



NATIVE, A PUBLIC BENEFIT CORPORATION

This Certified B Corp is making an impact on climate change and saving our planet, one OKR cycle at a time

CLIENT

Native, a PBC

INDUSTRY

Environmental Services

SIZE

30

CHALLENGES

- o Individual OKRs weren't effective
- o Communication wasn't structured
- o Priorities weren't being addressed

SOLUTION

The Wave Nine team flew out to Vermont to kick off the new OKR program, conduct onsite OKR training and facilitate OKR setting workshops. Afterwards, they continued to support Native remotely.

Native, a Public Benefit Corporation, is no stranger to change. Since 2000, Native has collaborated with hundreds of organizations to bring about catalytic climate action. They have carried out community and landscape-scale initiatives that lower greenhouse gas emissions, support communities, engage businesses, and make true global progress on climate change. Native is all about changing our world for the better and helping organizations meet their sustainability goals.



But, what about Native's goals? In 2024, Native needed a change. They had been already using OKRs, but not yet adopting them in a way that was really moving the organization forward.

Native had big goals, but their current way of doing things wasn't effectively aiding their achievement.

Since they weren't seeing the results or engagement they needed, it was time for a relaunch. For this to stick, they wanted to bring in an external partner - Wave Nine.

RESULTS

- o Improved progress tracking
- o Teams are more focused
- o Teams are more aligned
- o OKRs are discussed regularly
- o Communication is more transparent
- o Work is tied to the strategy

“We’ve had so much access to the Wave Nine team. They didn’t just come and do a three-day workshop with us and then leave. It’s been a long-term engagement, and that’s what our teams needed for this to be successful.”



Emily Gaynor
Director of People & Culture

Native, a PBC

GETTING EVERYTHING SET UP VIRTUALLY

Native and Wave Nine began the OKR revamp virtually. This included **designing an OKR process** tailored to their organization, **executive OKR training** and getting the top-of-house OKRs finalized in an **executive OKR setting workshop**. In addition, Wave Nine started to establish Native’s community of champions by providing advanced **OKR coach training** to some of the staff and getting them certified.

In terms of the process design, Native couldn’t rely on the standard fiscal quarter cadence. There are many externalities and diverse stakeholders in their business across many parts of the world, so Native worked with Wave Nine to adjust the OKR cycle to best fit the company’s needs.



The climate projects Native develops are validated and verified by 3rd parties, and these groups are all on asynchronous timelines. With Native’s previous OKR efforts, they had tried to operate in 3-month cycles, but those cycles were too short for these various validation timelines. Progress wasn’t being made, and momentum for the OKR program was being lost. Based on their unique operational structure and in order to improve their overall OKR process, Native and Wave Nine agreed that 6-month OKR cycles would be far more effective. This, along with other tailored OKR parameters, allowed Wave Nine to design a custom OKR process (captured in an OKR Playbook) for the organization.

VERMONT, HERE WE COME!

Native's employees predominantly work remotely, with team members spread across the U.S. and Kenya. Twice a year, they come together for a Team Week at Native's headquarters in Burlington, Vermont. This bi-annual event fosters teamwork and strengthens connections among the staff. With an OKR reset in the pipeline, it was decided to use this onsite gathering as a way to announce the new initiative and provide in-person OKR training and OKR setting workshops to everyone in the organization.

Johannes Glatz and Aria Taddey from Wave Nine flew out to Native's headquarters to **introduce the OKR methodology to an entire organization**, facilitate OKR setting workshops for three teams, and tie off those OKRs with the executive leadership team - **all within 3 days.**



THE STRUCTURE OF THE ONSITE EVENT

Day 1: Kickoff and OKR Training

The first day started with announcing the OKR program reset and what that entailed for everyone. The reset's rationale, timeline and expectations were clearly communicated, building excitement throughout. In addition, Wave Nine provided OKR training to ensure all participants had a solid understanding of the methodology and best practices, before moving forward with the first team OKR workshop later in the day.

Day 2: Team Workshops

The second day was dedicated to three extensive OKR setting workshops. These hands-on workshops, each facilitated by one Wave Nine consultant, allowed the teams to collaboratively develop OKRs that aligned with the strategic intent of the previously set top-of-house OKRs.



Day 3: Tie-Off Session

The final day concluded with a tie-off session involving the entire organization. This session was crucial for making sure that all OKRs were aligned and focused on Native's biggest priorities. This also provided everyone with a monumental amount of transparency, allowing everyone to see what each team was going to focus on, and what their next steps were.

“In the past, our Team Weeks have covered a number of priorities, in the effort to tackle as much as possible when our team is together. During this Team Week, we concentrated on the single OKR initiative, which was beneficial for everyone to learn about the process together. Having that opportunity in person allowed us to focus collectively in a new way, which was impactful.”



Emily Gaynor
Director of People & Culture

Native, a PBC

THE IMPACT OF THE ONSITE SESSIONS

The onsite kickoff, training, and workshops were instrumental in setting the tone for the OKR program. Shortly after the onsite event, Native's Director of People & Culture, Emily Gaynor, conducted a survey.

“We did a survey after the Team Week, and one of the sentiments coming out of that survey was an overall positive feeling toward the forward momentum of the organization,” explains Emily.

“People are starting to see how the structure of this revamped OKR process is going to be beneficial and they are buying in.”

The event gave life to a renewed sense of engagement with the OKR process, which is **essential for an OKR program's long-term success.**

TRANSITIONING BACK TO A REMOTE APPROACH

After the onsite event, Native's team transitioned back to remote work. This shift posed challenges, but the foundation laid during the onsite event ensured continued progress. To keep the momentum strong, Wave Nine's focus from here was on establishing habits that would keep OKRs top-of-mind (Results Rituals).

Wave Nine continued to provide virtual training on Results Rituals

- o Action Plans
- o Calibrate & Celebrate
- o Monthly Business Reviews
- o Mid-Quarter Check-Ins
- o 1:1 Meetings

“The in-person Team Week was invaluable and really instrumental for the success of the program. People really appreciated having 3rd party facilitators join us in person, to really bring this program to life. And having those facilitators continue to work with us after going back to working remotely has been really beneficial.”



Emily Gaynor
Director of People & Culture
Native, a PBC



IMPROVEMENTS IN THE FIRST OKR CYCLE

Improved tracking of progress

Everyone is focused

OKRs are discussed regularly

Transparent communication

Better alignment

Work is tied to strategy

Despite Native only being in their first OKR cycle, they've seen a positive shift. From the executive leadership to functional teams, OKRs have found their way into conversations. They are being talked about regularly at team meetings, and have found a place in the larger meetings that Native has had since the rollout.

Progress is easier to keep track of and there is ongoing communication about potential roadblocks. This gives everyone a chance to adjust course and find solutions much more proactively. In addition, the cohesion and focus of all teams has strengthened, driving the organization forward. **Native is also practicing healthy OKR habits, such as weekly 'calibrate and celebrate' meetings and monthly business reviews.**

"We had a productive MBR yesterday with the executive team," explains Emily.

"This ritual helps us know the progress of each team more quickly, and lets us be mutually accountable, both for ourselves and the whole team."



“I recommend working with Wave Nine to other organizations that are struggling to define, implement, and stay accountable to their OKR process. Their materials are clear, their team is accessible, and they are fun to work with.”



Emily Gaynor
Director of People & Culture

Native, a PBC



NATIVE'S LONG-TERM OKR GOALS

Native aims to make the OKR process second nature and fully integrated into the company's DNA. The playbook that was developed with Wave Nine will be a part of the employee onboarding process, ensuring that new hires understand and embrace the OKR methodology from day one. Native's certified OKR champions are also equipped to provide everyone with ongoing support, enabling a culture of continuous improvement.

Native's decision to revamp their OKR process with Wave Nine has already shown promising results. The intensive onsite kickoff event was a turning point, setting the stage for a robust and sustainable OKR program. With OKRs now being a regular part of discussions at all levels, this mission-driven team is better positioned to achieve their organizational goals. Native will continue their OKR journey, with the foundation laid by Wave Nine, to drive their mission to combat climate change and make a lasting impact on the planet, one OKR cycle at a time.

LOOKING TO BECOME AN OKR ORGANIZATION?

Let's Talk

 www.wavenine.com

 www.linkedin.com/company/wavenine



Wave Nine Inc.
490 43rd Street
Suite 90
Oakland, CA 94609
United States
[wavenine.com](https://www.wavenine.com)

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.