



ZEDEDA

Every ELT meeting was spent on OKR status updates. With WorkBoard, Zededa focuses on the business.

CLIENT

Zededa

INDUSTRY

Edge Computing & IIoT

SIZE

120

CHALLENGES

- o ELT meetings were consumed by live OKR updates.
- o Progress tracking wasn't accurate.
- o Key results often resembled task lists.
- o Teams typically worked in silos
- o When priorities shifted, there was a limited record of why decisions were made or when.

SOLUTIONS

Rather than handing Zededa a tool and walking away, Wave Nine stayed actively involved throughout the process, ensuring a clean setup with an accurate org structure, teaching the tool

Zededa is an edge computing company that helps organizations become more efficient by bringing compute power closer to where data is generated. Like most high-growth startups, Zededa's operations are fast-paced, where priorities and organizational structures shift quickly.

When Krista Peterson, Senior Program Manager of Operations and Enablement, joined Zededa, the company had roughly 60 employees. Today, that number has doubled, and with that growth came a set of operational challenges that could no longer be ignored.

The core problem was visibility. Zededa was managing its OKRs the way many early-stage startups do: through Excel spreadsheets. It worked well enough at a smaller scale, but as the team grew, the cracks became impossible to overlook.

"In a spreadsheet, you can say if something is or isn't on track, but what does that look like? Is it 10% on track?" Krista states.

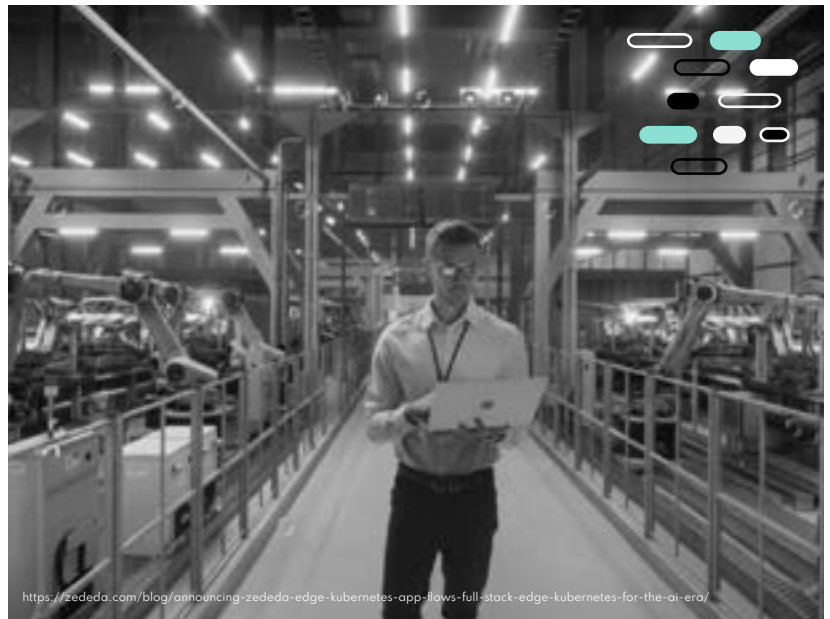
"We needed a tool that **made everyone think more about the progress that was really being made.** We needed tighter information."

with live training, and holding the team accountable through regular check-ins.

Wave Nine made sure that the foundation was built correctly from the start so that the results could speak for themselves.

RESULTS

- o Meetings are now strategic conversations, and Zededa sees a 90% improvement in how meeting time is spent.
- o Real-time progress tracking gives leadership an accurate, visual snapshot of exactly where every goal stands at any given moment.
- o WorkBoard's structure and AI writing feature pushes teams to write sharper, more strategic OKRs with key results that are clearly connected to the outcomes they are meant to drive.
- o Cross-functional visibility inside WorkBoard breaks down silos, giving every team a clear view of what the rest of the organization is working on and creating space for real collaboration in executive meetings.
- o Every update in WorkBoard is timestamped and attributed, creating a permanent, searchable record of when priorities shift, who made the call, and why.



Beyond the lack of visual clarity, **the OKR process itself was pulling executive leadership away from the conversations that actually mattered.** The company's weekly ELT meetings had devolved into a live data-entry session. Instead of discussing the business, attendees were spending the majority of their meeting time manually updating OKRs in a spreadsheet.

It was clear that Zededa needed something better. They needed a platform that could provide real-time visibility, enforce accountability, and grow alongside the company.

“ As we grew, we needed a better way to do OKRs. We needed something more efficient, with great visuals that gave us immediate metrics. That's why we chose WorkBoard. ”

Krista Peterson

Sr. Program Manager, Operations & Enablement

Zededa



IMPLEMENTING WORKBOARD IN A STARTUP ENVIRONMENT

With the decision made to move forward with WorkBoard, Zededa turned to Wave Nine to guide the implementation. Wave Nine met with Zededa's team on a consistent schedule and ensured the right people were trained at the right time. For Krista, whose background is in enablement and training, the approach resonated immediately.

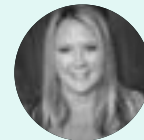
"Wave Nine really kept us accountable and made sure that we went through the training that we needed to get the most out of WorkBoard," notes Krista.

Wave Nine also made flexibility a priority.

The most technically challenging part of the implementation was mapping Zededa's organizational structure inside WorkBoard. As a startup, Zededa doesn't operate with clean, straight reporting lines. Direct reports exist alongside dotted-line relationships, and at the time of the rollout, the company was also going through an organizational restructuring.

That led to the initial user list being revised mid-implementation. This meant re-mapping reporting lines and ensuring OKRs were assigned to the right people so that rollups were accurate. Wave Nine helped Zededa navigate that complexity, and made sure WorkBoard's foundational setup was solid and ready to build on.

“Wave Nine was very responsive. They held us accountable, made sure we were doing the right things in the right order, and made sure that we had the right people working in WorkBoard.”



Krista Peterson

Sr. Program Manager, Operations & Enablement

Zededa



FROM STATUS UPDATES TO STRATEGIC CONVERSATIONS

The impact of the WorkBoard implementation was felt almost immediately across multiple facets of the business.

SAME MEETINGS, COMPLETELY DIFFERENT OUTCOMES

Perhaps the most dramatic change was in the quality of Zededa's ELT meetings. Before WorkBoard, these meetings functioned primarily as live OKR update sessions. Executives would gather, and the majority of meeting time was consumed by manually entering progress data into a spreadsheet. Strategic conversation was, by default, crowded out.



After WorkBoard, that dynamic changed completely. Krista now pulls a WorkBoard report the day before each ELT meeting, and distributes it to all attendees. Everyone arrives prepared. The meeting itself can focus on what actually moves the business forward: cross-functional coordination, strategic decisions, and the challenges that need executive attention.

The meeting frequency itself also changed. The ELT used to meet weekly, but after a restructure and the addition of WorkBoard, they now meet every other week. When real-time data is available at any time inside WorkBoard, meeting weekly simply isn't necessary anymore.



"It's at least a 90% improvement."

We don't have to sit and talk about OKRs. We can talk about the business."

— **Krista Peterson**
Sr. Program Manager, Operations & Enablement | Zededa



image source: <https://www.linkedin.com/company/zededaedge>

ACCOUNTABILITY DOESN'T HIDE BEHIND A DROPDOWN ANYMORE

Before WorkBoard, people were asked to update the spreadsheet weekly by Friday, so that the team could review on Monday.

"Hardly anybody ever did it," Krista recounts. "With no visibility into who had updated and who hadn't, there was no easy way to follow up."

WorkBoard changed that dynamic the moment it went live. The moment OKRs are entered and a measurement is set, the platform begins tracking. Timestamps, last-updated indicators, and progress metrics are visible to anyone with access.

"We can visually see progress being made now, instead of something just simply being labelled as 'on-track'," explains Krista.

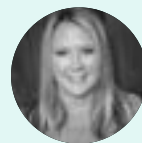
For Krista, this is central to her role. With 15 functional teams in WorkBoard, she can conduct a full accountability review, check who has updated, which teams are on track, and see who needs a nudge. All in under 30 minutes.

THE BAR IS HIGHER ON WHAT A GOOD OKR LOOKS LIKE NOW

One of the less obvious but equally significant outcomes of the implementation was an improvement in how OKRs were actually written. The structure of WorkBoard itself pushed teams to think more carefully about the difference between a goal and a task, and whether key results were truly connected to the outcomes they were meant to drive

Teams could now review their OKRs by function, making it easier to assess alignment and flag anything that didn't clearly connect to company-level strategy. WorkBoard's AI writing feature also helped team members articulate their goals more clearly and concisely, increasing the overall quality of OKRs across Zededa.

“ The AI feature is really cool. It helps people that have a kind of writer's block, to be able to sound a little more solid and concise when they write their OKRs. Plus, they can clearly see if their OKRs align with the company goals. ”



Krista Peterson

Sr. Program Manager, Operations & Enablement

Zededa

THE WALLS BETWEEN TEAMS ARE DOWN

When executive meeting time was consumed by spreadsheet updates, the opportunity for cross-functional conversation essentially didn't exist. WorkBoard changed all that.



"WorkBoard makes us less siloed."

In our meetings, it's not just Operations talking about their five lines and it's not just Sales talking about theirs. We have the ability to break down those silos and talk about what we need from each other."

— **Krista Peterson**
Sr. Program Manager, Operations & Enablement | Zededa

For a global company operating across time zones, that collaboration is invaluable. Product can ask Engineering about a dependency in real time. Sales can surface customer needs before they become a problem. **And leadership can have the conversations that actually move the business forward.**

QUICK PRIORITY SHIFTS ARE NOW A BREEZE

Zededa operates on a six-month planning cycle because the startup environment demands it. If customers are onboarded overnight, product launches shift, and tiger teams form around urgent opportunities. OKRs need to move with the business.

WorkBoard makes that agility manageable. When an OKR needs to be delayed, reprioritized, or reassigned, the update is timestamped and visible to everyone in the organization. The rationale **lives inside the tool permanently**, accessible months later when no one can remember why a priority shifted.



image source: <https://www.linkedin.com/company/zedededge>

"Everything's timestamped," says Krista. "We can easily go back and see when something was entered, who entered it, and what the outcome was. If we were managing it in a spreadsheet, you'd have to go back line by line. It's just not as clean as WorkBoard."

PROGRAM TEAM LEAD SPOTLIGHT:

Q&A with Zededa's
Krista Peterson



What advice would you give to a company that is just starting their OKR journey??

Krista: Coming from the enablement side, it's the importance of good training and letting it be as flexible as it needs to be, but also making sure that it's done right.

How has WorkBoard affected your role specifically?

Krista: I can go in there and quickly see everybody's progress and whether progress has been updated recently. If not, I can make a note and reach out to them. With 15 teams in there, that kind of overview and progress tracking used to be really time consuming.

What is your favorite WorkBoard feature?

Krista: The visual tools are my favorite. They save so much time and everyone can easily see how OKRs align with the company strategy. Our CEO and C-levels can go in there and look at things at any time. Real-time metrics, graphs, all of it.



image source: <https://www.linkedin.com/company/zededaedge>

FROM HERE, THE ONLY DIRECTION IS FORWARD

Zededa is still early in its WorkBoard journey, and the team sees meaningful room to grow. Currently, WorkBoard access varies by team and seniority level. Operations, for example, has given all four of its team members access. Engineering, with a much larger headcount, limits access to a select few. The next natural step is rolling the platform out to other levels and, eventually, to every individual contributor in the company.

The goal is full organizational alignment where every employee can see how their day-to-day work connects to a team goal, how that team goal connects to a company-level objective, and why it matters. That level of strategic transparency would be near impossible with just a spreadsheet.



Zededa is also working toward making WorkBoard the single source of truth for strategic planning, moving away from the decks and supplemental documentation that still coexist alongside the platform today. WorkBoard will serve as **the living record of how Zededa's strategy unfolds in real time.**

The spreadsheets are gone. In their place, is a company that knows exactly where it's going and how to get there.

READY TO TRANSFORM YOUR ORGANIZATION WITH OKRS?

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.