



# ASSETMARK

A bold new strategy for this wealth management tech leader called for a bold new framework, and the right tool to bring it to life.

## CLIENT

AssetMark

## INDUSTRY

Finance

## COMPANY SIZE

1000+

## CHALLENGES

- o AssetMark had a new strategy without the means of actually executing it
- o Their strategy had never been articulated across the organization
- o Teams were focused on tasks and deliverables, rather than outcomes

## SOLUTION

Adapting to AssetMark's pace, Wave Nine rolled out WorkBoard and built a custom operating rhythm, which they implemented over the course of two quarters. In addition, Wave Nine provided software/OKR training and OKR setting workshops for leadership and L2 teams.

**AssetMark** is a leading provider of wealth management and investment solutions for financial advisors across the U.S. With over \$100 billion in assets under management, they support independent advisors in delivering better outcomes for their clients through tech-enabled platforms, curated investment solutions, and deep client support.

After a major acquisition, AssetMark moved under the wing of a new Group CEO with a bold mandate: clarify the company's 5-year strategy and execute on it fast. The ambition was there, but alignment wasn't.

While strategic conversations had existed prior to the acquisition, **the strategy had never been clearly articulated or operationalized across the organization**. AssetMark lacked a shared way to focus, prioritize, and measure what mattered.



The new Group CEO, Lou Maiuri, was already familiar with the OKR framework from previous roles and knew that implementing it throughout AssetMark would drive the transparency, alignment and velocity needed to execute their strategy. He was also aware of the fact that implementing a framework in a large organization like AssetMark would require some external help, and a new tool to track OKR progress.

## RESULTS

- o Everyone knows the strategy
- o Work is directly linked to the strategy
- o There are more outcome focused discussions
- o The leadership team is fully engaged
- o OKRs are easily tracked in one platform
- o Other levels of the org are excited to start using OKRs

“Wave Nine is very involved and they're very connected. But at the same time, they're very light-touch, meaning they don't have an army of consultants coming in and bombarding you with tons of information. We have a dedicated focused consultant partnered with us hand in hand. And that's been a real pleasure.”



**Esi Minta-Jacobs**  
EVP, Program Management  
& HR Leader

AssetMark

## FINDING THE RIGHT TOOL AND PARTNER

When it came time to pick a new software solution, the head of AssetMark's Human Resources and Program Management Groups, Esi Minta-Jacobs, did her homework. Along with her team, she surveyed the landscape and quickly realized that not all tools were created equal.

Many platforms had OKRs, but not as a main feature. It seemed as though OKRs were always an afterthought and something that the developers tacked on at the last minute. That's where WorkBoard really stood out. It was purpose-built for OKRs, and it showed. From strategic alignment to structured tracking and reporting, **the tool was clearly designed to support real OKR adoption at scale.**



“We saw a lot of tools that were doing OKRs...kind of,” Esi recalls. **“But WorkBoard was all in. It was sophisticated, and over time, we've come to see it's even more sophisticated than we initially thought.”**

When the team brought WorkBoard to the table, CEO Lou Maiuri lit up. He had worked with the software at a previous company and was already convinced of its value. While his previous company hadn't fully taken advantage of the platform, Lou had seen enough to know it was an industry leader and the right choice to power AssetMark's strategy execution. And the best part was that Wave Nine was ready to help them implement and use the tool to its full capabilities.

## WHAT MADE ASSETMARK CHOOSE WORKBOARD AND WAVE NINE?

- ✓ WorkBoard's core focus on OKRs
- ✓ The ability to connect the strategy to OKRs, tasks and outcomes
- ✓ WorkBoard's status as an industry leader from its ability to help large enterprises align, measure, and drive strategic priorities at scale
- ✓ Wave Nine's consulting experience in the finance industry

## A PERSONALIZED ROLLOUT

Implementing a new strategy execution platform like WorkBoard into an organization is a huge shift. And for AssetMark, Wave Nine was the partner that made that shift not only possible, but successful.

“Wave Nine is very efficient. A lot of consulting firms will come in and give you a lot of words and a lot of paper, and...just a lot of noise, really. Wave Nine is more about asking what the problem is that you are trying to solve and how they can support you. And they come back very quickly with a custom solution that isn't just something pulled from off the shelf.”



**Esi Minta-Jacobs**  
EVP, Program Management  
& HR Leader

AssetMark

That meant educating teams on the fundamentals of OKRs, guiding them through change management, and building a foundation of understanding before a single Key Result was ever entered into WorkBoard.

Wave Nine didn't show up with a slide deck full of buzzwords and generic templates. Instead, they co-created tailored solutions that fit AssetMark's needs.

**Wave Nine helped AssetMark design a bespoke rollout strategy that took the complexity of WorkBoard and broke it into digestible, bite-sized chunks.** Wave Nine's deep knowledge of the platform allowed them to move at AssetMark's pace, ensuring the team never felt overwhelmed and always supported.



## SETTING THE OKRS

Wave Nine worked with AssetMark to build a custom OKR program tied directly to five strategic pillars:

**Growth**

**Client  
Experience**

**Innovation**

**Organizational  
Scale**

**People &  
Culture**

In OKR workshops, Wave Nine assisted the executive leadership team in defining the annual leadership OKRs for each pillar. Once those annual OKRs were in place, then it was time to localize them into quarterly L2 OKRs across departments, making sure each team's goals connected back to the bigger picture.

This was done with one OKR workshop per team/department. **Each team worked with a Wave Nine OKR expert to create their own quarterly OKRs that clearly fed into the overarching annual OKRs.**

## EVERYONE HAS A NORTH-STAR

Before the OKR rollout, teams were focused on projects, deliverables, and tasks, but not always aligned on the outcomes those efforts were meant to drive. Now, everyone has a north star.

With Wave Nine's guidance and WorkBoard's platform in place, AssetMark transformed into a company where every team is anchored to a set of clearly defined objectives. The five strategic pillars are now brought to life through annual leadership OKRs, with quarterly team OKRs tied to them and driving execution.

Leaders now have a common language and shared direction. Teams understand how their work contributes to the big picture. Conversations have shifted from status updates to outcome-driven discussions.

“Wave Nine has been very responsive to our needs. It's refreshing to not have to meet with 20 people and then wait for a solution or an outcome. I can get on the phone with them, talk about something, and then they quickly turn something around.”



**Esi Minta-Jacobs**  
EVP, Program Management  
& HR Leader

AssetMark

**It didn't take a massive army of consultants or a heavy-handed transformation. It was an efficient, high-impact rollout tailored to AssetMark's culture, pace, and priorities.** Now, AssetMark's strategy is embedded in their work, and it isn't just something that lives in the boardroom.

#### Due to the rollout:

**Everyone knows the strategy**

**Work is directly linked to the strategy**

**There are more outcome focused discussions**

**The leadership team is fully engaged**

**OKRs are easily tracked in one platform**

**Other levels of the org are excited to start using OKRs**

“ Wave Nine made sure that we understood WorkBoard and how it could support our work. Their coaches also worked with each of the individual teams to make sure they were building high-quality OKRs. It was educational and also got everyone excited about the future of OKRs at AssetMark. ”



**Esi Minta-Jacobs**  
EVP, Program Management  
& HR Leader

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AssetMark has gone from loose alignment around strategy to a structured, metric-informed process that elevates how decisions get made across the business.



Instead of reviewing long lists of initiatives or relying on short-term wins, leadership now reviews outcomes: Are we moving the metrics that matter? Are our objectives contributing to one of our five strategic pillars? This shift has brought a new level of focus and clarity to executive reviews and planning conversations.

Team leaders are also using OKRs to ask and answer smarter questions:

- o What are we really trying to achieve with this project?
- o How will we know if it worked?
- o Is there something we should stop doing based on the data?

“Wave Nine helped us make sure our objectives and key results weren’t just words,” Esi explains. “They pushed us to think through whether our KRs really measured the outcomes we wanted. They helped us customize the way information is structured so we can use it in the right context, especially when having key conversations and making decisions.”

With WorkBoard in place, **real-time dashboards and progress indicators have replaced status emails and static slide decks.** And because Wave Nine helped tailor the platform to AssetMark’s needs, teams can easily see how their work ladders up to broader company goals.

## PROGRAM TEAM LEAD SPOTLIGHT:

Q&A with AssetMark’s  
**Esi Minta-Jacobs**



### What is one of your favorite WorkBoard features?

**Esi:** Since we have so many OKRs, the ability to identify and tag high impact OKRs has been really helpful. Once they’re flagged, we can then have them show up in a scorecard. That is something that we’re using right now when we review our OKRs each month. We’re looking at those with the highest impact before talking about the others. To me, that is really powerful.

### If you could give one piece of advice to a company that is new to OKRs, what would it be?

**Esi:** Crawl before you run. There’s a lot to OKRs, so you have to be patient in making sure you take baby steps first, and then bring the organization along with you. You’ll need to find advocates in the organization. You need people who are excited. Get them onboard and engaged because they’re going to be the ones that help you evangelize the rest of the organization.

### Would you recommend Wave Nine to other companies looking to implement OKRs and OKR software?

**Esi:** Yes, it’s been a great partnership. AssetMark is very unique, and Wave Nine has done an amazing job at adapting to our structure, pace and needs. They really helped us bring this program to life.



## SCALING THE PROGRAM AT ASSETMARK AND WAVE NINE'S ONGOING SUPPORT

AssetMark's OKR journey is just getting started. With the foundation now in place, the focus is shifting from implementation to evolution. **"We've gotten better and better each quarter,"** explains Esi. "It's not a sprint. It's a marathon."

In the near future, AssetMark plans on rolling out the OKR framework and WorkBoard to the next level of the organization. The success of the initial rollout has already sparked the curiosity of L3 employees, with many asking "How do I get involved and engaged with this?" As leaders grow more confident with OKRs, AssetMark is focused on building consistency, improving measurement practices, and making OKRs a natural part of how work gets done.

Wave Nine continues to play a key role in that transformation. Whether it's facilitating workshops, advising on best practices, or helping teams make better use of WorkBoard's advanced features, their support is ongoing and adaptive.

With a clear strategic framework, a powerful OKR platform, and a trusted partner at their side, AssetMark is ready to scale their OKR program with confidence, and keep their teams aligned on what matters most – executing their strategy.

“It's been really great having Wave Nine come in, saying 'here's what other companies in your industry are doing' or 'other companies who are implementing this have approached it this way.' Those types of conversations and that level of experience has really helped us build effective OKRs.”




**Esi Minta-Jacobs**  
EVP, Program Management  
& HR Leader

AssetMark

## LOOKING TO BECOME AN OKR ORGANIZATION?

**Let's Talk**

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Wave Nine empowers companies to achieve business goals through the OKR framework and the OKR rhythm. For enterprises fully committed to the OKR process, we provide comprehensive playbooks, OKR templates, and resources that invigorate teams, clarify strategies, and enhance accountability. Our hands-on approach involves consulting, coaching and multi-modal education, engaging executive and teams alike. Headquartered in Silicon Valley, with additional offices in Germany, the UK, Australia, and Portugal, our international team can bring your strategy to fruition.