



GAS SOUTH

After rolling out WorkBoard, this natural gas provider saw results in just four days

CLIENT

Gas South

INDUSTRY

Natural Gas and Energy

COMPANY SIZE

400

CHALLENGES

- o Strategic priorities weren't aligned across teams
- o OKRs were fragmented and output-driven
- o Manual reporting slowed decisions
- o Previous OKR training was overly technical and left leaders confused
- o Cross-department collaboration was inconsistent

SOLUTION

Wave Nine partnered with Gas South to set up WorkBoard and ensure a thoughtful, low-friction rollout that aligned with how the company already worked.

Gas South is a natural gas provider headquartered in Atlanta, Georgia. The company operates in the middle of the energy chain - managing pricing, marketing, and customer service for gas distributors that deliver gas to homes and businesses across the entire southern United States. In recent years, they've begun expanding to other regions. Today, they serve nearly 500,000 residential, commercial, industrial and wholesale customers throughout the Southeast, Mid-Atlantic and Midwest.

That level of growth is an amazing feat, but it naturally brings some complexity along with it. Gas South soon found that **strategic priorities weren't always aligned, and while teams worked hard, they weren't always working on the right things**. To address these challenges, the company decided to adopt the OKR framework in late 2023.



Instead of dropping in a one-size-fits-all process, they worked with the internal change management lead to build a customized launch plan that fit the company's culture. That included tailored training materials, Wave Nine Academy access, and a clear cadence for communication and reinforcement. Wave Nine also provided ongoing support. When teams began using WorkBoard, Wave Nine met regularly with Gas South to answer questions and help leaders adopt practices such as co-authoring, using Scorecards, and leveraging WorkBoard's AI features. Wave Nine also assisted Gas South in choosing OKR Ambassadors that would champion the program. As the OKR Ambassador network grew more confident, Wave Nine kept reinforcing learning with sessions that matched the company's expectations for clarity and simplicity. Their materials used plain language, concrete examples, and straightforward techniques that let OKR Ambassadors coach their own departments effectively.

RESULTS

- o Higher quality OKRs have heightened everyone's focus
- o Greater transparency has reduced delays and financial losses

To kick off this major shift, Gas South initially engaged two outside companies to train senior leaders and department heads on the methodology. While the sessions introduced the framework, the training was overly complicated and didn't fit Gas South's culture. Many leaders left the experience more confused than confident. Tim Spearin, Director of Workforce Development at Gas South, recalls that the **training often felt "too technical" rather than being practical guidance** that leaders could apply in their day-to-day work.



On top of that, it became abundantly clear that manually tracking OKR progress in spreadsheets wasn't the most sustainable solution. They needed a better approach - one that would give leaders real-time visibility into progress, could scale seamlessly across a growing organization, and fit the collaborative, people-first culture that defines Gas South. This set the stage for selecting both a tool and a partner who could help Gas South truly embed OKRs into how the company operates.

“ We had received OKR training from two different companies prior to Wave Nine. It was very technical, didn't meet our cultural needs and didn't give us what we needed to practically apply it. We had a lot of confused folks. Wave Nine's training on the other hand was simple, easy to follow, and really helped us to fully adopt the framework and software, and get the most out of them. ”



Tim Spearin

Director of Workforce Development

Gas South

- o More accountability has enabled proactive problem-solving
- o WorkBoard has helped Gas South prioritize and pivot strategically
- o Automated reporting has saved leaders days of work and enabled them to make data-driven decisions

THE SEARCH BEGINS

Tim Spearin spearheaded the rigorous selection process. What began as an evaluation of five or so vendors turned into ten full demos, as he wanted to ensure due diligence.

Several key criteria drove the search for an OKR platform:

Cultural Fit



Gas South is consistently ranked as one of the best places to work in Atlanta, with high engagement and low attrition. Any solution had to feel approachable, people-focused, and aligned with that culture. Gas South wanted simplicity, clarity, and a human touch.

User Experience



With only about 400 employees, the company didn't need an enterprise system designed for tens of thousands. They wanted something powerful but not cumbersome, easy for busy leaders to adopt without extra complexity.

Analytical Depth



As a data-driven company, Gas South required robust analysis capabilities. With teams already deeply engaged in pricing models, weather forecasting, and scheduling analytics, the tool had to deliver meaningful insights and not just status updates.

WorkBoard emerged as the clear leader, and was the only true strategy execution platform of the bunch. The decision was unanimous. After demos with senior leaders and functional heads, everyone agreed: Wave Nine and WorkBoard stood head and shoulders above the competition.

“ When I asked the others to review the demos I had, they all said the same thing: ‘Wave Nine and WorkBoard are the one.’ There was no comparison. The fit was glaringly clear. We wanted something user-friendly, with great support and analysis. Wave Nine and WorkBoard met that need right away. ”



Tim Spearin
Director of Workforce Development

Gas South

CO-CREATING A LAUNCH PLAN



After selecting WorkBoard and Wave Nine, the company focused on creating the conditions for sustainable adoption rather than pushing the framework out to everyone at once. Gas South began with about 100 leaders and a carefully selected network of OKR Ambassadors, chosen using guidelines and selection criteria provided by Wave Nine to ensure each ambassador had the right background and influence to champion the program. These ambassadors had already been introduced to OKRs, albeit, due to the circumstances of that prior training, they still had a lot of questions and required more comprehensive learning.

Wave Nine and Gas South worked together to co-create a comprehensive rollout plan that included:

Change Management & Communication

Clear messaging across the company about why OKRs were being re-adopted and how they connected to Gas South's strategy.

Customized Training

Personalized training materials were created to address the areas where ambassadors and leaders had previously struggled with OKR concepts, in addition to how to use the new platform.

Technology Integration

Wave Nine made sure that WorkBoard was integrated with IT systems to reduce friction and set up single sign-on (SSO).

Hand-On Support

Regular weekly check-ins with Wave Nine consultants ensured Gas South had responsive, personalized guidance.

Ambassadors received early access to WorkBoard and were asked to complete the Wave Nine Academy training, Wave Nine's online OKR masterclass. This was tracked as a key result and... Gas South hit 100%.

This ambassador group, drawn from every department, would become the backbone of the rollout. They acted as influencers, translating strategy into departmental OKRs, flagging dependencies, and ensuring cross-functional alignment.



“ We worked closely with Wave Nine on a strategic launch plan that covered everything: change management, communication, training, and the IT side of things. It was a very detailed plan, and the launch went perfectly. Adoption has been strong from the start.. ”



Tim Spearin
Director of Workforce Development

Gas South

GAS SOUTH SAW RESULTS IN JUST 4 DAYS AFTER LAUNCH

Saying that the rollout of WorkBoard at Gas South was a success is an understatement. By embedding outcome-driven thinking and creating real-time visibility into progress, the company has seen improvements on all fronts.

Higher quality OKRs have heightened everyone's focus

One of the clearest wins came in customer support. The People Assist team dramatically improved performance, **resolving 83% of tickets within four days**. This improvement is directly tied to better goal-setting and tracking in WorkBoard, which clarified ownership and focused the team on outcomes rather than activity.

Greater transparency has reduced delays and financial losses

OKRs have sharpened focus on strategic accounts, where increased MVP matching led to **fewer financial losses**. In mid-Q2, visibility into OKR progress ensured that the new billing module kicked off on time, directly supporting strategic account goals. **Without the transparency WorkBoard provided, the project was expected to have been delayed**, leading to downstream impacts across multiple teams.

More accountability has enabled proactive problem-solving

Gas South's culture of accountability strengthened under the OKR framework and WorkBoard. Ownership of key results is now visible across the organization, making it easier to flag issues before they become bottlenecks. For example, when delays in legal request turnaround time were identified in WorkBoard, **the key result owner raised the issue early, enabling corrective action** and avoiding broader disruption.

WorkBoard's visual tools have helped Gas South prioritize and pivot strategically

Gas South's Data Transformation initiative included the deployment of Microsoft Fabric and the resolution of sensitive records. It was a massive undertaking and was tightly aligned with strategic OKRs tracked through WorkBoard.

Teams could prioritize effectively, spot interdependencies, and pivot resources where needed because they could easily see that cross-functional alignment visually in WorkBoard. This has **reduced silos and improved inter-departmental collaboration**.

Automated reporting has saved leaders days of work and enabled them to make data-driven decisions

WorkBoard has also streamlined business reviews. Automated dashboards and scorecards now replace hours of manual spreadsheet updates, **saving leaders days of work each quarter** and shifting meetings from status reporting to data-driven decision-making. With more time for strategic discussions, Gas South can move faster and with more confidence.

Leaders no longer drown in spreadsheets, teams no longer work in silos, and accountability isn't buried in email threads. With WorkBoard and Wave Nine, Gas South turned OKRs into a muscle the whole organization uses.



“ With WorkBoard, we are at least 40% more efficient. People feel less stress, less tension, and there are fewer silos. The transparency has completely changed how we operate. ”



Tim Spearin
Director of Workforce Development

Gas South

PROGRAM TEAM LEAD SPOTLIGHT:

Q&A with Gas South's
Tim Spearin



Despite already being experienced with OKRs, did you learn anything new by working with Wave Nine?

Tim: Definitely. The whole AI aspect of OKRs was new for me. Wave Nine taught us how to leverage AI when creating OKRs and it has made it so much easier for leaders to see if we're actually measuring outcomes, rather than just creating fancy to-do lists with due dates. Learning how to use the AI functions in WorkBoard was really a game changer for us.

“ The Wave Nine team has been top-notch, caring, and responsive. And even a year after the contract was signed, I still have direct access to the same people I met in the beginning. In my 30 years of working with many different vendors, I have to say: that's rare in this industry. ”



Tim Spearin
Director of Workforce Development

Gas South

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

Tim: You can't just launch a software or framework and expect all of your challenges to go away. For it to be successful, it takes hard work, collaboration, and sometimes changing mindsets. You need consistency and cultural alignment to really make OKRs stick.

What is your favorite WorkBoard feature?

Tim: I really like the scorecard feature. We were doing so much manually before, and now, all people need to do is update their metrics and confidence level, and everything else is done automatically. It saves so much time.



WHAT'S NEXT FOR GAS SOUTH?



Working with Wave Nine has been stellar. We feel we've invested not only in a tool, but in a partnership, a relationship, that's **ongoing and completely sustainable**.

— **Tim Spearin**
Director of Workforce Development | Gas South

Gas South isn't slowing down. Survey results from their OKR Ambassadors reflect both enthusiasm and opportunity. Respondents who were 'not familiar' or only 'moderately familiar' with OKRs before the rollout, now report a 'very clear' understanding of their purpose, thanks to Wave Nine's training.

All that being said, Gas South is ready to take steps to strengthen their OKR process even more:

Ambassadors will get earlier visibility into senior leadership OKRs to better enhance connections between company-level priorities and departmental goals.

There will be a dedicated onboarding process for new OKR Ambassadors so that expectations and best practices are crystal clear.

Wave Nine will begin facilitating live training sessions that teach leaders how to run stronger "Reset and Reflect" routines.

Further systems will be integrated with WorkBoard, like Salesforce, Power BI, and Azure DevOps, to automate data flows and strengthen WorkBoard's role as Gas South's single source of truth.



Wave Nine's Alexander Campo (left) and Gas South's Tim Spearin (right) at WorkBoard's 2025 Accelerate event.

Gas South's story proves how technology, expert guidance, and internal champions can help change the way a company makes decisions, holds itself accountable, and delivers real results. And they're just getting started...



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.