DYNAMIC RETEAMING AT FAST-GROWING COMPANIES

PROCORE

AGILE & BEYOND

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“Teams with stable membership perform better than those that constantly have to deal with the arrival of new members and the departure of old ones.”
KEEP TEAMS STABLE FOR PREDICTABILITY

-Scrum PLoP

Kai Schreiber, Nao robot demo, Jaume University.
DYNAMIC RETEAMING IS TEAM CHANGE.
STAND UP IF...
TEAM CHANGE IS INEVITABLE.
GET GOOD AT IT.

-Nayan Hajratwala
ADD ONE PERSON = NEW TEAM

- New ideas
- Differences
- Personality
- Wisdom

Inspired by crrglobal
ONE PERSON CHANGES THE DYNAMIC
AMPLIFY TEAM CHANGE
LOSE ONE PERSON = NEW TEAM

- Identity change
- Rename team
- What else leaves?
SOMETIMES WE’RE GLAD THEY’RE GONE
SOMETIMES MANY LEAVE
Teams need time to gel!

Forming
Storming
Norming
Performing!

Keep teams the same!

Long running teams are the best!

Your velocity will go down!

You’ll lose predictability!
WHEN YOUR TEAMS CHANGE YOU ARE NOT “DOING IT WRONG”
Acquired Expertcity - 2003
$225 million dollars.
LogMeIn®

Acquired Citrix
GoToMeeting - 2017

$1.8 Billion.
FROM 10 TO 600
FROM 800 TO 1200 to ...
LET'S DIG IN
DYNAMIC RETEAMING IS WHEN YOU CHANGE YOUR TEAMS
UNDERSTAND CONTEXT WITH THE ECOCYCLE TOOL
ECOCYCLE TOOL

Adapted from Gunderson and Holling, 2003
Keith McCandless, Henri Lipmanowicz & Fisher Qua, Liberating Structures
MATURITY

RIGIDITY

TRAP

CREATIVE

DESTRUCTION

Adapted from Gunderson and Holling, 2003
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Adapted from Gunderson and Holling, 2003
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BIRTH

MATURITY

RIGIDITY TRAP

CREATIVE DESTRUCTION

Adapted from Gunderson and Holling, 2003
Keith McCandless, Henri Lipmanowicz & Fisher Qua, Liberating Structures
Adapted from Gunderson and Holling, 2003
Keith McCandless, Henri Lipmanowicz & Fisher Qua, Liberating Structures
MULTI-LEVEL
DYNAMIC RETEAMING IS MULTIDIMENSIONAL
TO “DO” DYNAMIC RETEAMING

APPLY PATTERNS TO SOLVE PROBLEMS.
PROBLEM:
Poverty trap. Pivot or die.

PATTERN:
Innovation by Isolation
Adapted from Gunderson and Holling, 2003
Keith McCandless, Henri Lipmanowicz & Fisher Qua, Liberating Structures
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.

<table>
<thead>
<tr>
<th>Expert</th>
<th>Available</th>
<th>Bid Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Melissa S.</td>
<td>Now</td>
<td>Mail merges are really quite simple once you've been shown properly by an expert. I'd be happy to show you...</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$10.00 Est. 15 min [Select Expert]</td>
</tr>
<tr>
<td>Cindy L.</td>
<td>About 20 min</td>
<td>I am MCSE and Brainex amongst other things and I love performing Mail Merge tasks...</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$5.00 Est. 10 min [Select Expert, View Resumé]</td>
</tr>
<tr>
<td>Josh S.</td>
<td>New expert</td>
<td>I'm certified by Microsoft and can demonstrate that for you :-</td>
</tr>
</tbody>
</table>
“…People loved the screen-sharing…no one wanted to pay for tech support…the $10 million lesson? Do market validation!”

-Klaus Schauser, Co-Founder & CTO
INNOVATION BY ISOLATION PATTERN

- Form team
- Isolate team
- Give process freedom
- (Dissolve)
INNOVATION BY ISOLATION PATTERN

Great for Crisis Management

Adapted from Gunderson and Holling, 2003
Keith McCandless, Henri Lipmanowicz & Fisher Qua, Liberating Structures
PROBLEM:
Mandate to grow/double

PATTERN:
One by one & batch addition
ONE BY ONE PATTERN

RIGIDITY
TRAP
CREATIVE
DESTRUCTION
RENEWAL
GROWTH
MATURITY
BIRTH
ADOLESCENCE

RIGIDITY
TRAP
FROM 10 TO 600
MENTORS ARE THE FIRST PAIR
PAIRING, SWITCHING, TDD
WE GREW
MENTORS HELP!

MULTIPLES ARRIVED
BATCH ADDITION PATTERN
PROBLEM:
Duplication of mentor effort

PATTERN:
Bootcamp pattern
BOOTCAMP PATTERN
PROBLEM: Relationships limited to teams

PATTERN: Network formation
BRING PEOPLE TO THEM
NETWORKS FORMED
PROBLEM: Team-level rigidity traps

PATTERN: Grow & split
WHEN TEAMS GROW “BIG”

Adapted from Gunderson and Holling, 2003
Keith McCandless & Fisher Quá, Liberating Structures
IT CAN FEEL UNPRODUCTIVE
WATCH FOR THE SIGNS

- Planning takes forever.
- It’s harder to make decisions.
- Work within team becomes unrelated.
- It just feels too big.
RIGIDITY TRAP
CREATIVE DESTRUCTION
RENEWAL
GROWTH
ADOLESCENCE
POVERTY TRAP

BIRTH

GROW AND SPLIT PATTERN

Adapted from Gunderson and Holling, 2003
Keith McCandless & Fisher Qua, Liberating Structures
TEAM IDENTITY
Why does this happen?
The Scrum Guide™

The Definitive Guide to Scrum:
The Rules of the Game

November 2017

Developed and sustained by Scrum creators: Ken Schwaber and Jeff Sutherland
INEXPERIENCED FACILITATORS?
LARGE TEAMS WORK TOO
WHO DECIDES?
HOW DO TEAM Splits HAPPEN?

LESS FREEDOM

- Forced splits
- “Best practices”
- Managers bring up the idea
- Team members decide to split
- Teams dream up liberating structures

MORE FREEDOM
WHAT IF THE PEOPLE DECIDE?
RETRO ON TEAM COMPOSITIONS
WHEN TEAMS SPLIT

- Don’t share team members.
- Avoid creating dependencies.
- Don’t drag it out.
- Change desks.
- Reset calendars/tools.
- Reset the teams!
SHARE SKILLS, INTERESTS, NEEDS

-Inspired by Lyssa Adkins
<table>
<thead>
<tr>
<th><strong>Users &amp; Customers</strong></th>
<th><strong>Relationships</strong></th>
<th><strong>User Ideals</strong></th>
<th><strong>How will your solution benefit your users?</strong></th>
<th><strong>User Metrics</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>What types of users and customers have the challenges your solution addresses?</td>
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<tr>
<td>Look for differences in user's goals or use cases that would affect their use of the product. Separate users and customers into different types based on those differences that make a difference. It's a bad idea to target everyone with your product.</td>
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<tr>
<td>Configuration preferences to enhance use of your product for your target audience.</td>
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<tr>
<td>If your target audience has your solution, what will they do differently as a consequence? And, how will that benefit them?</td>
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<tr>
<td>Can you measure that will add and place value in your solution?</td>
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<th><strong>Solutions Today</strong></th>
<th><strong>Adoption Strategy</strong></th>
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<td>How do users address their problems today?</td>
<td></td>
</tr>
<tr>
<td>List competitive products or work-around approaches your users have for meeting their needs.</td>
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<tr>
<td>How will customers and users discover and adopt your solution?</td>
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<th><strong>Business Challenges</strong></th>
<th><strong>Budget</strong></th>
<th><strong>Business Benefits and Metrics</strong></th>
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<td>How do the customers' and users' challenges above impact your business? If you don't solve these problems for your customers and users, will it hurt your business? How?</td>
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| 1. What might it cost your organization if you don't create this solution?  
2. What might your organization earn or save if you do?  
3. Given that, what would your organization budget to create this solution? |
| What business performance metrics will be affected by the success of this solution? These usually change as a consequence of users actually buying and using your solution. |
VISUALIZE WORKFLOW TO DERIVE AGREEMENTS
DESIGN ALLIANCE/CONFLICT PROTOCOLS

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 to all flourish?
- Shared vision
  Celebrate success
  Refreshing beverage
- Safety to fail
- Appreciation
RULES FOR “LIVING TOGETHER”
BUILD RELATIONSHIPS IN THE LARGE
PROBLEM: Knowledge rigidity traps - Towers of knowledge

PATTERN: Pairing, cross-team switching
Adapted from Gunderson and Holling, 2003
Keith McCandless & Fisher Qua, Liberating Structures
THE TOWER OF KNOWLEDGE PROBLEM

-Richard Sheridan
SOME SWITCH AT REGULAR CADENCE
CROSS-TEAM SWITCHING PATTERN
PREVENT TEAM TOWERS OF KNOWLEDGE
MOB PROGRAMMING
TEAM MEMBERS NEGOTIATE TRADES
SHARE EXPERTISE BY NOMADING
GIVE YOURSELF OPTIONS FOR LATER!!!!!!
PROBLEM:
Individual rigidity traps/stagnation

PATTERN:
Opportunity matching
Adapted from Gunderson and Holling, 2003.
Keith McCandless & Fisher Qua, Liberating Structures.
FORMING
STORMING
NORMING
PERFORMING
(ADJOURNING)

Tuckman’s Model
1965

1977
STAGNATING
I'm so sick of this guy
THIS IS YOUR LIFE
Team Rotation

We're sending this form out to all developers, please use this form to indicate if you're interested on swapping 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 fill all of this form by lunchtime on Friday August 2nd.

Your email address (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.
UNDERSTAND NEEDS
OPPORTUNITY MATCHING - VISUALIZE IT
PROBLEM:
Multi-team rigidity traps/stagnation

PATTERN:
Self-selection events/whiteboarding
Adapted from Gunderson and Holling, 2003.
Keith McCandless & Fisher Qua, Liberating Structures
SHIFT THE ENERGY
Let’s run an experiment! Self-selection at HBC Digital

CULTURE
Dena Plevrava, Agile Coach
MAY 31, 2017

15 min Read Time

Inspired by Opower’s success story, we ran a self-selection experiment at HBC Digital.

Dubbed as “the most anticipated event of the year” it enabled 39 team members to self-select into 4 project teams. How did they do it? By picking a project they wanted to work on, the teammates they wanted to work with and keeping a “Do what’s best for the company” attitude. Read on to learn about our experience and consider giving a self-selection a try.
TRY IT OUT DURING A HACKATHON
RETEAM GRADUALLY
TALK ABOUT THE PLAN
OVERCOMMUNICATE THE PLAN

Say it 7 times!
PROBLEM:
“Fast” growth. Who are these people?

PATTERN:
Self-selected guild formation
CONCERNS OF THE “FIRST TEAM”

- Birth
- Adolescence
- Growth
- Renewal
- Maturity
- Rigidity Trap
- Creative Destruction
WHO ARE ALL THESE PEOPLE?
IT FEELS DIFFERENT
CHANGE CURVES ABOUND
LISTEN FOR THE “FIRST TEAM” CLUES

I’m so burned out

I’m tired
Should I stay or should I go?
THIS IS

OUR COMPANY
What am I allowed to do?

Is it OK if I...

Is that her job?

Who owns that?
Don’t they care?

Why aren’t people stepping up?

What’s his name again?
CUT THROUGH CONFUSION

MATURITY
RIGIDITY
TRAP
BIRTH
CREATIVE
DESTRUCTION
RENEWAL
ADOLESCENCE
GROWTH
CUT THROUGH CONFUSION
THESE THINGS MIGHT HAPPEN

YOU CATALYZE THE CHANGE

“SOMEONE” IMPOSES CHANGE

EVOKE THE CHANGE
OPEN SPACE ELICITS PASSION & COMMUNITY
THE PEOPLE BUILD THE SCHEDULE
THE PEOPLE FIND EACH OTHER
YOU CAN “SEE” THE RESONANT TOPICS
CROWDSOURCE WHAT’S IMPORTANT TO THE WHOLE
SELF-SELECTION RETEAMING: INVITE LEADERS
KEEP GUILDS ALIVE AFTER EVENT
SELF-SELECTED GUILD FORMATION

• Open space to find improvement topics

• 25/10 to crowdsourced priorities

• People self-select to be leaders

• People self-select to join guilds

• Keep it alive after event
WHERE ARE YOU? YOUR TEAM? YOUR COMPANY?

Adapted from Gunderson and Holling, 2003
Keith McCandless & Fisher Qua, Liberating Structures
WHAT STORY WILL YOU WRITE?
It’s all made up.

-Rick Tamlyn
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