



DYNAMIC RETEAMING

The Art & Wisdom of Changing Teams

@heidihelfand

Tuckman's Model 1965

FORMING

STORMING

NORMING

PERFORMING

ADJOURNING

1977



A photograph of a forest floor. In the foreground, a stream flows through a dense carpet of green moss. A large, smooth rock, also covered in moss, sits in the middle ground. The background shows several trees with thin trunks and a forest floor covered in fallen leaves and twigs. Sunlight filters through the trees, creating dappled light on the ground.

STAGNATING



**“Stories are data with a soul.”
—Brene Brown**



Grounded Theory

30 people

30+ hours

stories, patterns & anti patterns

about team change

"KEEP TEAMS STABLE FOR PREDICTABILITY"
-Scrum PLoP



Kai Schreiber, Nao robot demo, Jaume University.

CHANGE TEAMS FOR FULFILLMENT



**If you change
your teams,
you're not
doing it wrong.**

NASDAQ LISTED
-0.6%
1 -33.08

NASDAQ LISTED
-0.5%
\$49.70 -0.26

NASDAQ LISTED
+16.5%
\$13.98 +1.98

NASDAQ LISTED
-0.0%
2,101.48

@ppfolio™



Nasdaq
APPF
NasdaqListed

2016 INITIATIVES



LOVE



**Dynamic
Reteaming is
when you
change your
teams.**

ADD OR REMOVE 1 PERSON=NEW TEAM





DYNAMIC RETEAMING



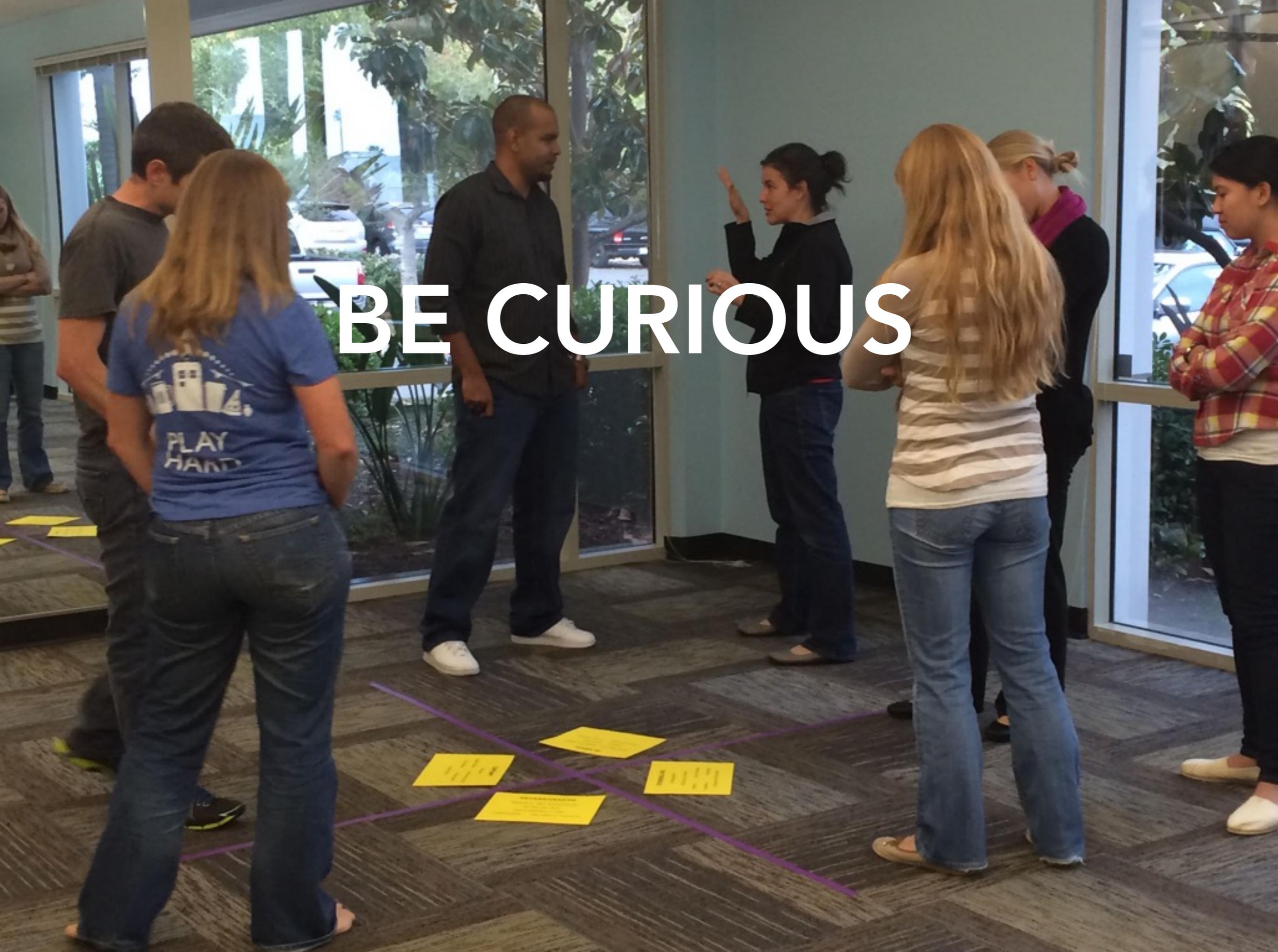
RETEAM THE DYNAMIC



READ THE EMOTIONAL FIELD



BE CURIOUS



DON'T MESS WITH GEEK JOY



-Geek Joy coined by Mike (Geepaw) Hill

**How do
companies
reteam?**

SOME FORM TEAMS AROUND THE WORK



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Joy, Inc.

How We Built
a Workplace
People Love

Richard Sheridan
Cofounder and CEO, Menlo Innovations

2-PART TEAM FORMATION AROUND WORK



SOME BRING THE WORK TO TEAMS



SOME TEAMS PULL IN THEIR WORK



SO WHAT'S THE BEST WAY?



**Who puts
people on
teams?**

SELF-SELECTED TEAMS

What's Next?

- Now, go back to the 3 ideas, and figure out what you're actually going to work on.
- When you've found your topic & teammates, have everyone write their names on the sheet.
- Bring the completed sheet to this station and sign up for a 1-week day project!

- High Transparency
- Learner-centered
- Montessori

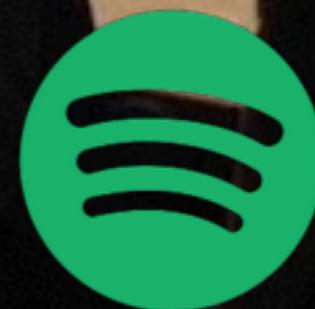
Creating Great Teams

How Self-Selection
Lets People Excel



Sandy Mamoli
David Mole
edited by Katharine Dvorak

CHOICE OF TEAM DURING REORG



Spotify®

RETRO ON TEAM COMPOSITIONS



TEAM MEMBERS NEGOTIATE TRADES



Hunter®

DISAPPEAR ANTIPATTERN



**A leader's job is to
drive fear *and*
ambiguity out of the
room.**

-Deming

**Why do we
reteam?**

Companies Reteam...

- To Grow/Shrink
- For Sustainability
- For Learning/Fulfillment
- To Liberate
- For the Code

GROW & SPLIT PATTERN



TEAM IDENTITY



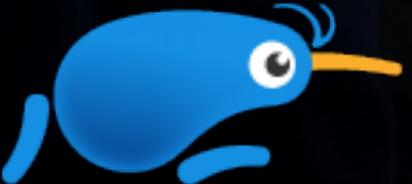
BREAKING THE FELLOWSHIP



UNRULY

COMBINING TEAMS



trademe 

**INNOVATION
BY ISOLATION
PATTERN**

Select an expert's bid

- Our experts have received your request and have up to 2 minutes to respond with bids...
- Use the pull-down menus on bids to select an expert or view their resume; send email or request a chat.

Bids close in:


Expert	Available	Bid Details
 <p><u>Melissa S.</u> ★★★★★ 1692 Sessions</p>	<p>Now</p> 	<p>Mail merges are really quite simple once you've been shown properly by an expert. I'd be happy to show you...</p> <p>\$10.00 Est. 15 min</p> <ul style="list-style-type: none"> Select Expert View Resumé Send Email Request Chat
 <p><u>Cindy L.</u> ★★★★★ 1098 Sessions</p>	<p>About 20 min</p> 	<p>I am MCSE and Brainb... adept at performing Ma...</p> <p>\$5.00 Est. 10 min</p> <p>Select Expert</p>
 <p><u>Josh S.</u> New expert 10 Sessions</p>	<p>About 5 min</p> 	<p>I'm certified by Microsoft and can demonstrate that for you :-)</p> <p>\$8.00 Est. 10 min</p> <p>Select Expert</p>
 <p>Chris K</p>	<p>Possibly</p>	<p>If you're publishing for a large audience,</p>

NEW PRODUCT DEVELOPMENT



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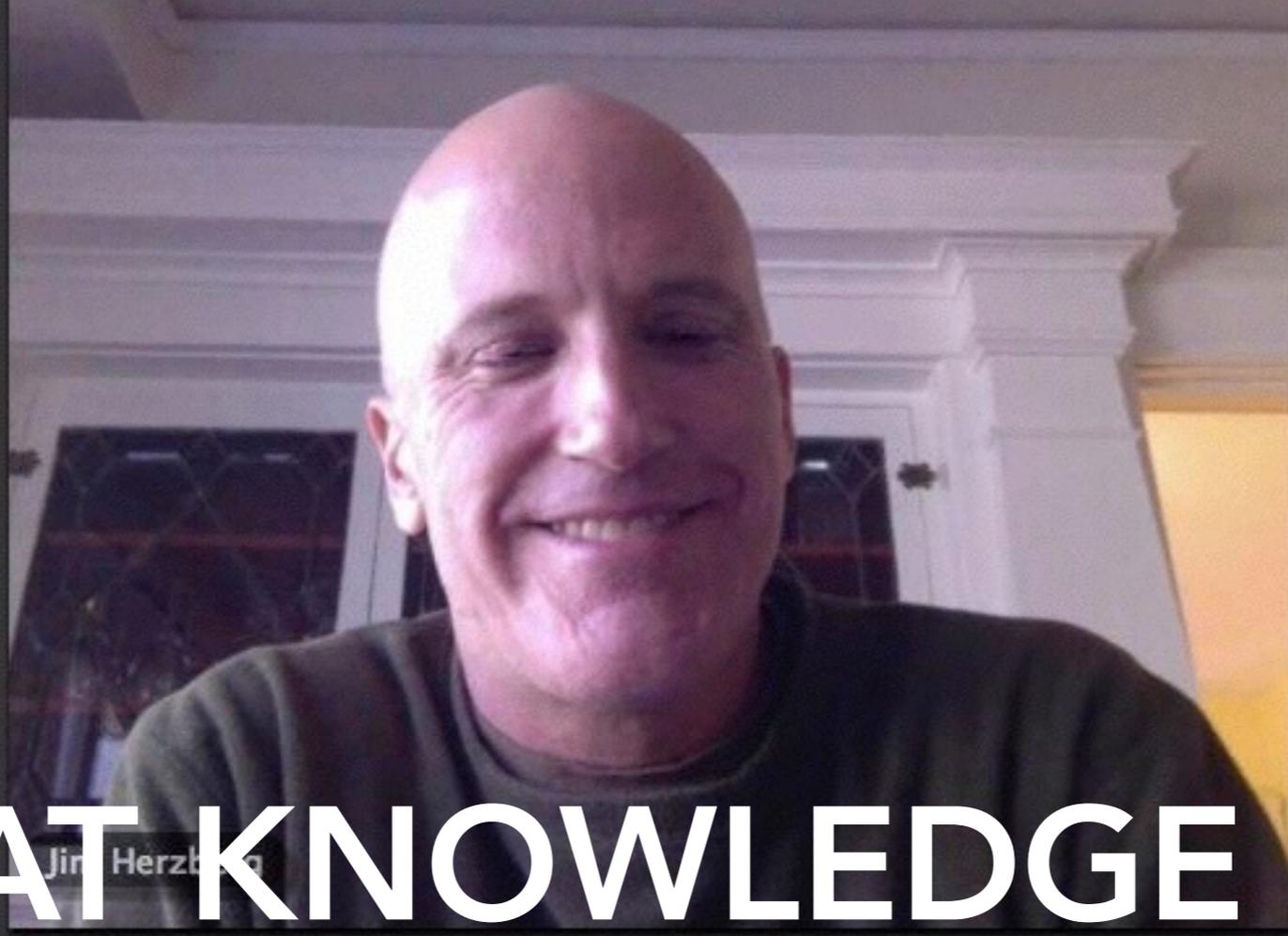


securedocs™

RETEAMING

FOR

SUSTAINABILITY



COMBAT KNOWLEDGE SILOS



RETEAMING FOR FLEXIBILITY, KNOWLEDGE SHARING

-“Allocations”

-Increase empathy

-Outsmart the
“Mythical Man
Month”



CLOUD  FOUNDRY

RETEAMING

FOR

FULFILLMENT &

LEARNING



RETEAM TO LEARN NEW SKILLS



RE-ROLE TO GROW CAREERS, MAKE ORG STICKIER



**RETEAMING TO
FREE PEOPLE
FROM MISERY**

NO MORE IRRELEVANT MEETINGS





I'm so sick of
this guy

LET GEEK JOY THRIVE



-Geek Joy coined by Mike

Reteam
Because the
Code Needs it

SOLVE CHALLENGE THEN DISSOLVE TEAM





**“Retesting
is inevitable.
You might as
well get
good at it.”**

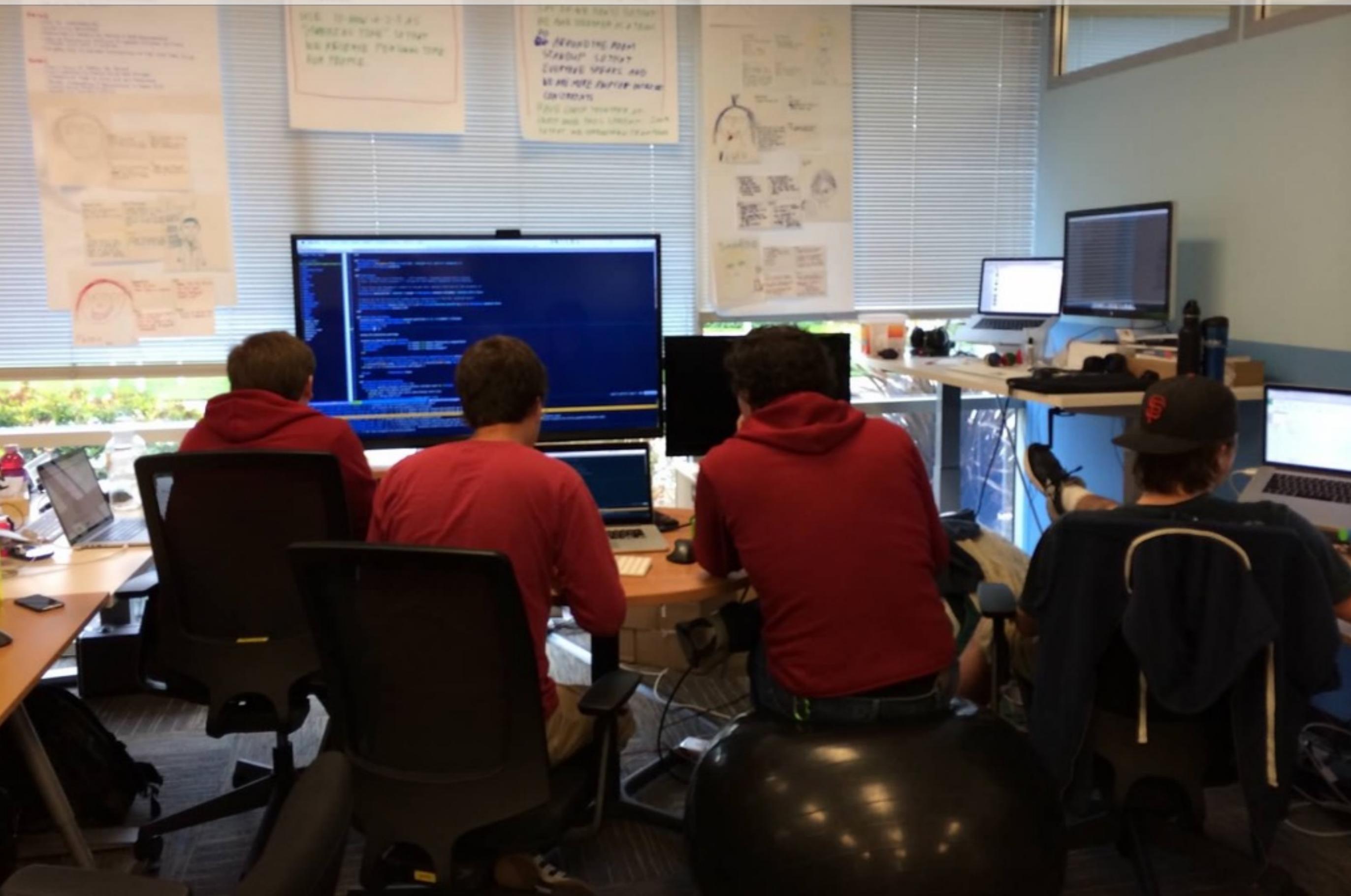
-Nayan Hajratwala

**Practices to
Make
Reteaming
Easier.**

PAIR PROGRAMMING



MOB PROGRAMMING



ONE ON ONES TO DERIVE NEEDS



TEAM COACHING



CREATING INTELLIGENT TEAMS

Leading with Relationship Systems Intelligence

Anne Rød
Marita Fridjhon

DELIBERATE ORG & TEAM DESIGN

Atmosphere / Culture

CAN REQUEST + RECEIVE HELP
(SUPPORTIVE)

OPTIMISM

CONSTANT COMMUNICATION

MUTUAL RESPECT &
RESPECT FOR DIFFERENCES

TRUST

FUN

IDEA HIGH; COLLABORATION
& PASSION

When things get difficult...

OPENNESS + COMMUNICATION

STAYING CONSTRUCTIVE

What makes team awesome?
What is needed so all flourish?

SHARED VISION

CELEBRATE SUCCESS

Refreshing Beverages ☺

SAFETY TO FAIL

APPRECIATION

RULES FOR LIVING TOGETHER



SHARE ABOUT OURSELVES



Robin

Skills

- lots of experience
- confident
- organized

Hobbies

- reading
- hiking

Learn

- relationships build projects
- manage your performance

ELI

LEARN

- learn to be a leader
- learn to be a team player
- learn to be a problem solver

Joey

- understand the value of work
- understand the value of time
- understand the value of money
- understand the value of health

BAY 16

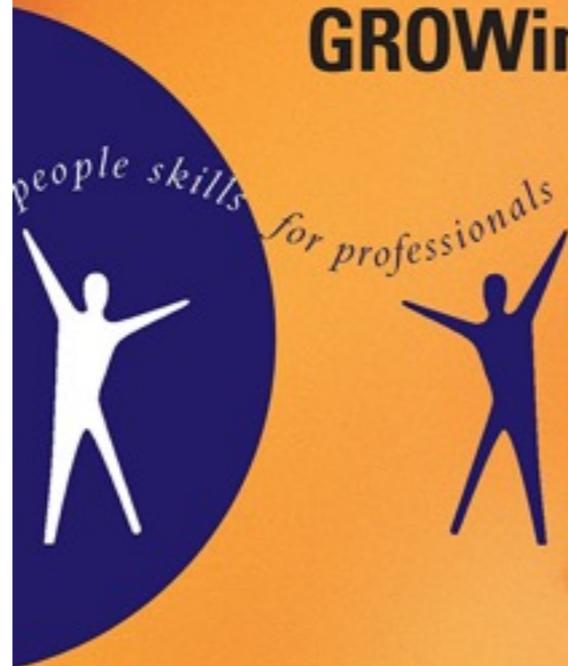


John Whitmore

COACHING for PERFORMANCE

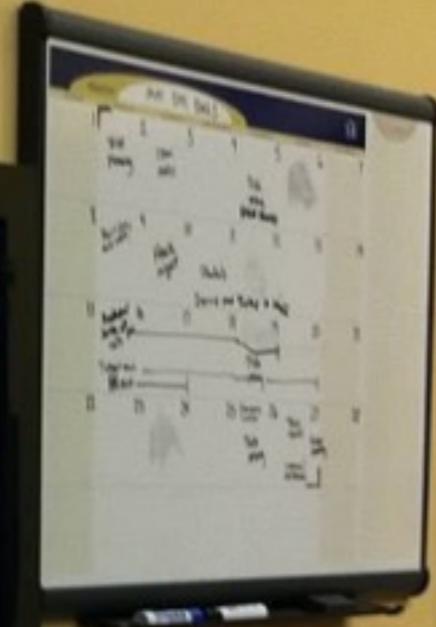
GROWing human potential and purpose

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



FOURTH EDITION

TURN ON THE VIDEO



REALLY, TURN ON THE VIDEO!

GoToMeeting Viewer



2016-12-05 5:49 AM

Report

PEOPLE WILL LEAVE



TALK ABOUT THAT

WHEN GOING THROUGH LAYOFFS



TALK ABOUT IT

ENCOURAGE CONNECTION



REMOTE OFFICE GATHERINGS



Meltwater

SPORTS TOGETHER



RETEAMING WILL HAPPEN



HOW WILL YOU RESPOND?

HEIDI HELFAND

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**leanpub.com/
dynamicreteaming**

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heidi.helfand@gmail.com

