



YOUR GUIDE - STEP BY STEP

GET STARTED WITH **HOWWE**

POWERED BY HOWWE TECHNOLOGIES



WELCOME

This guide is a **step-by-step guide** designed for leaders who want to get started with Howwe in their teams.

By following this guide, you ensure a **successful implementation of Howwe!** Soon you will witness tangible results aligned with your team's goals. The advantages of having the entire organization and department working under the same structure and approach will become evident.

While implementing Howwe is generally straightforward and instinctive, we recommend that you follow the steps outlined in this guide for an optimal experience.

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- [First Acceleration Meeting](#)

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Appendix

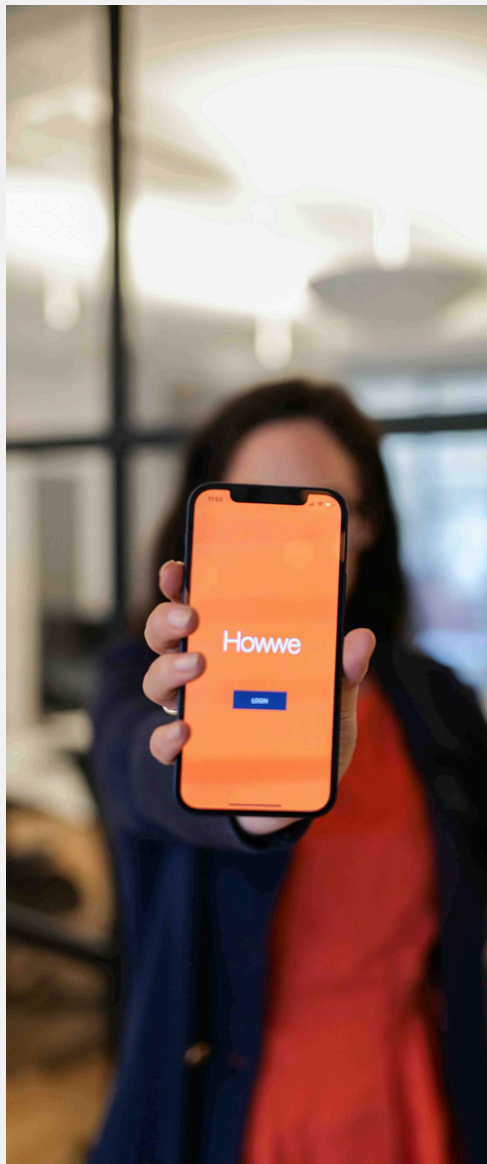


PART 1 GET STARTED WITH HOWWE IN YOUR TEAM

Status	Title/team
Completed	Identifying Cross-Selling Opportunities Professional Services
Overdue	Training Sales Team on Cross-Selling Professional Services
Completed	Plug-in configurator Sales Industry
Planned	Point 4.3.5 in new standard contract - what to do? Sales Industry
Planned	Implementing Cross-Selling Initiatives Professional Services
Planned	Launch Campaign Sales Industry
Planned	New service with offering finalized Professional Services
Active	Monitoring and Optimizing Cross-Selling Performance Management Team
Planned	Understanding Product/Service Portfolio Professional Services
	Close Tier 1 client deal Professional Services

BACKGROUND: WHAT IS HOWWE

For too long, we've seen brilliant strategies and high-performing teams fall short of the results they wanted. Not because they lack ambition or skill, but because it is difficult, even very difficult. 90% of strategic initiatives are not achieved on time. This can have various reasons, but often it is **the operational whirlwind that sweeps in and takes focus from the strategic work**. Another reason is that many teams **lack the tools** to implement strategic goals, initiatives and activities. **We want to change that**. Our ambition is to simplify how companies work to achieve their goals.



To do so, we studied everything there is to know about **goal achievement, proactive behavior** and **employee engagement**. We've combined all that knowledge with the latest research and best practices from thousands of leaders and used it to build **Howwe**: a combination of a **powerful method** and an **easy-to-use application** that helps you achieve your goals. By using Howwe, the difficult becomes easy: The entire organization, each team, gets a toolbox that enables the strategy to be implemented on time and thus prepares you and your company for the future.

FROM STRATEGY TO IMPLEMENTATION IN HOWWE



FOUR PARTS FORM THE BASIS OF HOWWE'S METHOD



Most Important Goals help you to prioritize what is most important to achieve. It's about zooming in on what really counts. **WHAT** we want to achieve.



Key Activities are the activities that stand out as critical to realizing the goals, as opposed to the operational activities that signify business as usual.



Initiatives act as enablers to achieve the goals. **HOW** we get to our goal in practical terms. Initiatives are created by the management team based on the overall strategy that the company has. Here, too, it is important to prioritize the most critical ones.

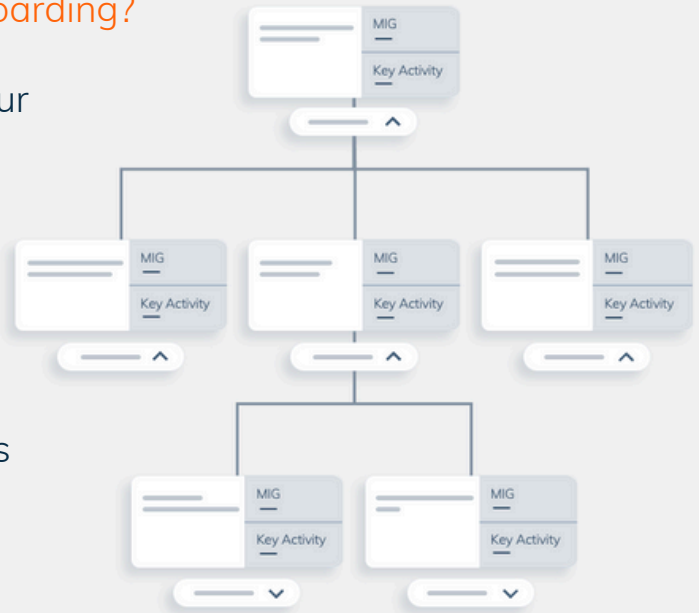


Finally: The **Acceleration Meeting** - the motor that helps teams keep going. The aim is to build a culture where everyone is engaged and contributes to making important changes. It helps teams focus on what matters most and stay focused over time.

PREREQUISITES FOR A SUCCESSFUL ONBOARDING

What conditions create an optimal onboarding?

- You have been using Howwe in your role as a member of a team higher up in the organization for at least a few weeks.
- You understand:
 - What a Most Important Goal is
 - How an Acceleration Meeting is conducted
 - How to report progress on activities in Howwe
 - How Sprints work and best practice around sprint planning



To help you, you have
[Howwe Academy!](#)



THE ONBOARDING PROCESS

Now it's time to get started with your team. By following these six steps, you ensure that you get off to an optimal start. On the following pages you will find explanations and best practice around each step of the process.

Come back to this guide after each step.

1

Complete the "Onboard your team" course. You can find the course [here](#).

2

Check that the new team is set up correctly in Howwe. See page 9.

3

Invite all team members to Howwe. All new members take the Introductory Course in Howwe Academy. See page 9.

4

Hold a workshop with the team: Aim: To create your first Key Activity plan. See page 11.

5

Check-in with Howwe Customer Success. See page 17.

6

You hold your first Acceleration Meeting with the team. See page 18.



IS YOUR TEAM CORRECTLY SET UP IN HOWWE?

Log in to Howwe and ensure that the team you want to onboard is correctly set up. Contact Customer Success via the chat in Howwe or email (help@howwe.io) if something is missing or you need help.

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The following should be in place before you book your workshop with the team:

- The team box appears with the correct name and in the correct place on the Acceleration Board in Howwe
- The team has correct Most Important Goals set up. See page 10 for more information.

If everything looks good in Howwe, it's time to invite the members of your team:

- Enter all members to the team in Howwe. [Learn how.](#)
- Everyone should have the role "sprintadmin" to be able to create and edit Key Activities in the Sprint.
- Send the sign-up link to all members, as well as the link to the Introduction course in Howwe. Tip: copy the text below and email to members.

Copy the text and email it to all members!

Suggested email to the team:

Soon our team will start using Howwe, a tool for digital goal execution. As a first step, I would like to ask you to register your account in Howwe:

Go to <https://app.howwe.io/signup>.

After registration, you will receive a verification email. Click on the link in the email. Once in Howwe you can see our team if you click on My Team in the navigation at the top.

Important! Then go to <https://academy.howwe.io/>. There you will find the introductory course and can learn more about the way of working in Howwe. Everyone must have taken this introductory course before our joint workshop.

MOST IMPORTANT GOALS FOR THE TEAM

Having relevant Most Important Goals (MIGs), which the team feels they can influence, is an important part of working with Howwe.

However, to simplify getting started with Howwe, we recommend that the management team at each functional level sets Most Important Goals for all teams under and establishes these with the respective team manager.

“Why should we decide MIGs for the team in advance? I think my team should be involved in that process.”

Our recommendation is to focus on involving the team in HOW the goals will be achieved. That's where their expertise lies. **Creating a plan on HOW the goals will be achieved is the most important contribution that an individual team makes in Howwe.** This is done in the form of Key Activities, which you can read about on pages 14 and 15.

“My team has not received any MIGs assigned from my functional management group. What should I do now?”



If you do not have MIGs in the team, we recommend that you contact Howwe Customer Success via the chat bubble in Howwe or help@howwe.io. You can also read more about MIGs in [this article](#).

WORKSHOP AGENDA

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When the team is correctly set up in Howwe and your team members have received their invitations to register and complete the Introductory Course in the Academy, it is time to book a start-up and workshop meeting with the team.

We recommend booking **2-3 hours** with your team. During this workshop, you will give your team an introduction to Howwe with focus on why the company has chosen to use the tool, and then, together with the team, you will build a first Key Activity plan in Howwe.

Suggested agenda for the workshop with your team

- **Why you use Howwe:** Use the WHY page in Howwe to explain to your team why you have chosen to implement Howwe in your organization. Read more on the next page.
- **Top MIGs for the company and MIGs in the team:** It is important that you show the organization's top Most Important Goal (MIGs) from the management team, as well as talk about the MIGs that you have in your team. Simply share Howwe via Teams or a projector and show the MIGs there. Explain why these are considered most important to achieve and how they are measured. Explain how the MIGs are aligned and how your work in the team supports the company's top MIG.
- **Overview of the initiatives to which the team is expected to contribute:** If the management team has chosen to create initiatives in Howwe, and if your team is expected to contribute to one or more of them, it is important that you present these initiatives, their purpose and objectives.
- **Workshop:** You then spend the remaining time creating your first action plan - a Sprint filled with Key Activities. Read more about how to do this on page 15.

WHY HOWWE

To create a high quality plan in Howwe and execute it effectively, it is essential for your team to comprehend the reasons behind choosing Howwe for your business.

To assist with this, utilize the COMPANY WHY page in Howwe. Share your screen and review the following points on the page:

- What overall goals is the organization trying to achieve?
- What initiatives have been designed to achieve these goals?
- What challenges have historically been identified that have prevented the organization from executing strategic plans on time?

Company Why

WELCOME

Jim Kane, CEO, on our Most Important Goals and Company Initiatives

Dear all,

Reflecting on previous years, we understand the challenges associated with implementing our well-crafted strategies. We struggle to keep the pace of change needed in teams on all levels, we tend to work in silos and have poor consensus over what is prioritised.

I would like this moment to be the start of the execution phase of our strategy: The management team has developed a plan for how we can reach our Most Important Goals. Namely, we have broken down each goal to a comprehensive set of Company Initiatives, or Must-Win-Battles: However, the management team and I see a growing need to

1. In order to reach our goal of **\$75M revenue growth within 12 months**, we will focus on the Company Initiatives **Expansion** and **Merger**.
 - **Expansion:** By expanding our offerings within our existing client base, we can deepen our relationships and provide even more value to our loyal customers.
 - **Merger:** Our new acquisition is with a partner that complements our client portfolio and offers us cutting-edge technology, enhancing our ability to serve our clients better.
2. In order to reach our goal of **improving profitability (EBITDA) from 6 to 9%** we will focus on the Company Initiatives **Automation** and **Cost Savings**
 1. **Automation:** By increasing our use of automation, we can streamline processes, reduce costs, and improve efficiency across our organization.
 2. **Cost savings:** By prioritizing cost savings, we can maximize our resources and ensure sustainable growth for our business.

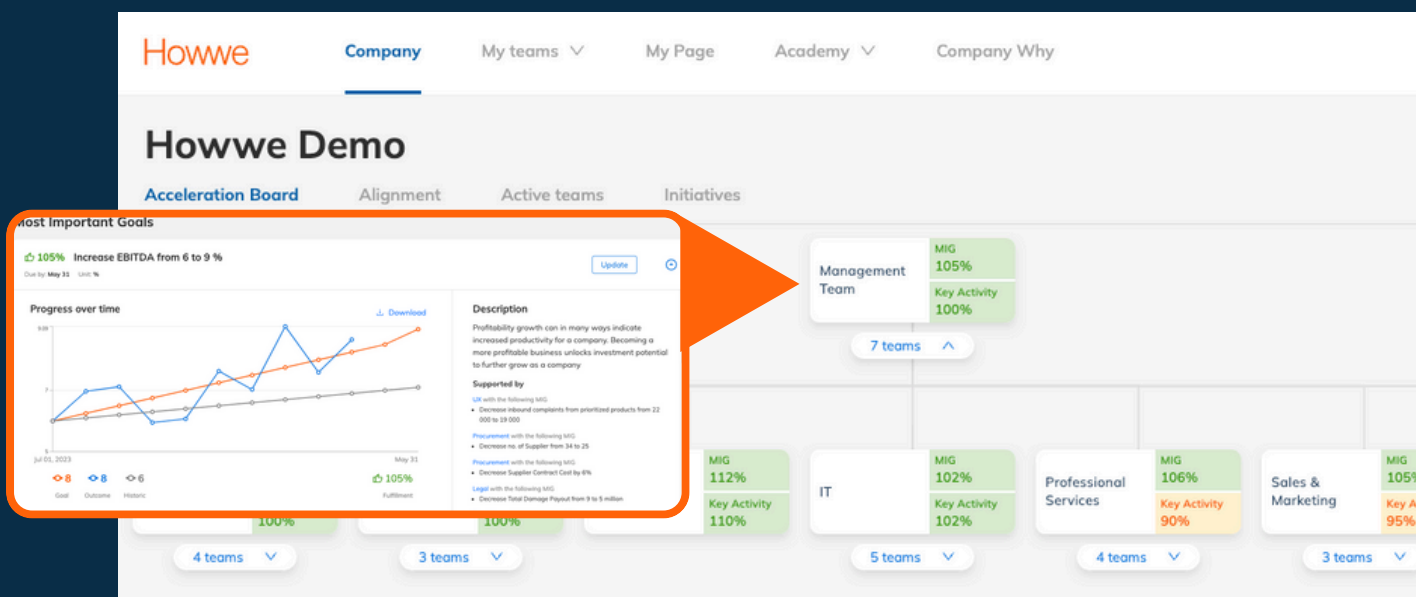
The execution of these Company Initiatives will require all leaders to take ownership of Initiatives that are relevant for their teams: Each team will craft an action plan with concrete Key Activities that we can follow-up using Howwe.

I am looking forward to see the fruits of this labour very soon!

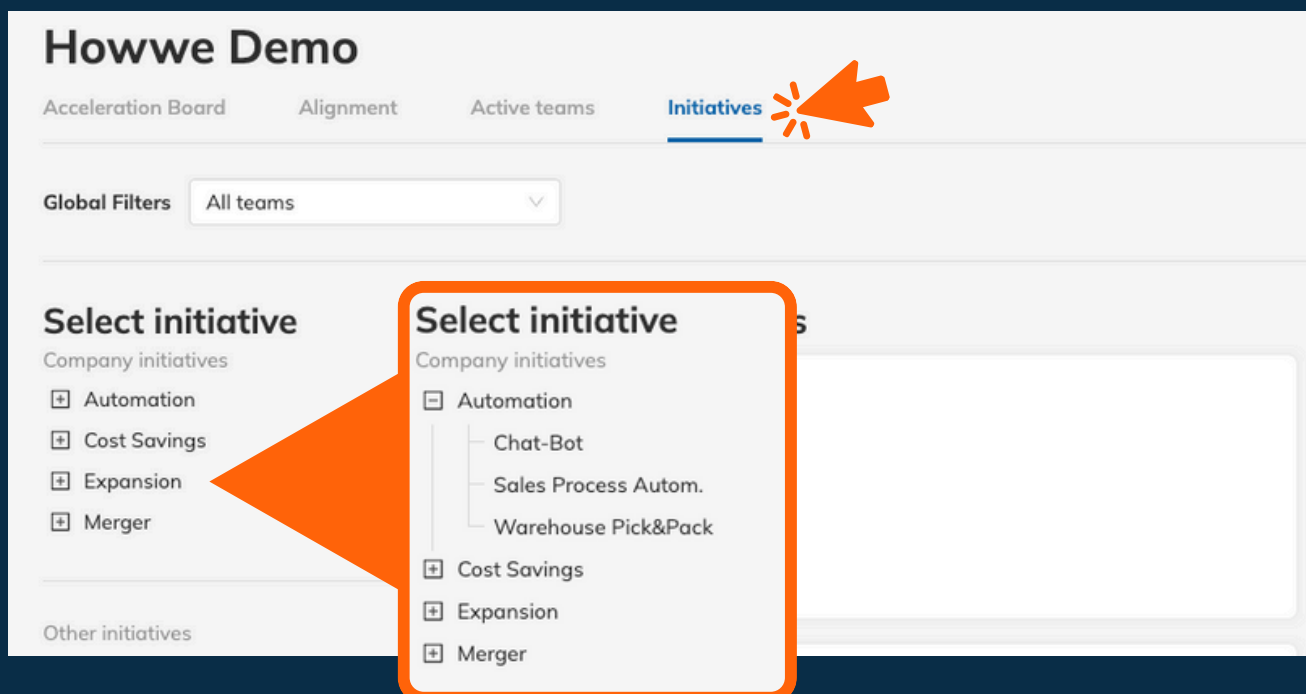
In this video, Jim Kane, CEO, explains the importance of our Strategic Initiatives. (Note that this is a mock-up picture, not a video)

THE COMPANY'S GOALS AND INITIATIVES

In the next step, you show the company's top Most Important Goals. Find them in the management group at the top.....



... as well as going through the initiatives that exist, focusing on those that your team is expected to contribute to.



SHORT ABOUT KEY ACTIVITIES AND SPRINTS

In the next part of your workshop, you will develop an activity plan, i.e. Key Activities in Howwe Sprint.

Key Activities are the few impactful activities that the team needs to focus on in order to make progress on achieving their Most Important Goals. The key to achieving goals is not to get caught up in measuring the outcome, but instead focus on the critical activities that drive the goals forward. These are activities you as a team can influence and that will determine whether you succeed in your goals or not.

The way of working in Howwe makes a clear distinction between the "normal" operational work that a team performs on a day-to-day basis and the **improvement work that helps them accelerate towards their Most Important Goals**. In reality, these will probably overlap to some extent, but keep in mind that Howwe is not designed as a to do list for a team's day-to-day work. Instead, it's a solution to help teams create a clear action plan for how to execute their strategy.

Realizing a team's strategy requires a concrete action plan. In Howwe, this plan is translated into Key Activities that come together in a **Sprint**. In each Sprint, members of the team are assigned unique activities. Each of these activities has a clear impact either on the team's Most Important Goal or on an Initiative.



Not sure how Key Activities and Sprints work?

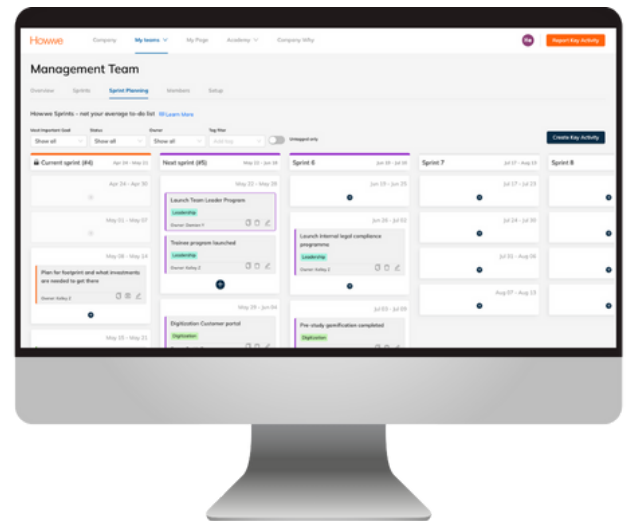
Complete our course [Mastering Sprint](#) in Academy and contact Howwe Customer Support (help@howwe.io) if you need more help!

WORKSHOP: STEP BY STEP

Finally: time to create a first Key Activity plan in Howwe.

Gather your team and go through the following steps:

1. **Make sure everyone on the team has the long-term strategy fresh in mind:** What Most Important Goals (MIGs) are you trying to achieve, and what initiatives do you need to contribute to? For many teams, MIGs and initiatives are two different, but important, aspects: A plan for progressing toward MIGs is a plan for how the team can improve, while a plan that contributes to the initiatives helps the entire organization move toward the strategy that exists.



2. **Start adding Key Activities**, use the tab **Sprint Planning** in Howwe Sprint. Consider the following:

- What do you want to have achieved within a medium to long-term horizon, for example during a quarter or six months. For example, “what needs to be completed by the summer so that we can say that we have made progress within this initiative”?
- All team members should contribute suggestions without worrying about task assignment. At this point all ideas are welcome.
- However, only add Key Activities that are of high quality to the sprint. Quality is preferred over quantity when creating Key Activities.
- Write a straightforward definition of done. It should be simple and clear to the owner of the activity to know when it is complete.

3. Remember that you have to make a plan for several MIGs and also initiatives. Be mindful of time constraints to ensure all are addressed effectively.

WORKSHOP: STEP BY STEP

This is how you know that you have been successful with your workshop:

- You are satisfied with the Key Activities you have included in the Sprint and feel confident that they will create an effect in achieving your Most Important Goals and contribute to the initiatives.
- The activities are distributed across the team, i.e. it is not a single person who is expected to do everything.
- The Key Activities in the Sprint are of a strategic nature and will lead to an improvement in the team, i.e. they are aimed at enhancing the team rather than focusing on routine operational tasks. Quality over quantity is key – prioritize a few impactful activities.



[Click here](#) for a video to help you understand how to plan good Sprints.



CHECK-IN WITH CUSTOMER SUCCESS

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After your workshop with the team, Howwe Customer Success provides a check-in session. In this meeting, a Howwe coach reviews the workshop results with you as the team leader to address any questions or concerns.

Key points covered during the meeting include:

- How did the workshop with the team go?
- Is the team ready for its first Acceleration Meeting?
- Are there questions about Sprint and how to work with Sprint in Howwe?
- Have you booked planning sessions for upcoming Sprints with your team? See also page 23 for more information on working proactively with the company's strategy and business plan.



THE ACCELERATION MEETING

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In many organizations, the main challenge lies not in setting goals but in **achieving them amid the constant barrage of daily tasks and urgent matters**, known as the "whirlwind." This phenomenon is a common struggle for many and can easily lead to a loss of focus, potentially derailing even the most well-thought-out plans.

At the heart of Howwe's method are **Acceleration Meetings**. By establishing clear and prioritized goals, the path forward becomes clearer. By pinpointing the appropriate Key Activities to complete, you gain the means to reach your goals. The Acceleration Meeting is designed to help you concentrate on completing these actions and harness the collective efforts of the entire team. During this meeting, you set aside the distractions of the whirlwind and **concentrate solely on the proactive steps that will drive you towards your goals**. Considering the demanding nature of these tasks, it is crucial to hold this meeting weekly or biweekly to ensure consistent progress.



THE ACCELERATION MEETING STEP BY STEP

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Best practice:

The team leader books the Acceleration Meeting in the team's calendar: a recurring meeting every or every two weeks. During the meeting, the leader shares his screen and starts the Acceleration Meeting in Howwe.

Howwe guides the team through the Acceleration Meeting with a clear agenda and an intuitive design.

Step by step:

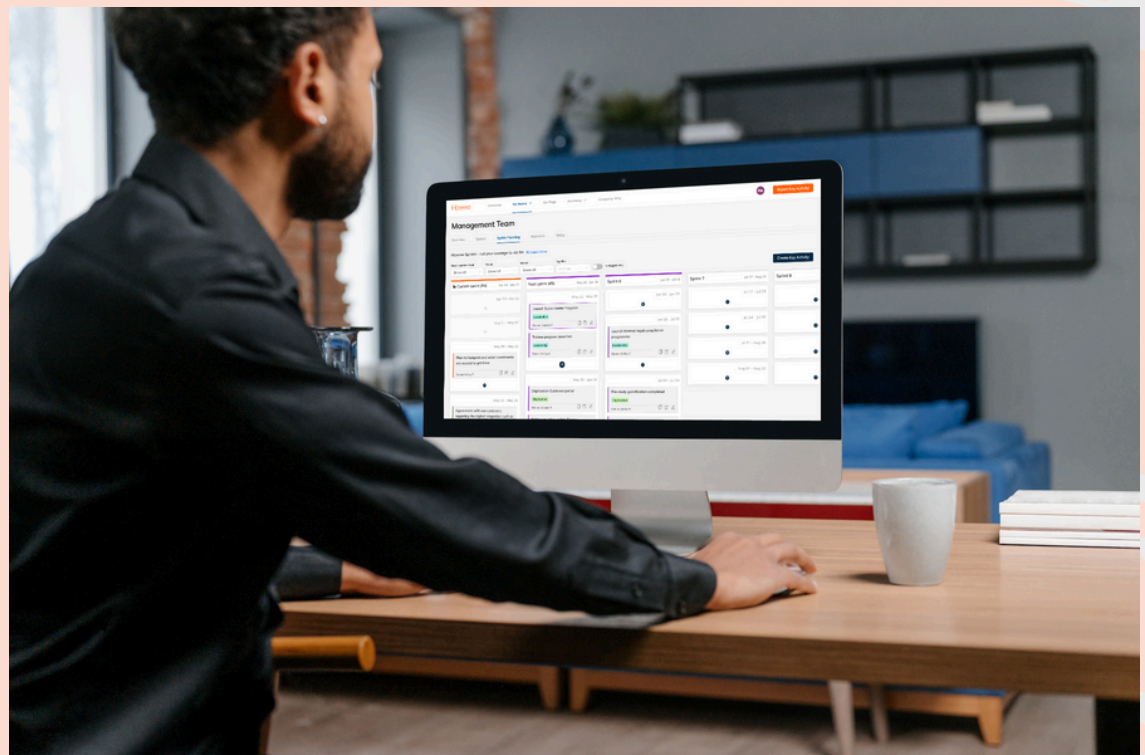
1. In the first part of the Acceleration Meeting, the team reviews what has been accomplished since the last meeting.
 - The team leader lets members share their progress
 - The leader guides team members to provide insightful comments, focusing on highlighting any obstacles hindering timely completion.
 - The leader checks that Key Activities are carried out with quality and according to plan.
2. In the second part of the Acceleration meeting, all team members make commitments for the next meeting, i.e. clearly communicate what they will work on until the next meeting.
3. In the last step, the leader saves the meeting.

This is how you know you're up and running:

- The team conducts the Acceleration Meeting every or every other week, without exception. If the leader cannot be there, it is carried out by someone else in the team.
- Everyone who owns Key Activities in the team reports progress with quality and engages in the Acceleration Meeting.
- The Key Activities dealt with in the Acceleration Meeting are taken seriously.

YOUR CHECKLIST: IS THE ONBOARDING COMPLETE?

- The team has Most Important Goals in Howwe
- All team members are registered in Howwe
- You have completed a workshop together
- The outcome of your workshop is that you have filled your Sprint with Key Activities
- You have had a check-in meeting with Howwe Customer Success
- You have completed your first Acceleration Meeting
- The team members have reported their first progress in Howwe



Status	Title/team
Completed	Identifying Cross-Selling Opportunities Professional Services
Overdue	Training Sales Team on Cross-Selling Professional Services
Completed	Plug-in configurator Sales Industry
Planned	Point 4.3.5 in new standard contract - what to do? Sales Industry
Planned	Implementing Cross-Selling Initiatives Professional Services
Planned	Launch Campaign Sales Industry
Planned	New service with offering finalized Professional Services
Active	Monitoring and Optimizing Cross-Selling Performance Management Team
Planned	Understanding Product/Service Portfolio Professional Services
	Close Tier 1 client deal Professional Services

PART 2

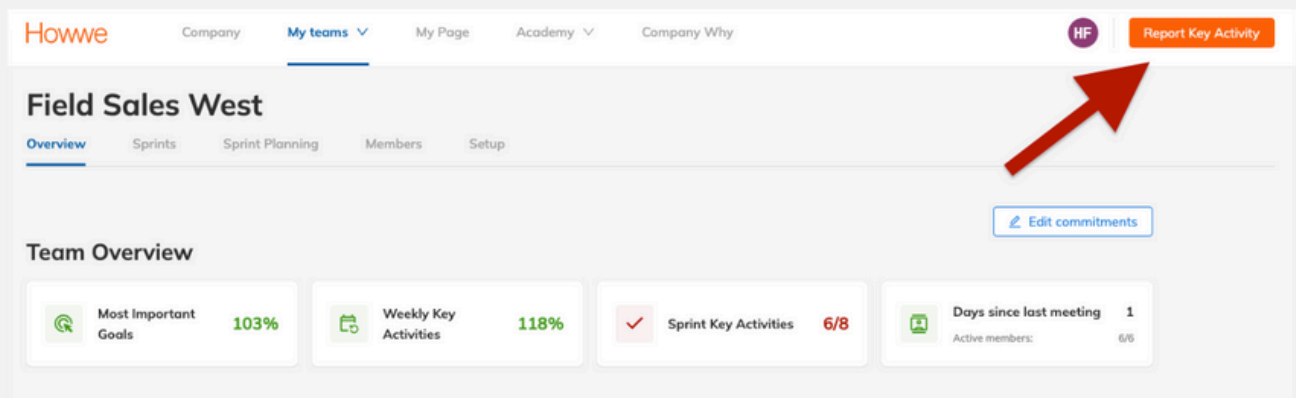
CONTINUOUSLY WORKING IN HOWWE

REPORTING PROGRESS

Part of each team member's responsibility is to report progress of Key Activities with quality. What does this mean?

During the Acceleration Meeting, team members commit to performing their Key Activities. To enable a high quality Acceleration Meeting and to help the leader and the whole team understand the progress being made, it is important to write a detailed comment.

Advise your team to also report when initial progress was made, not only when a Key Activity is completed!



The screenshot shows the Howwe dashboard for 'Field Sales West'. The top navigation bar includes 'Howwe', 'Company', 'My teams' (selected), 'My Page', 'Academy', and 'Company Why'. A user profile icon 'HF' and a 'Report Key Activity' button are in the top right. Below the team name, there are tabs for 'Overview' (selected), 'Sprints', 'Sprint Planning', 'Members', and 'Setup'. A red arrow points to the 'Report Key Activity' button. Below the tabs is an 'Edit commitments' button. The 'Team Overview' section contains four cards: 'Most Important Goals' (103%), 'Weekly Key Activities' (118%), 'Sprint Key Activities' (6/8), and 'Days since last meeting' (1). The 'Active members' count is 6/6.



Not sure how to report?

[Click here!](#)

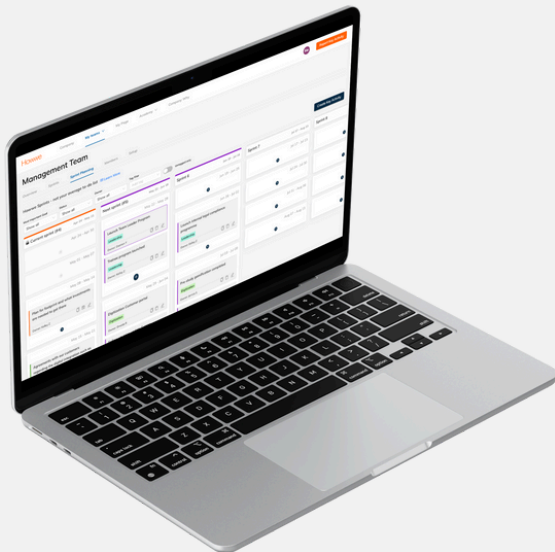
(Share the link with your team)

RECURRING SPRINT PLANNING

The initial time with Howwe means a change for the team: The introduction of a new way of working that enables the whole team to continuously engage in implementing the overall strategy that the company has. During the Acceleration Meeting, operational activities are set aside and the team focuses on the long-term improvements required to achieve the goals the company has chosen.

In addition to the recurring Acceleration Meetings with focus on executing the plan, you also need to continue setting aside time for long-term planning in the Sprint.

We recommend that you **set aside two hours per quarter to create and adjust the plan you have in the Sprint**. Feel free to involve your team in the planning. Use the guide on page 15 in your Sprint Planning meetings, ie:



- Remind yourself and the team of the long-term strategy you are trying to achieve.
- Create Key Activities that help you reach your goals and contribute to achieving the initiatives directly in Howwe.
- Book quarterly Sprint Planning meetings for the whole year in your calendar now!

Appendix

WHY HOWWE

Howwe is an innovation that helps organizations solve common challenges that most people experience when they have to implement the strategy they have arrived at: By moving from an analog way of working to a digital one, completely different conditions for success are created. This is new for many, and therefore employees sometimes wonder what Howwe is really for and what business problems it solves.

Which challenges an organization tries to solve differs from case to case, but below are examples of challenges that Howwe helps to solve.

Why should you use Howwe in your business?

Example



You need more consensus in the entire business, today everyone prioritizes many different goals and you don't agree on what is most important.



You are good at creating strategies but struggle with the execution: the strategy tends to end up in a desk drawer instead of coming alive throughout the organization.



You struggle with the pace of change in your teams: It takes too long for a critical change to permeate the entire company.



You work a lot in silos in different functions and need more cross-functional cooperation.



Understanding how strategic initiatives are progressing is almost impossible. Currently, there isn't a reliable method to monitor if teams are actively engaged in crucial tasks that drive change.



Currently, there isn't a system in place that allows all employees throughout the company to view their impact on strategy implementation. Establishing this system enhances clarity, transparency, and aids employees in reducing stress by providing clear insight into their contributions.

HOWWE AND OTHER TOOLS

Many teams have digital tools that support their operational activities. For example, sales teams often have a CRM system and development teams often use Jira. In addition, many teams use tools such as PowerBI to keep track on various KPIs.

Sometimes the question may arise how Howwe complements these without creating unnecessary extra work. It is important that you clarify Howwe's unique role and its synergy with existing tools to optimize the business.

How does Howwe complement other tools in the team?



Howwe is not intended to lead to any double reporting. The team will continue to use their tools in operational work.



Instead, Howwe enables the team to regularly put operational activities aside and jointly create a plan for how the team can further develop to achieve ambitious goals and realize its strategy.



As a leader, it's essential to ensure that Howwe is utilized correctly to avoid any duplicate reporting. Explore how your team can leverage Howwe effectively to add value, enhance your work, foster personal growth, and achieve your objectives successfully!

TIPS AND TRICKS FOR SPRINT PLANNING



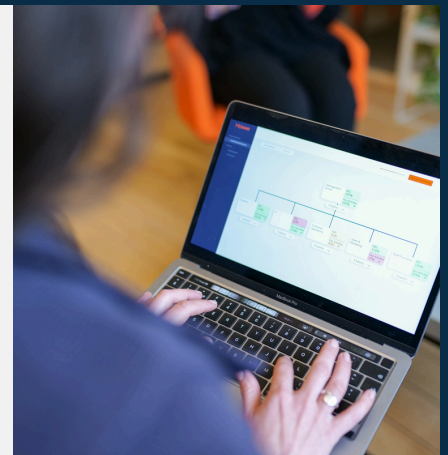
Find your critical Key Activities!

Always revisit your strategy: pinpoint the crucial activities that must be accomplished. Focus on a selected few, but ensure they are high-quality Key Activities.

- ARVID CULLBORG
VP DELIVERY

It takes time to improve

You learn to develop excellent Key Activities with practice, so don't lose hope and continue striving for improvement! The key is often to improve how you write the definition of done.



TIPS AROUND THE ACCELERATION MEETING



The key to a good Acceleration Meeting is a well-planned Sprint!

“A well-planned Sprint leads to a good Acceleration Meeting. The clarity of a well-planned Sprint makes tasks straightforward and easy to carry out.”

- JOHAN GRÖNSTEDT
CHIEF PRODUCT OFFICER

Discover the mechanics of an Acceleration Meeting

[Learn from the experts - Click here to watch an abbreviated recording of a fictitious Acceleration meeting.](#)



Acceleration Meeting | Sprint Key Activities

Summary Sprint Key Activities ^{Beta}

Mar 04 - Mar 14 [Start guide](#)

Team Performance

Sprint summary
Feb 26 - Apr 21

11

Deviations
1 Postponed

Helena from Howwe Technologies

On this page you see a summary of all reports from the team's sprint since the last Acceleration Meeting, i.e. it is clearly visible which Key Activities

- have made some **progress** but are not done (expand to see the comment)
- have been **completed** (expand to see the comment)
- are **delayed**
- the owner committed to in the last meeting but then did not report

Do this:

- Go through the list and ask everyone involved in the team to tell you status of their Key Activities in the sprint
- Ensure that you as the leader agree that the sprint Key Activities are complete when they are marked as complete
- If during the discussion you come across new Key Activities that need to be added to the sprint, you can create these when you come to sprint

Start guide

On each page of the Acceleration meeting, there is a "Start guide" button that opens a step-by-step guide that shows how to conduct a value-creating Acceleration Meeting. Tip! Test the guide by yourself the day before the meeting.

Howwe[®]

SIMPLIFYING GROWTH

Learn more
[Howwe Academy](#)