CLIENT TESTIMONIAL / KANTHAL

# From OKR framework to habits that actually stick.

How coaching, consistent follow-up and internal ambassadors helped Kanthal build a stronger OKR foundation.

> **“Finally, goals I understand, and I know how I contribute to the end goal. Futureworks was a key driving force in getting us there.”**
>
> **Jesper Ejenstam | Kanthal**

### WHAT MADE THE DIFFERENCE?

**Follow-up.** Weekly check-ins turned the framework into a habit. Jesper describes endurance in follow-up as the core of making OKRs work.

**Coaching.** A neutral outside voice challenged assumptions, sharpened questions and gave the rollout urgency and seriousness.

**Ownership.** Internal ambassadors and role models helped embed the method so it could become part of the culture, not a temporary initiative.

## The clearest outcome? Speed to implementation.

Futureworks freed up management capacity during rollout, helped improve focus, and gave Kanthal a sound base to keep learning from. The result was not simply a new framework - it was a clearer connection between individual contribution and the organization's bigger goals.

DIG DEEPER

## Not just what do we want to do - but why, how and with whom?

Working with Futureworks helped us dig deeper into why we wanted to do certain things, and challenged us on how we'd actually achieve the impact we were after - including who we needed on board internally to get there, both the enablers and the blockers.

As with any new framework, OKRs take time and training to implement. We knew internally that if this was going to work, we needed guidance - and bringing in a coach also gave the topic a sense of urgency and seriousness that's genuinely hard to create on your own.

# FOLLOW UP. FOLLOW UP. FOLLOW UP.

If there's one thing that made the biggest difference, it's follow-up. Follow up, follow up, follow up - 80% of the framework is endurance in the weekly check-ins. That's where the habit gets built. Futureworks gave us frameworks for effective check-ins and retrospectives, and coached us in open-ended, coaching-style questions that sharpened both how we set OKRs and how we followed up on them.

Futureworks also helped our units relate to the organization's overall goals - we don't cascade in a waterfall style, but everyone still needs to connect to the bigger picture, and that took real reflection and learning. We're still learning, but we now have a sound base to build from.

In terms of outcomes: speed to implementation is the clearest one. Having Futureworks involved freed up time for the rest of the management team during rollout, and having a neutral outside voice pushed all of us to get better. Our focus has improved significantly, and we're celebrating more achievements lately.

FUTUREWORKS

THE CULTURE SHIFT

## Make the framework fit the organization - not the other way around.

One quote from our team says it all: **"Finally, goals I understand, and I know how I contribute to the end goal."** Futureworks was a key driving force in getting us there.

The team was extremely responsive throughout - we talked daily when needed. Every organization is different, so we had to adapt the framework to fit us, and Futureworks was genuinely open to learning how to improve their own approach along the way, which is a rare and valuable habit in a consultancy.

I'd absolutely recommend Futureworks to other organizations. They're very attuned to each client's specific needs and challenges - they adapt the OKR framework to fit your organization so it becomes part of your culture, not something that fades out once the engagement ends. Easygoing and challenging at the same time, which are exactly the traits you want in an effective coach.

THE UNDERESTIMATED LEVER

## Internal ambassadors.

One thing I'd add: the ambassador training program is likely underestimated. Building a group of internal ambassadors is what makes the habits stick over time - creating more leaders and role models is really what a culture shift is about.

SHORT VERSION

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> — Jesper Ejenstam, Kanthal