

How Zededa stopped updating OKRs in meetings and started **running the business**

EDGE COMPUTING & IIOT • 120 EMPLOYEES • WORKBOARD AI

Zededa doubled in size and outgrew its OKR spreadsheet. Wave Nine set up WorkBoard AI around a fast-changing org, trained the right people and kept the team accountable until the new rhythm held.

90%

improvement in how ELT meeting time is spent

<30_{min}

for an accountability review across 15 teams

15

functional teams running OKRs in WorkBoard AI

AT A GLANCE

CLIENT

Zededa, an edge computing company that brings compute power closer to where data is generated

INDUSTRY

Edge Computing & IIoT

COMPANY SIZE

120

CHALLENGE

ELT meetings consumed by live OKR updates, inaccurate progress tracking, key results that read like task lists, siloed teams, and little record of why or when priorities shifted

SOLUTION

WorkBoard AI, implemented by Wave Nine: a clean setup with an accurate org structure, live training for the right people at the right time, and regular check-ins that kept the team accountable

RESULTS

A 90% improvement in how ELT meeting time is spent, an accountability review across 15 teams in under 30 minutes, sharper OKRs, fewer silos and a permanent record of every priority shift

THE CHALLENGE

AN ELT STUCK ON STATUS UPDATES

The company doubled in size, and the **OKR spreadsheet** couldn't keep up.

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 moves fast, and its priorities and organizational structures shift quickly.

When Krista Peterson, Senior Program Manager of Operations and Enablement, joined Zededa, the company had roughly 60 employees. That number has since doubled, and the growth brought 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: in Excel spreadsheets. That 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 Peterson

Sr. Program Manager, Operations & Enablement, Zededa



MEETINGS TURNED INTO DATA ENTRY

“

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

Krista Peterson

Sr. Program Manager, Operations & Enablement, Zededa

Beyond the lack of visual clarity, the OKR process itself pulled the executive leadership team away from the conversations that mattered. The weekly ELT meetings had turned into live data-entry sessions, where attendees spent most of the meeting updating OKRs in a spreadsheet and the business itself got little airtime.

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

01

ELT meetings were consumed by live OKR updates

02

Progress tracking wasn't accurate

03

Key results often resembled task lists

04

Teams typically worked in silos

05

Little record of why or when priorities shifted

“

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 AI.

Krista Peterson

Sr. Program Manager, Operations & Enablement, Zededa



IMPLEMENTING WORKBOARD AI IN A STARTUP ENVIRONMENT

With the decision made, Zededa turned to Wave Nine to guide the implementation. Wave Nine stayed actively involved throughout: it met with Zededa's team on a consistent schedule and made sure 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 AI.

Krista Peterson

Sr. Program Manager, Operations & Enablement, Zededa

Wave Nine also made flexibility a priority. The most technically challenging part of the implementation was mapping Zededa's organizational structure in WorkBoard AI:

REPORTING LINES

Direct reports alongside dotted-line relationships

MID-ROLLOUT

A restructuring, and a user list revised mid-implementation

THE FIX

Re-mapped reporting lines and reassigned OKRs, so rollups were accurate

Wave Nine helped Zededa navigate that complexity and made sure the foundation of WorkBoard AI was solid and ready to build on, so the results could speak for themselves:

- 1 Clean setup on a moving org**

An accurate org structure with direct and dotted-line reporting, a user list revised mid-implementation, and OKRs reassigned so rollups were accurate.
- 2 Live training**

The right people trained at the right time, to get the most out of WorkBoard AI.
- 3 Accountability rhythm**

Regular check-ins that kept the rollout steps in the right order.

“

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 AI.

Krista Peterson

Sr. Program Manager, Operations & Enablement, Zededa

FROM STATUS UPDATES TO STRATEGIC CONVERSATIONS

The impact of the implementation was felt almost immediately, across multiple parts of the business.

Same meetings, completely different outcomes

Perhaps the most dramatic change was in the quality of Zededa's ELT meetings. Before WorkBoard AI, these meetings were mainly live OKR update sessions. Executives gathered, and most of the time went into entering progress data into a spreadsheet by hand. Strategic conversation was crowded out by default.

“ We used to spend the entire executive meeting updating OKRs in a spreadsheet instead of talking about the business.

Krista Peterson

Sr. Program Manager, Operations & Enablement, Zededa

With WorkBoard AI, that dynamic changed completely. Krista now pulls a WorkBoard AI report the day before each ELT meeting and sends it to all attendees, so everyone arrives prepared. The meeting can focus on what moves the business forward: cross-functional coordination, strategic decisions and the challenges that need executive attention. The meeting frequency changed too. With real-time data available at any time in WorkBoard AI, a weekly meeting simply isn't necessary anymore.

BEFORE

Weekly ELT meetings

Live OKR updates typed into a spreadsheet

Strategic conversation crowded out

NOW

ELT meets every other week

A WorkBoard AI report goes out the day before

Time for coordination and decisions

90%

BETTER USE OF ELT
MEETING TIME

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

ACCOUNTABILITY DOESN'T HIDE BEHIND A DROPDOWN ANYMORE

Before WorkBoard AI, people were asked to update the spreadsheet by Friday each week, so the team could review it on Monday.

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

Krista Peterson

Sr. Program Manager, Operations & Enablement, Zededa

WorkBoard AI changed that the moment it went live. As soon as 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',"** says Krista. For her, this is central to her role.

15 functional teams in WorkBoard AI	<30 min for a full accountability review	3 checks: who has updated, which teams are on track, who needs a nudge
--	--	---

The bar is higher on what a good OKR looks like

One of the less obvious but equally significant outcomes was better-written OKRs. The structure of WorkBoard AI pushed teams to think more carefully about the difference between a goal and a task, and about whether key results were truly connected to the outcomes they were meant to drive. Teams can now review their OKRs by function, which makes it easier to assess alignment and flag anything that doesn't clearly connect to company-level strategy. WorkBoard AI's AI writing feature also helps team members state their goals more clearly and concisely, raising 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 RESULTS

THE WALLS BETWEEN TEAMS ARE DOWN

When executive meeting time went into spreadsheet updates, there was hardly any room for cross-functional conversation. WorkBoard AI changed that.

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 move the business forward.



Krista Peterson

Sr. Program Manager, Operations & Enablement, Zededa

“

WorkBoard AI 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.

THE RESULTS

QUICK PRIORITY SHIFTS ARE NOW A BREEZE

Zededa runs on a six-month planning cycle, because the startup environment demands it. OKRs need to move with the business:

OVERNIGHT

Customers can be onboarded

ANY TIME

Product launches shift

ON DEMAND

Tiger teams form around urgent opportunities

WorkBoard AI makes that agility manageable. When an OKR is delayed, reprioritized or reassigned, the update is timestamped and visible to everyone in the organization. The rationale stays in the platform permanently, accessible months later when no one remembers why a priority shifted.

“Everything's timestamped. 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 AI.

Krista Peterson

Sr. Program Manager, Operations & Enablement, Zededa

■ The results at a glance

- **90% improvement in how ELT meeting time is spent:** meetings are now strategic conversations.
- **Accountability review in under 30 minutes** across 15 functional teams.
- **Sharper OKRs:** the structure of WorkBoard AI and its AI writing feature push teams to write more strategic OKRs.
- **A permanent record:** every update is timestamped and attributed, so the team can see when priorities shifted, who made the call and why.
- **Every other week, up from weekly:** with real-time data in WorkBoard AI, the ELT meets half as often.
- **Real-time progress tracking:** an accurate, visual snapshot of where every goal stands at any moment.
- **Fewer silos:** every team has a clear view of what the rest of the organization is working on.

WORKBOARD SHOWCASE

How Zededa uses WorkBoard AI to write better OKRs and keep its leadership team prepared.

01 • AI OKR DRAFTING

OKR creation, alignment and cycle

Zededa's teams use WorkBoard AI to draft and sharpen their OKRs. It helps people past writer's block, makes their objectives and key results more concise and shows whether they align with company goals.

BENEFITS

- ✓ Higher-quality OKRs across all 15 functional teams
- ✓ Key results tied to outcomes
- ✓ Faster planning for Zededa's six-month cycle

02 • AI CHIEF OF STAFF AGENT

Automate Executive & Initiative Briefings

Before each ELT meeting, WorkBoard AI pulls together a progress brief that Krista sends to every attendee. Executives arrive with the full picture, and nobody compiles status by hand.

BENEFITS

- ✓ No manual status gathering before meetings
- ✓ Executives arrive informed
- ✓ More meeting time for cross-functional decisions

03 • AI CHIEF OF STAFF AGENT

Nudges and status requests

WorkBoard AI reminds OKR owners to update their key results and flags the ones that are overdue, so Krista's follow-ups only need to cover the gaps.

BENEFITS

- ✓ Fewer manual follow-ups
- ✓ At-risk results surface before the ELT meets
- ✓ The accountability review stays under 30 minutes

Q&A WITH KRISTA PETERSON

Q

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

"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."

Q

How has WorkBoard AI affected your role specifically?

"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."

Q

What is your favorite WorkBoard AI feature?

"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."



THE ONLY DIRECTION IS FORWARD

Zededa is still early in its WorkBoard AI journey, and the team sees plenty of room to grow. Today, access to WorkBoard AI varies by team and seniority. Operations, for example, has given all four of its team members access, while 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: 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 a spreadsheet.

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

NEXT

WorkBoard AI for more levels and teams

THEN

Every individual contributor connected to company objectives

THE GOAL

WorkBoard AI as the single source of truth for strategic planning

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

STRATEGY EXECUTION WITH OKRS AND AI

Let's talk about what this could look like in your organization.

wavenine.com



Wave Nine Inc.
490 43rd Street, Suite 90
Oakland, CA 94609
United States

About Wave Nine. Wave Nine are AI and OKR consultants for complex organizations. Founded in Silicon Valley, we have guided 300+ transformations in 30+ countries, trained 50,000+ people and are the No. 1 implementation partner for WorkBoard AI. We help leadership teams turn strategy into results: the right goals, a steady operating rhythm, and AI that the whole organization uses to run the business.

wavenine.com · linkedin.com/company/wavenine