentrate on initiatives with the highest impact.



Shift to an Outcome-Driven Culture

Performance conversations shifted from tracking tasks to discussing progress toward measurable outcomes.



Sustainable OKR Capability

Leaders developed the confidence and capability to independently run OKR cycles, creating a scalable foundation for future growth.

This approach strengthened alignment, sharpened focus, and built sustainable OKR capabilities that drive measurable outcomes.





Arrive+

LESSONS LEARNED

Based on our work with Arrive, several best practices emerged:



As organizations scale, maintaining focus requires intentional structure and discipline.



Clear connections between leadership priorities and team objectives are essential for effective execution.



A consistent cadence reinforces accountability and keeps progress visible.



Leadership enablement is critical to building and sustaining an outcome-driven culture

VOLKSWAGEN GROUP
DIGITAL SOLUTIONS [PORTUGAL]

VOLKSWAGEN GROUP
DIGITAL SOLUTIONS [PORTUGAL]

OBJECTIVE:

Create a common execution framework that would align international teams around shared priorities, improve transparency into progress, and support effective decision-making across Volkswagen Digital.



VOLKSWAGEN DIGITAL – ENABLING ALIGNMENT AND TRANSPARENCY ACROSS GLOBAL TEAMS

Training Provider: OKR Institute

Volkswagen Digital plays a central role in advancing the Volkswagen Group's digital transformation, operating across multiple countries, cultures, and product domains. As international teams expanded and digital initiatives accelerated, leadership recognized the need for a shared approach to goal setting and execution.

OKR Institute partnered with Volkswagen Digital to introduce Objectives and Key Results (OKRs) as a common framework, supporting strategic alignment, transparency, and outcome-driven execution across regions.

Volkswagen Group Digital Solution



Industry

Digital IT and automotive software services.

Operating Environment

Agile, fast-paced digital hub operating within the global Volkswagen Group.

Headquarters

Portugal (with additional presence in Porto)

Business Model

Internal digital service provider and global delivery center for Volkswagen Group brands.

Workforce

700+ international, multi-disciplinary tech professionals.

Global Presence

Serving global projects across multiple countries.

Organizational Maturity

Young but rapidly scaling organization with increasing strategic importance.

Core Business

Software development, cloud services, digital platforms, and agile product delivery.

Strategic Focus

Digital transformation, innovation, talent growth, and scalable global solutions.

Organizational Complexity Snapshot



The organization manages diverse teams distributed across locations and disciplines. It coordinates work across global stakeholders, requiring strong governance, collaboration, and standardized digital practices.

BACKGROUND / CHALLENGE

Through discussions with leadership and observation of ongoing operations, we identified several key hurdles:

01.

Aligning Distributed International Teams

Teams operated across regions with different priorities, working styles, and performance measures, making it difficult to align around shared strategic objectives.

02.

Managing Complexity in Digital Transformation

A growing number of parallel initiatives, spanning platforms, data, software, and customer-facing products, competed for attention and resources.

03.

Limited Visibility into Progress and Impact

Leadership lacked a consistent, up-to-date view of progress across teams, reducing the ability to prioritize effectively and respond quickly.

These factors created fragmentation and made coordinated execution increasingly challenging at scale.

01 GLOBAL LEADERSHIP OKR ENABLEMENT

We worked with executives and senior leaders to build a common understanding of OKR principles, leadership responsibilities, and outcome-focused behaviors suitable for international teams.

02 TRANSLATING DIGITAL STRATEGY INTO OKRS

Facilitated sessions converted strategic digital priorities into clear, measurable organizational OKRs that could be adopted consistently across regions.

To help Volkswagen Digital overcome these challenges, our team implemented a structured yet flexible approach tailored to a global context

Throughout the engagement, our role was to provide structure, guidance, and clarity, ensuring that global teams remained focused on outcomes while maintaining flexibility in execution.

03 SUPPORTING TEAM-LEVEL OKR ADOPTION

We guided teams in aligning their objectives with organizational OKRs while allowing them the autonomy to determine how best to achieve their outcomes.

04 SUPPORTING TEAM-LEVEL OKR ADOPTION

A coordinated rhythm of quarterly planning, regular check-ins, and reviews was established to maintain alignment, provide progress visibility, and support continuous learning.

HOW OKR INSTITUTE HELPED

IMPACT OF OKRS AT VOLKSWAGEN GROUP DIGITAL SOLUTION

As the framework took root, several notable changes became evident:



IMPROVED GLOBAL ALIGNMENT

Teams developed a clearer understanding of shared priorities and how their work contributed to Volkswagen Digital's strategic objectives

GREATER TRANSPARENCY AND FOCUS

OKRs provided leadership with better insight into progress, dependencies, and potential risks, supporting more informed decisions.

STRONGER CROSS-BORDER COLLABORATION

Common objectives encouraged collaboration between teams and reduced duplication of effort across markets.

OUTCOME-DRIVEN EXECUTION AT SCALE

Discussions shifted from activity tracking to reviewing impact, progress, and measurable results, strengthening accountability across the organization.



VOLKSWAGEN GROUP
DIGITAL SOLUTIONS [PORTUGAL]

LESSONS LEARNED

Based on our work with Volkswagen DS, several best practices emerged:



A shared execution framework is essential for aligning teams across multiple regions without restricting autonomy.



Transparent progress tracking enables better prioritization and faster decision-making



Consistent planning and review cadence fosters alignment, learning, and accountability



Leadership engagement and coaching are critical to embedding an outcome-focused culture at scale.





DAMAN HEALTH – DRIVING OUTCOME-FOCUSED EXECUTION ACROSS TEAMS

Training Provider: OKR Institute

Daman Health operates in a highly regulated and rapidly evolving healthcare environment, where clarity of priorities, alignment across functions, and measurable outcomes are critical for effective execution.

As the organization expanded its services and operational capabilities, leadership recognized gaps in how strategic priorities were translated into day-to-day execution.

To address this, OKR Institute partnered with Daman Health to train teams on Objectives and Key Results (OKRs), introducing a shared, outcome-driven framework for goal setting, alignment, and performance tracking across the organization.

OBJECTIVE:

Build a consistent, outcome-focused approach to goal setting across Daman Health that enhances clarity, cross-functional alignment, and measurable performance.

DAMAN HEALTH



Industry

Health insurance and healthcare services.

Operating Environment

Operates in the UAE's regulated health insurance market with mandatory health coverage.

Headquarters

Abu Dhabi, United Arab Emirates.

Business Model

A leading integrated health insurer in the UAE, with a focus on technology-enabled, holistic care

Workforce and Global Presence

~1,000+ employees with expertise in insurance, healthcare administration, and digital services. Primarily UAE-focused, with international healthcare coverage through global partner networks.

Organizational Maturity

Established in 2005, well-developed and highly experienced insurer.

Core Business

Health insurance coverage, claims management, and healthcare network administration.

Strategic Focus

Digital transformation, service efficiency, product diversification, and healthcare innovation.

Organizational Complexity Snapshot



Moderately to highly complex organization due to its large member base and extensive healthcare provider network. Operations require strict regulatory compliance, and coordination across multiple insurance products and digital platforms.

BACKGROUND / CHALLENGE

Our review of Daman Health's operations revealed several critical areas where alignment and focus could be improved

These factors created gaps in focus, alignment, and accountability across the organization.

01. Complex, Cross-Functional Healthcare Operations

Teams across clinical, operational, customer service, and support functions were working toward shared goals but lacked a common framework to align priorities and measure impact.

02. Output-Focused Goal Setting

Performance goals often emphasized activities, compliance, and deliverables rather than measurable outcomes such as service quality, efficiency, or member experience.

03. Limited OKR Knowledge and Consistency

While leadership supported modern performance practices, teams had varying levels of understanding and experience with OKRs, leading to inconsistent adoption

HOW OKR INSTITUTE HELPED

To support Daman Health in addressing these gaps, our team provided structured guidance and hands-on enablement:

01 **Team-Focused OKR Training Program**

We delivered interactive training tailored to Daman Health's healthcare context, regulatory requirements, and team structures.

02 **Practical, Hands-On Learning**

Teams applied OKR principles directly to real objectives during training, learning to write high-quality Objectives and measurable Key Results relevant to daily work.

03 **Introducing Common Language and Templates**

Standardized OKR templates and examples were provided to ensure clarity and consistency across departments

04 **Coaching and Enablement Support:**

Follow-up coaching sessions helped teams apply OKRs in practice, refine objectives, and establish effective check-in and review routines.

Our focus was on helping teams internalize the framework so they could use it confidently and independently.

IMPACT OF OKRS AT DAMAN HEALTH NATIONAL INSURANCE

As teams began applying the framework, clear improvements became evident across Daman Health



ENHANCED CLARITY AND ALIGNMENT

Teams gained clearer visibility into priorities and a stronger understanding of how their day-to-day work contributed to broader organizational goals and overall performance.

SHIFT TOWARD OUTCOME-FOCUSED EXECUTION

Conversations about performance moved from tracking tasks to assessing measurable impact on healthcare quality, efficiency, and member experience.

IMPROVED CROSS-FUNCTIONAL COLLABORATION

Shared objectives encouraged collaboration across departments and reduced siloed decision-making.

SCALABLE OKR CAPABILITY

Teams developed the skills and confidence to run OKR cycles independently, supporting consistent goal-setting practices and creating a foundation for broader adoption across the organization.



LESSONS LEARNED

Based on our work with Daman, several best practices emerged:



Cross-functional alignment requires a shared framework and common language to ensure priorities are clear.



Outcome-focused goal setting enhances both performance and accountability, especially in regulated environments.



Hands-on application of OKRs is essential for meaningful adoption



Follow-up coaching supports sustainability and scalable capability development.



هيئة كهرباء ومياه دبي
Dubai Electricity & Water Authority

DUBAI ELECTRICITY AND WATER AUTHORITY (DEWA) – ALIGNING STRATEGY ACROSS A MULTI-LAYERED UTILITY

Training Provider: OKR Institute

Dubai Electricity and Water Authority (DEWA) is a cornerstone of Dubai's economic development and sustainability agenda, responsible for delivering reliable electricity and water services at scale. As DEWA accelerated its digital transformation, sustainability initiatives, and operational excellence programs, the complexity of execution increased across functions and levels of the organization.

To ensure strategic priorities were translated into clear, measurable outcomes, leadership identified the need for a unified execution framework. OKR Institute partnered with DEWA to introduce Objectives and Key Results (OKRs), creating a shared structure for aligning teams, improving transparency, and strengthening outcome-driven execution across the enterprise.



OBJECTIVE:

Establish a standardized, outcome-focused execution framework that aligns strategic priorities across DEWA, improves transparency, and supports accountable performance.



DEWA



Industry

Utilities – electricity, water, renewable energy, and related infrastructure services.

Operating Environment

Sole and exclusive provider of electricity and potable water services in the Emirate of Dubai

Headquarters

Dubai, United Arab Emirates

Business Model

Independent Power/Water Producer (IPP/IWP) Model

Workforce and Global Presence

Over 11,000 employees, with a strong focus on technical expertise, digital capabilities, and Emiratisation. Primarily focused on Dubai, with international visibility through global investors.

Organizational Maturity

A mature and well-established organization founded in 1992, operating with strong governance as a Public Joint-Stock Company (PJSC).

Core Business

Electricity generation and distribution, water desalination and supply, district cooling, and smart utility services.

Strategic Focus

Clean energy transition, digital transformation, operational efficiency, and achieving net-zero carbon emissions by 2050.

Organizational Complexity Snapshot



A large-scale regulated utility with multiple subsidiaries, advanced infrastructure networks, public-market governance, and integrated sustainability and digital initiatives.

BACKGROUND / CHALLENGE

An initial assessment of DEWA's operations highlighted a number of interconnected challenges impacting effective strategy execution and cross-functional alignment.

Key challenges included:

01.

Complex, Multi-Layered Organization

DEWA spans diverse functions, including generation, transmission, distribution, sustainability, innovation, and customer services, making consistent strategic alignment and execution challenging

02.

Strategy-to-Execution Gaps

While strategic initiatives were clearly defined at the leadership level, translating them into measurable, outcome-focused objectives at departmental and team levels was inconsistent.

03.

Traditional Performance Management Limitations

Existing systems focused heavily on KPIs and compliance metrics, with limited emphasis on cross-functional outcomes or strategic impact.

These challenges demonstrated the need for a structured framework to connect strategic priorities with team-level execution.

HOW OKR INSTITUTE SUPPORTED DEWA

01 LEADERSHIP OKR ENABLEMENT

Our assigned coach delivered targeted education sessions for senior leaders, focusing on OKR principles, governance, and outcome-driven leadership behaviors appropriate for a public-sector context.

02 STRATEGY-TO-OKR TRANSLATION WORKSHOPS

Our team also facilitated workshops converted DEWA's strategic priorities, such as sustainability, operational efficiency, and service excellence, into clear, outcome-driven organizational OKRs.

OKR Institute provided guidance and practical support to bridge the strategy-to-execution gap

These approaches ensured clarity, consistency, and accountability across all levels of the organization.

03 DEPARTMENTAL ALIGNMENT AND CASCADING

DEWA team members participated in workshops to align their objectives with organizational OKRs while retaining ownership of execution.

04 CADENCE, GOVERNANCE, AND REVIEW FRAMEWORK

OKR Institute introduced a structured OKR rhythm, including quarterly planning, regular check-ins, and review cycles integrated with DEWA's governance and reporting requirements.

IMPACT OF OKRS AT DEWA

Implementing OKRs led to several measurable and organizational improvements:



ENHANCED STRATEGIC ALIGNMENT

We established clear visibility from DEWA's strategic goals to team-level execution. Teams could see how their work contributed to the overall strategy.



GREATER TRANSPARENCY AND ACCOUNTABILITY

Leadership gained clearer insight into progress, risks, and dependencies across the organization. This enabled more informed decision-making and proactive management.



OUTCOME-ORIENTED PERFORMANCE

Conversations shifted from tracking activities to focusing on impact. Teams began measuring outcomes on sustainability, reliability, and customer experience.



FOUNDATION FOR SCALABLE EXCELLENCE

DEWA established a consistent, repeatable framework to support ongoing transformation initiatives. This created a foundation for sustained organizational change.

Together, these changes gave teams and leaders a clear understanding of their roles and how their work contributes to DEWA's bigger goals, creating a stronger sense of purpose and collaboration across the organization.





LESSONS LEARNED

Based on our work with DEWA, several best practices emerged:



Large, multi-layered organizations benefit from a standardized framework to link strategy and execution.



Structured workshops and leadership enablement are critical for translating priorities into measurable outcomes.



Embedding a consistent cadence and review process strengthens accountability and supports continuous learning.



Outcome-focused performance discussions enhance cross-functional collaboration and strategic impact.



Revenue Services
Lesotho



REVENUE SERVICES LESOTHO – TRANSLATING ESG COMMITMENTS INTO MEASURABLE OUTCOMES

Training Provider: OKR Institute

Revenue Services Lesotho (RSL), formerly known as the Lesotho Revenue Authority (LRA), is at the heart of national development, ensuring revenue is collected efficiently and public accountability is upheld.

With ESG principles increasingly shaping public-sector performance and donor expectations, RSL recognized the need to turn high-level commitments into measurable, actionable results.

In partnership with OKR Institute, the organization implemented a structured framework to define, track, and align ESG outcomes across departments, creating transparency, accountability, and tangible impact throughout the organization.

OBJECTIVE:

Establish a repeatable, outcome-driven framework to implement RSL's ESG strategy, improve transparency, and embed accountability across departments.

Revenue Services Lesotho



Industry

Public sector – taxation, customs, and revenue administration.

Operating Environment

Semi-autonomous government agency

Headquarters

Maseru, Kingdom of Lesotho

Business Model

A government-funded revenue authority, operating under statutory mandates.

Workforce and Global Presence

Around 640–650 professional workforce, primarily national in scope, with regional and international engagement through customs cooperation and tax administration networks.

Organizational Maturity

An established institution formed in 2003, with ongoing modernization of systems, governance, and service delivery.

Core Business

Tax administration, customs and excise management, trade facilitation, and taxpayer services.

Strategic Focus

Improving revenue mobilization, enhancing compliance, modernizing digital tax systems, and strengthening border control efficiency.

Organizational Complexity Snapshot



A centralized public authority managing multiple tax streams, border operations, compliance enforcement, and taxpayer services under government oversight.

BACKGROUND / CHALLENGE

An initial assessment of LITA's ESG initiatives revealed several areas needing attention

01. Translating ESG Commitments into Measurable Action

While RSL had clear intentions around transparency, social impact, and institutional integrity, there was no consistent way to define, track, and review ESG outcomes.

02. Cross-Departmental Ownership of ESG Goals

ESG initiatives spanned governance, compliance, workforce development, and digital services, making shared accountability and coordination difficult.

03. Limited Outcome Measurement in the Public-Sector Context

Traditional reporting emphasized activities and compliance rather than measurable impact, particularly for social and governance objectives.

These challenges highlighted the need for a structured, outcome-focused framework to link ESG priorities with tangible results.

HOW OKR INSTITUTE SUPPORTED RSL

To help RSL operationalize its ESG strategy, the OKR Institute team delivered structured guidance and practical support

01 **ESG-Focused OKR Design for Leadership**

Facilitated leadership workshops translated LITA's ESG priorities into clear Objectives with measurable Key Results aligned with national development goals.

02 **Integration of ESG OKRs Across Functions**

Departmental sessions aligned governance, compliance, HR, IT, and taxpayer services around shared ESG objectives, while preserving clear ownership and accountability.

03 **Capacity Building and Training**

Targeted OKR training equipped managers and teams with the skills to write, track, and review ESG-focused OKRs in a public-sector and regulatory context.

04 **Cadence and Review Framework for ESG**

A structured review cadence was introduced to monitor progress, support organizational learning, and improve transparency for internal and external stakeholders

Our approach focused on enabling leadership and teams to embed ESG objectives into regular execution and performance management processes.

IMPACT OF OKRS AT REVENUE SERVICES LESOTHO (RSL)

1

Clear ESG Accountability

ESG priorities were translated into concrete, measurable OKRs, creating shared ownership across the organization.

2

Improved Governance and Transparency

Leadership gained enhanced visibility into progress on governance reforms, service improvements, and integrity initiatives.

3

Stronger Social Impact Measurement

LITA improved its ability to track outcomes related to taxpayer education, service accessibility, and workforce capability.

4

Sustainable ESG Execution Capability

The organization established a repeatable framework to manage ESG objectives over multiple planning cycles, supporting long-term public trust and institutional resilience.

With OKRs implemented, RSL achieved measurable improvements in ESG execution



**Revenue
Services**
Lesotho

LESSONS LEARNED

Based on our work with RSL, several best practices emerged:



Outcome-focused frameworks help translate high-level ESG commitments into actionable and measurable results



Cross-departmental alignment is critical for ESG initiatives that span multiple functions.



Structured training and coaching ensure teams understand how to write and track meaningful ESG objectives.



Regular review cycles strengthen transparency, accelerate learning, and reinforce sustained accountability.