



MASTERING GROWTH THRU OKRS

Empowering Wandelbots to achieve strategic focus and company-wide alignment following rapid growth



wandelbots

CLIENT

Wandelbots

INDUSTRY

Software & Robotics

EMPLOYEES

130

SOLUTIONS

Wave Nine worked directly with leadership to identify a clear OKR strategy, which involved:

- Ø **Identifying a “North Star” vision** to become the world leader
- Ø **Pinpointing departmental OKRs** that feed into the major goal
- Ø **Conducting over 20 workshops with staff and super users** on the Workboard software
- Ø **Certifying 12 internal OKR coaches** to sustain Wandelbots’ OKR efforts in future quarters
- Ø **Assessing Wandelbot’s OKR efforts** and setting the next quarter’s OKRs



Imagine a world where you can train a robot to perform complex tasks in a matter of minutes—without writing a single line of code. Wandelbots, a German tech startup, has created technology to do just that.

Sill a relatively young company, they’re empowering companies like BMW, Siemens, and Volkswagen to automate their manufacturing processes through this no-code robotics platform.

Finding that hard to wrap your head around? [Here’s](#) a video of CEO Christian Piecknick training a robot to weld two metal components together, using nothing more than Wandelbot’s proprietary TracePen and a tablet.



CHALLENGES THAT COME WITH GROWTH

Wandelbots quickly made a splash in the tech world, winning awards and attracting, attracting big clients, and raising \$30 million in venture funding in 2020. After growing from 30 to 90 employees by the end of the year, they faced a challenge common to many successful startups.



Jonas Paul Schreiber
Co-Chief of Staff,
Wandelbots



wandelbots

“We were total beginners when it came to OKRs. Wave Nine was knowledgeable about the OKR method in general as well as implementing OKRs through Workboard. That was our first impression of them, and they really delivered in the end.”



wandelbots



While it's relatively easy to gain alignment on strategic initiatives during a bootstrap stage, it becomes more challenging as companies begin to scale quickly. The mechanisms used to create transparency, provide direction, and ensure that the entire staff is committed to the same mission can start to break down as a workforce grows. This was the case at Wandelbots as they added new teams, new team members, and new office locations. Covid-19 also forced them to transitioned to more remote workforce, further compounding the problem.

LEADERSHIP SPOTTED THE ISSUE AND SEARCHED FOR A METHODOLOGY THAT COULD HELP THEM:



Create transparency
across the organization



Identify longterm strategic
departmental goals
that would feed into the
company's mission



Ensure that everyone was
working toward the same
overarching goals



Optimize the use
of company resources
to maximize impact
and growth

“Philipp from Wave Nine helped us on a fundamental strategic level, trying to decide between a general North Star OKR and a very specific one. Once we decided to choose the laser-focus approach, Wave Nine helped us choose the right laser focus of MIG/MAG arc welding. That really helped us in our implementation.”

Martin Wanitschke
Co-Chief of Staff
Wandelbots



Martin Wanitschke and Jonas Paul Schreiber wear many hats at Wandelbots, but they essentially share the Chief of Staff role. Together, Martin and Jonas selected the Objectives & Key Results (OKR) methodology to bring alignment to their growing company. Their investors recommended Workboard as a tool to manage their OKR initiative, and Workboard referred them to Wave Nine.

From their first interaction, **Martin and Jonas were impressed with the Wave Nine** team, from their breadth of knowledge surrounding OKRs to their willingness to fully understand Wandelbot's business model. It didn't take long before they knew they'd found their implementation partners.



SETTING WANDELBOTS UP FOR SUCCESS

Wave Nine is more than a Workboard consultancy. While Workboard training and implementation is key to their overall service model, a successful OKR rollout begins in the boardroom.

It involves diving into a client's goals, processes, and business model to help clarify their vision. Only then can Wave Nine help their clients set departmental goals, train staff (on the software as well as the methodology), ensure company-wide adoption, and evaluate results.

Wave Nine guided Wandelbots through a five-phase rollout that took the following form.



Phase 1: Executive leadership OKR setting workshop

Wandelbots' leadership was split between two schools of thought when it came to setting their OKRs. Some of the executives favored a general approach to goal setting where they sought to excel in all the areas they served. Others believed they should focus their efforts on a specific aspect of the business where they could expect to see the highest return.

The 3-day workshop involved thoughtful debate and thorough analysis, facilitated by Philipp Schett and Jessica Stimac from Wave Nine. Jessica and Philipp used their experience implementing OKRs to guide the discussion, helping executives to weigh the pros and cons of each approach.

Ultimately, Wandelbots' leadership settled on one, laser-focused "North Star" that would guide every other OKR.

Phase 1: Executive leadership OKR setting workshop

Phase 2: Workshops to define departmental OKRs

Phase 3: workboard Training and internal Coach Certifications

Phase 4: Program launch and ensuring adoption

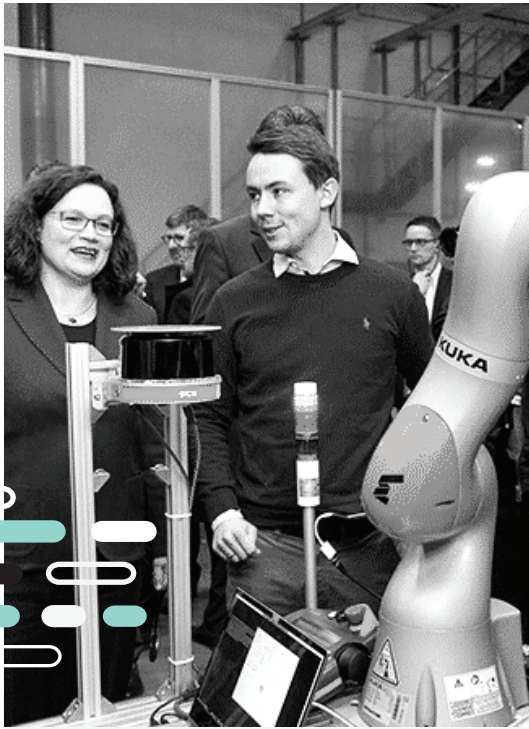
Phase 5: End-of-Quarter Retrospective



Wandelbots' Overarching Goal:

"Become the world leader in a specific type in MIG/MAG arc Welding."

We won't go into the details of MIG/MAG welding, but this type of gas metal welding represented a massive growth opportunity for the growing tech firm. Executives identified additional OKRs based on their existing Key Performance Indicators (KPIs), but they designed other KPIs and metrics to serve their new laser-focused mission and overarching goal.



Additional OKRs included:



Improving customer satisfaction



Human resources training, development, and hiring



Increasing sales driven by an effective marketing strategy



Effective resource allocation from the Finance department



Innovative product development



Leadership then communicated these OKRs to the entire organization through a town hall meeting, where participants could ask questions and gain clarification on the larger mission.

Phase 2:

Workshops to define departmental OKRs

Next, the Wave Nine team led OKR setting workshops with each department. They designed these “Level 2” OKRs to feed into the “Level 1” OKRs set by the executives. Again, each OKR department would support the overarching vision of making Wandelbots the world leader in MIG/MAC arc welding.

Once the departments identified their specific OKRs, team leads met with executives for a handshake meeting, ensuring that the Level 2 OKRs fell in line with the Level 1 OKRs. The following are a few examples of departmental OKRs that helped Wandelbots work toward their laser-focused ambition.

WORKING WITH OKRS ON WORKBOARD WANDEBLOTS ACHIEVED TO:



Familiarize the entire company with welding fundamentals



Nurture better leads



Develop superior hardware and software



Grow revenues



HUMAN RESOURCES

The HR department organized welding training for every employee so they could understand a bit more about their clients' needs and how Wandelbots' welding products worked.



SALES & MARKETING

The Marketing department focused their efforts on specific geographic areas, identifying manufacturers that were already using robots in the welding processes. This paved the way for the Sales team to close more deals and exceed their goals.



DESIGN STUDIO

This department, which handles hardware design, worked to improve the TracePen that interfaces with the Wandelblots software. They prototyped different tips and tested them with customers, ultimately improving the product.



ENGINEERING

The engineering team comprises 60% of the company, and they worked diligently to enhance what Wandelblots calls their "Minimum Loveable Product" (or MLP).



OPERATIONS + TECHNICAL ENGINEERING (CO-OWNED OKR):

These teams worked together to ensure their product was safe and effective.



Phase 3: WorkBoard Training and internal Coach Certification

Once Wandelblots had clearly defined their Level 1 and Level 2 OKRs, Wave Nine got to work training the staff on both Workboard and the OKR methodology.

The Workboard training included general instruction for staff along with intensive deep-dives for super users. Wave Nine also built communities within the organization to bring expert users together, helping them solve problems and develop a knowledge base.

Wave Nine trained 10 Wandelbot employees in the OKR methodology, creating an in-house team of certified OKR coaches. These coaches would help sustain Wandelbots' OKR efforts in the months and years to come.

Phase 4: Program launch and ensuring adoption

After three months of strategizing and training, Wandelbots launched its OKR program under Wave Nine's guidance. The Wave Nine team kept careful track of OKR engagement and Workboard adoption, providing additional guidance to staff members to ensure they were using the methodology and the software properly.

They also had regular check-ins with the steering committee to keep the program on track and address any concerns.



“Ideally, you should be able to wake up any employee in the middle of the night and ask them to identify the most important thing the company is working on and how their work contributes to that goal. I believe that’s something we achieved.”

Martin Wanitschke
Co-Chief of Staff
Wandelbots



Phase 5: End-of-quarter Retrospective

Ideally, you should be able to wake up any employee in the middle of the night and ask them to identify the most important thing the company is working on and how their work contributes to that goal. I believe that’s something we achieved.

“Needless to say, becoming the world leader in anything isn’t actually possible in one quarter,” Martin acknowledges, “But over the course of our first quarter rollout, we accomplished what we were hoping to achieve. **You couldn’t find a single employee who wasn’t talking about welding.**”



In terms of specific, measurable goals, Wandelbots achieved to:

1. Familiarize the entire company with welding fundamentals
2. Nurture better leads
3. Develop superior hardware and software
4. Grow revenues

WANDELBOTS’ WORK WITH WAVE NINE HELPED THEM FIND ALIGNMENT AS A FAST-GROWING TECH COMPANY IN AN EVER-CHANGING INDUSTRY. WAVE NINE SET WANDELBOTS UP TO MANAGE THE LION’S SHARE OF THEIR OKR EFFORTS INTERNALLY, THROUGH THEIR OWN OKR-CERTIFIED STAFF.

// READY TO SEE WHAT WAVE NINE CAN DO FOR YOUR OKR EFFORTS?



Wave Nine brings results to OKR programs with your new digital operating rhythm. For startups and enterprises that are serious about OKRs, we built the playbooks, templates, and resources that energize teams, clarify strategies, and drive accountability. We hands-on execute your program in workshops and training from the executives to the teams that make it happen. Headquartered in Silicon Valley with offices in Germany, UK and Australia, we partner with the leading strategy execution platform WorkBoard to make your strategy happen. www.wavenine.com