

CASE STUDY

From Silos to Strategy: How Leading Companies Achieved Clarity Through OKRs

■ Executive Summary

Across industries, organizations face the same challenge: aligning fast-moving teams around shared goals while ensuring progress is measurable and visible. From global finance to steel manufacturing to semiconductors, the symptoms are familiar — silos, misaligned priorities, and inconsistent measures of success.

In the journeys that follow, leaders set out to fix what looked like straightforward alignment problems, only to uncover deeper cultural rifts, outdated “best practices,” and surprising sources of resistance. At Bloomberg, Electra Steel, and one of the world’s top semiconductor equipment producers, the most transformative breakthroughs emerged from unexpected places — a cross-functional team no one saw coming, a shift in focus that upended long-held priorities, a cultural pivot that reignited stalled initiatives. These case studies trace how each organization moved from fragmentation to a shared framework that not only sharpened priorities, but ignited a pace of change that seasoned executives themselves hadn’t believed possible.

Bloomberg

Building Transparency Across Global Teams

“The most successful outcome I’ve ever seen at this company.”

BLOOMBERG VP

■ Bloomberg

At Bloomberg, Global Business Operations serves as the central backbone for the company’s worldwide activities — delivering the core services and infrastructure that enable every department to function and the business to deliver its products. This distributed organization spans supply chain, workplace facilities, real estate, and other operational services. While each unit had a distinct purpose, unique stakeholders, and regional market complexities, they also shared critical dependencies. To sustain Bloomberg’s global operational footprint, they needed a common strategy and a shared way of measuring progress.

Over time, however, the organization began to drift. Teams operated in silos, dependencies went unnoticed, and leaders struggled to gauge

success in any consistent manner. The lack of transparency and shared accountability left executives frustrated and unable to demonstrate meaningful progress to stakeholders.

Hyperdrive pinpointed the root cause: teams were operating from different playbooks. Some applied SMART goals, others chased bold, audacious objectives, and still others used bespoke frameworks. Without a unified structure, dashboards were fragmented, and cross-division comparisons were meaningless.

To close the gap, Hyperdrive conducted one-on-one discovery sessions with leaders across all divisions. These conversations built trust and surfaced each group's most critical bodies of work. When 75 leaders gathered in New York for a three-day workshop, the foundation was already set. Hyperdrive delivered focused OKR training, facilitated cross-functional breakouts, and guided every business line to finalize OKRs aligned to Bloomberg's top priorities.

The results were immediate. Bloomberg established three fully cascaded levels of OKRs across all participating divisions — work that would previously have taken months. Dependencies were clarified, capacity was openly discussed, and progress could now be tracked through a single, unified lens. Leaders left confident in the process and the framework, knowing they had a scalable way to align execution and measure success across the enterprise.

■ Electra Steel

Electra Steel, a fast-growing manufacturing innovator, was moving at a relentless pace — simultaneously delivering to clients, advancing groundbreaking “clean” manufacturing processes, and exploring ways to scale production. Its competitive edge lay in a breakthrough low-carbon method for transforming iron ore into 99% pure iron using chemistry and renewable energy. By sidestepping the environmental costs of the traditional steelmaking process, Electra positioned itself to compete globally on both cost and sustainability. Backed by venture capital, the company was racing to expand from a pilot facility to full-scale production. Every decision carried high stakes; resources and time could not be misdirected.

The organization's rapid growth, however, created complexity. In response, the company implemented its own version of OKRs. This self-made approach that the leadership team had developed took over six months to implement and produce incomplete and poorly connected objectives, leaving leaders without a reliable way to track progress or tie work directly to strategic priorities. Teams had continued to work on

KEY TAKEAWAY

With Hyperdrive's guidance, Bloomberg replaced a patchwork of disparate frameworks with a unified, measurable OKR system — achieving strategic alignment in days instead of months. Leadership now had a system that aligned the organization's focus and which was used to help measure the value and progress of the organization's strategy.

Electra Steel

Aligning a High-Speed Growth Company



an array of high-priority initiatives where some goals overlapped, others conflicted, and without an effective framework, departments pursued objectives through their own lenses. This homegrown OKR effort had fallen short.

Hyperdrive identified the core issue: Electra lacked a shared, repeatable system for defining and managing OKRs. Objectives were overly narrative, metrics were buried, and tracking varied by department, making it difficult to maintain a cohesive enterprise view.

We began with more than a dozen one-on-one discovery calls to surface priorities and understand each group's operational realities. Onsite at the company's headquarters, Hyperdrive led focused sessions with executives and teams, combining OKR education with practical application. Leaders quickly recognized where earlier attempts had gone off track, and together we refined their objectives and key results into clear, measurable, and strategy-linked commitments.

By shifting the company to a proven Scaled OKR framework, Electra achieved alignment that had previously proved elusive. Critical initiatives — including a major plant expansion — emerged clearly in the shared conversation. Leaders left with sharper focus, a common language for execution, and a scalable OKR process to guide their next phase of growth. This adjustment saved Electra hundreds of hours in strategic planning and helped bring true focus to every initiative so that each project was properly aligned with the company's true goals.

■ Semiconductor Manufacturer

This company is one of the world's top semiconductor equipment producers with expertise in designing, manufacturing, and servicing wafer fabrication equipment for the semiconductor industry. Its core expertise in deposition and etch processes enables top chipmakers to produce the advanced electronic devices that power mobile phones, personal computers, and automotive systems.

Within the Company's Knowledge and Advanced Services business unit, a suite of offerings helps semiconductor manufacturers optimize processes, improve productivity, and accelerate innovation. These services go beyond delivering equipment, leveraging digital tools and deep domain expertise to maximize value across the chip fabrication lifecycle.

The Organization's first exposure to OKRs came through a limited pilot program. One group tested the framework, but executives viewed it as a tactical experiment rather than a strategic shift. Without visible leadership sponsorship, adoption risked losing momentum.



KEY TAKEAWAY

Electra Steel had tried to implement a homegrown approach to setting goals and aligning it to strategy which was failing. By using a structured approach, Scaled OKRs, the company was able to re-align leadership, surface hidden priorities, and enable focused and effective execution.

“What used to take six months, we got done in three hours.”

CEO, ELECTRA STEEL

Semiconductor Manufacturer

From Pilot to Full Adoption

“Having executives model the framework changed the game — adoption skyrocketed.”

CLIENT LEADER

Hyperdrive pinpointed the core challenge: the absence of executive ownership. OKRs were being treated as a bottom-up exercise instead of a leadership-driven operating model. Without modeling from the top, the framework struggled to take hold.

Partnering with a senior leader, Hyperdrive guided the creation of his own OKRs. Drawing on insights from John Doerr's book, *Measure What Matters* and Hyperdrive's training, he recognized the framework's broader potential and publicly committed to it — cascading goals across his organization. Hyperdrive reinforced this rollout through quarterly planning, retrospectives, and advisory support to embed OKRs into the Organization's business rhythm.

What began as a proof of concept evolved into enterprise-wide adoption. Executives modeled the framework, teams aligned around cascaded goals, and OKRs became part of the cultural fabric. The engagement expanded with additional consulting, and the Company is now positioned to sustain the program with continued guidance and enhanced transparency tools.

■ Summary: The Five Common Pitfalls in Goal Execution — and How to Fix Them

1. Strategic Misalignment Across Functions

The Pitfall: Teams often operate from different goal-setting languages — SMART goals, stretch targets, homegrown scorecards — producing competing initiatives and diluted focus.

The Fix: At Bloomberg, we conducted pre-engagement interviews to surface critical work streams, then facilitated a leadership summit aligning 75 global leaders and cascading OKRs through three organizational levels.

The Result: Alignment achieved in days, not months; reduced duplication of effort; executives could clearly see how team outputs tied to enterprise priorities. Client Voice: "The most successful outcome I've ever seen at this company." — Bloomberg VP

2. Lack of Measurable Outcomes and Transparency

The Pitfall: Goals that lack measurable key results become aspirational slogans. Without a shared measurement system, progress is invisible, and course correction lags.

The Fix: Electra Steel shifted from narrative-based objectives to outcome-driven OKRs. We implemented measurable Key Results for use in a tracking tool, so that OKR performance metrics would be embedded into regular reporting cadences into the operating rhythm.

KEY TAKEAWAY

A single leader's "aha" moment to recognize the value of OKRs helped him shift from cautionary skepticism to fully dedicated commitment. With structured support from Hyperdrive, he transformed OKRs from a small-scale test into a strategic operating system embraced across the Organization.



The Result: Strategy alignment achieved in hours, not months; hidden initiatives surfaced; leaders gained a unified progress view. Client Voice: “What used to take six months, we got done in three hours.” – Electra Steel Executive

3. Cultural and Leadership Gaps

The Pitfall: Without executive sponsorship, OKRs risk being perceived as a tactical side-project rather than a leadership-driven operating model.

The Fix: At the Company, we coached senior leaders to adopt their own OKRs, publicly model accountability, and integrate OKRs into mission and values refresh sessions.

The Result: Enterprise-wide adoption; OKRs evolved from a pilot to a core operating discipline. Client Voice: “Having executives model the framework changed the game — adoption skyrocketed.” – Semiconductor Executive

4. Inefficient, Overextended Planning Cycles

The Pitfall: Multi-quarter planning cycles lock organizations into outdated goals and overwhelm teams with competing priorities.

The Fix: With Bloomberg and Electra Steel, we compressed multi-month planning into high-intensity, real-time workshops, adopting a quarterly cadence that encouraged prioritization and agility.

The Result: Electra Steel built its enterprise strategy in 3 hours (down from 3 months); Bloomberg developed three levels of OKRs in 3 days. Client Voice: “We accomplished in days what normally takes a year here.” – Bloomberg Workshop Participant

5. Inconsistent Capability for Sustained Adoption

The Pitfall: Initial enthusiasm for OKRs often fades without an internal support system or contextualized tools.

The Fix: For all clients, we created custom playbooks, role-specific guides, and trained internal OKR coaches. We tailored language and templates to fit existing culture.

The Result: OKRs embedded as a durable management practice; internal teams continued scaling without external oversight. Client Voice: “Your toolkit became our daily reference. It’s not generic — it’s our way of working now.” – Client Feedback

THE ESSENTIAL LESSON

The true power of OKRs lies in their disciplined simplicity: set a clear destination, define measurable milestones, and create transparency across the organization. When paired with strong leadership sponsorship and the right cadence, the framework becomes more than a planning tool — it becomes the organization’s operating system.

From global giants to mission-driven nonprofits, the lesson is consistent: **alignment, measurement, cultural adoption, agility, and sustainability are the pillars of execution excellence.**

Hyperdrive experience shows that when these five areas are addressed, the distance between strategy and results collapses — and the organization begins to consistently deliver on its ambitions.

Across each of these cases, Hyperdrive’s methodology demonstrates why OKRs succeed when applied with both discipline and rigor.

The result is consistent: organizations move from siloed, fragmented efforts to unified strategy execution, with measurable results at speed and scale.

