

Howspace

# Organizational Transformation Guidebook by Howspace

*How you engage your people matters. Learn how to Howspace your transformation.*



Ilkka Mäkitalo & Olli-Pekka Juoperi

# Authors



I began my career as a teacher and headmaster in Finland, where we had the freedom to experiment in schools, leading to empowered staff and strong PISA results.

This experience sparked my second career as an organizational consultant and CEO of Humap. At Humap, we built platforms for organizational transitions, and I studied systemic approaches and complexity with global influencers.

After 20 years in strategic development, I joined Howspace, a Humap spin-off, to enhance customer capabilities on our platform. My passion is to balance philosophical and operational approaches to drive meaningful transformation and learning.

*Olli-Pekka Juoperi*



I started my career as a musician and teacher. I have always seen opportunities for improvement around me and been willing to approach things in new ways. I also have a curious mind, always eager to learn new perspectives.

I have studied professional growth and qualitative methods (PhD program in educational science), Digital Media (masters), work counseling, coaching, systemic organizational approaches, just to name a few.

I have worked as a trainer, facilitator, and consultant with a wide range of customers. My passion is developing technology that supports learning and organizational development in impactful ways, helping to change individual behaviors and organizational cultures.

*Ilkka Mäkitalo*

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# Authors' note

## Engaged people can transform anything, but it is how you engage your people that matters.

Welcome to our guidebook on achieving successful transformation in your organization. At its core, this book is about the impact of transformative involvement; the importance of involving everyone in the change journey.

When people are engaged and connected, transformation becomes more achievable. Using the right technology can have a significant impact on your success, and platforms like Howspace can help organizations succeed by improving engagement and streamlining the change process.

This book invites you to explore how to Howspace your transformation. What we mean by this is how you can speed up the process, involve the right people at the right time, understand the organization's capabilities to execute the transformation, drive deep engagement, and achieve commitment.

All transformation processes have similar steps, no matter what the transformation is about.

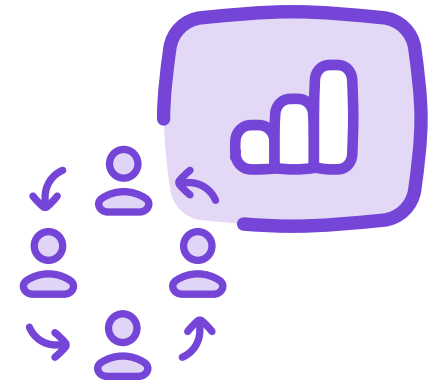
To involve people, you need to create a shared context, enable dialogue at scale, and provide an easy way to make sense of the discussions.

With Howspace, you can build your journey using steps that fit seamlessly into daily life. By allowing people to prepare and participate asynchronously, you can make meetings more efficient. Howspace also lets you track the progress of the entire transformation.

We wanted to make this guidebook both light and deep while being engaging and insightful. That's why we've chosen to craft a case story following the journey of a facilitator in transformation. Along the way, you'll also meet three other roles essential for large-scale transformation and get a glimpse of their unique perspectives of the transformation process. This approach ensures you gain a well-rounded understanding of large-scale change.

Before we discuss the case story, let's explore the Howspace approach to transformation, which the authors have developed for over 20 years.

We welcome you on this journey to put people at the heart of transformation.



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# The Howspace Approach to Transformation

# Why involvement matters:

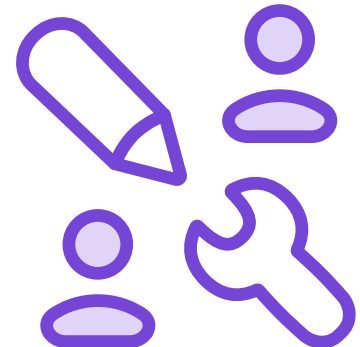
## New approach for success and impact in transformation

Involvement doesn't automatically mean everyone's voice is heard. Simply including people in decisions or processes isn't enough. To achieve meaningful participation, we need to engage with each other thoughtfully and intentionally. When employees are truly engaged, the impact is undeniable.

[Gallup's research](#) shows that companies with highly engaged workforces outperform their peers by 147% in earnings per share and are 21% more productive. They also see a 21% increase in profitability and 10% higher customer ratings.

The impact doesn't stop there—engaged employees experience 41% lower absenteeism and contribute to 70% fewer safety incidents.

In short, fostering true engagement boosts productivity, reduces costs, and drives better alignment with strategic goals.



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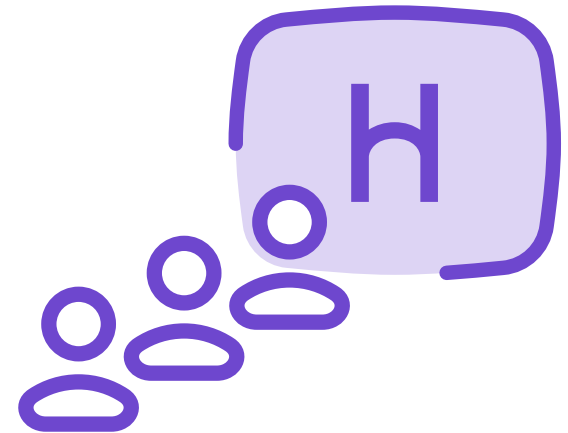
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# The Howspace approach to transformation

When discussing involvement, there's often an underlying concern that decisions must align with the majority's opinion. At Howspace, we see transformative involvement differently. Our approach encourages people to participate in transformational processes in manageable stages, which offers many benefits (see next page).

In essence, the Howspace approach to transformation puts people and transparency at the heart of change. It's a way of working that taps into the collective wisdom and resilience of a whole organization.

When we give individuals at all levels a chance to make meaningful contributions, organizations can stay ahead of change and be better prepared for what's coming.



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# The benefits of transformative involvement

**1) Increased opportunity for success:** [McKinsey research](#) shows that, on average, only 2% of individuals affected by a transformation are involved in the process. Increasing this involvement to 7% has been shown to significantly enhance the chance of success. At Howspace, our platform averages an impressive 81% involvement rate, illustrating its substantial impact.

**2) Minimized change resistance:** When people's voices aren't heard, they often attribute failures to external circumstances rather than reflecting on their own actions and approaches. By involving people in the process and listening to their input, you can reduce resistance to change and encourage personal accountability.

**3) Enhanced understanding of the big picture:** In traditional settings, a small group of top leaders usually make strategic decisions. But when everyone is involved in the change process, they gain a better understanding of the overall direction and can make responsible decisions that align with the goals.

**4) Harnessing Tacit Knowledge:** [Nora Bateson's concept of "warm data"](#) emphasizes the valuable insights from organizational nuances that go beyond mere numerical data.

In other words, warm data is all the knowledge that hasn't yet been quantified. Tapping into this unquantified knowledge and including diverse perspectives improves decision-making and problem-solving.

**5) Cultural transformation through dialogue:** Organizational culture is best developed through ongoing, localized discussions rather than through isolated surveys and fancy slides. By facilitating genuine dialogue through technology, Howspace promotes transparency and ensures that cultural shifts are authentic and sustainable.

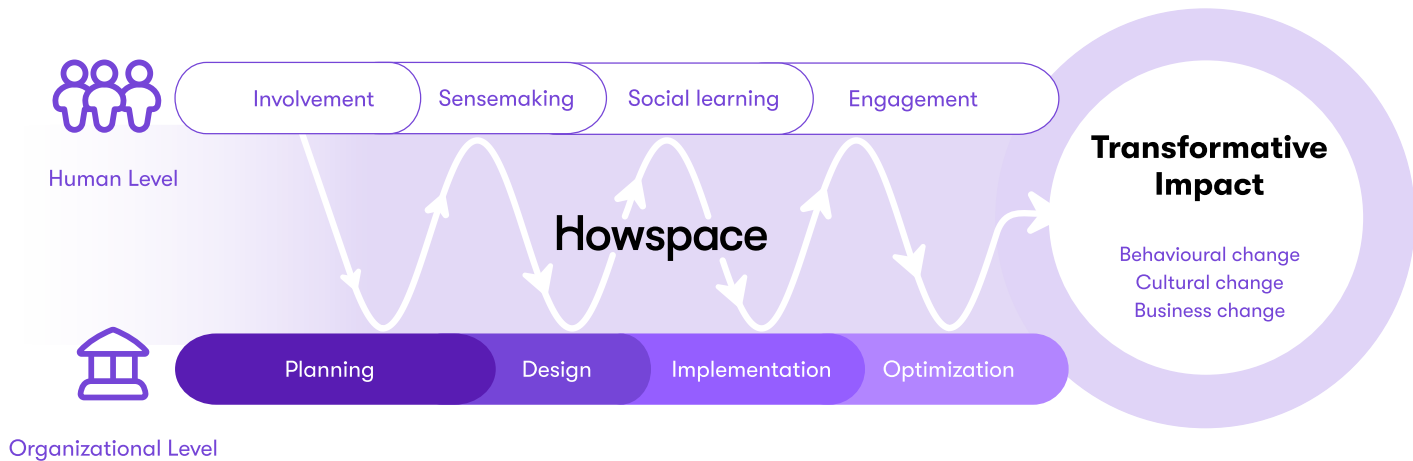
**6) Empowering Professionals:** Strategic processes not only shape content but also define how individuals engage with transformative initiatives. By nurturing a culture of active participation, organizations can develop a workforce of skilled and committed professionals.

**7) Managing organizational discourse:** When significant changes occur in an organization, people will discuss them in different informal channels. Howspace enables organizations to keep the discussion open, making it easier to dispel unfounded rumors.



# Change is all about the people

How can we make people active drivers of change?



*Howspace Human-centric Transformation model*

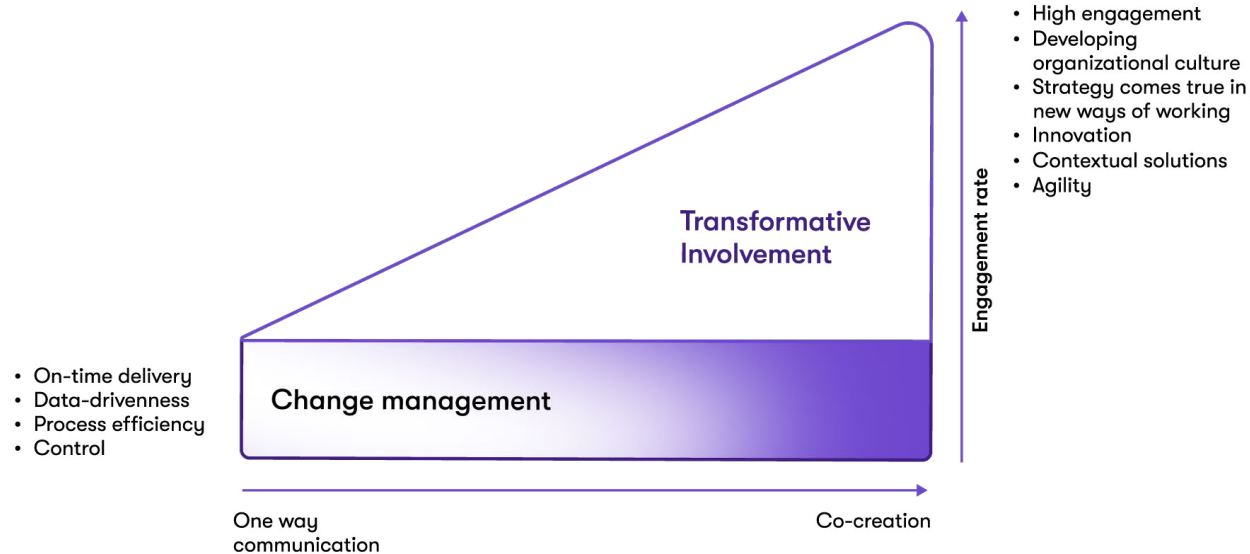
The Howspace human-centric transformation model simplifies your organizational processes by clarifying your current focus and future goals. At the human level, it focuses on the needs and contributions of individuals that drive successful transformation.

In practice, this involves several cycles of involvement, much like action research or continuous improvement. The planning phase, for example, may trigger its own cycle of human-level activities.

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# How impact is built in organizations



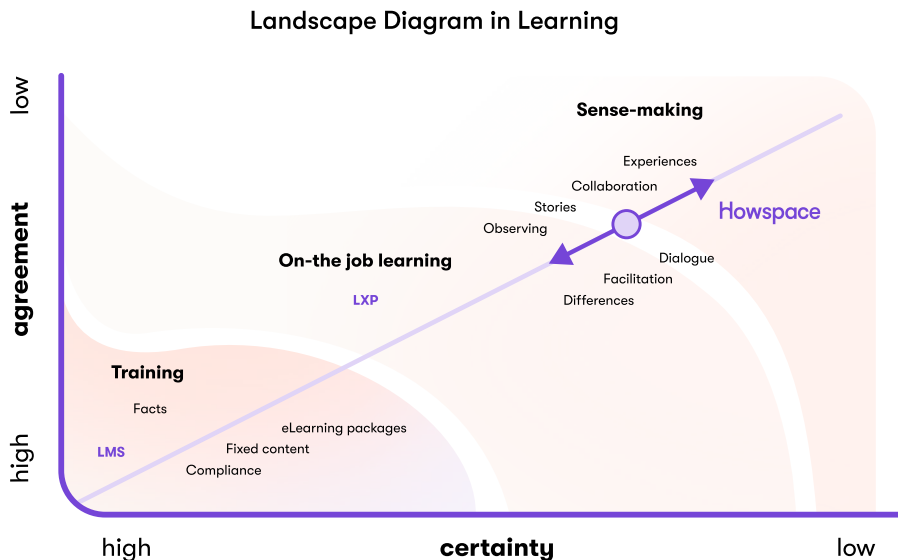
*Image inspired by: Christine Oliver and Martin Miksits*

Every large organization needs a clear approach to change management, which typically involves well-planned processes, defined roles, and specific steps. In this book, we focus on a higher level: how to execute these processes to achieve the desired results. Our emphasis is not just on delivering facts but on creating an atmosphere that inspires and enables successful transformation.

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# Learning at the core of organizational transformation



The Landscape Diagram in Learning illustrates the shifting landscape of organizational learning. On the lower left, traditional methods like training and e-learning are shown, where content is well-defined and easily managed through learning management systems (LMS). As we move toward the upper right, the focus shifts to dynamic, uncertain environments where learning is about making sense of complex, evolving situations.

Here, learning involves dialogue, collaboration, and diverse perspectives—an approach we call “sense-making.” Howspace is

positioned as a key tool in this area, facilitating the sense-making process and adapting to an organization’s needs.

We believe the energy for daily work comes from continuous learning. By incorporating learning into your daily routine, you can improve your work methods and better coordinate with those impacted by your efforts.

Learning is essential in transformation processes, especially as the pace of change accelerates and the future becomes more uncertain. Traditionally, learning has been associated with formal training, but fast changes require a more agile approach. Often, the need for learning arises before we can clearly define what needs to be taught. More and more, people prefer learning from peers and hands-on experience, with access to relevant articles and resources. This shift highlights the need for continuous, adaptive learning to keep up with evolving demands.

Organizations risk stagnation if they wait for consensus and certainty. It’s important to align people’s capabilities with the strategic demands of the business. However, rapid changes in the business environment make it difficult to keep up, which can threaten the organization’s survival.

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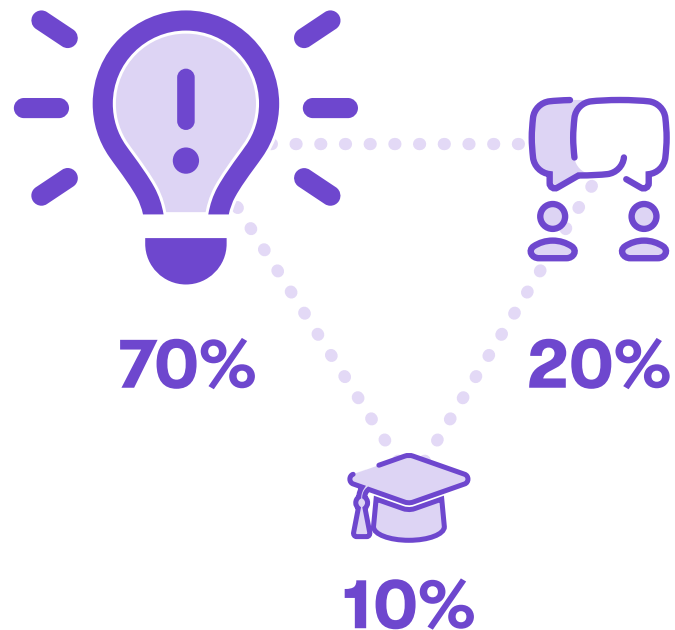
# We need to reshape our definition of learning to be proactive.

Effective learning happens through on-the-job experiences, dialogue, collaboration, relationships, active observation, storytelling, listening to diverse viewpoints, and both collaborative and individual reflection. Instead of focusing only on formal training, learning should center on sense-making—an ongoing process integrated into daily work.

Facilitative leadership is essential in this paradigm, recognizing learning as a cornerstone process within organizations. [The 70-20-10 theory](#) offers a framework for understanding diverse learning needs and methods, suggesting that:

- 70% of learning happens in challenging situations in daily work
- 20% in developmental relationships and peer-to-peer
- 10% from coursework and formal training

Traditional learning technologies like learning management systems (LMS) or learning experience platforms (LXP) mainly support the 10% of formal training. But they don't meet the broader learning needs in dynamic organizational environments.



# Transformation as a process

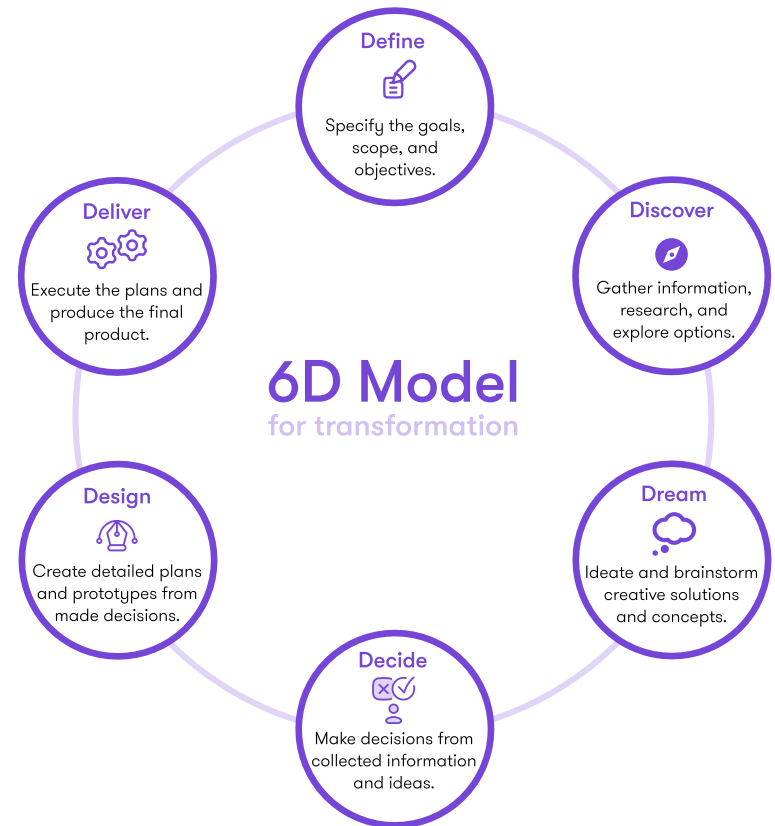
## 6D model as a framework

There are various methodologies that guide the complex journey of initiating and sustaining transformation. From established models like [ADKAR](#) and [Kotter's 8-Step Process](#) to newer frameworks like the 6D model, organizations have a diverse toolkit.

The 6D model, we chose to highlight in this guidebook, provides a structured approach to transformation. Its phases—Define, Discover, Dream, Decide, Design, and Deliver—offer a clear path for navigating change across contexts, from strategic initiatives to brand revitalization.

Inspired by Appreciative Inquiry principles by David Cooperrider and refined by practitioners like Chris Oliver and Martin Miksits, the 6D model is a robust framework for driving positive and sustainable organizational change.

Throughout this guidebook, we explore each 6D phase, illustrating its application and adaptability in facilitating successful transformations aligned with organizational goals.



# The case story

# Case story

## Background



The case story presented in this guidebook is a fictional composition based on the authors' extensive experience over 20 years in transformations.

Nordic Keys is depicted as an international organization with approximately 5,000 white-collar employees, operating in a diverse linguistic and cultural environment.

Historically, each office operated independently. However, as industry consolidation intensified and competitors grew stronger, Nordic Keys recognized the need to transition to a unified, international structure.

Nordic Key's expansion through acquisitions in various countries increased its market presence but also introduced complexity.

Unifying these disparate entities under one cohesive system was critical for success.

Agility emerged as a central goal, requiring a rapid response to market shifts. At the same time, Nordic Keys faced pressing profitability challenges, necessitating immediate restructuring.

Leadership embraced the task of developing a clear vision with specific goals, prioritizing clarity, structured planning, financial stability, competent leadership, transparent career paths, and improved communication.

Despite its challenges, this transformation must yield tangible results. Establishing unified practices and systems is needed to improve efficiency, foster innovation, and increase profitability.

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# The four key roles

We will share the story from the perspectives of four key roles:

**C-level, Facilitator, Manager/Team Lead, and Employee.** Throughout the journey, you'll see how each role's thinking evolves.

This case story is grounded in modern organizational thinking and highlights the changing positions of everyone in the organization. To get the most out of this guidebook, we suggest considering these positional shifts to effectively follow the points of view presented.



**Kate, a C-level leader** is an experienced executive with a strong command of Excel and numbers. She is committed to renewing the organizational culture while also ensuring that the financial performance remains strong.

While showing and communicating the direction, Kate actively listens to both the blockers and opportunities shared by her team. She strives to flatten the hierarchy by valuing different perspectives and engaging more closely with the organization.



**Mary, a team lead**, is overloaded not only with work but also with the challenges of leading a geographically dispersed team.

With support from the facilitator, Mary is eager to learn the facilitative approach with her team. She is committed to bridging the gap between management and employees.



**Manuel, a process owner and facilitator** with a background in psychology, has recently advanced his career in the transformation office (TO), which will guide the organization throughout the entire transformation process.

Manuel enables constructive dialogue in defining the process. He is not just a subject matter expert on transformation but also an expert in facilitating the process itself.

He uses his expertise to make the process as fluent, participatory, and effective as possible.



**Mathias, an employee** with a long career within the organization, has witnessed numerous changes over the years.

He strives to actively contribute to the development of his work, rather than being a passive target of decisions made elsewhere. Mathias sees himself as an active participant in shaping changes, not merely an object affected by them.



# The four key roles

Essential questions to consider for each role at the start of a transformation process



## C-level:

1. Who is involved and how are they participating in the definition phase of the process?
2. How do you identify what you know and what you don't know?
3. What has worked well in similar processes before? What are we brave enough to attempt differently this time?



## Facilitator:

1. How do you relate to top management? Are they actively involved, or are you taking full responsibility for leading the process?
2. How can we make the process welcoming and engaging?
3. How open can you keep the process? How much openness can be maintained during the process of fine-tuning it?



## Manager:

1. How can you foster active participation from your team?
2. How is your role evolving as part of the process?
3. How can you build a bridge between top management and your team in a new way?



## Employee:

1. How can you be brave and open in sharing your thoughts and experiences honestly?
2. How can you support your colleagues with insightful questions and encouraging feedback?
3. How can you relate to the big picture and expand your perspective to company-level thinking?

# The transformation journey begins



## How the journey begins

The management team collaborates with Manuel, an internal Facilitator/Process Owner from the Transformation Office.

The management team and the facilitator meet to discuss the changes identified as necessary for the company's future success.

The management team desires to implement new organizational structures immediately.

The facilitator suggests that for a proper process, we should utilize everyone's input in the organization and, through a participative approach, reduce the amount of change resistance.

## Dialogue between the C-level leader and the facilitator

**C-level leader:** (with a critical tone) We don't have time for that; it will slow down the process too much. We don't know how to do it, it's too expensive, and we don't want to travel and run tens of workshops. Our culture isn't ready for this. Don't we already know enough?

**Facilitator:** Culture is constantly evolving. If we expect people to take responsibility, they need to actively participate in the change. This is a great opportunity to shift our culture while implementing these changes. We can take small steps in a new direction. Instead of workshops, we can utilize technology, asynchronous work, AI, and well-designed participatory methods. How much of the plan is already finalized, and how much room is left for improvement?

**C-level leader:** It is about 90% finalized.

**F:** So, there's 10% room for improvement. How about integrating planning and implementation and completing the process within 100 days?

**C-level leader:** OK. You have one week to prepare your optional presentation of your idea. We will meet next week. Will the cost be higher with this approach?

**F:** If I can utilize the planned technology for this process, we'll actually save money: less travel, increased participation, faster progress, and more learning. Plus, we're laying the groundwork for improved collaboration in the future.

**MT:** OK. Include it in your plan.

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# Facilitator's reflections after the first discussion

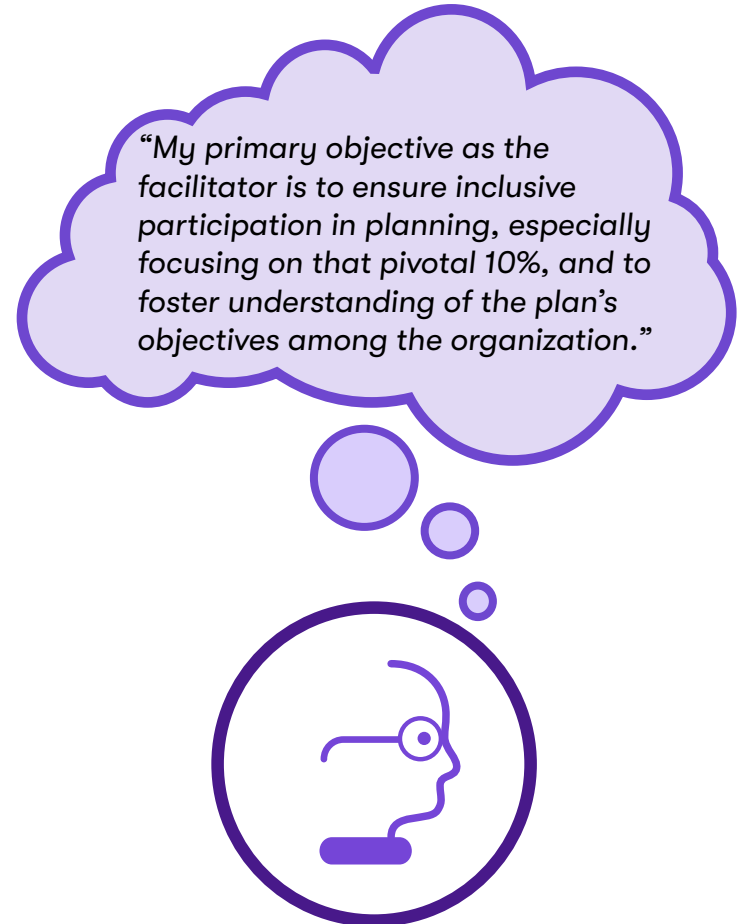
Based on discussions with the C-level leader, Manuel started to define his role in the process.

Despite being the process owner, he consciously avoided assuming an expert role, preferring to see himself as an organizational development builder.

His tasks included ensuring timely alignment of components, clarifying tasks, and synthesizing content from large-scale dialogues.

Manuel envisioned a process where diverse voices were collected, priorities collectively refined, and feedback loops continuously expanded the scope.

Encouraged by the management team's reception, he proceeded to create a workspace detailing the upcoming journey.

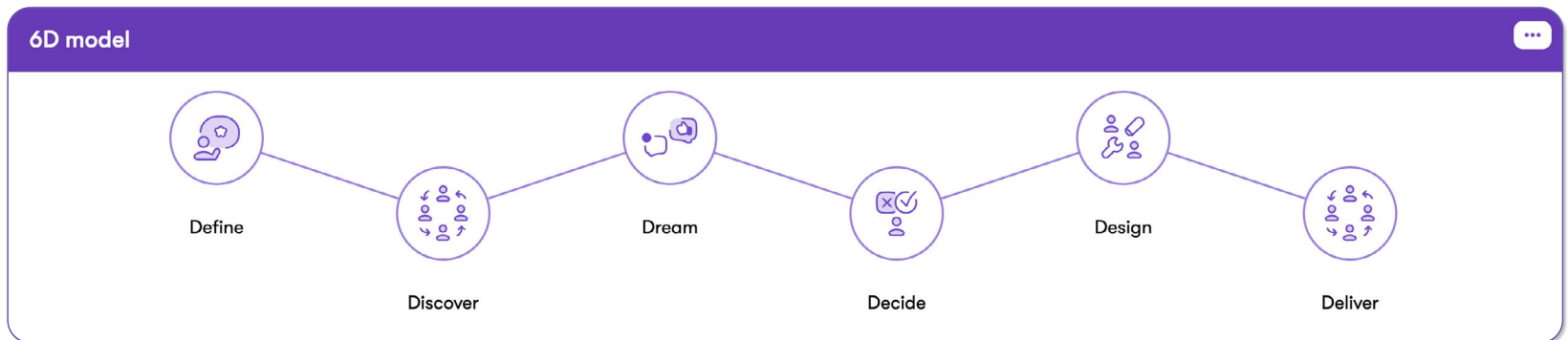


**Manuel**  
**The facilitator**

# 6D Model: Guiding the Transformation Journey

Manuel, the facilitator, **proposed adopting the 6D model** for the transformation journey, offering a structured approach with each stage completed in about 2 weeks, totaling 84 days. This accelerates the process compared to the initial 100-day plan.

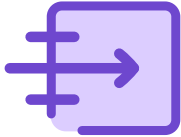
The management team agreed to implement this framework, recognizing its potential to guide the organization through a structured and effective transformation.



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# Key benefits of the 6D models



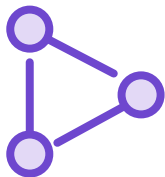
## Simplicity and Clarity

- Offers a simple, clear, and visualized process for large-scale involvement.
- Frequent participatory actions ensure everyone feels included.



## Role of Managers/Team Leaders

- Managers act as facilitators, collaborating closely with their teams.
- They adopt a “same side of the table” approach, eliminating the need for translating information between management and teams.



## Integration into Daily Work

- Seamlessly integrates into daily work routines.
- Participation occurs during regular team meetings, minimizing additional time and resource requirements.
- Offers flexibility with both in-person and online team meetings.
- Streamlines individual involvement, with tasks taking only a few minutes per person.
- One-click access to the right page fits well in everyone’s busy business days.

# 1. Define phase

## 1) Define the direction of transformation

In the first phase, defining the direction doesn't imply a precise vision with measurable results within a specific timeframe. It's beneficial to allow some flexibility.

Describing the current challenges, the opportunities we see in the market, and emerging trends can be particularly useful. It's also crucial to articulate the target we aim to achieve.

Openness is essential because it ensures everyone understands that their voice matters in sharply defining our goals. This approach encourages everyone to find their own areas of passion and commitment.

While some aspects of a transformation may need to be kept confidential, and strategic decisions might seem negative to employees, we encourage management to be as open as possible, nurturing trust and transparency throughout the process.



## Main questions to consider when defining the direction

### Basic questions:

- What are the schedules?
- Who holds the responsibilities?
- How is the direction based on metrics?

### Advanced questions:

- Who should be involved in the process?
- What cultural shift are we aiming to achieve through this process?
- How much contribution do we want from the entire organization, customers, and network?
- How can we break down this process to fit into daily operations?

# Dialogue before the define phase

These speech bubbles capture the ongoing conversations within the organization. There are always signs that change is coming, and people naturally discuss with their co-workers what it might mean for them.



C-level

I know what kind of change is needed, but how do we achieve it in a reasonable timeframe?

Where are we now, and where should we be in the near future? It sounds like a miracle is expected from me. I know that some new ways of working have to take place for me to be successful in my role.



Facilitator

I understand that some changes are going to happen soon. I feel how afraid the employees are already. What is expected from me soon? I feel I am between a rock and a hard place.

I understand from the data that some changes are needed. What does the management think at the moment?



Manager



Employee

# Facilitator's role in the define phase

The management team approves Manuel's proposal, and he begins crafting a workspace to map out the entire journey ahead. To encourage a sense of involvement, he asks two directors to record a five-minute video chat. The aim is to keep it relaxed and informal, creating a feeling of dialogue rather than delivering a presentation or making an announcement.

In this phase, the goal is to ensure everyone feels they have a voice in the plans and understand their purpose. This approach inevitably raises many questions, so Manuel schedules dedicated time slots in the management team's calendars to promptly address them.

After a week, the big picture begins to take shape for everyone—which happens entirely asynchronously. The management team is pleased with the high participation rate—nearly 90%—and Manuel ensures that the remaining participants hear about the initiative through their colleagues.



**Manuel**  
The facilitator



# Workspace setup for the define phase

This is a workspace page where all employees were given a personal link to contribute.

The screenshot shows a workspace page with a navigation bar at the top containing 'Define', 'Discovery', 'Dream', 'Decide', 'Design', and 'Delivery'. The main content area is divided into four sections:

- Video:** A video player showing a man speaking. A callout bubble points to it with the text: "Video from the top management. Invitational tone of voice. Max 3 minutes." Below the video is a "Transcription" link.
- Short Deck:** A presentation slide titled "Our transformation" with the subtitle "The big picture and future plans". A callout bubble points to it with the text: "Short Deck from the management with annotations feature." Below the slide are icons for download, share, and a search icon.
- Discussion Thread 1:** A purple thread titled "What would you like to ask as a team about the our new direction?". It includes a search bar, a "Operations" link, and a comment from the "Sales team" (2 mo) asking: "What are the plans about involving us throughout the process?".
- Discussion Thread 2:** A purple thread titled "How these plans resonate with your team?". It includes a search bar, a "Operations" link, and a comment from "Marketing" (2 mo) stating: "We need to learn quickly about our customers and prospects. Our knowledge needs to be specific in selected verticals."

At the bottom of the page, the text reads: "Howspace" and "Howspacing your transformation".

Callout bubbles provide additional context:

- Left side (top): "Video from the top management. Invitational tone of voice. Max 3 minutes."
- Right side (top): "Short Deck from the management with annotations feature."
- Left side (bottom): "Participation: understanding together what we are trying to achieve."
- Right side (bottom): "Discussion about the details in the deck with annotations to certain slides and topic on the slides."

# Dialogue after the define phase



C-level

Now that we've communicated the new direction, do people understand the urgency of the changes?

I am happy that the direction and bigger picture of our situation have been communicated in a way that still leaves room for the whole organization to think. The invitation to the process has created the right kind of expectations.



Facilitator /  
Process Owner

I understand the new direction well. How can I handle the process from here on? How can I keep the business rolling during the changes? What will be my role as part of the process?

I feel surprisingly positive. There are no immediate layoffs. I hope that the new direction is the right one and that it helps us make the required changes.



Manager /  
Team Lead



Employee

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## 2. Discover phase

### 2) Discovering the transformation path

In the discover phase, you aim to understand what works in your chosen direction and within the evolving industry. You value everyone's insights to collectively paint a clear picture of our current business status.

Data plays a crucial role in this phase, complemented by warm data—insights from experiments and experiences across different areas of the organization, including customer interactions and networks. This collaborative approach aims to create a shared, multi-perspective view of the situation.

This phase can also quickly reduce resistance to change within the organization. By asking questions like “What works well within our organization?” and “What aspects of current practices should we keep?” you encourage dialogue. This dialogue helps you understand current practices and their role in the organization.

It makes it easier to decide what to keep or change with minimal disruption. Essentially, it shows why change is needed. The magic lies in these dialogues.

At the same time, you start sharing best practices across the organization and acknowledge and appreciate the exceptional work being done.

## 2. Discover phase



### Main questions to consider when discovering the situation

#### Basic questions:

- Which markets, segments, and products/services deserve special attention?
- What are our key metrics related to these areas?

#### Advanced questions:

- Who has the best insights into the current situation in the market?
- What different practices have been developed across the organization?
- What factors have led to our most successful outcomes?

# Dialogue before the discover phase



C-level

I know from the numbers what is working and what isn't. Do we really need to involve people to get other perspectives?

Wow. Now, there is some space for exploring our current situation: What is working and what is not. How on earth can I organize this discovery so that it is not just another survey to collect input? How can I create a true feeling of participation so that people feel that they are heard?



Facilitator



Manager

Can I encourage people to really speak up? What is my role in this process, or do I have any other role?

Do we really have a safe place for honest participation? Is there a blacklist waiting if I say what I really think?



Employee

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# Facilitator's role in the discover phase

In the Discover phase, Manuel explored the heart of organizational dynamics. He recognized that all changes evoke emotional responses—questions like “What will happen to me?” and “Have I/we failed?” echoed through the corridors. Seeking clarity, Manuel prioritized gathering hard data: insights into the business's current state, market nuances, and competitor strategies.

Manuel curated a dedicated workspace where critical discussions unfolded, emphasizing the importance of grounding decisions in factual understanding. He posed essential questions to the team, aiming to uncover not only challenges but also key assets worth preserving during upcoming structural changes.

“Understanding our current pain points was crucial,” Manuel reflects, highlighting the need for a clear-eyed assessment during uncertainty. To foster engagement, he scheduled thirty 30-minute sessions with all managers.

“These meetings weren't just about disseminating information; they were about instilling a sense of ownership.”

Manuel stressed during these sessions that “As managers and leaders, our role is to facilitate and encourage openness and welcome even dissenting voices. He guided discussions back to fundamental questions, ensuring that each team's insights would inform the organization transparently.

After a week of intense dialogue, Manuel and the team extracted a wealth of insights aided by AI—a testament to our team's commitment and depth of understanding. The management team was uplifted by the overwhelming participation and the profound impact these discussions had across the organization.

Manuel saw that the director's video message marked a vital moment and recounted how it resonated deeply with the entire staff. It wasn't just about saying thank you but also about being open and honest about what needed to change and what was worth holding on to as they moved forward together.

# Workspace setup for the discover phase

Deck from the top management. Most relevant information about the market situation.

The screenshot shows a workspace interface with a top navigation bar containing 'Define', 'Discovery', 'Dream', 'Decide', 'Design', and 'Delivery'. The main content area is divided into several sections:

- Market & competitor analysis:** A presentation slide with a purple background and the text 'Market & competitor analysis'. It includes a navigation bar at the bottom with '< 1 / 30 >'.
- Data points about our current situation:** A dashboard with various charts and metrics. Key metrics include: Total Accounts Managed (\$9,657,298), Total Accounts Payable (\$1,630,270), Equity Ratio (75.38%), and Debt Equity (1.10%). It also features a bar chart and a line graph.
- Ask clarifying questions about the analysis and data:** A text input field with a user icon 'JC' and a microphone icon.
- More data:** A section with a link 'Business data.xlsx' and an 'Upload files' button.
- What are the biggest challenges in our current business?:** A text input field with a user icon and a 'Think from your team's perspective.' prompt. It includes a '> Operations' button and a microphone icon.
- What should we not lose in this structural change?:** A text input field with a user icon and a 'What valuable assets do we need to protect?' prompt. It includes a '> Operations' button and a microphone icon.

Dashboard of the current situation of the company.

Making sure that everyone understands the message from the top management.

More data to add transparency.

Participation: Collecting all the different perspectives from the teams.

Appreciation to existing practices that should not be harmed with the next actions.

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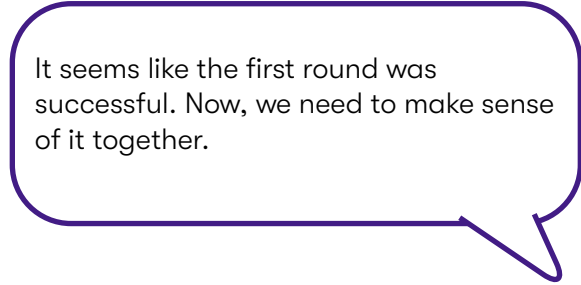
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# Dialogue after the discover phase



C-level

We achieved a 95% participation rate—our existing practices are clearly effective in guiding us in this new direction. We've got some really talented folks in our organization, and their different perspectives are really valuable.



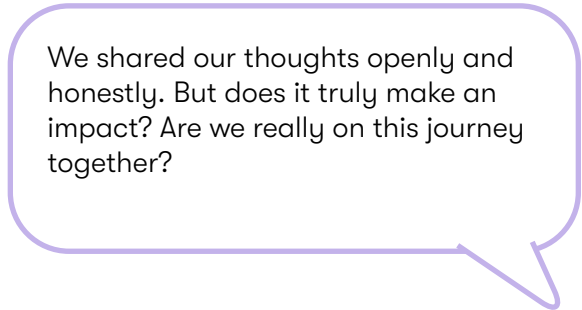
Facilitator /  
Process Owner

It seems like the first round was successful. Now, we need to make sense of it together.



Manager /  
Team Lead

I've heard of organizations with widespread involvement, but this has never happened before in ours.



Employee

We shared our thoughts openly and honestly. But does it truly make an impact? Are we really on this journey together?

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# 3. Dream phase

**3) Dream what happens if we succeed in the chosen direction, what it means to me, to the organization, to the environment.**

Even if you would like to rush further to the execution, we hope that you hold your horses a minute. This phase shouldn't take long, and it could even parallel the earlier one. We still want to highlight that illustrating what success would look like is something that gives a lot of extra energy and boost to run through the coming challenging phases.

When we have in mind that we do this it is not just because the management team has invented something, but it is more like that this is how we build ourselves and the organization a brighter future.



## Main questions to consider when figuring out coming success

### Basic questions:

- What is the needed time frame for success stories?
- How to create a space where changes are possible but not too scary?

### Advanced questions:

- How can we ensure that the insights in this phase align with the overall vision?
- How prepared are we to navigate significant changes?
- What are the unknown factors that could impact our journey?

# Dialogue before the dream phase



C-level

I'm the boss; I'm allowed to dream. But does it make sense to extend that opportunity to everyone in our organization? Is dreaming really part of our business? I believe in facts and numbers. What's happening here? Based on the discovery phase, the challenges might actually be smaller than I expected.

How should I frame questions to encourage people to think about the positive outcomes if we succeed with this change? I'm a bit concerned that some individuals might not take this seriously...



Facilitator

I'm worried about additional tasks coming from above. We should really focus on our daily operations.

What's the purpose behind these short videos and questions? Is there an attempt to influence our thinking?



Manager



Employee

# Facilitator's role in the dream phase

As Manuel prepares for the dream phase, he emphasizes the importance of envisioning success to inspire motivation and momentum.

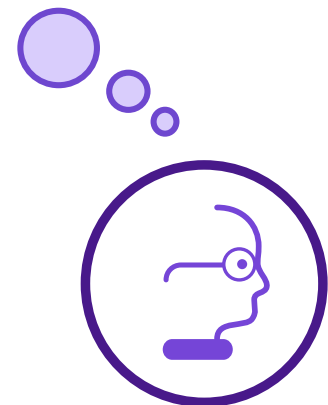
This phase was underpinned by several foundational ideas:

- Looking ahead energizes efforts by focusing on anticipated opportunities.
- Recognizing the gaps between the present and future states helps gauge the support needed during the transformation.
- Engaging all levels of the organization is crucial for substantial change, requiring dialogue, reflection, and self-assessment.

Manuel encourages everyone to participate in forward-thinking exercises. He asks people to imagine what success would look like a year after the transformation.

This involves visualizing how customers might view the organization differently, how team roles would evolve, and what new business opportunities could emerge.

Scaling questions help assess perceived gaps and readiness levels, aiming for steady progress rather than immediate perfection.



**Manuel**  
The facilitator

# Workspace setup for the dream phase

Setting up a shared vision of the future from different perspectives.

Change readiness evaluation.

Requirements for the success from different perspectives.

Define Discovery Dream Decide Design Delivery

A year from now, if we succeed, what will the success look like from the perspective of

...our customers  
How do they see us differently?

...my team (or our function)  
How has our work changed?

...our business  
What kind of new business opportunities have been developed?

How good acquisitions do we have to succeed?  
1= no chance --- 10= excellent

How ready we are after one year?  
1= nothing has changed --- 10= dreams come true

What does the success demand from

...our management team/leaders?  
...our team/ function?  
...me?

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At this point the participants are responding as individuals. All aspects will be analyzed with AI.

Scaling our beliefs of our capabilities in change.

Create a summary view of this page with content: summaries, prompted questions and quantitative views (Pulse)

# Dialogue after the dream phase



C-level

We received fewer responses this time, but still got plenty of answers. I'm impressed with how well people see the opportunities, especially with the insights AI gathered. I honestly don't think I could have made a better list myself.

People do have a shared vision for the future. Some are nervous about the changes ahead and for a good reason, but I think we can handle it.



Facilitator



Manager

My team is talking about these changes in a way we haven't seen before. They seem curious and some are even eager to get going.

This is the first time in my career that a director has really listened to my ideas. When I told my wife about it, she was really proud of me.



Employee

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# 4. Decide phase

## 4) Decide on Strategic Goals

Once you've laid the groundwork, it's time to define and communicate your strategic goals. These goals can encompass your visions and main objectives or paint a vivid picture of your desired future state.

For example, you can invite your team to make a video that charts their path to the future state and details the steps they'll take along the way. The only limit here is your imagination.

In this phase, the management team sets the stage by clarifying the overarching goals. While everyone should contribute, the focus shifts from challenging the goals to ensuring a clear and unified understanding. At the same time, you need to align your organizational structures to support the new initiatives required for a successful transformation.



## Main questions to consider when presenting decisions

### Basic questions:

- How open should we be with the entire organization versus smaller units or teams?
- Who are the appropriate spokespeople to communicate these decisions effectively?
- How can we encourage individuals to seek clarification?

### Advanced questions:

- How do we create the right atmosphere for discussion and transparency?
- How can we establish spaces where open and transparent dialogue can thrive?

# Dialogue before the decide phase



C-level

Now that we're ready to announce the transformation, how should we approach it? People already seem to know quite a bit. Should we go with a video, maybe featuring a chat with a colleague, instead of a PowerPoint?

It seems like the management team had an easy time deciding on the goals after those two rounds of discussions with the staff. I really hope we present the transformation in a way that connects with people and feels more human-centric.



Facilitator

We might face some pushback if it looks like decisions were made behind closed doors, but we've had a couple of discussions to soften the blow.

Whatever comes next, I think I've got a good handle on the big picture and I get that these changes are necessary.



Manager



Employee

# Facilitator's role in the decide phase

Manuel brought together all the data accumulated throughout the preceding phases and presented it to the Management team.

Using AI to process the materials, he easily generated summaries of the key topics discussed.

To ensure a comprehensive view, Manuel asked AI to identify the top 10 most critical issues and highlighted different opinions that surfaced during discussions, adding these perspectives to the presentation.

The focus areas included:

- Identifying the organization's most pressing business challenges.
- Protecting vital elements during upcoming structural changes.
- Outlining the necessary prerequisites for success.
- Addressing the aspirations and concerns of the management team.

Following thorough discussions within the management team, they finalized the strategic model aimed at guiding their efforts.

Although this process led them to exceed the originally set 10% change limit, strong arguments and discussions ultimately gathered unanimous support for the adjustments made.

The subsequent step involved sharing these decisions with the entire organization via an online conference, where the management team served as panelists.

Using Howspace, participants engaged actively by posing questions and sharing feedback across various chats and pulses. Each interaction was carefully summarized to ensure transparency and inclusivity.

Manuel noted the management team's commendable approach, characterized by dialogue rather than a monologue. They expressed sincere appreciation for all contributions and emphasized the valuable insights gained from diverse perspectives that surpass mere quantitative data.

The management team summarized the journey so far with, "Now we have a much deeper understanding of our company's dynamics."



# Workspace setup for the decide phase

The screenshot shows a workspace interface with a navigation bar at the top containing 'Define', 'Discovery', 'Dream', 'Decide', 'Design', and 'Delivery'. The 'Decide' phase is active. The workspace contains several elements:

- Video Introduction:** Two video thumbnails showing a man speaking.
- Strategic Targets:** A slide titled 'Our strategic targets'.
- Progress Bars:** Two progress bars for 'Customer-centric approach' and 'Agile ways of working', both showing 0% completion.
- Survey Questions:** A grid of questions for 'Customer-centric approach', 'Agile ways of working', and 'Aligned global processes', including 'What are already doing well in...' and 'What are the pain points in your work in...'. Each question has a text input field and a 'Submit' button.

Annotations with callout boxes provide context for these elements:

- Video introduction to this phase by c-level/facilitator.** (Points to the video thumbnails)
- Introduce the background information as slides.** (Points to the 'Our strategic targets' slide)
- Analyze the current state of selected strategic areas.** (Points to the progress bars)
- Set goals for the year and recognize the gaps between the goals and the current state.** (Points to the progress bars)
- On this row, all the questions are based on appreciative inquiry. Try to recognize the good and positive that already exists in the organization.** (Points to the 'What are already doing well in...' questions)
- Anonymous commenting about the pain points/areas of improvements. Anonymity helps to write down critical ideas.** (Points to the 'What are the pain points in your work in...' questions)

# Dialogue after the decide phase



C-level

Well, now the decision is made and communicated. I was really surprised by the amount of constructive comments and good questions. Of course, there's always a group that isn't happy, but that's part of the process.

The message landed well. I just need to make sure that management answers every question in a reasonable time.



Facilitator

Hey, daily work is still going strong, which hasn't happened before with this magnitude of change.

It feels like we have a whole new connection to our top management. They're really willing to listen to us and help us all succeed together.



Manager



Employee

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# 5. Design phase

## 5) Designing the Implementation of Transformation

In the Design phase, we gather as mixed teams to dive into the nitty-gritty of our major projects.

This phase is about crafting detailed plans that bring our strategic goals to life.

Coordination among teams is key here—think of it like assembling a complex puzzle where every piece needs to fit just right.

To make sure we're all on the same page, we're introducing a shared template for everyone to use. This way, we can track progress effortlessly and ensure that each part of our projects seamlessly connects with the rest.



## Main questions to consider when starting the design phase

### Basic questions:

- Which groups are best suited to drive the development projects forward?
- How will we follow up on the progress of these groups?
- What specific outcomes are expected from each group?

### Advanced questions:

- How can groups learn from each other quickly?
- In what ways are different initiatives interconnected?
- How do we maintain the balance so that our daily business operations are not disrupted by ongoing development work?

# Dialogue before the design phase



C-level

I need to find the right people to lead these development projects. Earlier, I've chosen those who can plan effectively, but should I pair them with someone who really understands how to facilitate the process?

What template will help us plan these initiatives, and how do we ensure everyone approaches their work with the right mindset? I don't need constant updates, just clear visibility on progress.



Facilitator

Usually, our change projects end here, and then a new organization chart appears. How do they expect us to implement this one?

When are they going to announce the list of layoffs? Even though we've done a good job, I'm worried about my new team.



Manager



Employee

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# Facilitator's role in the design phase

During implementation, Manuel coordinates the transition to the new organizational structure. Temporary teams form around revised customer segments, fostering new connections. Manuel creates role-specific learning sessions and a shared planning template on Howspace to ensure transparency and smooth communication across all groups, including management.

Guided by the impact model, which categorizes questions into two primary areas, teams develop concrete action plans with clear goals, tasks, and responsibilities. They also focus on improving communication structures, refining how units plan, operate, and reflect on their progress each month. While management provides guidelines, teams have the freedom to adapt and innovate to suit their specific needs.

Design teams use asynchronous collaboration to keep up the momentum and meet deadlines. Manuel encourages teams to review insights from other groups before finalizing their plans to ensure all ideas are fully integrated.

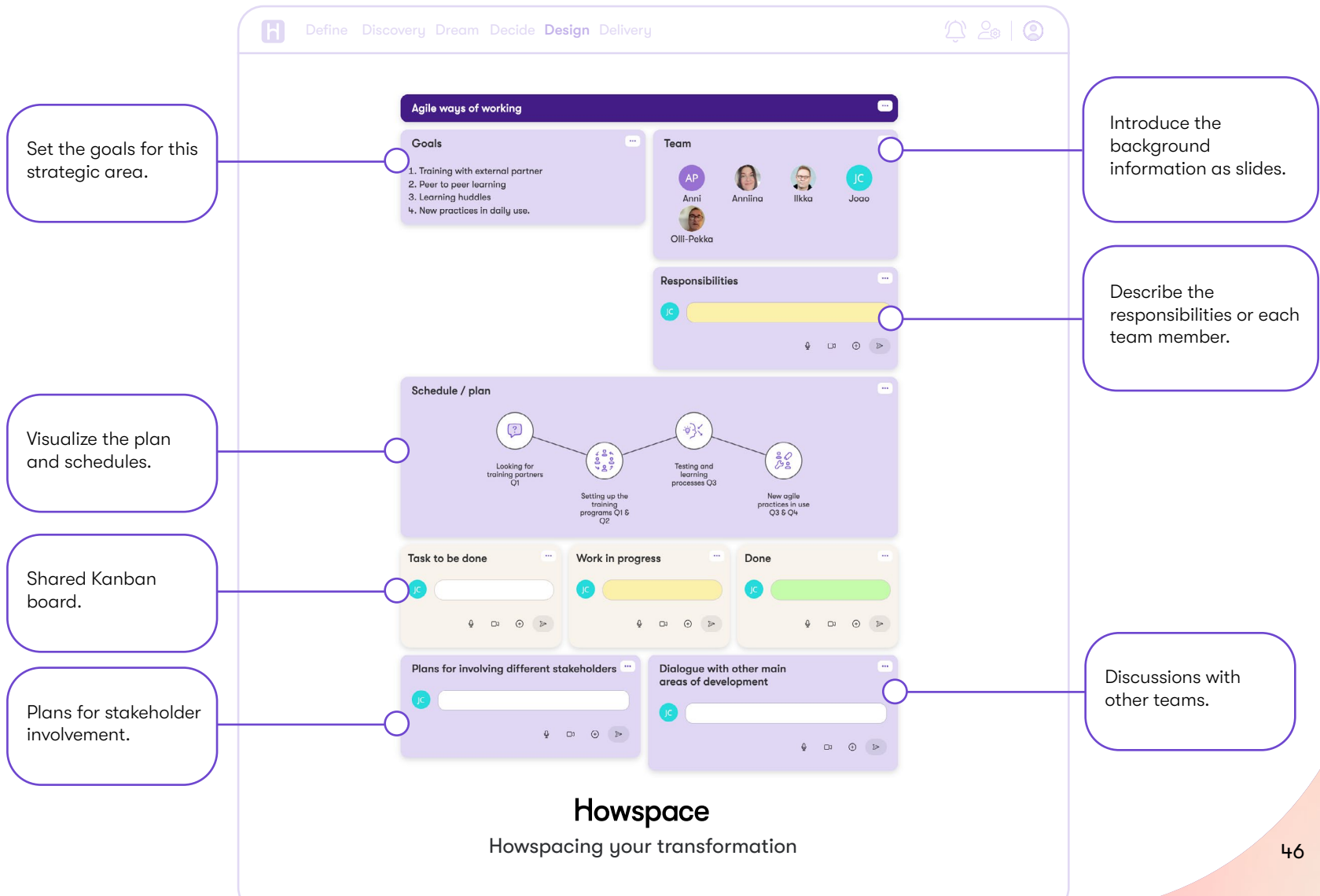
Once the plans are ready, the teams present them in meetings with new customer segment units. Attendees review the proposals ahead of time so they can offer feedback and suggestions.

Manuel facilitates these sessions, guiding the flow and using techniques like silent writing and quick AI summaries to ensure inclusive participation and thoughtful discussion. While teams can tailor communication structures, the overarching strategic framework stays consistent.

The management team praises the plans' thoroughness and provides constructive feedback. Overall, they're satisfied with the collaborative approach and the progress made during this implementation phase.

# Workspace setup for the design phase

In the design phase, every separate strategic area has its own page to design the progress of that area.



# Dialogue after the design phase



C-level

We're right on track with the development projects. Now, I need to kick things into high gear for the implementation phase. Time's ticking!



Manager /  
Team Lead

I've met many of our new colleagues. While I'm still getting to know them, I feel optimistic about our ability to make this work. At least we're all aligned on our goals.



Facilitator /  
Process Owner

The development project groups have really impressed me. They've built strong networks between teams and have actively involved people impacted by their work. There's a strong consensus on the next steps.



Employee

It was great that the development project leads sought our feedback on their plans. I hope they took my suggestions to heart.

# 6. Delivery phase

## 6) Delivering Transformational Impact

In the final phase of the 6D model, our focus shifts to delivering transformation across our organization and to our customers. This phase marks the transition from planning to action.

Using revamped structures, squads, teams, and units, we will meticulously craft implementation plans integrated into daily, weekly, and monthly routines and meetings.

Our priority is to achieve quick wins and success stories, aiming to recognize and refine new methodologies swiftly.

This phase celebrates early adopters while fostering a collaborative environment to exchange insights and learn best practices.



## Main questions to consider when implementing

### Basic questions:

- How do we track implementation progress?
- How can we prioritize early wins?
- How are our systems adapted to identify and respond to changes?

### Advanced questions:

- What additional support or resources are necessary?
- How will we acknowledge and celebrate small accomplishments?



# Dialogue before the delivery phase



C-level

I hope everyone realizes that business doesn't wait. When can we start showcasing our first success stories? I want to highlight some achievements in the upcoming board meeting.

Many people need to let go of old processes, and the learning curve is steep. Fortunately, each unit has experts on these platforms. I hope they contribute constructively.



Facilitator

There seem to be a lot of internal meetings. When will we get back to our normal routines? Right now, it feels like I have to handle my regular duties after a full day of work.

OK, I get it. Even with all these changes—new colleagues, platforms, and processes—our customers remain the same. Maybe focusing on specific segments will help us achieve better results in the future.



Manager



Employee

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# Facilitator's role in the delivery phase

In the final phase of the 6D model, Manuel shifted gears towards execution.

The focus was on integrating systems at the operational level to facilitate the implementation of chosen platforms into daily business practices.

While making adjustments, Manuel and the other facilitators actively supported learning by creating numerous small videos and tutorials.

Manuel initiated small learning squads to enhance learning and adaptation. These groups worked collaboratively on real-life cases, such as offers, contracts, and deliveries.

Each squad benefited from the expertise of members familiar with the platforms, who helped transform ongoing cases into new operational processes.

This approach not only facilitated platform adoption but also fostered a deeper understanding of new customer dynamics and improved service delivery.

The formation of these small groups also served another purpose—it provided an opportunity for cross-location team bonding and onboarding. Participants got to know each other personally, strengthening cohesion across diverse teams.

Manuel organized several small competitions to accelerate progress and boost morale, achieving quick wins. These initiatives proved successful and highlighted early accomplishments—a crucial aspect of any transformative journey.

By the end of the first month, Manuel was able to showcase these initial achievements during monthly meetings. Each unit demonstrated how they successfully completed their initial tasks using the new teams and processes. Additionally, Manuel introduced a voting mechanism to recognize outstanding contributions, which notably highlighted new talents within the organization.

The company took celebration seriously throughout this phase, reinforcing the positive impact of transformation efforts and motivating teams to continue their journey toward organizational change.

# Workspace setup for the delivery phase

Links to all the workspaces that are supporting the process.

Define Discovery Dream Decide Design Delivery

### Learning resources

- Guidebook
- Impact plan process
- Growth Planning
- Learning session
- How to boost engagement
- Howspace Onboarding

Selected workspaces

### Where are we at the moment with our 3 main strategic areas?

Customer-centric approach  
0% 100%

Agile ways of working  
0% 100%

Aligned global processes  
0% 100%

Submit

### Success stories

- Customer-centric approach
- Agile ways of working
- Aligned global processes

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Pulse of the change. This can be measured several times during the process and followed in organizational level or by units etc.

Storytelling: sharing the small and bigger wins during the change. Celebrating the success, keeping up the positive spirit.

# Dialogue after the delivery phase



C-level

It seems like things are clicking into place. Sure, there's a lot of variation across different teams and customer segments, but I'm finding it easier to support both the ones doing well and those still finding their footing.

My job is mostly done. I just need to make sure the different customer segments are learning from each other, and yeah, there are still some tweaks to make.



Facilitator

The teams are starting to feel like a second home, but we're doing so much asynchronous work these days. It's really improved my daily routines.

Oh, that transformation stuff? Feels like ages ago already. I'm already thinking about what's next.



Manager



Employee

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# Key Takeaways from the Facilitator's Journey



We hope this case story shows how a people-focused approach can drive transformation while staying efficient along the journey. Here are the main takeaways:

- 1. Flexibility over fixed plans:** Emphasize openness and flexibility rather than rigid execution plans, allowing for adaptation to unexpected challenges and opportunities.
- 2. Integrated planning yields better results:** Integrate planning with implementation to reduce resistance, facilitate continuous learning, and achieve early wins through adaptable direction.
- 3. Developing transformative skills:** Use tools like Howspace to understand diverse perspectives and the impact of change, improving your overall transformative abilities.
- 4. Transformation through relationships:** Focus on building new collaboration structures and open dialogues to support evolving organizational structures and cultivate new relationships.
- 5. Learning as transformation:** Encourage ongoing dialogue and learning on the job to innovate practices and challenge existing norms, fostering a supportive atmosphere for change.
- 6. Dynamic organizational culture:** Drive cultural shifts through action and new experiences rather than discussions alone, leveraging opportunities for broader organizational understanding and trust.
- 7. Leveraging collective intelligence:** Harness the diverse insights and observations from across the organization to drive innovation and decision-making, acknowledging the value of diverse perspectives and patterns.

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# Facilitator's essential checklist



Here's a handy checklist for facilitators to guide you through effective and engaging sessions.

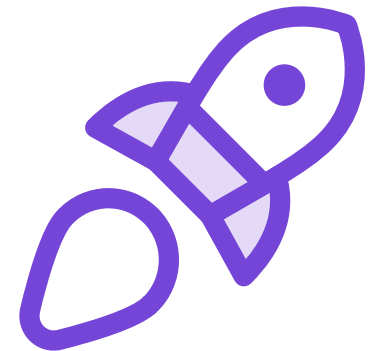
- 1. Building context:** To support mutual understanding
- 2. Granularity:** Involvement and participation in appropriate doses
- 3. Frequency and rhythm:** Keeping the Common Journey at the Forefront of Participants' Minds
- 4. Blending synchronous and asynchronous collaboration**
- 5. Balancing individual and collective activities**
- 6. Breathability (inhale-exhale):** Widening and narrowing space
- 7. Dialogic:** Open dialogue, ensuring broad involvement and participation
- 8. Tolerance:** Inviting multiple perspectives, constantly talking about tolerance
- 9. Exploratory excerpt:** Learning by doing, bold experimentation, shared reflection
- 10. Position:** Acknowledge your role as a facilitator
- 11. Authenticity:** Encouraging everyone to be themselves in a safe environment
- 12. Polyphony:** Avoiding one single truth, making sure all voices are appreciated and heard
- 13. Maximizing the amount and quality of interaction**
- 14. Organizing space for thinking and making people to stop and think**
- 15. Aiming at new thoughts** for individuals and the community of practitioners
- 16. Enabling being impressed:** Space and opportunities to be impressed
- 17. True experienced involvement** and meaningfulness
- 18. Feasibility and movement**
- 19. Co-creation:** Creating something new and unique
- 20. Relationality:** Using and building the

# Last thoughts on the principles of organizational transformation

Throughout our careers, we've found that real transformation is a journey of constant learning. When people grasp the bigger picture and feel part of the process, change becomes less daunting and more engaging. Management alone can't hold all the knowledge—collective intelligence is key.

Changing culture isn't about rearranging boxes on an org chart. It's about creating new ways for people to work together. In our experience, strong relationships and collaboration are the foundation of any meaningful change.

As leaders, we've seen first-hand that facilitation beats top-down direction. Empowering teams and balancing expert knowledge with collaboration leads to better decisions and smoother transformations. The best decisions come from balancing warm data (tacit knowledge) and cold data (quantitative metrics) to drive real, effective transformation.



# Ending words

Thank you for reading this guidebook.

We hope it has brought new insights and inspiration for you on how Howspace your transformation. Our sincere hope is that this guidebook will also act as a conversation starter. So we'd highly appreciate to continue the conversation online and elsewhere.

We'd love to keep the conversation going. Please share your thoughts by tagging @Howspace, @ilkkamakitalo or @olli-pekkajuoperi and by using the hashtag #howspace.



*Olli-Pekka Juoperi*



*Ilkka Mäkitalo*

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# How you engage your people matters

Learn to Howspace your transformation guidebook

**Written by**

*Olli-Pekka Juoperi & Ilkka Mäkitalo*

**Edited by**

*Anniina Turunen & Anni Pyhäjoki*

**Proofread by**

*Kelly Duval*

**Visuals by**

*João Campos*