

# DYNAMIC RETEAMING

The Art and Wisdom of Changing Teams

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**Stand up - Find a partner**

**What is your experience with team change? How has it gone?**

**What are you here to learn?**

# WHY RETEAMING?



# AT THE INCUBATOR



# WE MOVED TO OUR OWN OFFICE



# THEN GOT ANOTHER OFFICE





oppfolio

50



# AND WE GREW



# AND GREW



# AND GREW



# FROM 10 TO 600





@ppfolio™



# FROM 15 TO 700



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**CiTRIX®**

# PROCORE<sup>®</sup>



**Heidi Helfand**  
**Director, Engineering**  
**Excellence**

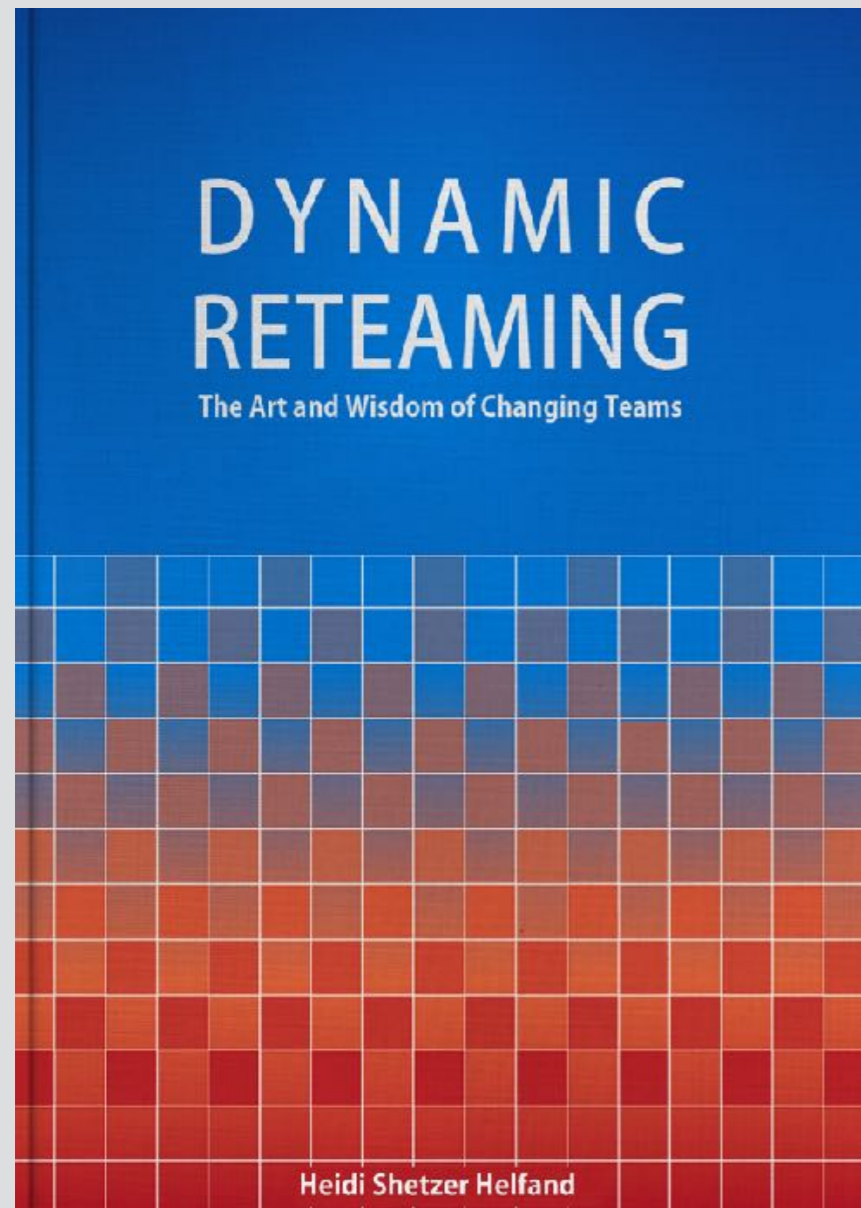
[heidi.helfand@procore.com](mailto:heidi.helfand@procore.com)

**@heidihelfand**

**"KEEP TEAMS STABLE FOR PREDICTABILITY"**  
*-Scrum PLoP*



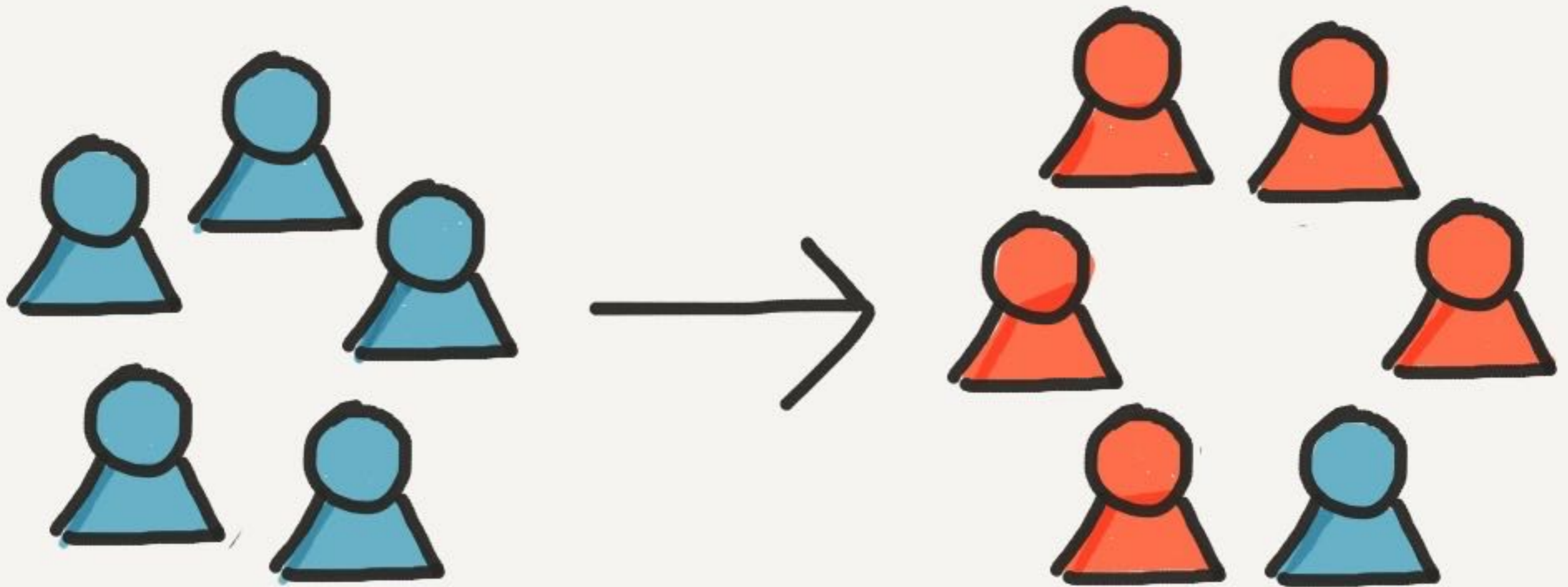
Kai Schreiber, Nao robot demo, Jaume University.



**TEAM CHANGE  
IS REAL. IT'S  
INEVITABLE.**

**@heidihelfand**

# IT ONLY TAKES 1 PERSON



# TO HAVE A NEW TEAM

# ONE PERSON CHANGES THE TEAM *DYNAMIC*



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# Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

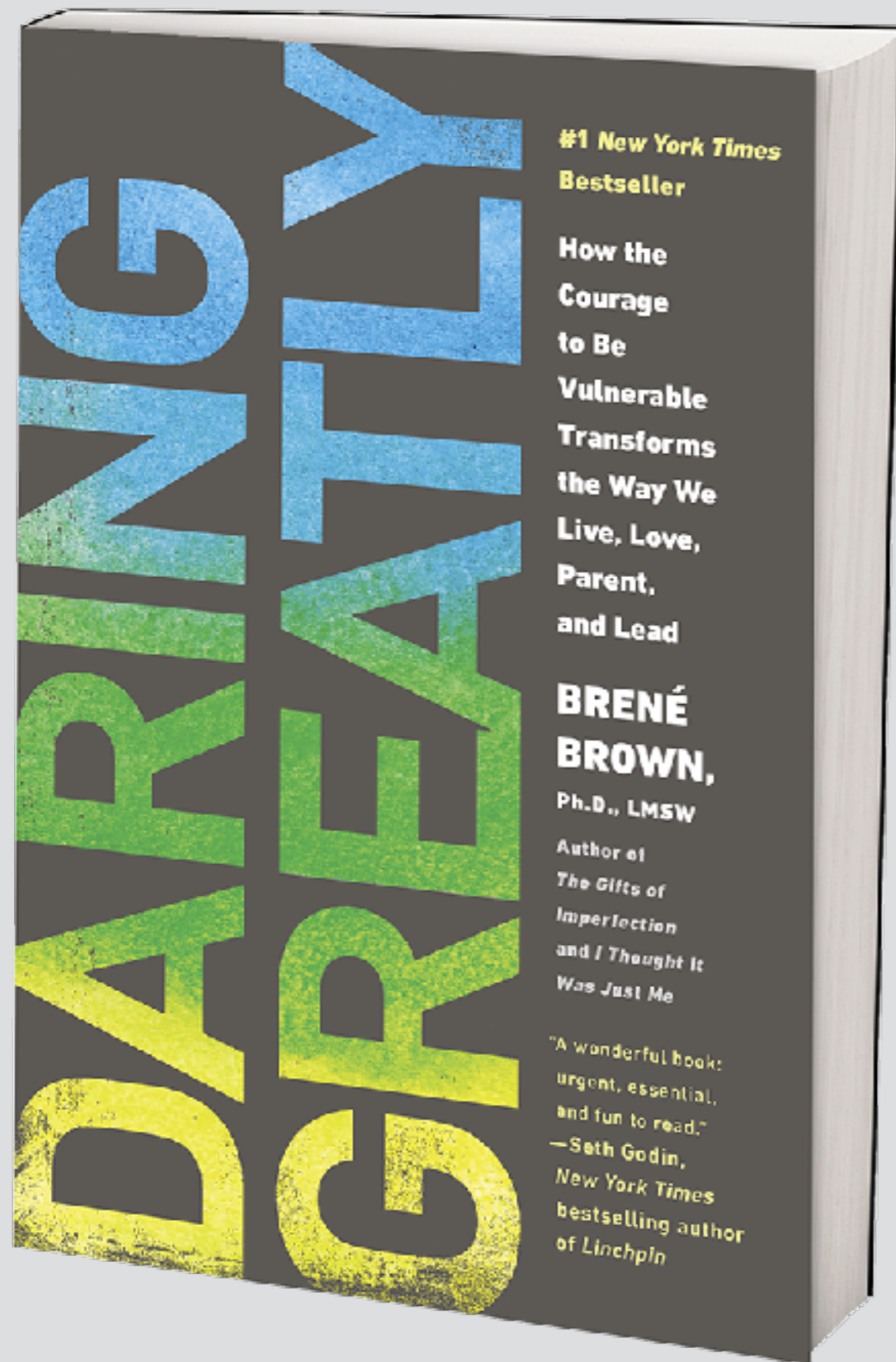
Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

# DYNAMIC RETEAMING



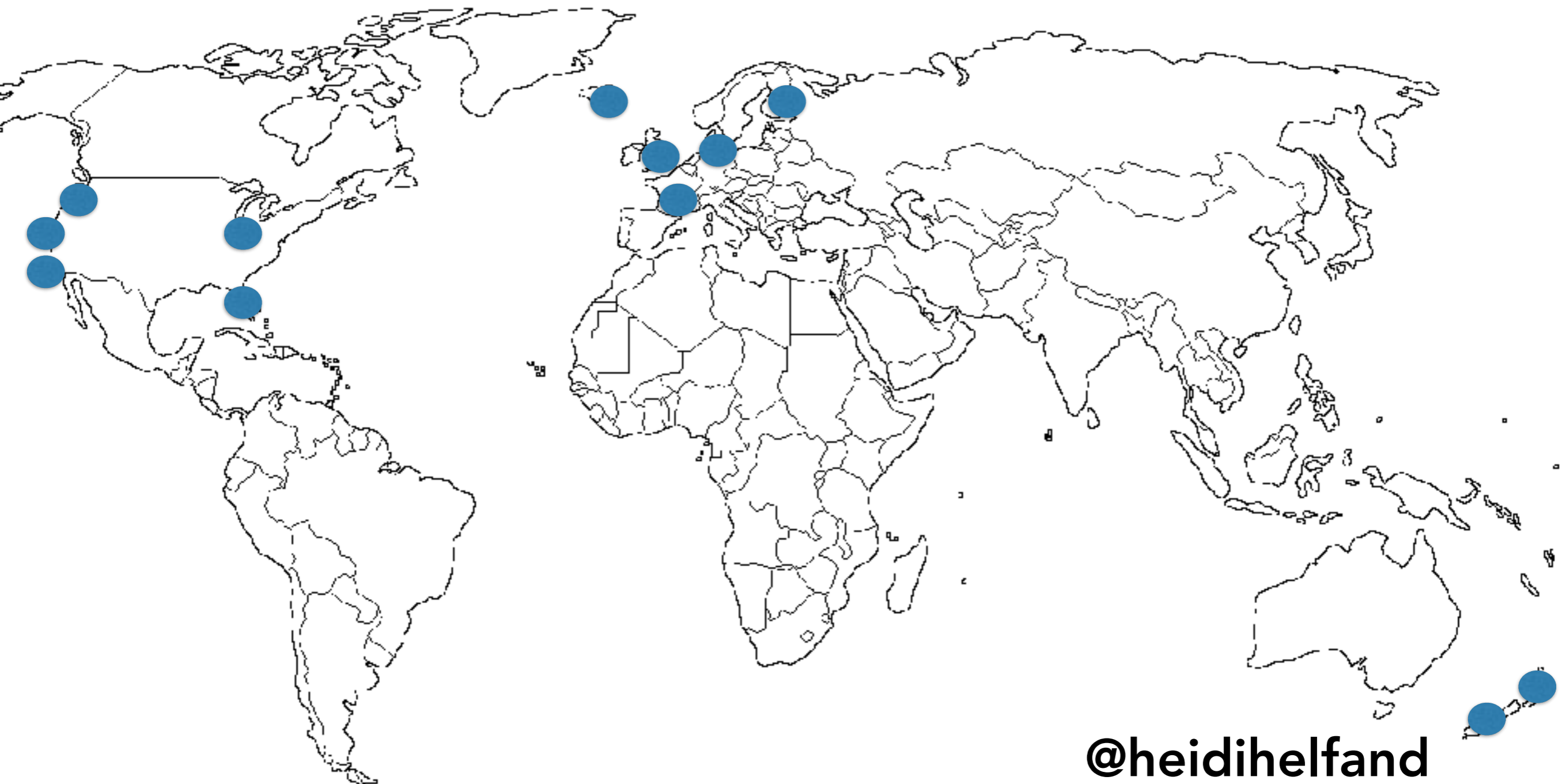


**"Stories are data with a soul."**

**-Brene Brown**

# 35 People, 35 Hours

## 25+ PATTERNS & STORIES



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# Why do teams change?

- 1. For sustainability & resiliency**
- 2. New work drives the change**
- 3. Company growth**
- 4. Company attrition**
- 5. People want to learn something new or seek fulfillment**

# Why Do Teams Change?

**1. FOR SUSTAINABILITY  
& RESILIENCY**

# ANTIPATTERN: TOWERS OF KNOWLEDGE

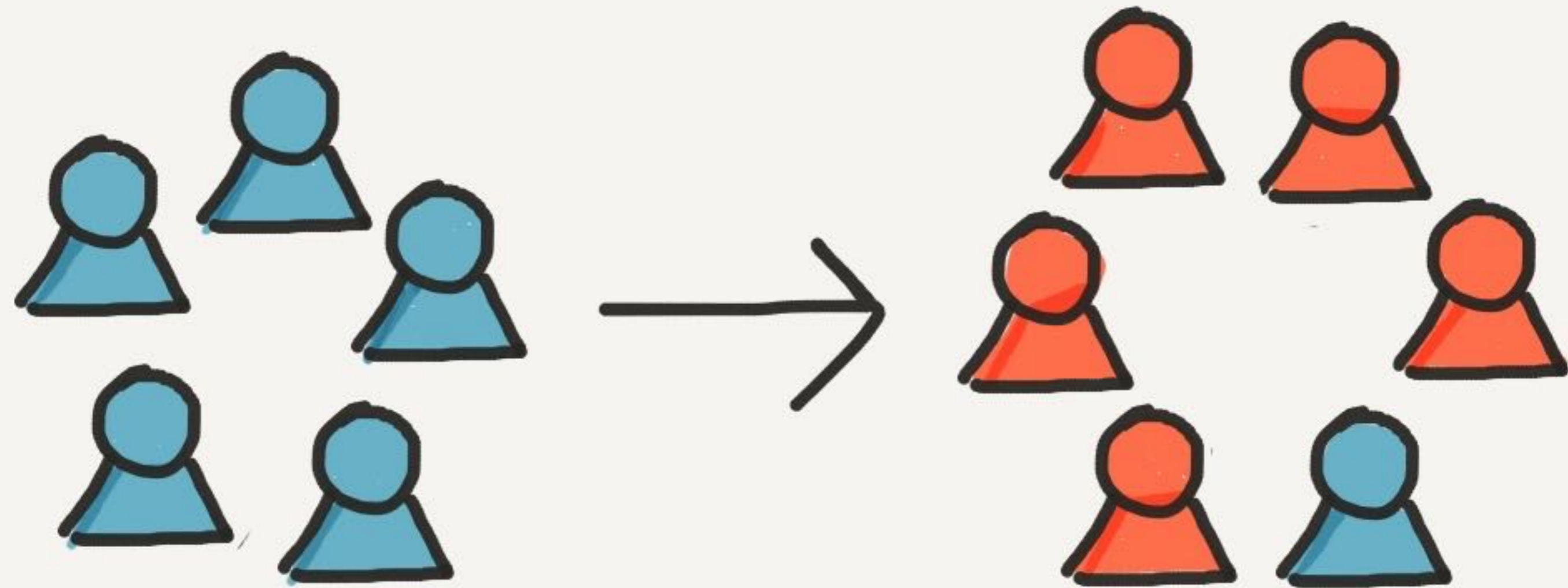


# PAIRING FOR RESILIENCY & SUSTAINABILITY



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# RETEAMING AT THE EDGES





CLOUD  FOUNDRY

<https://www.glassdoor.com/Photos/Pivotal-Office-Photos-E687287.htm>



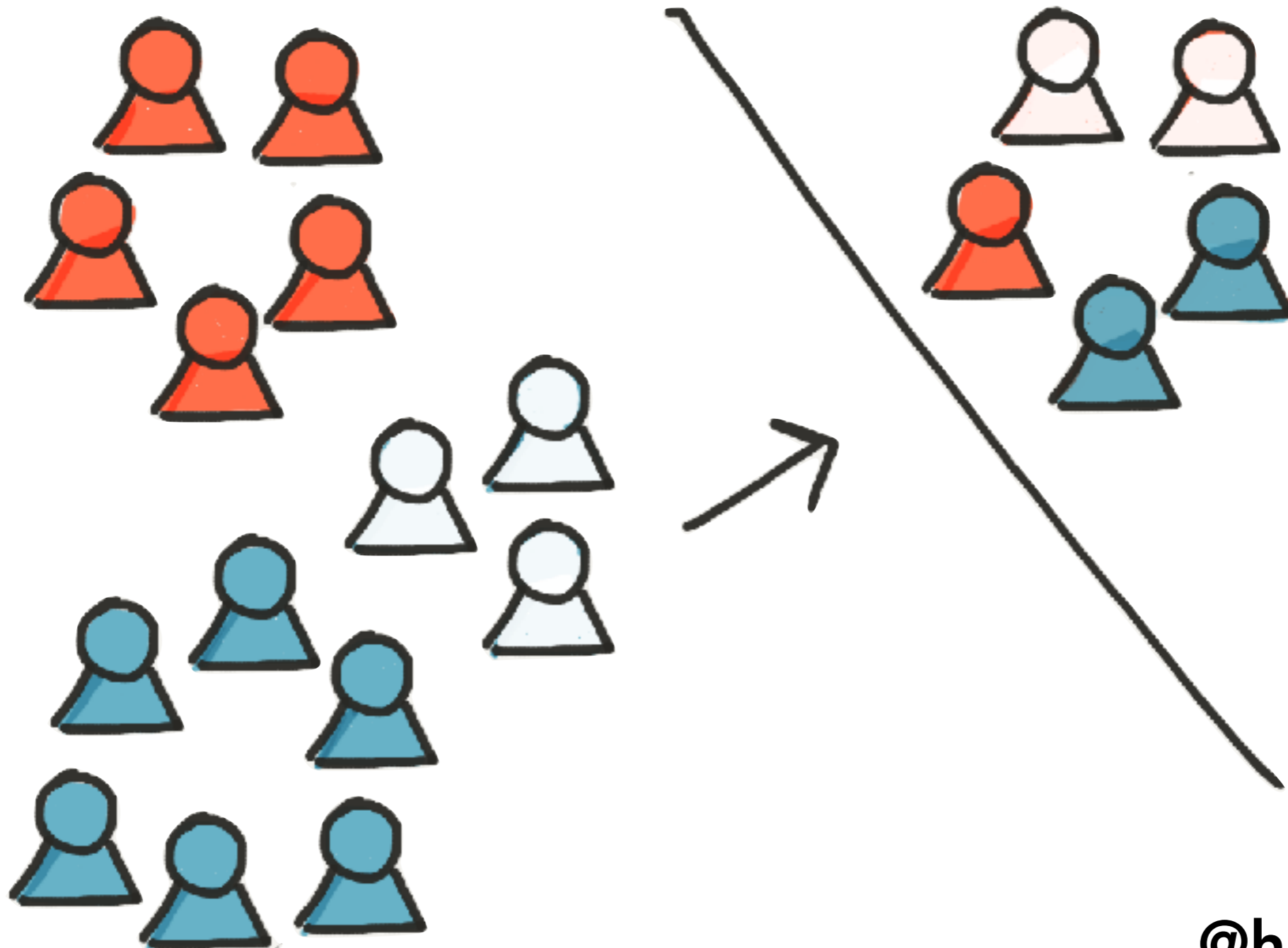
# NOMAD TO SHARE EXPERTISE ACROSS TEAMS



# Why Do Teams Change?

## **2. NEW WORK DRIVES THE CHANGE**

# RETEAMING INTO A “NEW TEAM”



# PATTERN: FORM TEAMS AROUND WORK





# Tiger Teams

# THE PERCENTAGE ANTIPATTERN

10%  
PROJECT A

25%  
PROJECT B

20%  
PROJECT E

30%  
PROJECT C

30%  
PROJECT D



# BENEFICIAL SILOING OF TEAMS

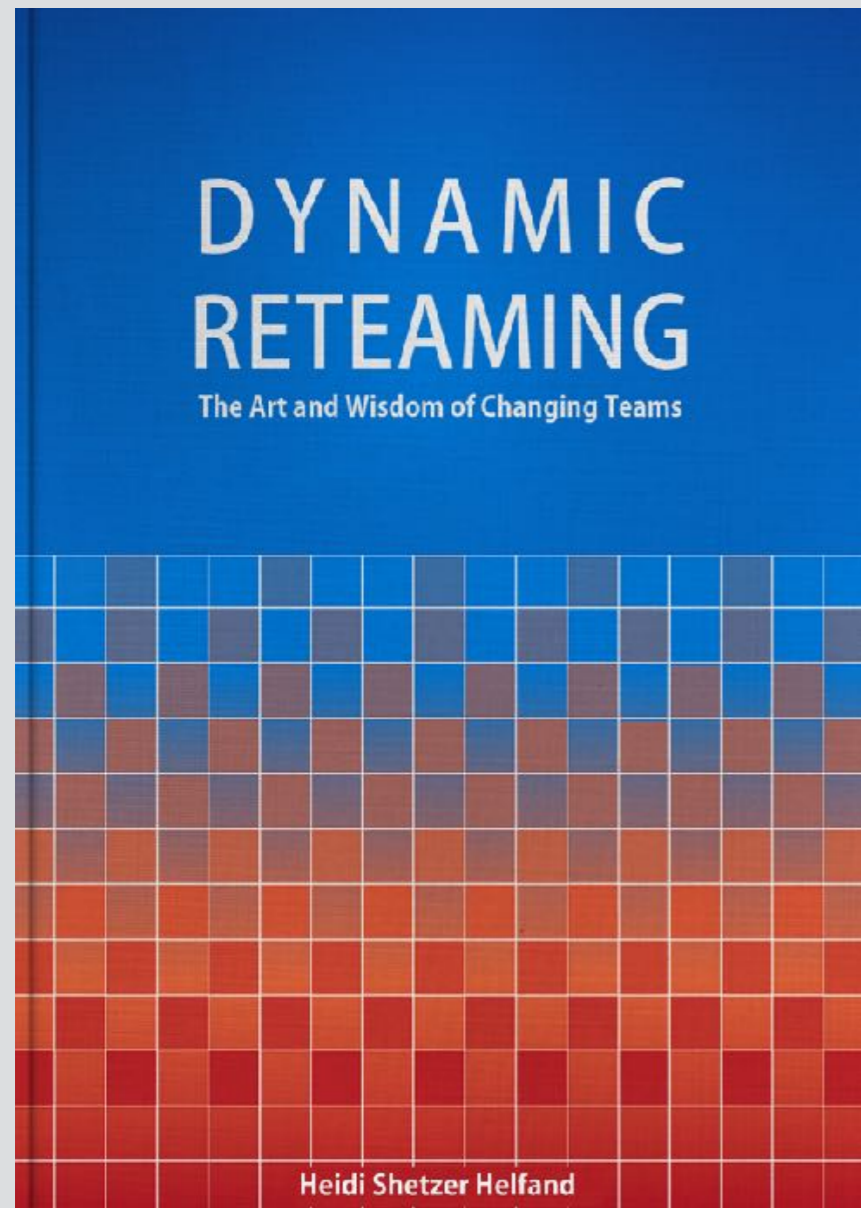


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# MERGE TEAMS TO TACKLE WORK



trademe 



RETEAMING IS  
INEVITABLE.  
YOU MIGHT AS  
WELL GET  
GOOD AT IT.

-Nayan Hajartwala

# A "NEW" TEAM

A group of approximately 15 people are gathered in a bowling alley. In the center, a man in a grey hoodie is in the middle of a bowling motion, holding a red ball. To his right, a woman in a black shirt and light blue pants is crouching down, smiling, with her hand near a green bowling ball on the lane. Several other people are standing around them, watching and smiling. The room is dimly lit with warm overhead lights. The background shows the bowling lanes and some equipment.

...that just met

# A "NEW" TEAM

...that already knows  
each other



# THE “NEW” TEAM

HOW CAN YOU..

- ENCOURAGE YOUR NEW TEAM TO GEL?
- HELP THEM ALIGN ON THEIR WORK?

&

WHAT WOULD YOU DO DIFFERENTLY IF  
THEY ALREADY KNEW EACH OTHER?

# **GALLERY WALK**

**GO TAKE A LOOK AT SOME OTHER  
POSTERS.**

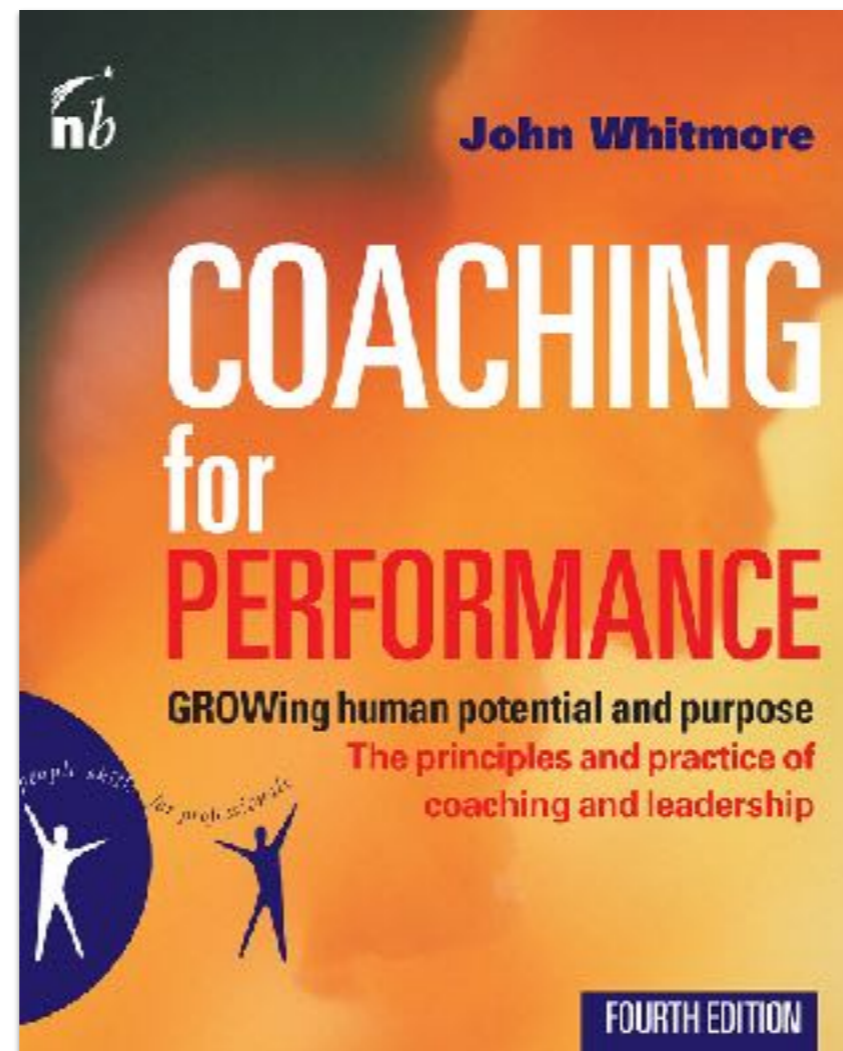
**ADD IDEAS TO YOUR POSTER**

# Liftoff

Launching Agile Teams & Projects



**Diana Larsen & Ainsley Nies**



# CREATING INTELLIGENT TEAMS

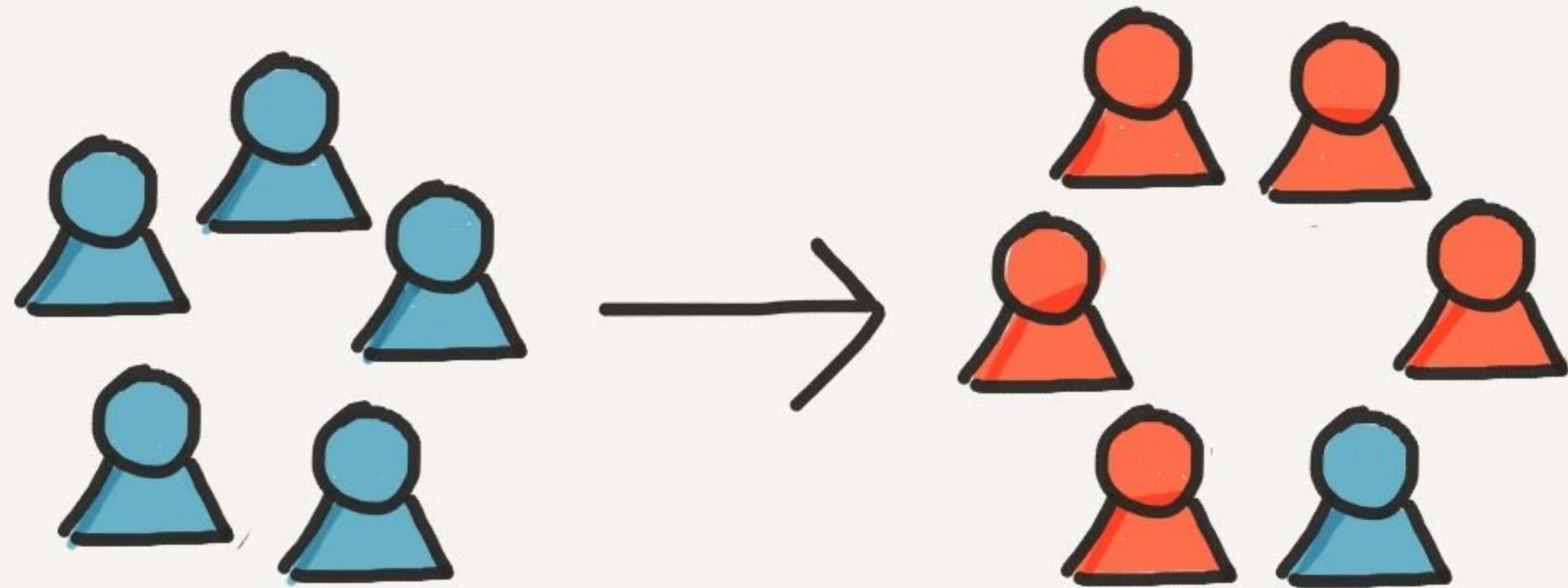
Leading with Relationship Systems Intelligence

**Anne Rød  
Marita Fridjhon**

# Why Do Teams Change?

**3. PEOPLE WANT TO  
LEARN SOMETHING  
NEW OR SEEK  
FULFILLMENT**

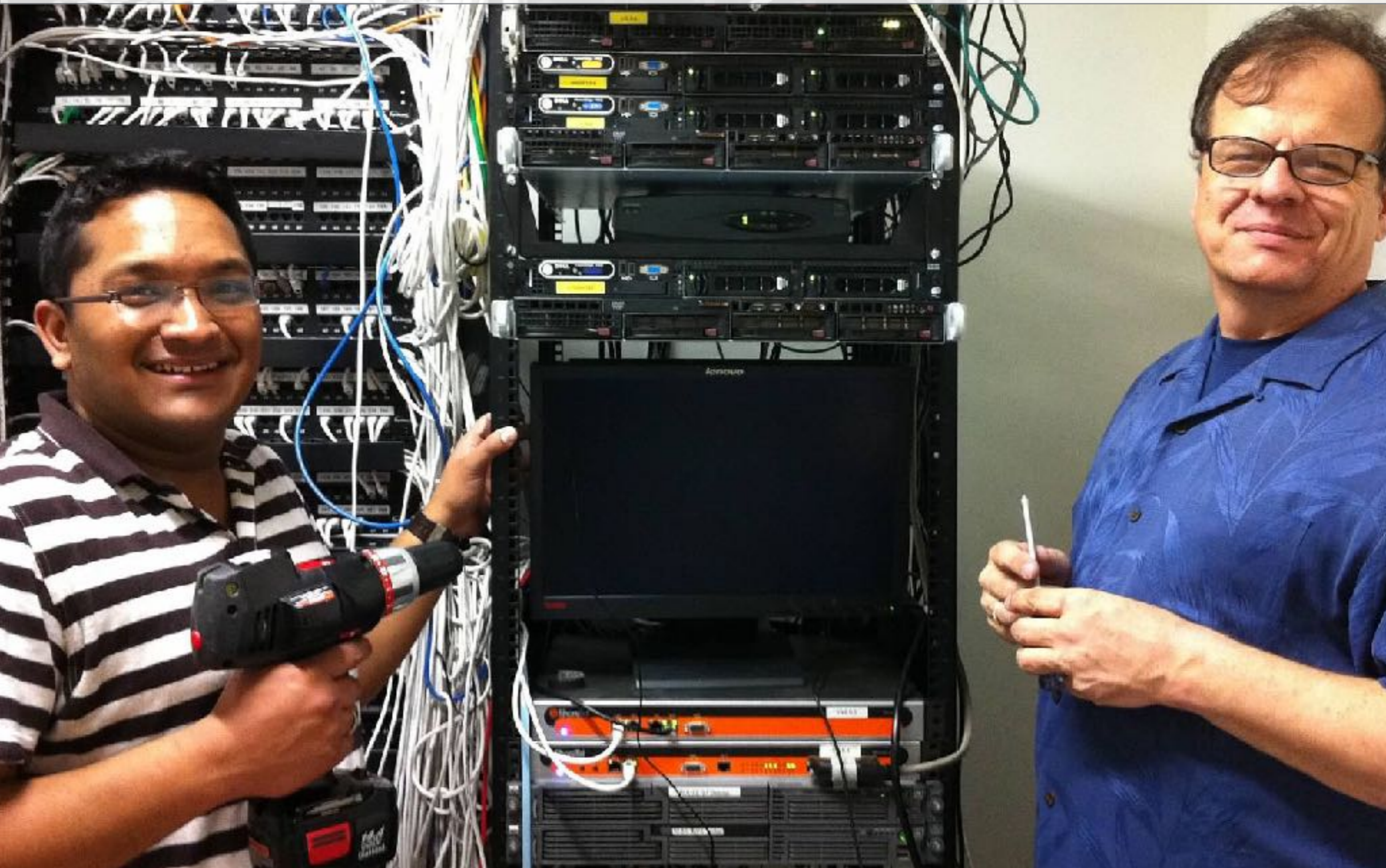
# RETEAMING AT THE EDGES



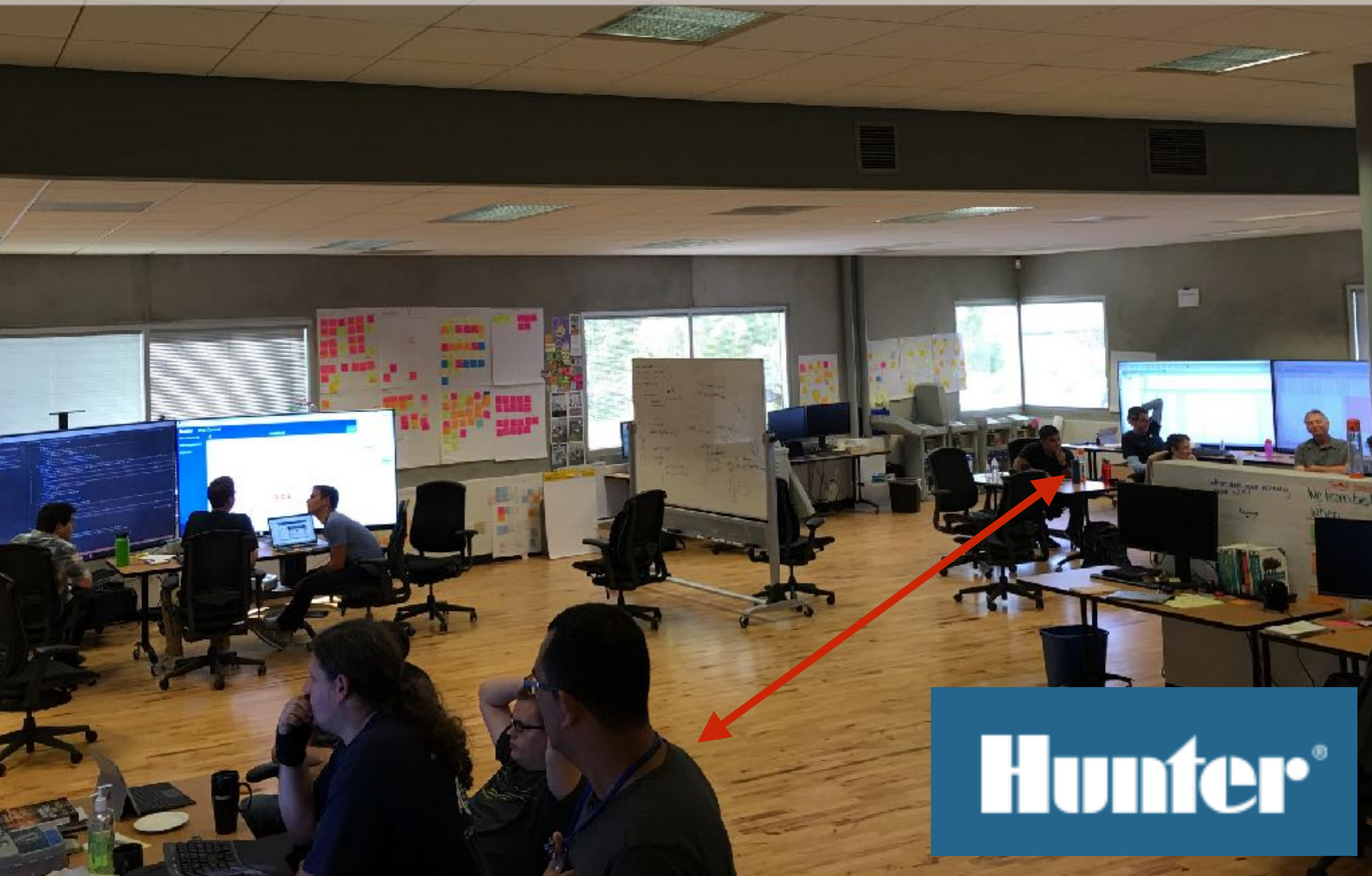


I'm so  
sick of  
this guy

# CHANGE TEAMS TO LEARN



# TRADING PLACES IN THE MOBS



**Hunter®**

# RE-ROLE TO AVOID CAREER STAGNATION



**PROCORE®**

# PURSUE GEEK JOY



-Geek Joy coined by Mike (Geepaw) Hill

# READ THE EMOTIONAL FIELD



# ONE ON ONES



# SURVEY PEOPLE

## Team Rotation

We're sending this form out to all developers, please use this form to indicate if you're interested on swapping to to work on a different team. Benefits of swapping are that you can broaden your knowledge of products and technology used at Unruly plus we have better sharing of knowledge and working practices between teams.

Please will all of you complete this form by lunchtime on Friday August 2nd.

Your email address ([rachel.davies@unrulygroup.com](mailto:rachel.davies@unrulygroup.com)) will be recorded when you submit this form.

Not **rachel.davies**? [Sign out](#)

\* Required

**Would you be interested in working on another team within Product Development? \***

Please indicate how interested you are to change team



**Which team would you like to be considered for?**

Please indicate if you have a preference.

- ☐ Chutney
- ☐ Marmalade
- ☐ Tabasco

**How soon would you like to try a swap onto another team?**



### Notes

Please let us know if there's anything else we should bear in mind.

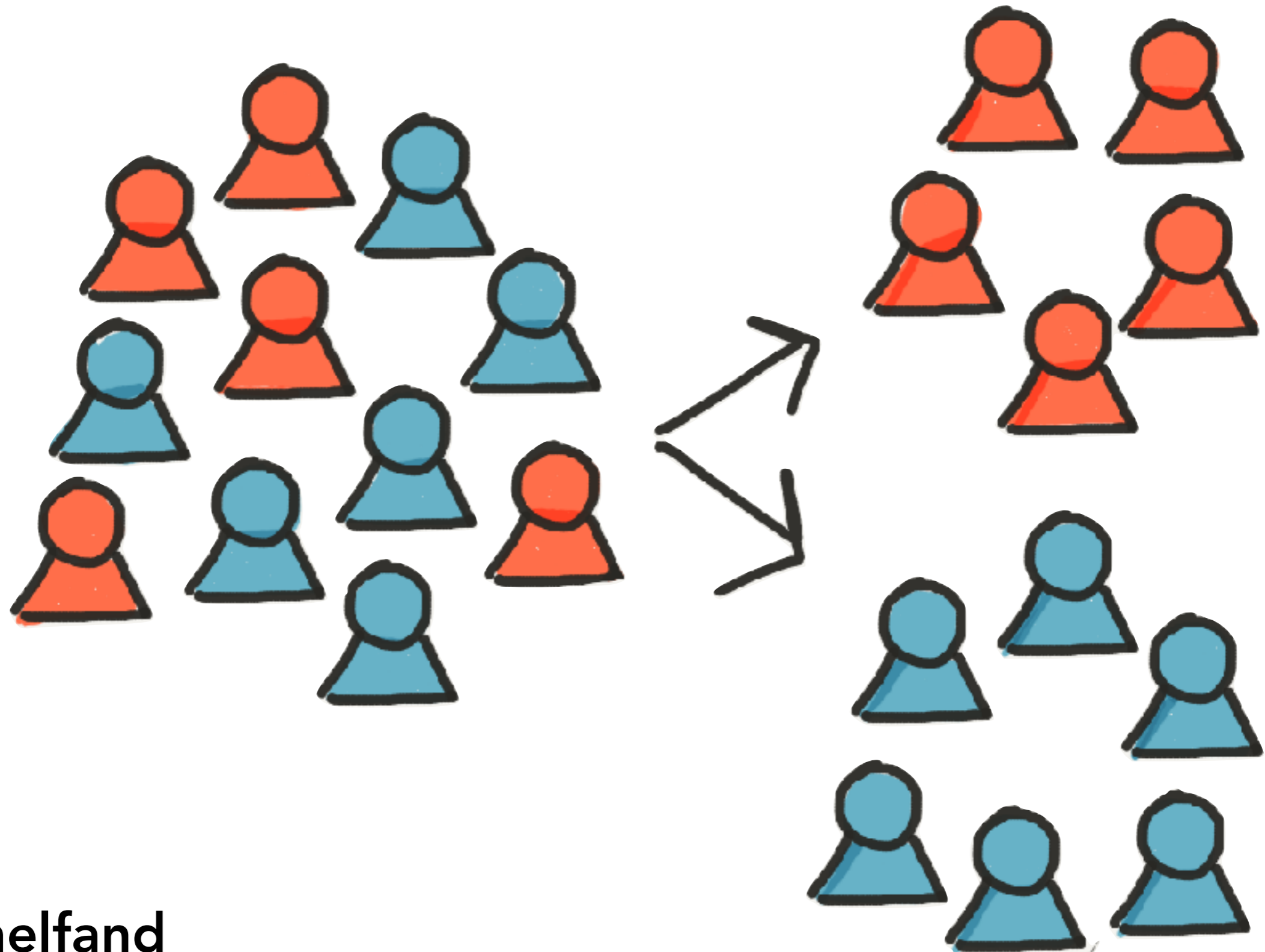


# Why Do Teams Change?

## **4. COMPANY GROWTH**

# LARGER SCALE RETEAMING

## MITOSIS PATTERN



# TEAM IDENTITY



# BREAKING THE FELLOWSHIP



***UNRULY***

# SPLITTING IN THIRDS

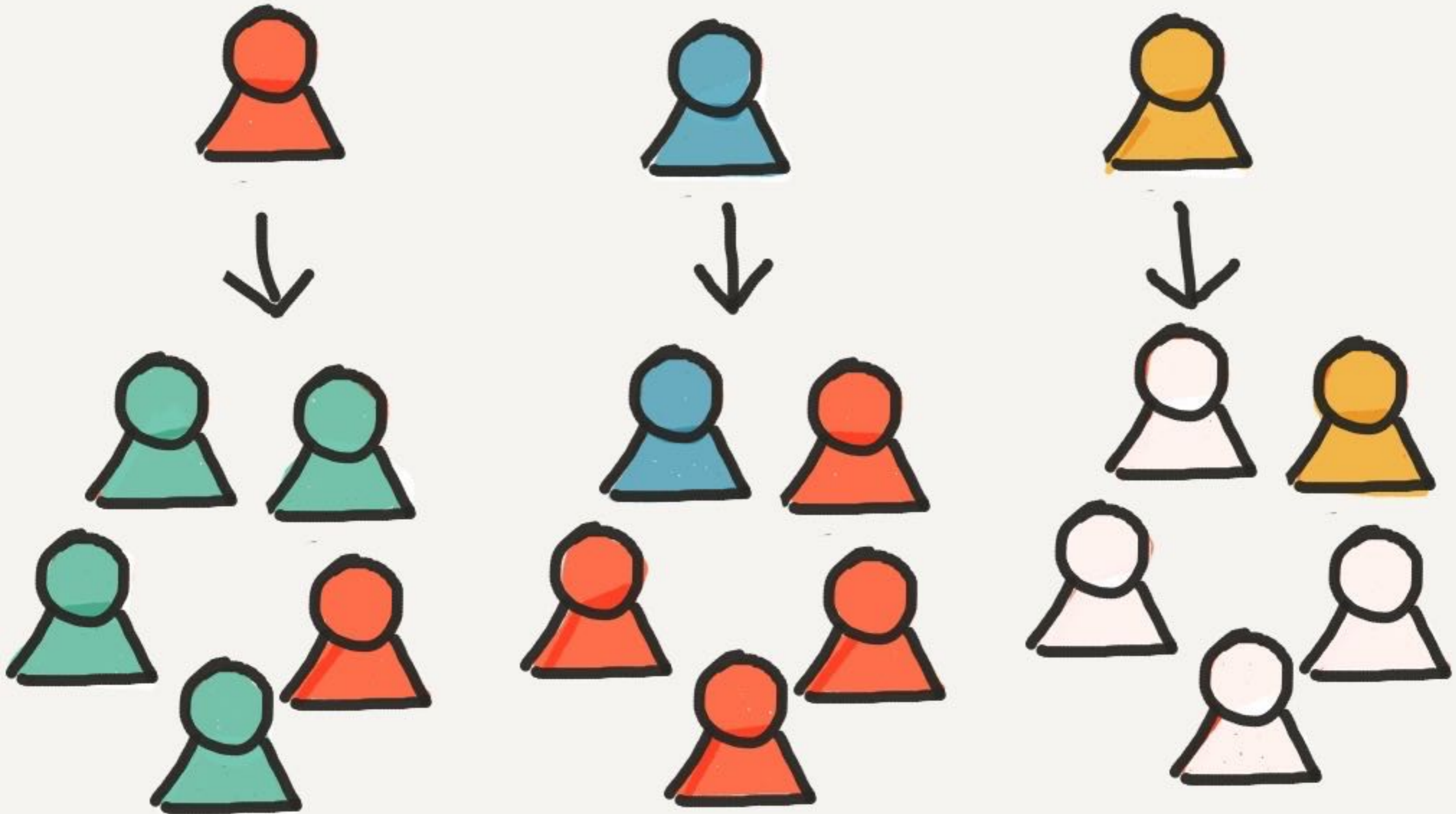


# BOOTCAMP



# RETEAMING AT THE EDGES

## ADD NEW PEOPLE ACROSS EXISTING TEAMS



# Why Do Teams Change?

## **5. COMPANY ATTRITION**

# PEOPLE WILL LEAVE



# SOME GET PARTIES



**SOMETIMES WE'RE GLAD THEY'RE GONE**



**BUT THEY STILL HAUNT US**

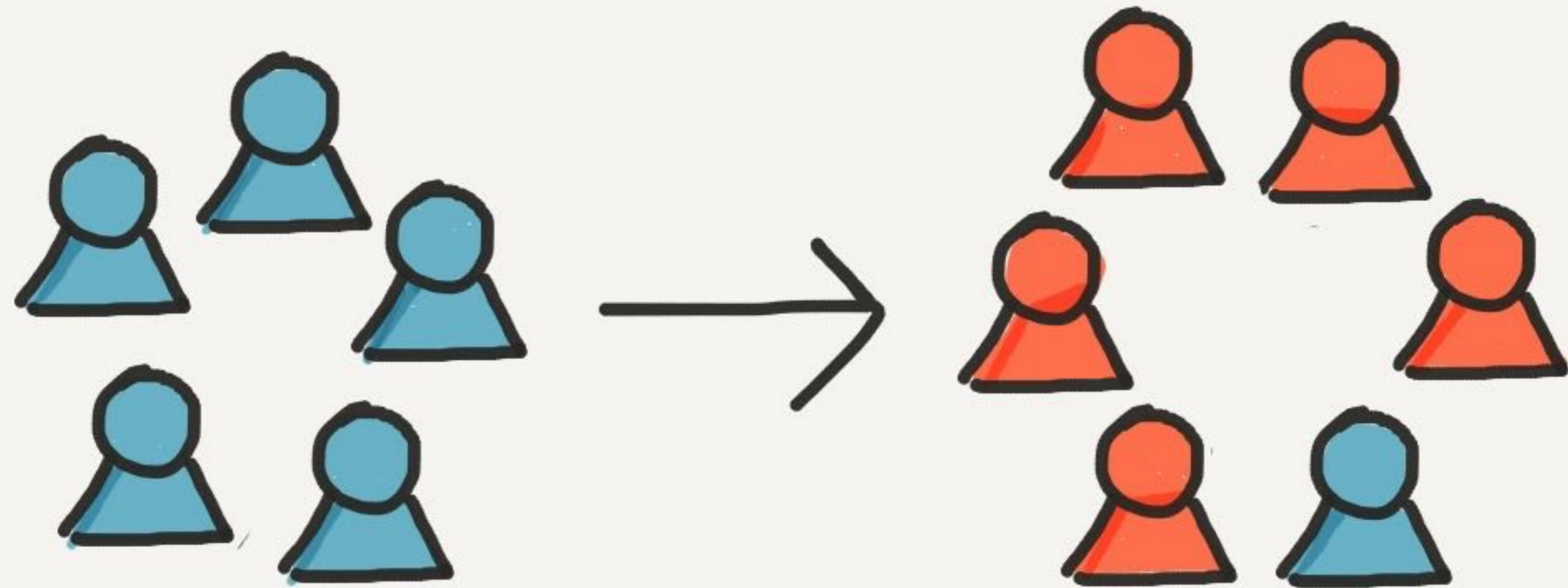
# IT CAN BE A HUGE LOSS



# ANTIPATTERN: DISAPPEARING TEAM MEMBERS



# RETEAMING AT THE EDGES



# **RETEAMING AT THE EDGES**

**I'd like to invite one  
person from each table to  
move to a different table.**

# RETEAMING AT THE EDGES

WRITE ON YOUR POSTER

HOW CAN YOU..

- HELP THE NEW PERSON FEEL LIKE THEY BELONG?
- HELP THE NEW PERSON LEARN THE WORK?
- SUPPORT THE TEAM WHEN SOMEONE LEAVES?

# MENTORS/BUDDIES



# GET TO KNOW YOU LUNCH

## “GTNY”



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# BE INCLUSIVE OF REMOTEES

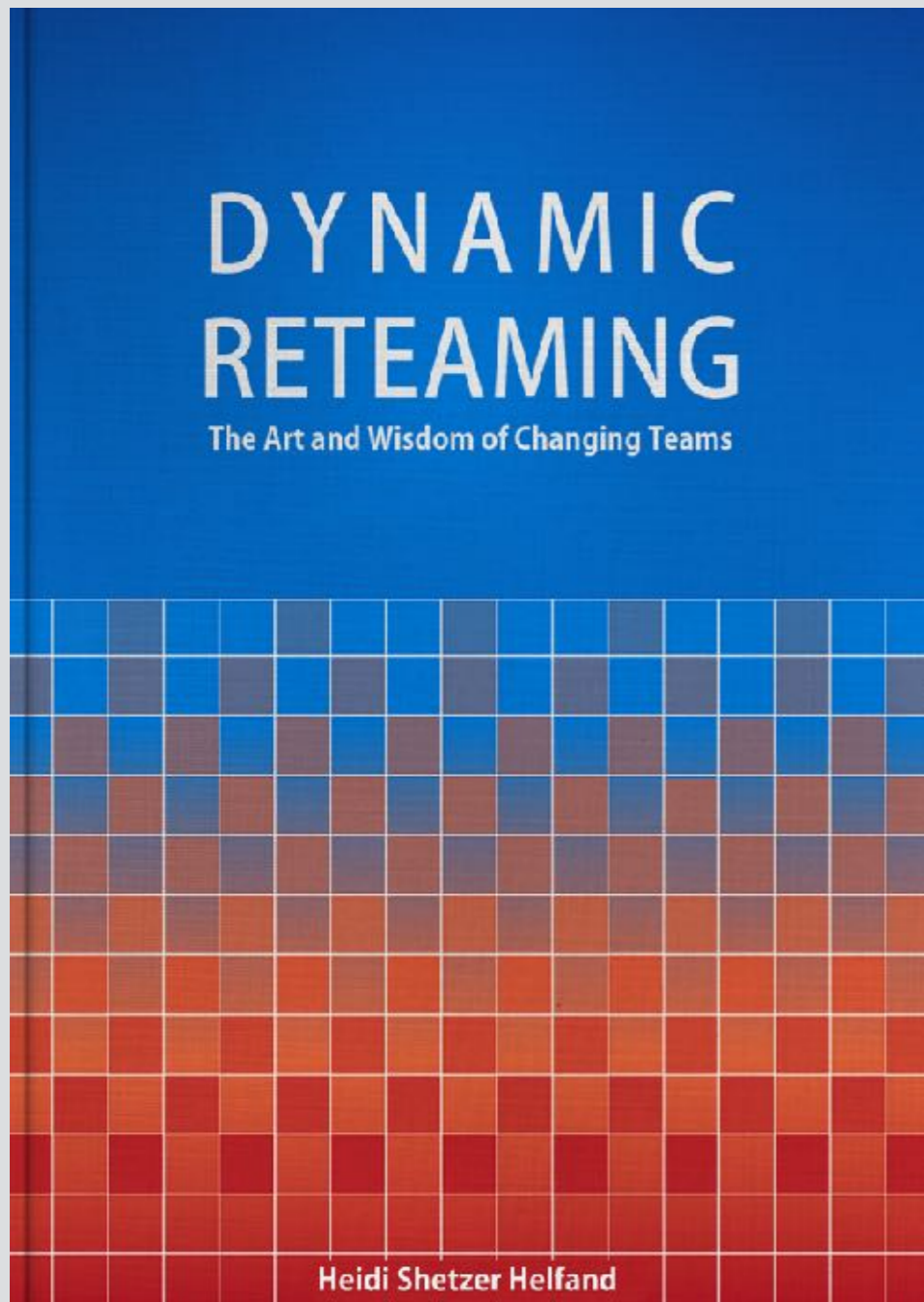


# REVIEW INNER/OUTER ROLES

## CREATING INTELLIGENT TEAMS

Leading with Relationship Systems Intelligence

Anne Rød  
Marita Fridjhon

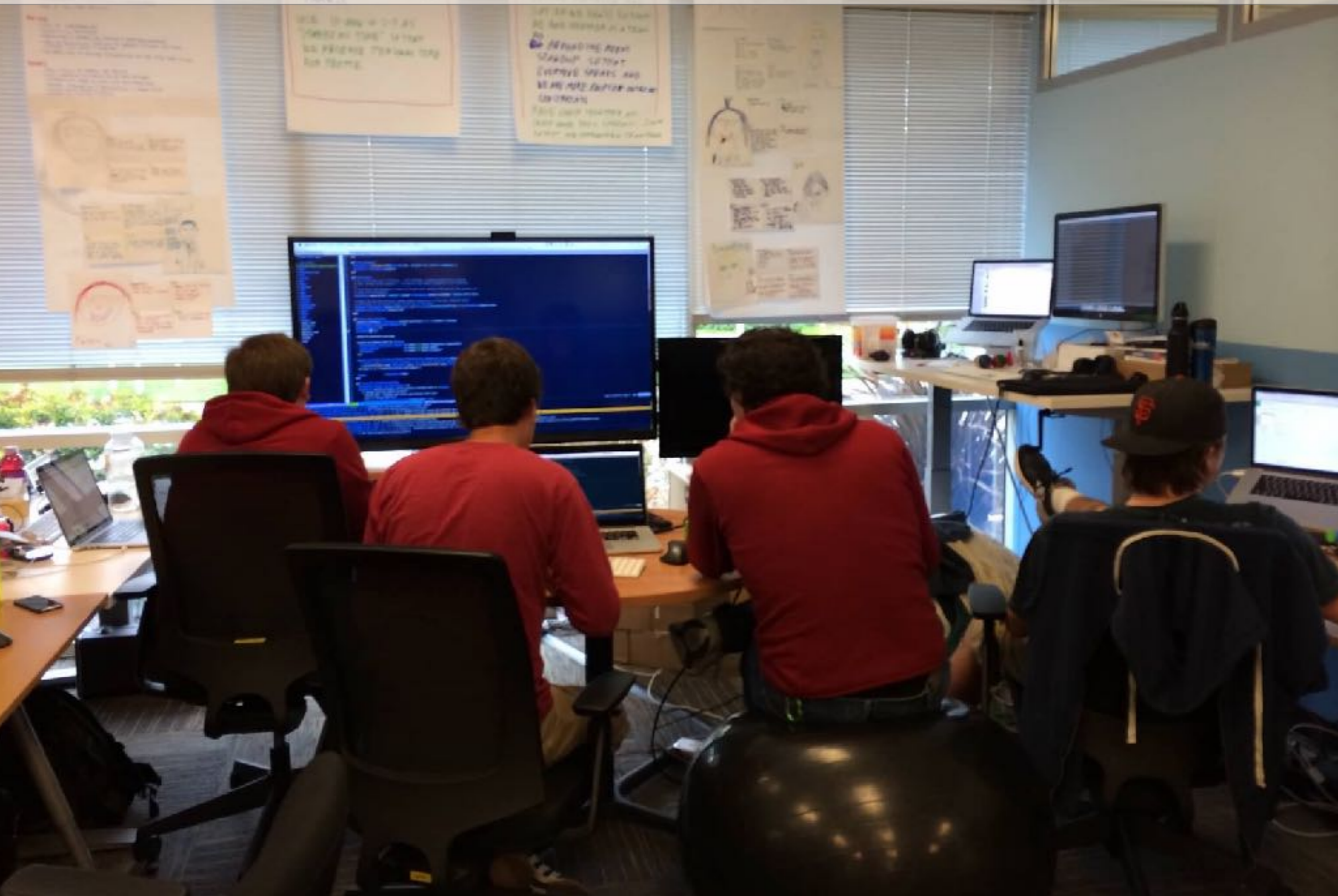


# GENERAL TIPS TO MAKE RETEAMING EASIER

# PAIR PROGRAMMING



# MOB PROGRAMMING



# OVERCOMMUNICATE UPCOMING TEAM CHANGES

**7 times!**

**-Patrick Lencioni,  
The Advantage**



# LET PEOPLE CHOOSE TEAMS





# INVEST IN TEAM COACHING



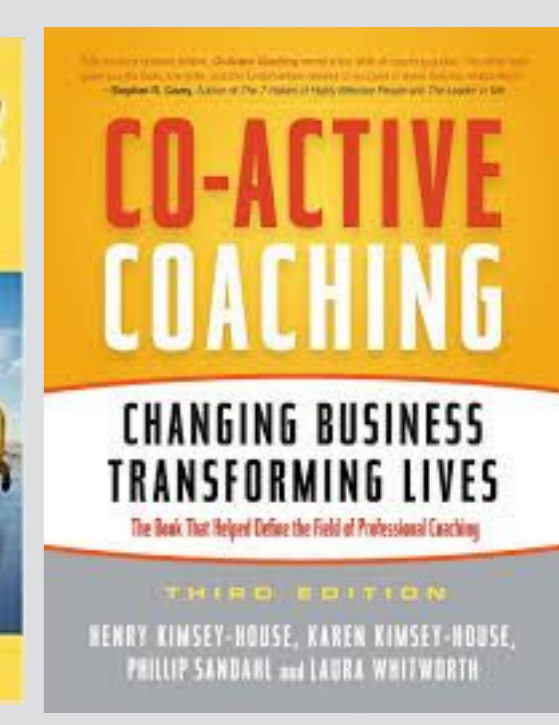
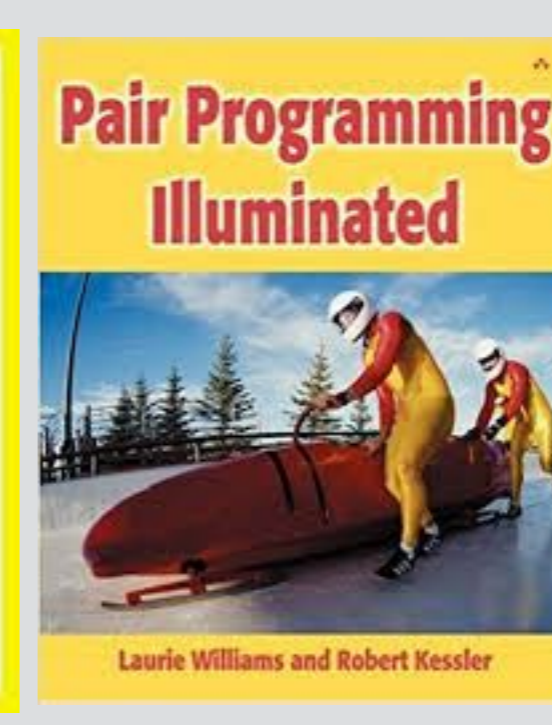
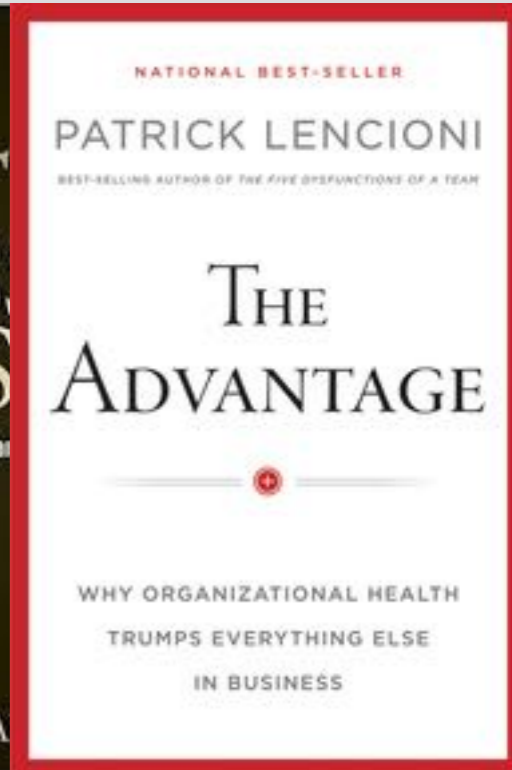
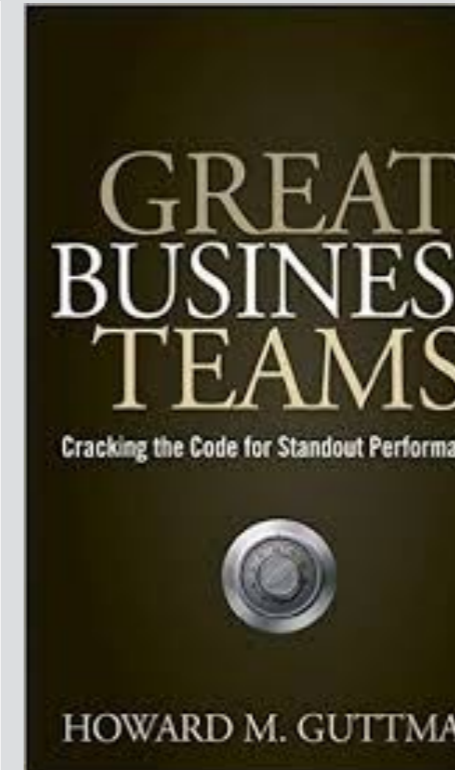
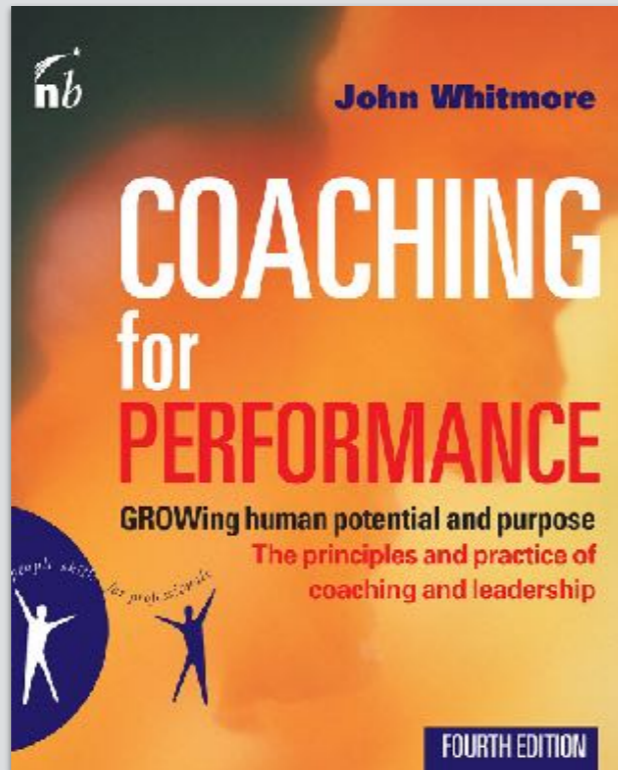
# TEAM COACHES...

- **CONFIRM MEMBERSHIP/ROLES**
- **HELP DESIGN TEAM ALLIANCES**
- **FACILITATE WORK CHARTERING**
- **CREATE/VISUALIZE WORKFLOWS**
- **TEACH HOW TO BENCHMARK  
EXCELLENCE**
- **HELP DEVELOP SELF AWARENESS &  
EXPERIMENTATION TO GET BETTER**

# CREATING INTELLIGENT TEAMS

Leading with Relationship Systems Intelligence

Anne Rod  
Marita Fridjhon



# **TELL YOUR NEIGHBOR**

**Based on what you  
learned, what's one action  
you're going to take now?**

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