

Dynamic Reteaming: How We Thrive by Rebuilding Teams

**Heidi Helfand
Principal Agile Coach
AppFolio, Inc.**



BRUCE TUCKMAN

Tuckman's Model

FORMING

STORMING

NORMING

PERFORMING

ADJOURNING

1965

1977





STAGNATING





Scrum Pattern...

**“Keep the teams
stable to have
predictability”**



I'm so sick of
this guy





**Don't forget
the humans**

Heidi Helfand

**Principal Agile Coach
AppFolio, Inc.**

heidihelfand.com



**Heidi Helfand
Mom to
Samuel (10)
Julia (6)**



A scenic view of a coastal city and bay from a high vantage point, framed by trees. The foreground is filled with the branches and leaves of trees, some green and some with autumnal tints. The middle ground shows a dense, green, hilly landscape leading down to a city. The city is situated along a coastline, with a large bay or harbor visible. The sky is overcast and grey. The text "@heidihelfand" is overlaid in the center of the image.

@heidihelfand



GoToMeeting



GoToWebinar

@ppfolioTM
Property Manager

 **mycase**
by @ppfolioTM

COLLEGES

FULL STACK FEATURE TEAMS



DEVS - QA - UX - PRODUCT MGRS - AGILE COACHES

People love working here



Best Places
to Work **2016**

glassdoor



RETEAMING

2007

2016



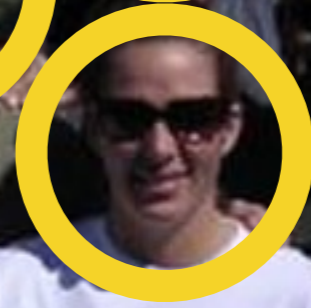
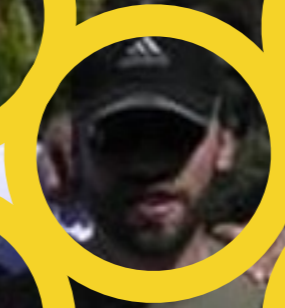
**Reteaming is
when you
change your
teams**

ADD OR REMOVE 1 PERSON





**WHAT I'M NOT
SAYING**

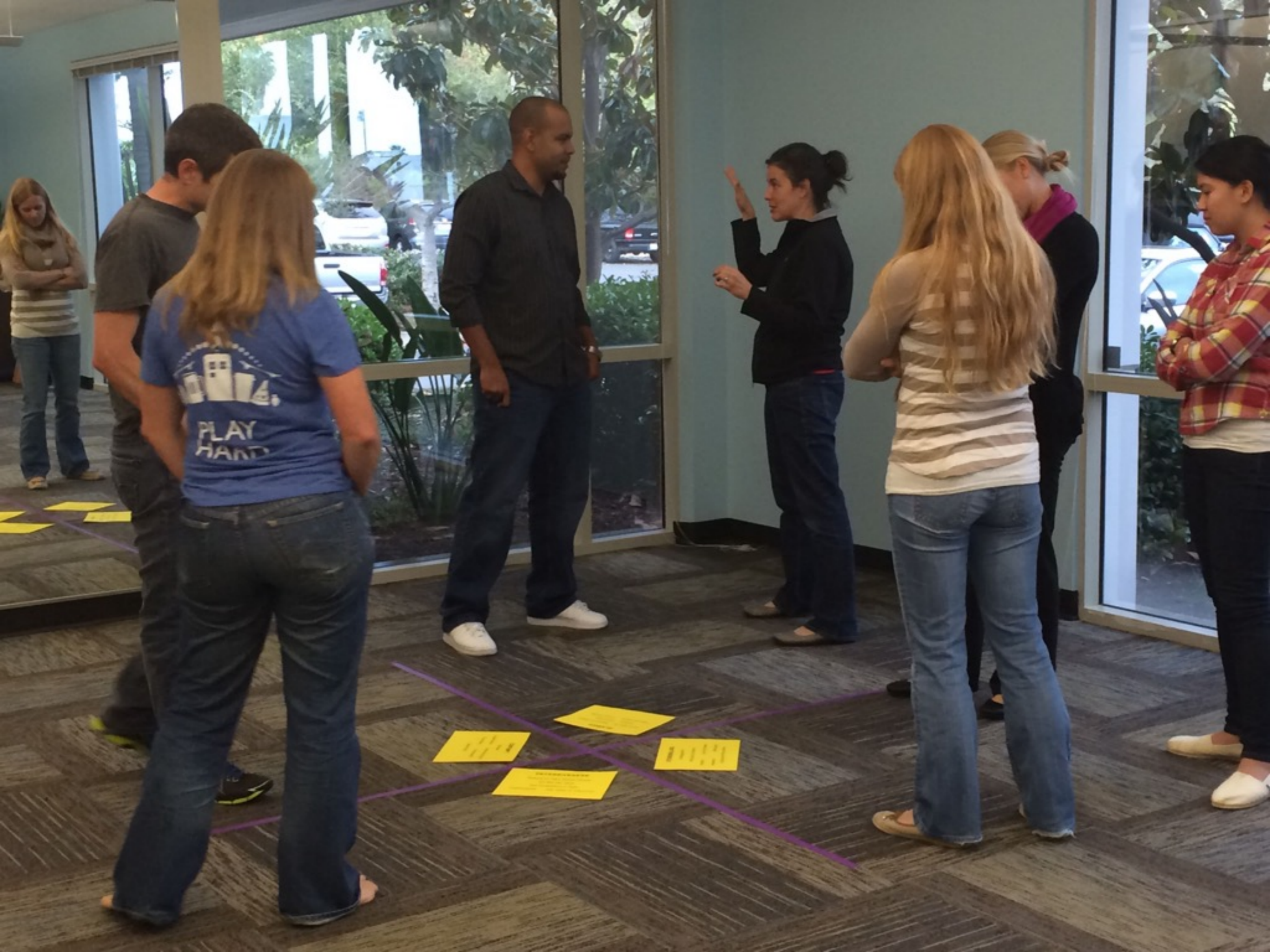




appfolio

50

REORG







Geek Joy



@geepawhill



**DON'T
FORGET THE
HUMANS**




OLDFATHERS TRAIL
FORBUS CAMP 2
MONO CAMP 5

CAUTION

GROUNDNED THEORY

We Reteam to...

- Scale**
- Learn**
- Liberate**
- Address Needs of the Code**



**RETEAMING
TO SCALE**

GROW & SPLIT



BATCH RETEAMING



SPREAD ACROSS 7 TEAMS

MENTORS



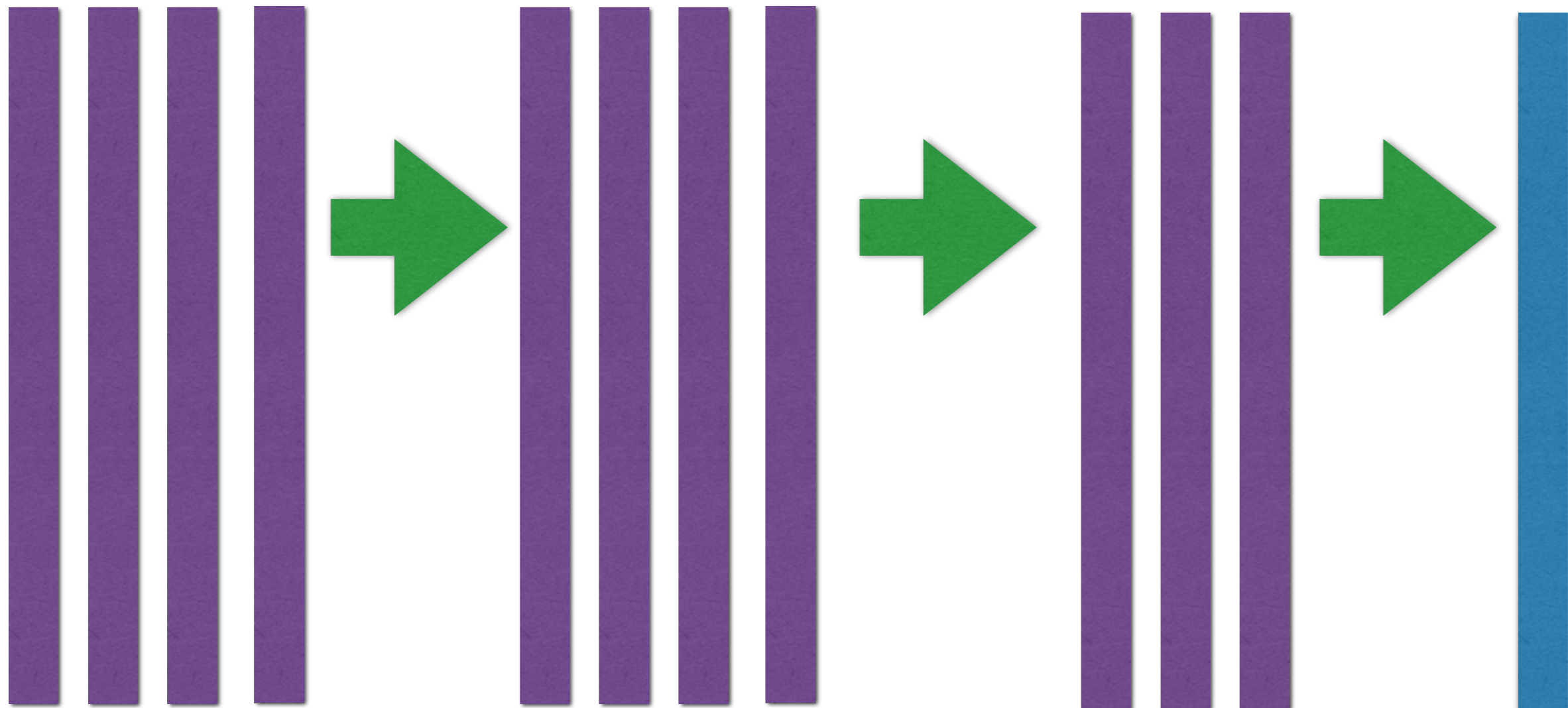
SCALING COLLEGES

ERIC

ERIC/MATT

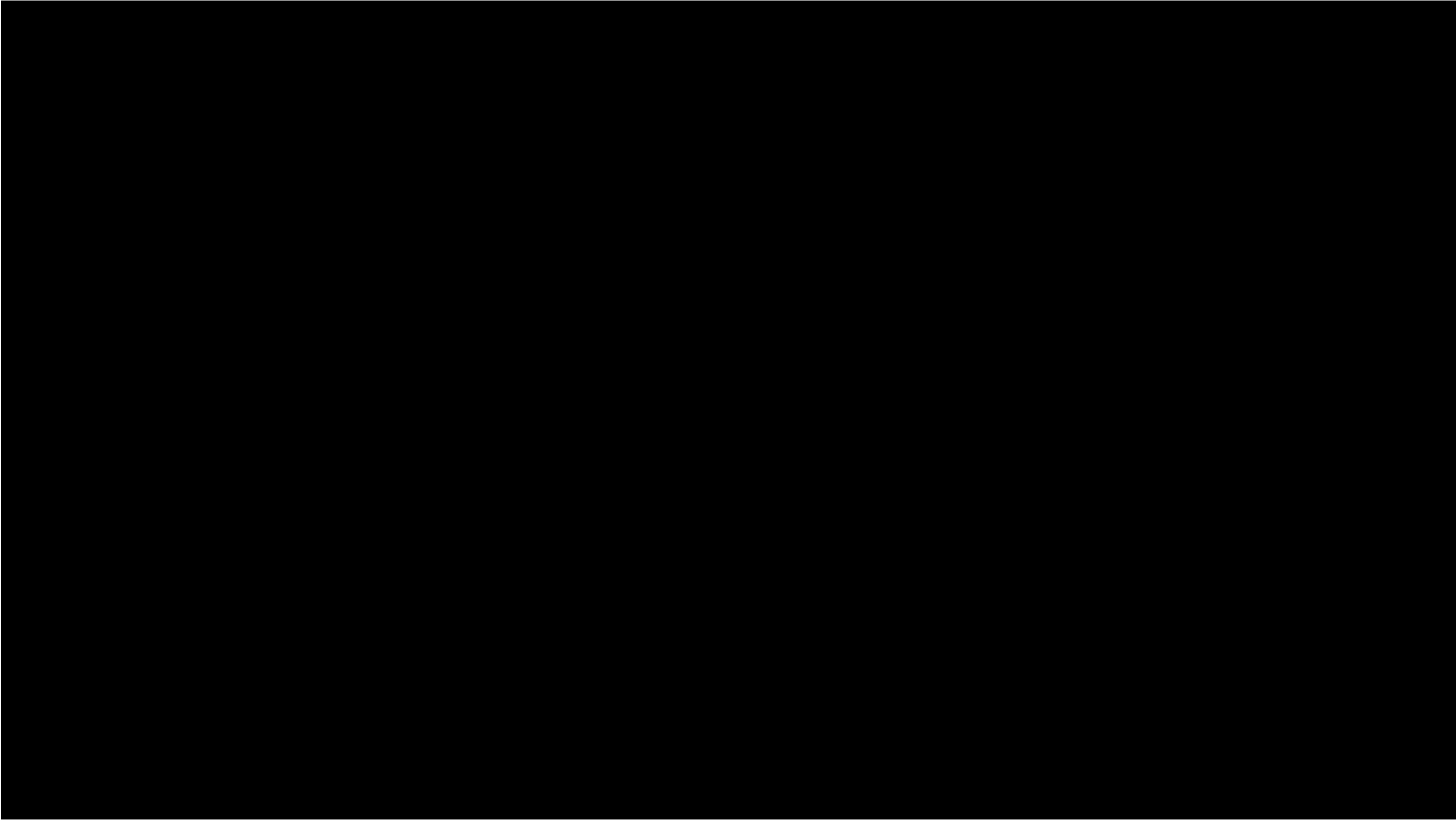
ERIC

MATT



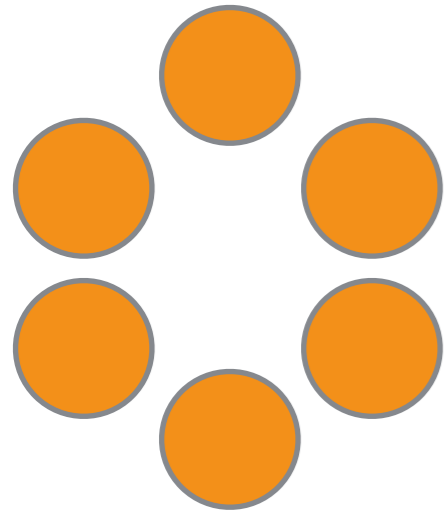


**RETEAMING
TO LEARN**

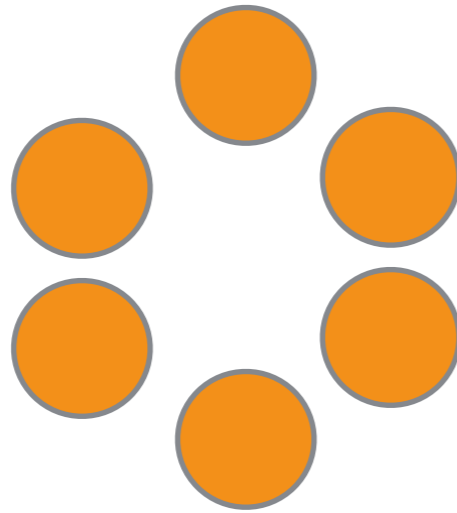


LEARN SPECIALTIES

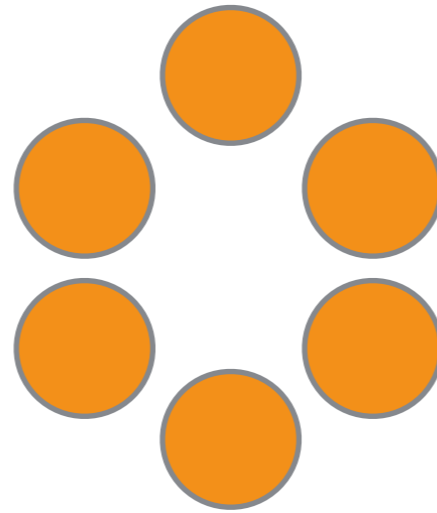
**TECH
SUPPORT**



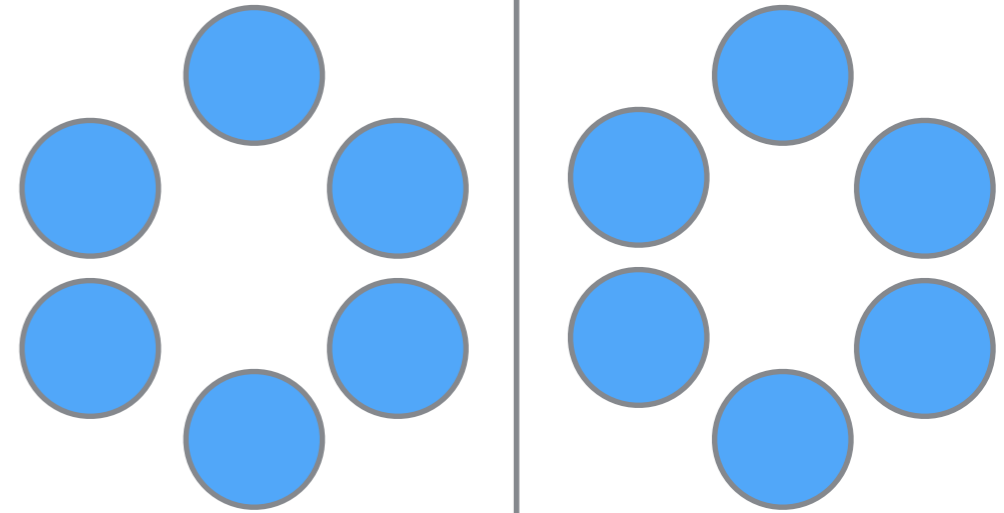
**DATA
CENTER**

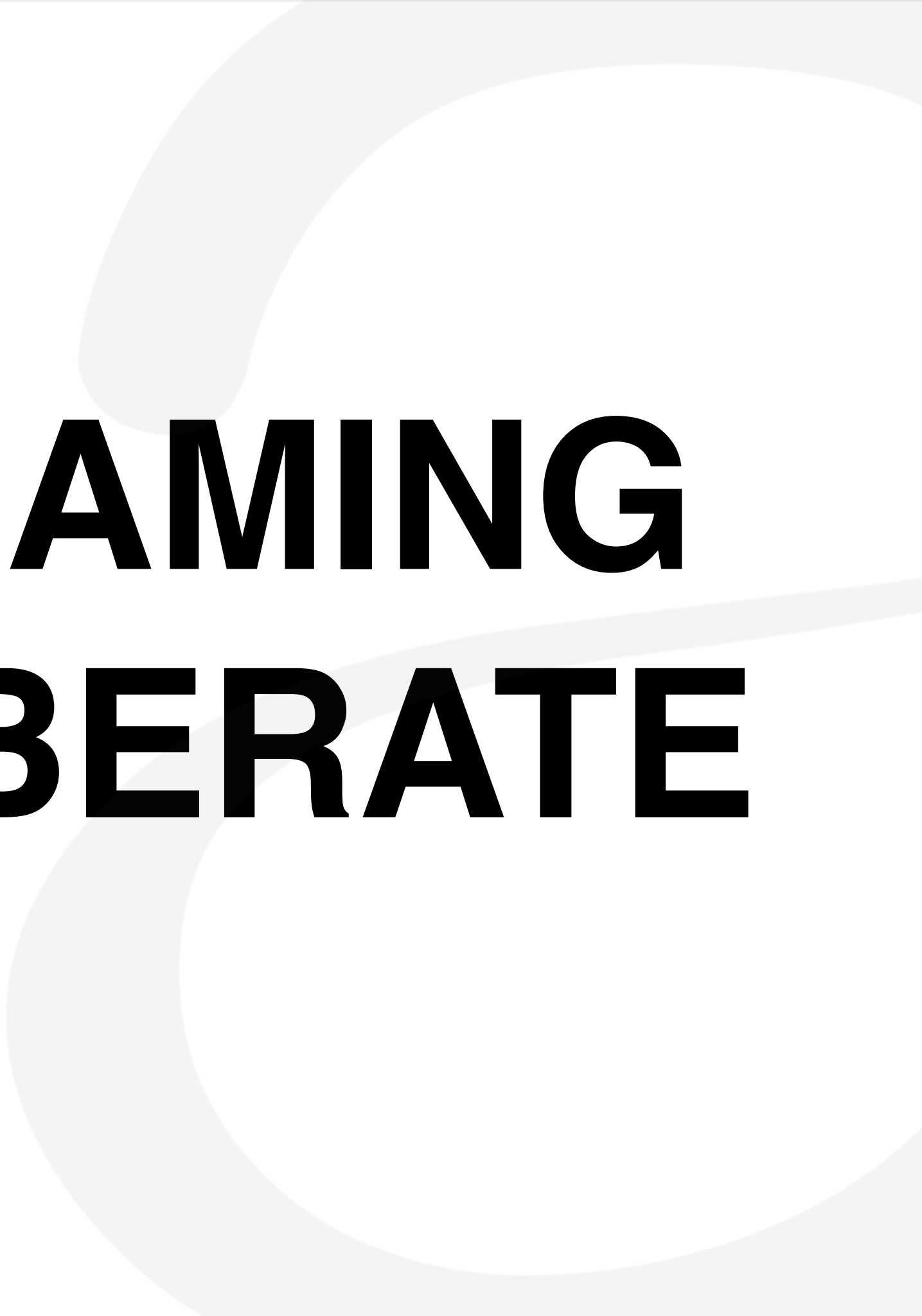


**INFRA
STRUCTURE**



**FEATURE
TEAMS**





**RETEAMING
TO LIBERATE**

Seeds of Teams in Teams



RETEAMING FOR THE CODE



Overcome Challenges

**RETEAMING
TO MEET
NEEDS OF
THE CODE**



Overcome Challenges

Practices to Support Reteaming

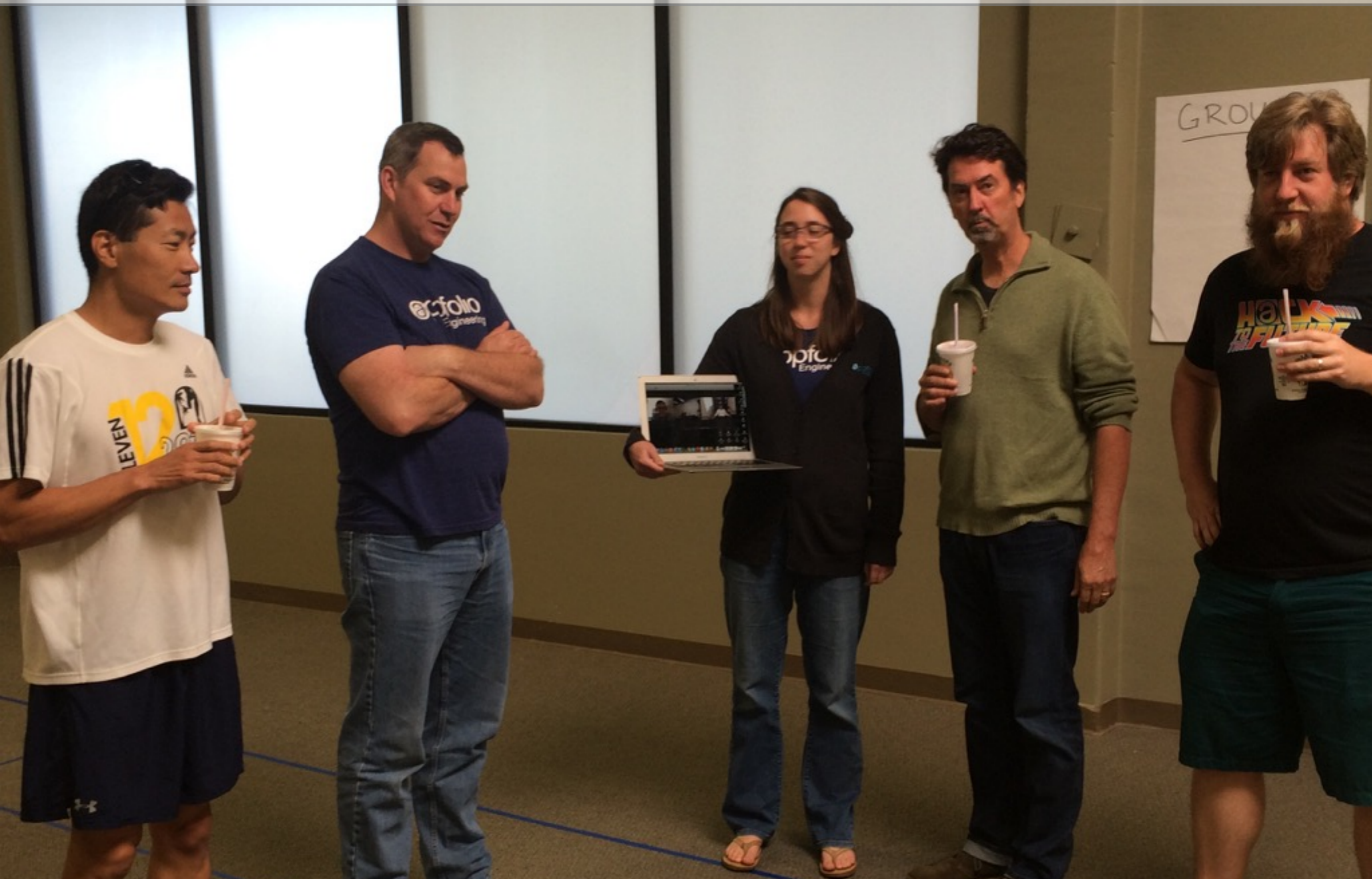
We built AppFolio to Continuously Learn & Adapt -Klaus Schauser



ONE ON ONES



RETROSPECTIVES



XP-TDD-CONT INTEGRATION





**ENGINEERING
ACADEMY**

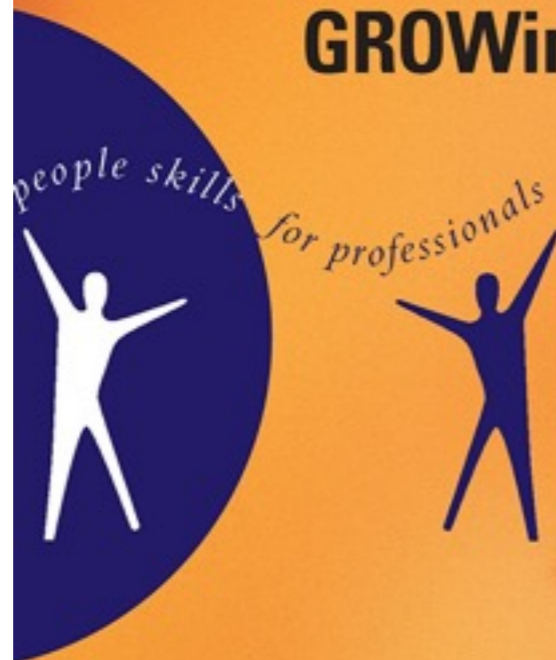


John Whitmore

COACHING for PERFORMANCE

GROWing human potential and purpose

**The principles and practice of
coaching and leadership**



FOURTH EDITION

OVERNIGHT RETREATS



COMPETITIONS





SPORTS TOGETHER

CHALLENGE TOGETHER



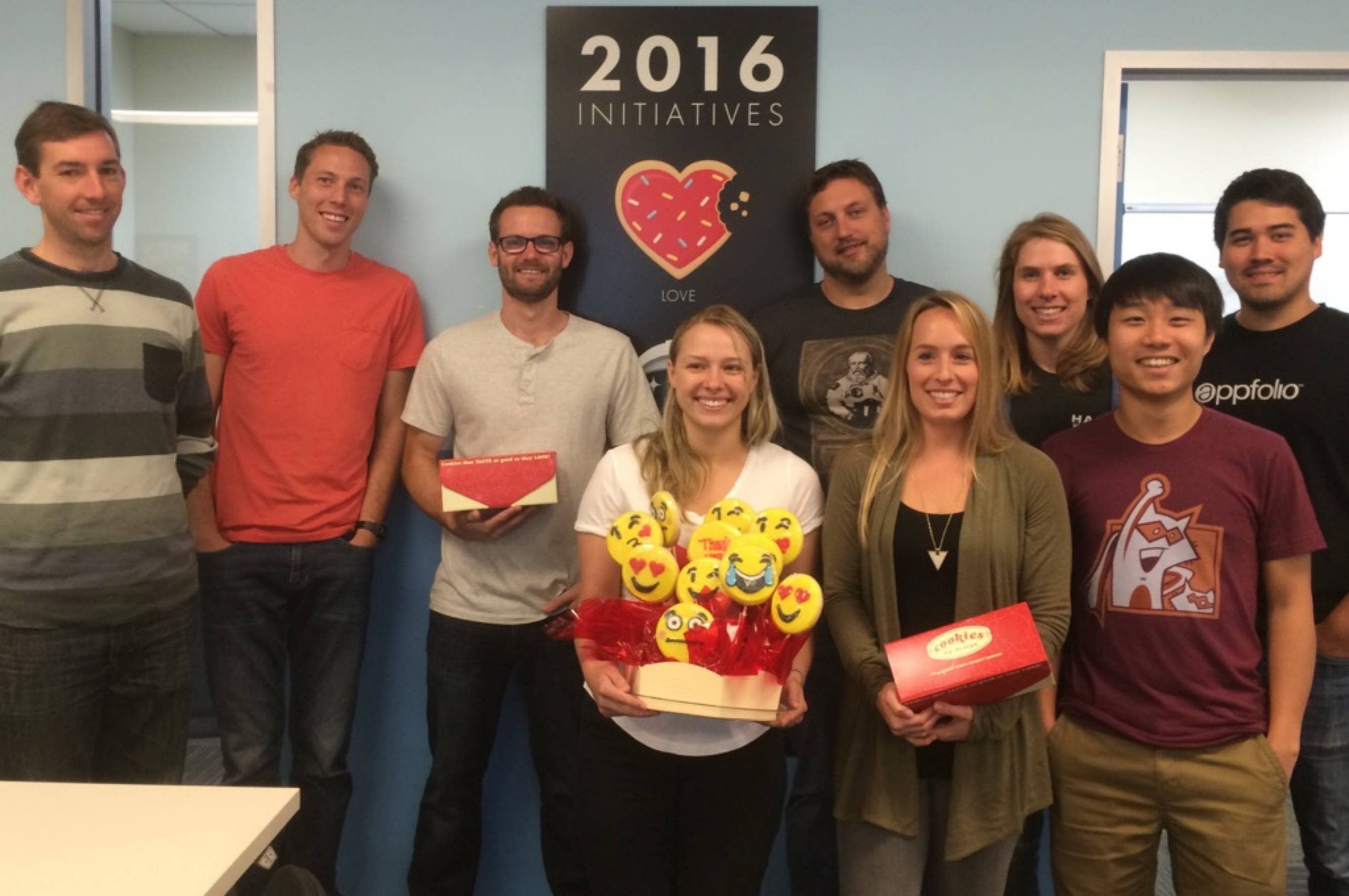
LEARN TOGETHER



HACK DAYS



CELEBRATE TOGETHER



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