



GRUPPO SELLA

Uses WorkBoard to achieve strategic alignment and transparency at scale

CLIENT

Gruppo Sella

INDUSTRY

Banking

EMPLOYEES

5000+

CHALLENGES

Gruppo Sella needed a powerful OKR management platform to scale their OKR initiative beyond the executive team.

SOLUTION

The company used WorkBoard to expand their OKR program from 5% of the company to 87%, with 1,000 active WorkBoard users. They used the platform to forge alignment, gain visibility, and write powerful OKRs using the Co-Author feature.

Gruppo Sella is Italy's largest private banking group, with over 450 years of family business history, over 5,000 employees and a long history of innovation that spans 300+ branches and seven countries.

In 2020, Gruppo Sella's leadership team began using OKRs to traduce the long term strategy in short term objectives in order to achieve what is defined by strategy.

Their initial efforts began with tracking OKRs on Excel spreadsheets. However, it quickly became clear that scaling across the company would be impossible without a powerful OKR management platform, so Gruppo Sella decided to use WorkBoard.

Over the past four years, Gruppo Sella has worked with Wave Nine to help guide their WorkBoard strategy,

which they've since expanded to 1,000 active users. Let's explore how Gruppo Sella used WorkBoard to support a large-scale OKR initiative.



Sella

RESULTS

Gruppo Sella achieved company-wide vertical and horizontal alignment on strategic initiatives, achieved greater visibility, and forged an OKR culture throughout the entire organization.

“We researched other tools, but none offered the comprehensive OKR management capabilities that WorkBoard does. Between WorkBoard’s intuitive interface and Wave Nine’s training, our teams quickly adopted the platform, which meant we could focus more time on executing our strategy. Thanks to Wave Nine’s WorkBoard implementation, we’re now seeing clearer alignment across teams and faster decision-making!”



Stefano Corradino
Head of Group PMO

Gruppo Sella

CHALLENGE: SCALING OKRS ACROSS A LARGE COMPANY

Alessandro Basile, Gruppo Sella’s current CFO, was serving as Head of Group Planning & Execution when he spearheaded the OKR program. He and his team sought an OKR management platform that was user-friendly, eliminated manual processes required to manage OKRs, and covered the entire OKR strategy life cycle.

The original spreadsheet-based approach made scaling impossible because it was difficult to update, offering limited visibility through Excel’s bland interface. They explored several OKR management platforms, but none offered the wide range features that WorkBoard brought to the table.



SOLUTION: HARNESSING THE POWER OF WORKBOARD

Gruppo Sella procured WorkBoard through Wave Nine and partnered with them to guide their WorkBoard implementation and help them get the most out of the product. Wave Nine helped Alessandro and his team customize the platform, train internal OKR champions (OKR mentors) on the software, and master its most powerful features.

Gruppo Sella's 1,000 users currently use WorkBoard in the following ways.



Strategy planning: Translate the long-term strategy into quarterly OKRs as a contribution to the achievement of the objectives defined by the strategic plan. Ensure the continuous alignment through weekly, monthly, and quarterly business reviews that coordinate with their OKR cycles.



Company-wide transparency: WorkBoard's intuitive UX, easy-to-update scorecards, biz reviews and reporting give employees at all levels a clear view of company strategy and OKR progress-to-plan



Alignment at scale: WorkBoard helps Gruppo Sella optimize effort and resources, with a clear line of sight between departmental OKRs and executing their larger strategic plans



Achieving high-quality OKRs: Gruppo Sella has made full use of co-author—WorkBoard's proprietary generative AI tool that helps users efficiently write measurable, results-focused OKRs, along with the WoBo Canvas tool



Cross-Functional Transparency with Executive and Leadership Business Reviews: Gruppo Sella takes advantage of WorkBoard's tailored dashboard views designed for different users, from internal coaches and OKR mentors to leaders, giving each user persona the relevant information they need (e.g., big-picture strategy for leaders, detailed reports for department heads)



“Co-Author's generative AI capabilities helped us create quality OKRs that were more detailed, measurable, and impact-oriented. WorkBoard's various tools helped us go from 5% of the organizational unit using the OKR methodology, to 87%.”



Stefano Corradino
Head of Group PMO
Gruppo Sella

Gruppo Sella makes use of WorkBoard's many tools designed to establish and support OKR rituals, such as:

- o **Focused meetings** through WorkBoard's meeting and agenda tools (including one-on-one meetings)
- o **Business reviews and scorecards** to manage executive reviews and briefings without the need for complicated PowerPoint presentations
- o **Alignment tools** to track dependencies related to tasks that support OKRs
- o **The Heatmap** as a central flywheel and source of truth for group progress
- o **Workstreams** to connect actions and tasks to OKRs, making sure they are achieved



Gruppo Sella built an active and cross-functional internal coaching community to support their OKR efforts and maintain their OKR culture. WorkBoard helped them achieve transparency around their efforts, and Wobo Canvas offered insights and analytics so they could show up to every meeting and business review fully prepared.

WorkBoard proved to be the perfect platform for building and scaling an OKR program of this magnitude, and Wave Nine helped Gruppo Sella take full advantage of the software.

EMPOWERING INTERNAL COACHES TO MANAGE LARGE-SCALE ALIGNMENT

As the program champion, Alessandro, the CFO, worked to build and maintain a talented internal coaching community. Their efforts helped the company grow and maintain momentum as they scaled the program across the organization.

“WorkBoard allowed us to scale our OKR process company-wide faster than ever before. It gives us visibility into how each team's work contributes to our overall strategy. The real-time insights helped us identify where we were making progress and where we needed to course-correct. We now have a clear view of how all the moving parts are driving us toward our business objectives, and we're executing more efficiently as a result.”



Stefano Corradino
Head of Group PMO

Gruppo Sella

Wave Nine's Workboard training played a critical role in empowering internal coaches to manage such a large program, and **they made full use of WorkBoard's tools and capabilities.**

Alessandro's work creating transparency, accountability, and alignment through the OKR program did not go unnoticed. Leadership recognized the impact his team's work had on the organization, where they created a more efficient, effective approach to managing strategy and execution.

Today, he serves as Gruppo Sella's Chief Financial Officer, and he relies on WorkBoard to gain a clear view of how each team's efforts contribute to the company's major objectives.

RESULTS: STRATEGIC ALIGNMENT AND TRANSPARENCY AT SCALE

WorkBoard empowered Gruppo Sella to instill an OKR mindset throughout the company, with 1,000 WorkBoard users and 87% of the company adopting the OKR methodology.

Their work resulted in a unified effort surrounding the company's larger vision and strategy—connecting OKRs both vertically and horizontally throughout the organization and its various companies. It also resulted in full transparency across the board, offering executives, directors, managers, and frontline employees a clear understanding of how everyone's efforts contributed to the overall mission.

Gruppo Sella offers an inspirational example of how larger companies can use WorkBoard's suite of tools to take on an ambitious OKR initiative, expanding from the boardroom to the organization as a whole.

READY TO BEGIN YOUR WORKBOARD JOURNEY?

Let's Talk

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Wave Nine empowers companies to achieve business goals through 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.