

DYNAMIC RETEAMING

THE ART & WISDOM OF CHANGING TEAMS

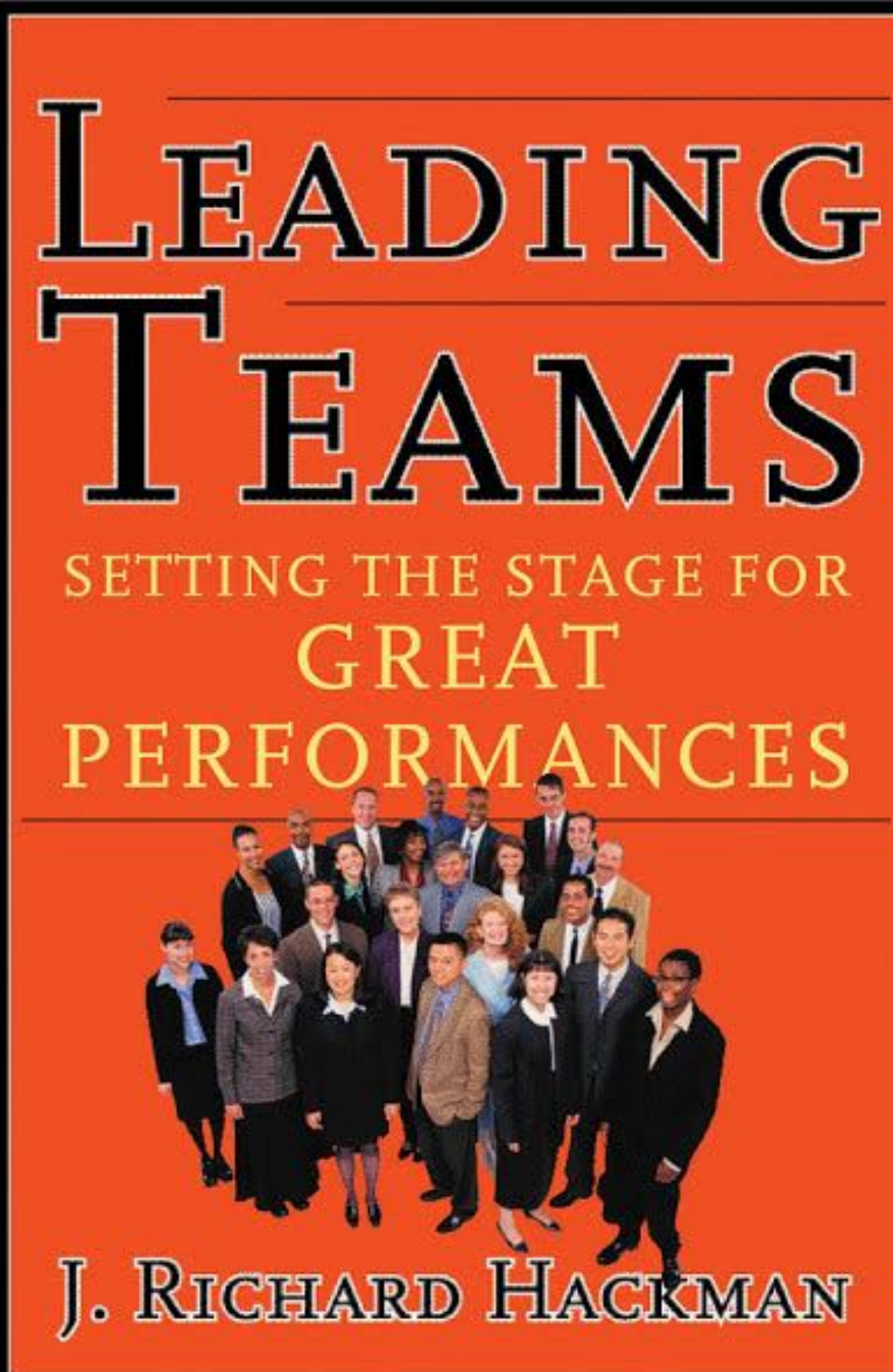


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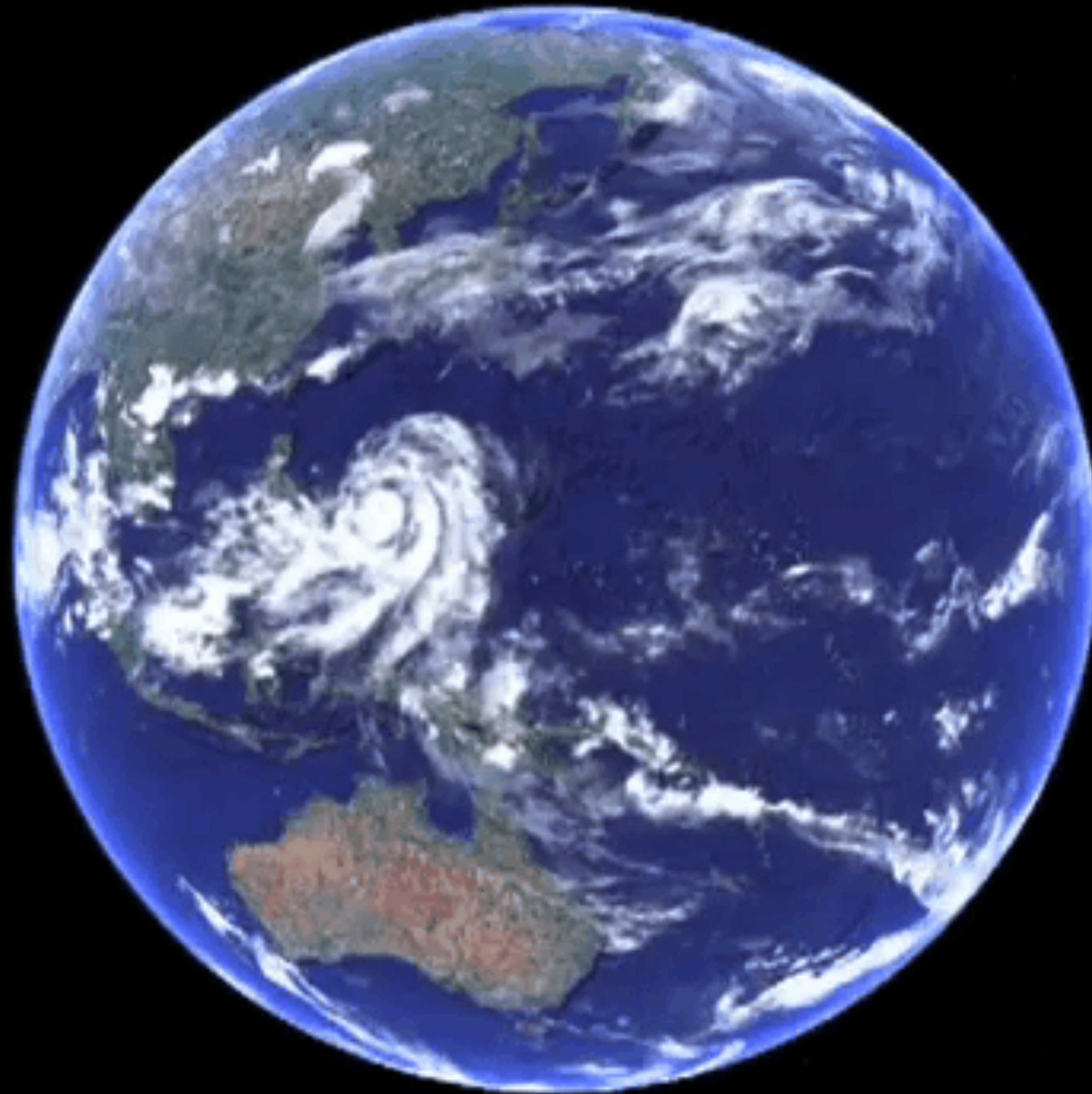


**“Teams with
stable
membership
perform better.”**

KEEP TEAMS STABLE FOR PREDICTABILITY

-Scrum PLoP





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DYNAMIC RETEAMING
IS TEAM CHANGE.

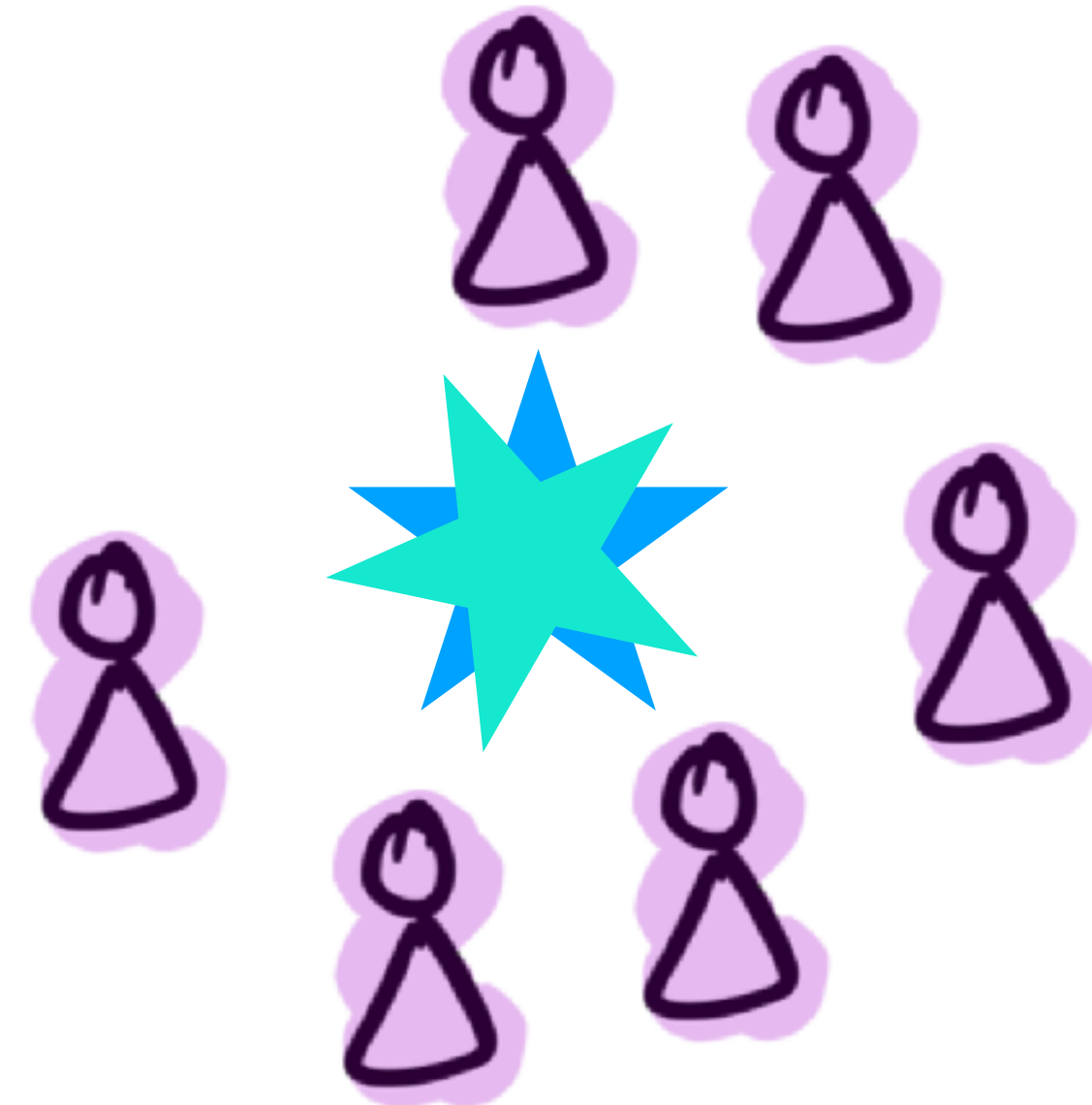
STAND UP IF...

TEAM CHANGE IS
INEVITABLE.
GET GOOD AT IT.

-Nayan Hajratwala

ADD ONE PERSON = NEW TEAM

- **New ideas**
- **Differences**
- **Personality**
- **Wisdom**



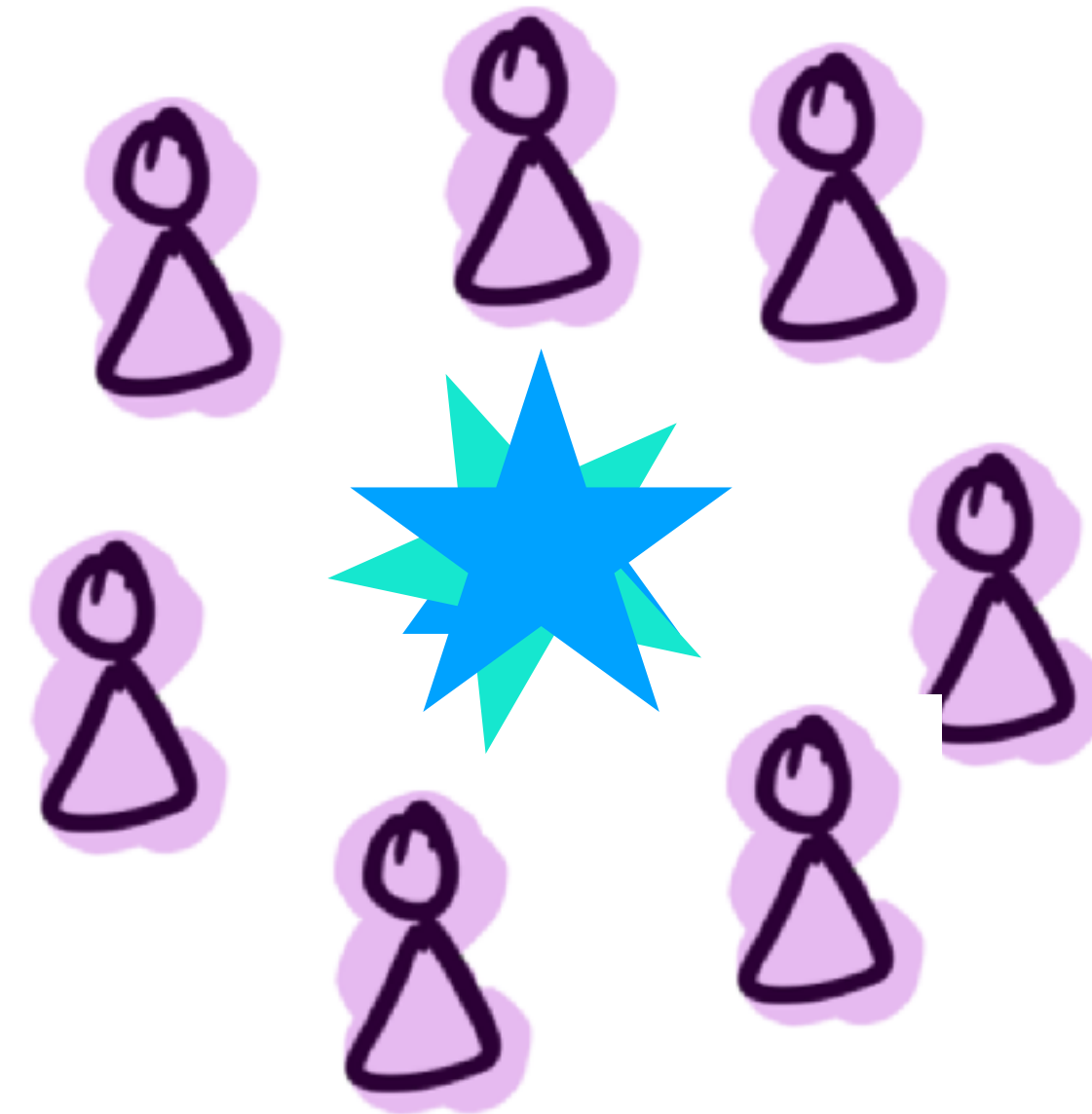
ONE PERSON CHANGES THE DYNAMIC



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LOSE ONE PERSON = NEW TEAM

- **Identity change**
- **Rename team**
- **What else leaves?**





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IT HURTS



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SOMETIMES WE'RE GLAD THEY'RE GONE



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**Long running
teams are the
best!**

**Forming
Storming
Norming
Performing!**

**Teams need
time to gel!**

**Keep
teams the
same!**

**You'll lose
predictability!**

**Your
velocity will
go down!**

WHEN YOUR TEAMS
CHANGE YOU ARE
NOT “DOING IT
WRONG”

FROM 15 TO 700



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**Acquired Expertcity -
2003**

\$225 million dollars.

LogMeIn[®]

Acquired Citrix
GoToMeeting - 2017
\$1.8 Billion.

FROM 10 TO 600



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1

-33.08

\$49.70

-0.26

\$13.98

+1.98

2,101.48

@ppfolio™



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FROM 800 TO 1200 to ?...



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PROCORE[®]

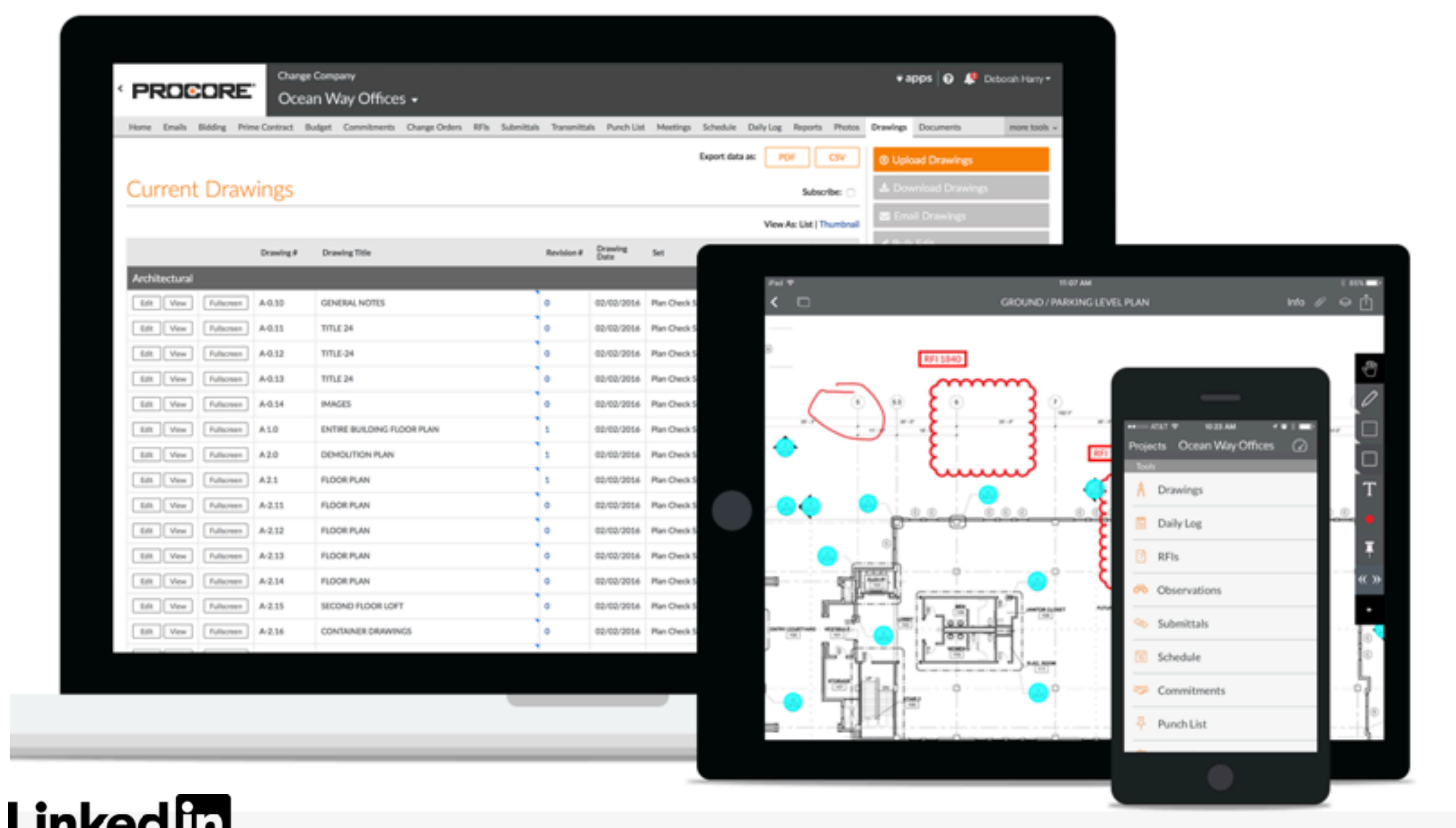
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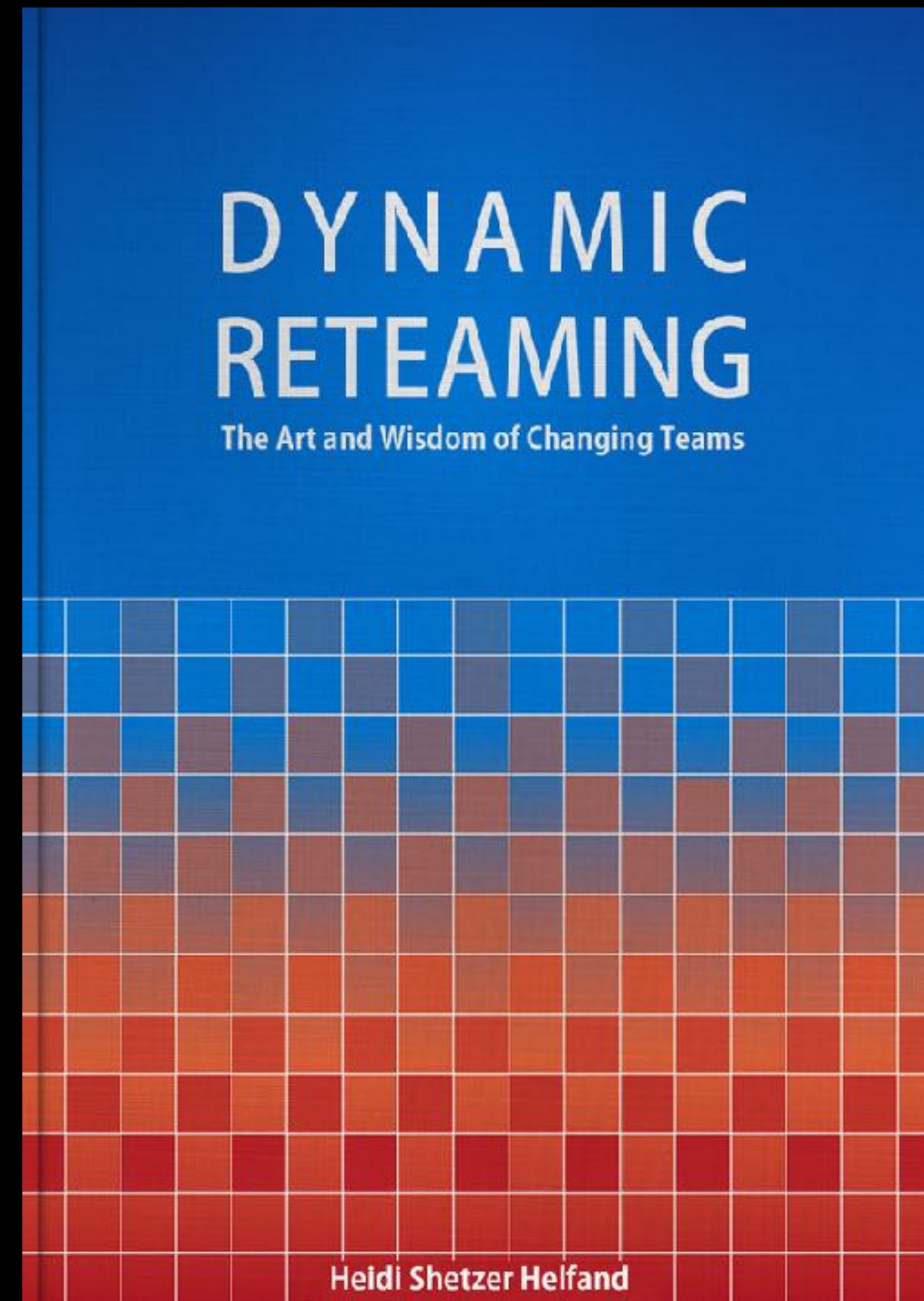
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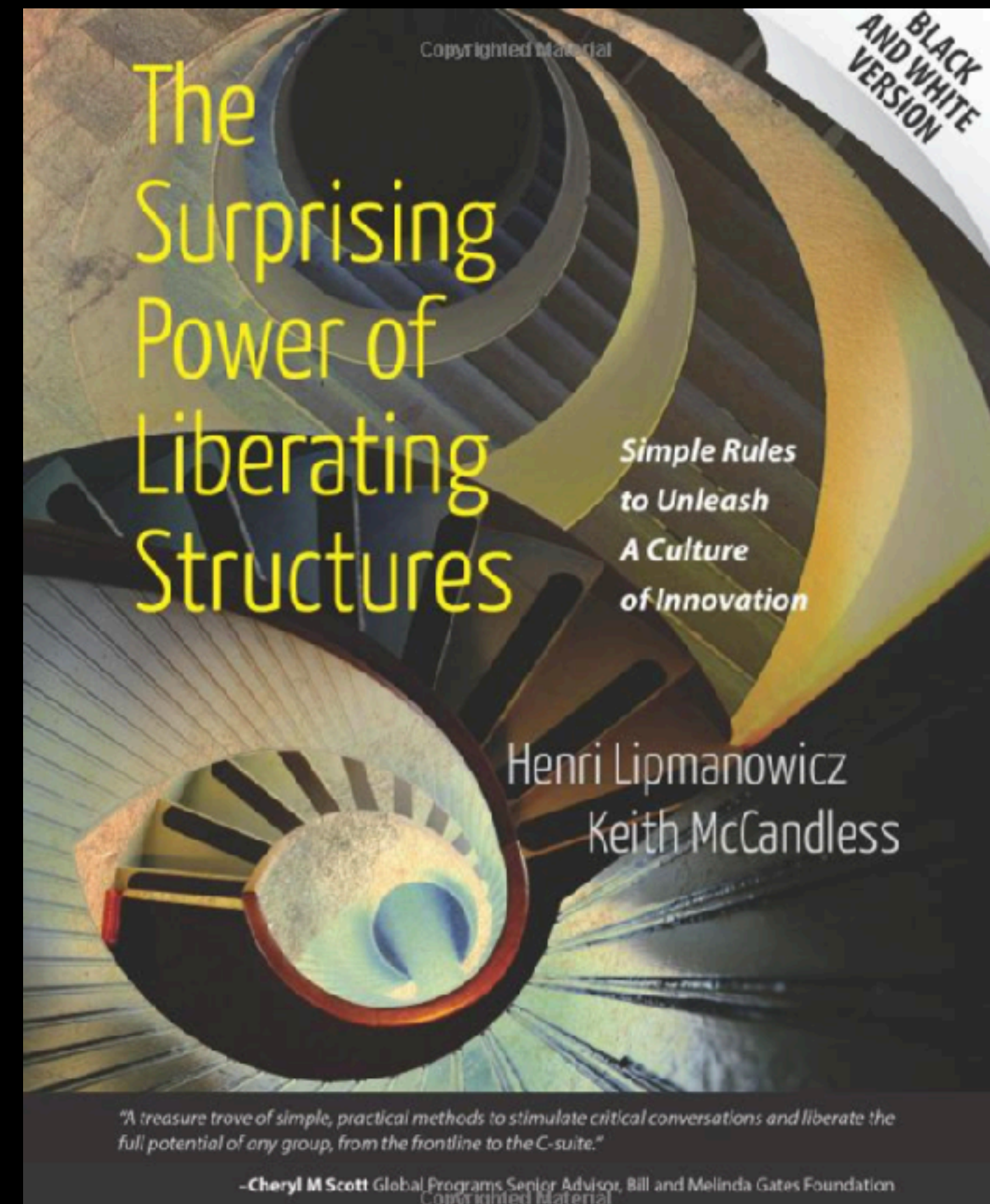
**LEANPUB.COM/
DYNAMICRETEAMING**
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LETS DIG IN

DYNAMIC RETEAMING
IS WHEN YOU
CHANGE YOUR
TEAMS

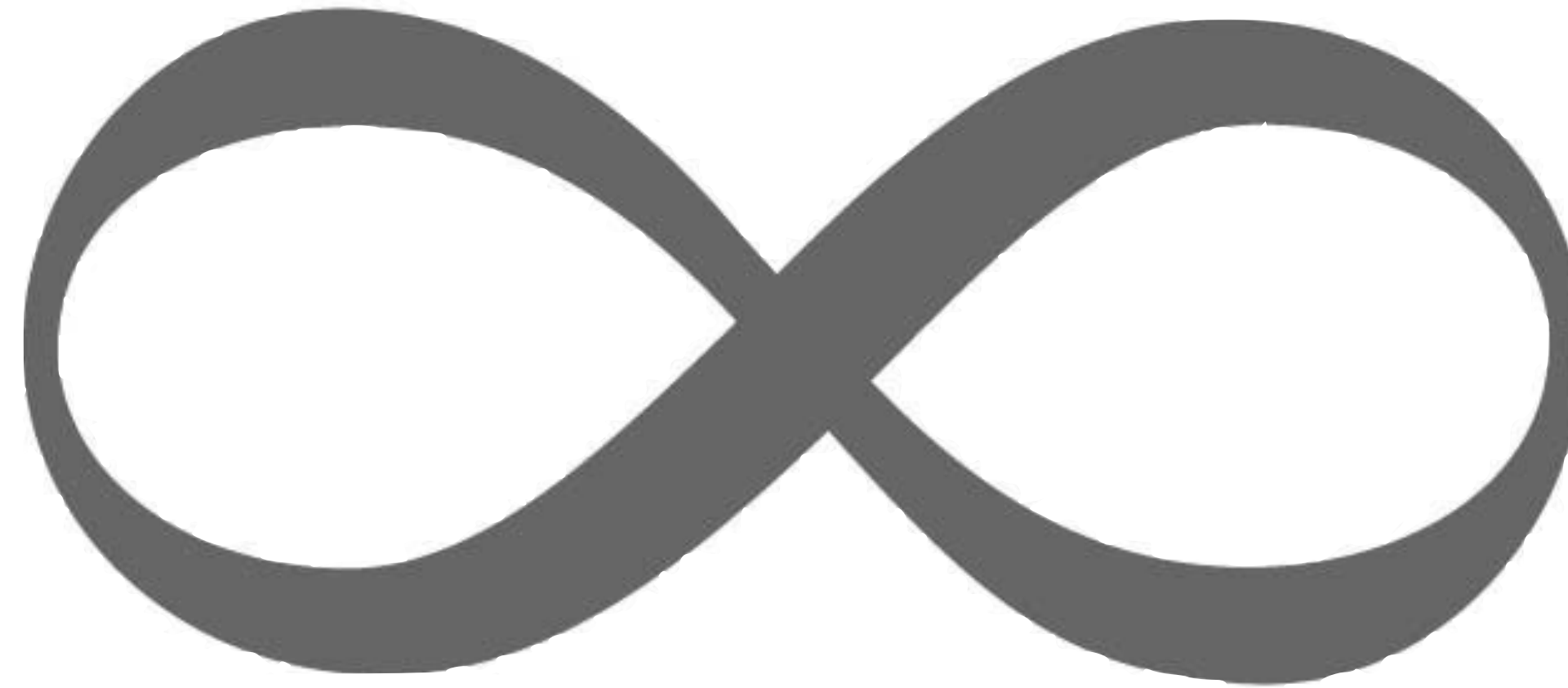
UNDERSTAND
CONTEXT
WITH THE
ECOCYCLE
TOOL





ECOCYCLE TOOL

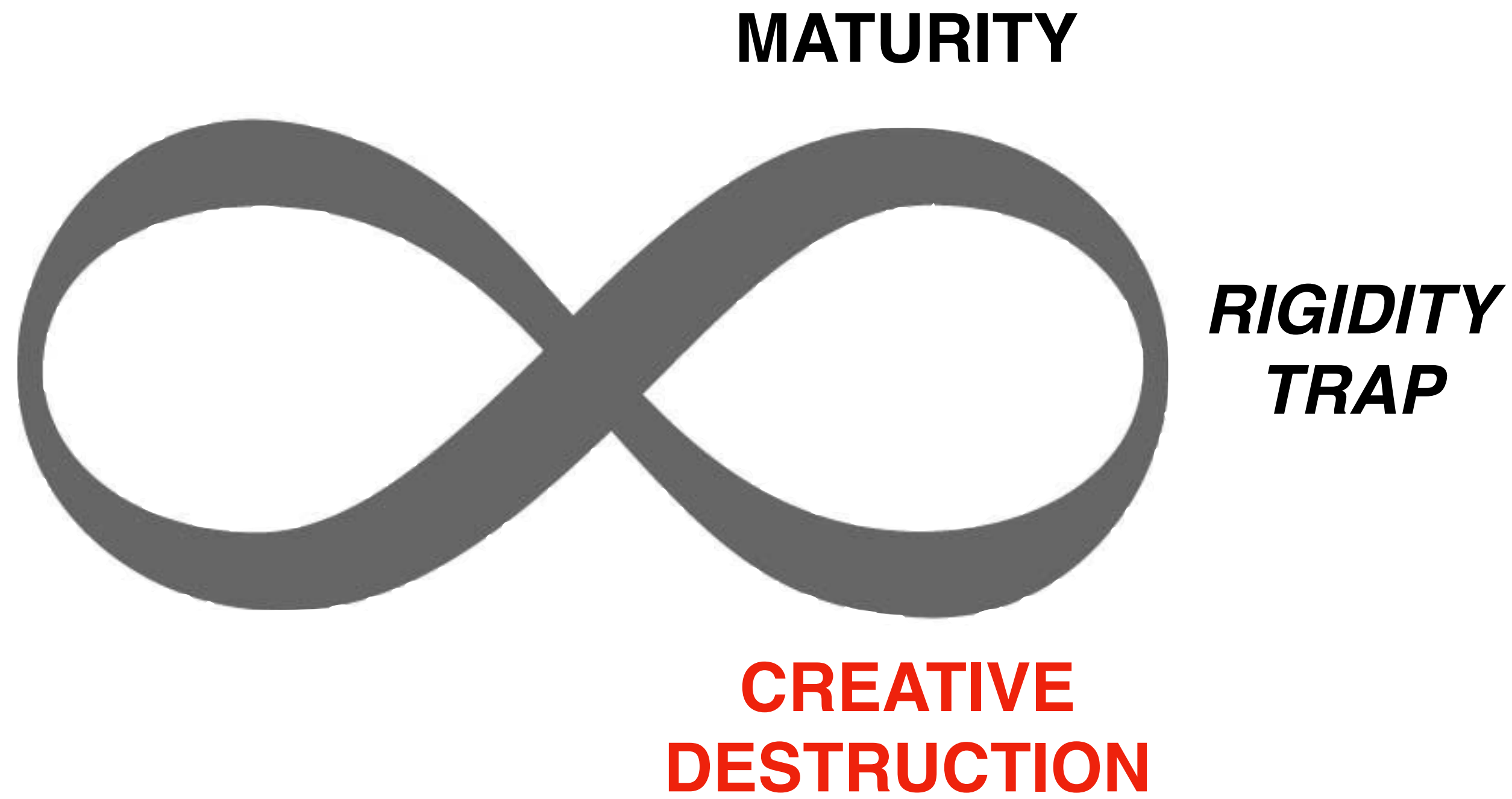
MATURITY



***RIGIDITY
TRAP***

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

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

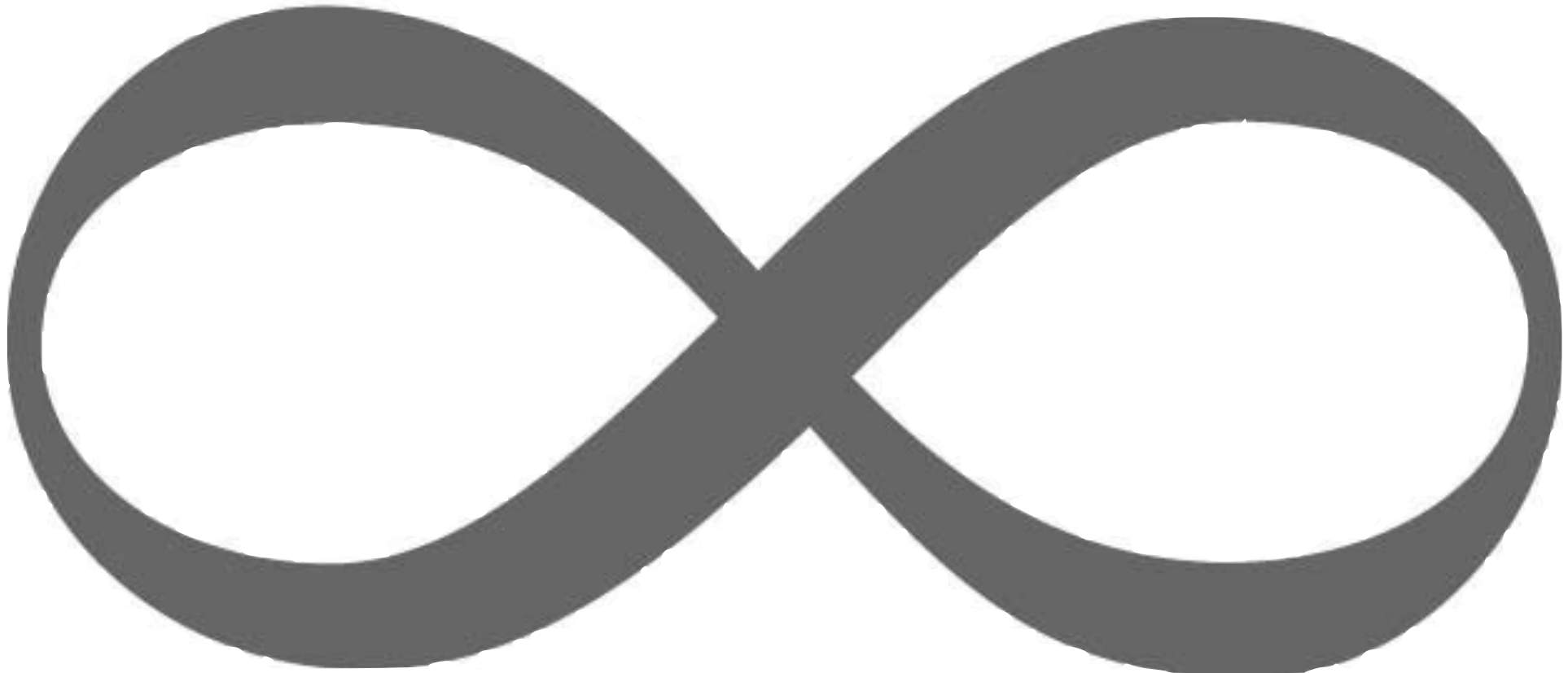
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MATURITY

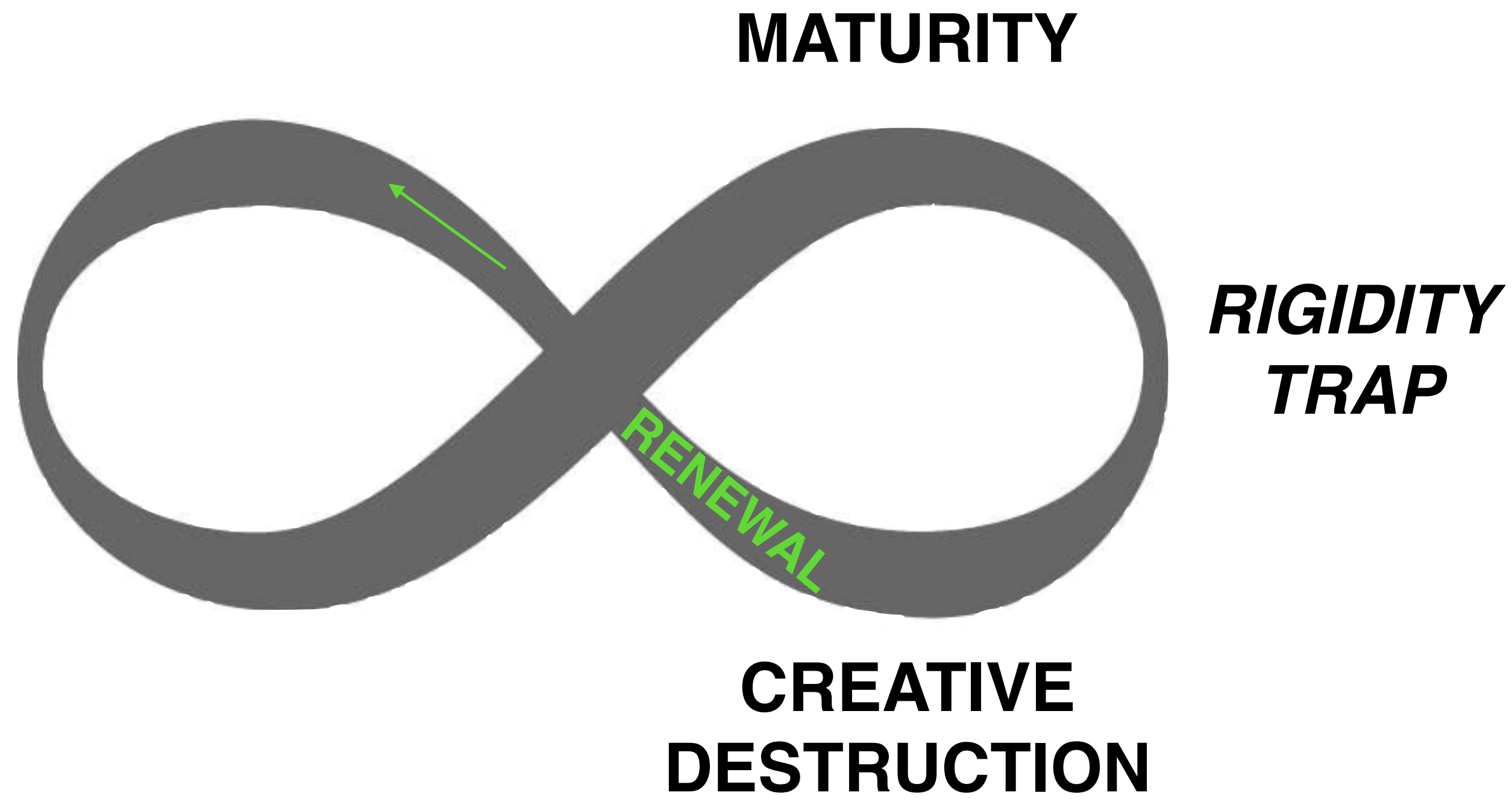


***RIGIDITY
TRAP***

**CREATIVE
DESTRUCTION**

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

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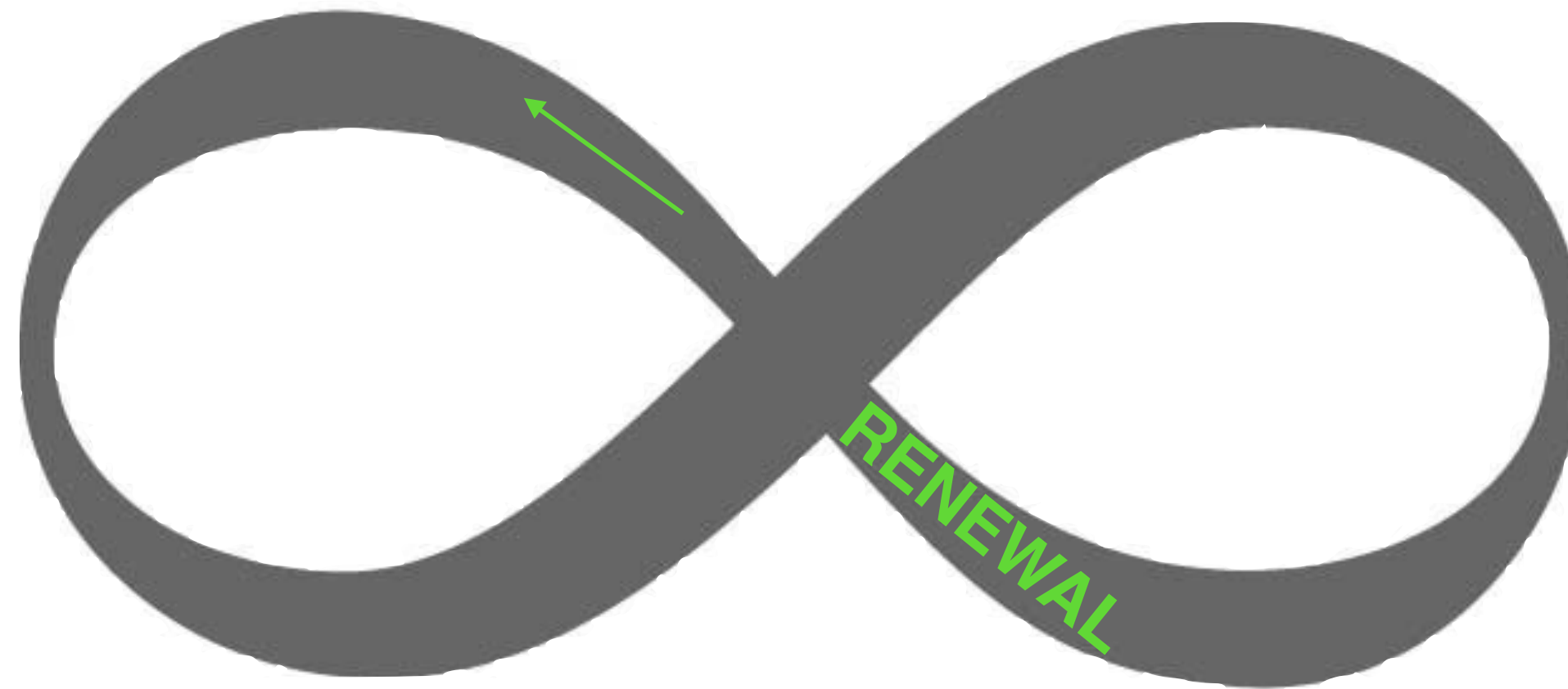


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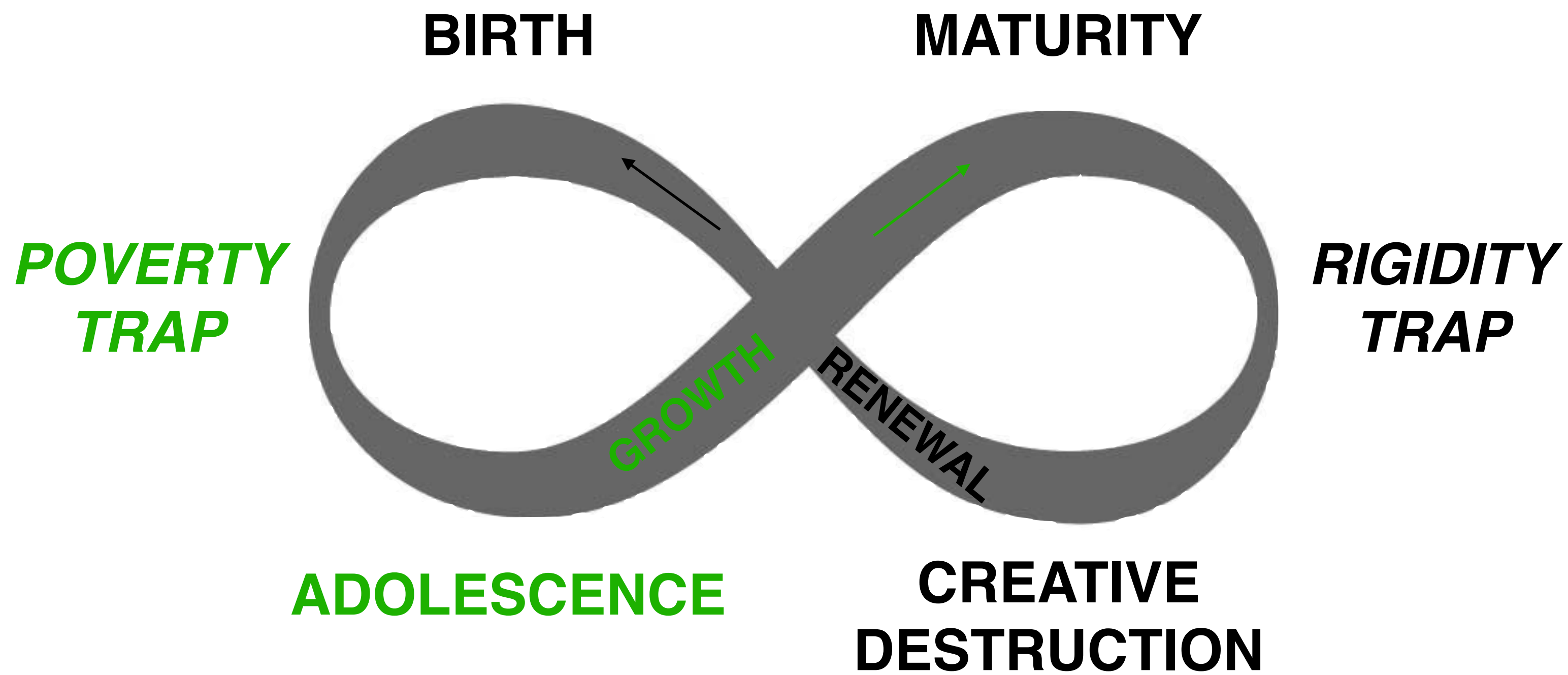
BIRTH

MATURITY



***RIGIDITY
TRAP***

**CREATIVE
DESTRUCTION**

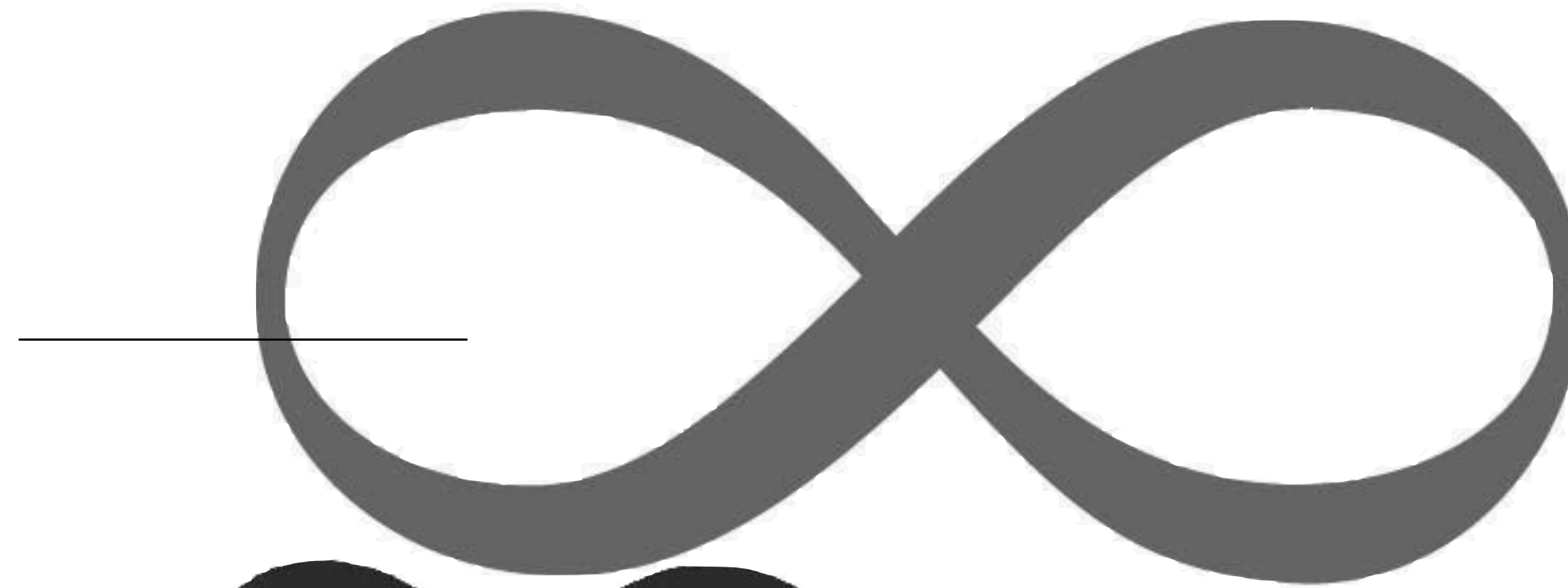


Adapted from Gunderson and Holling, 2003
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MULTI-LEVEL

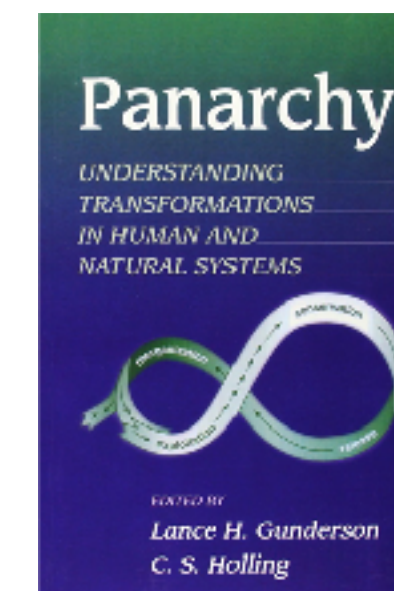
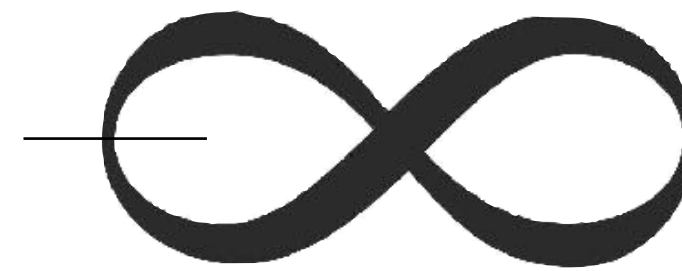
Forest



Tree



Leaf



Adapted from Gunderson and Holling, 2003
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DYNAMIC RETEAMING
IS MULTI-LEVEL

company



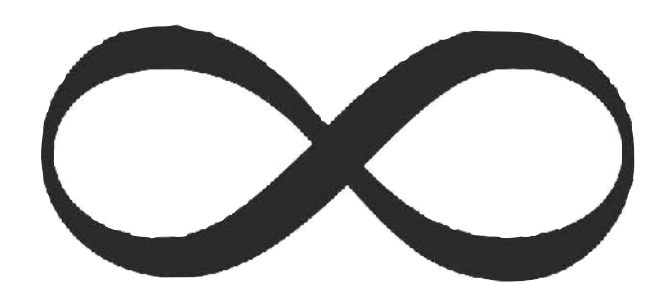
dept



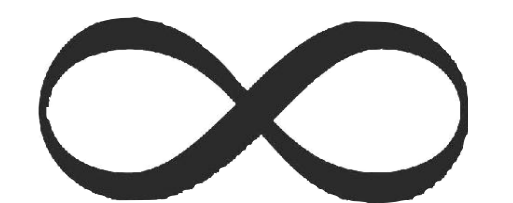
tribe



team



person



**TO “DO” DYNAMIC
RETEAMING**

**APPLY PATTERNS TO
SOLVE PROBLEMS.**

5 problems/5 patterns

1

DYNAMIC RETEAMING

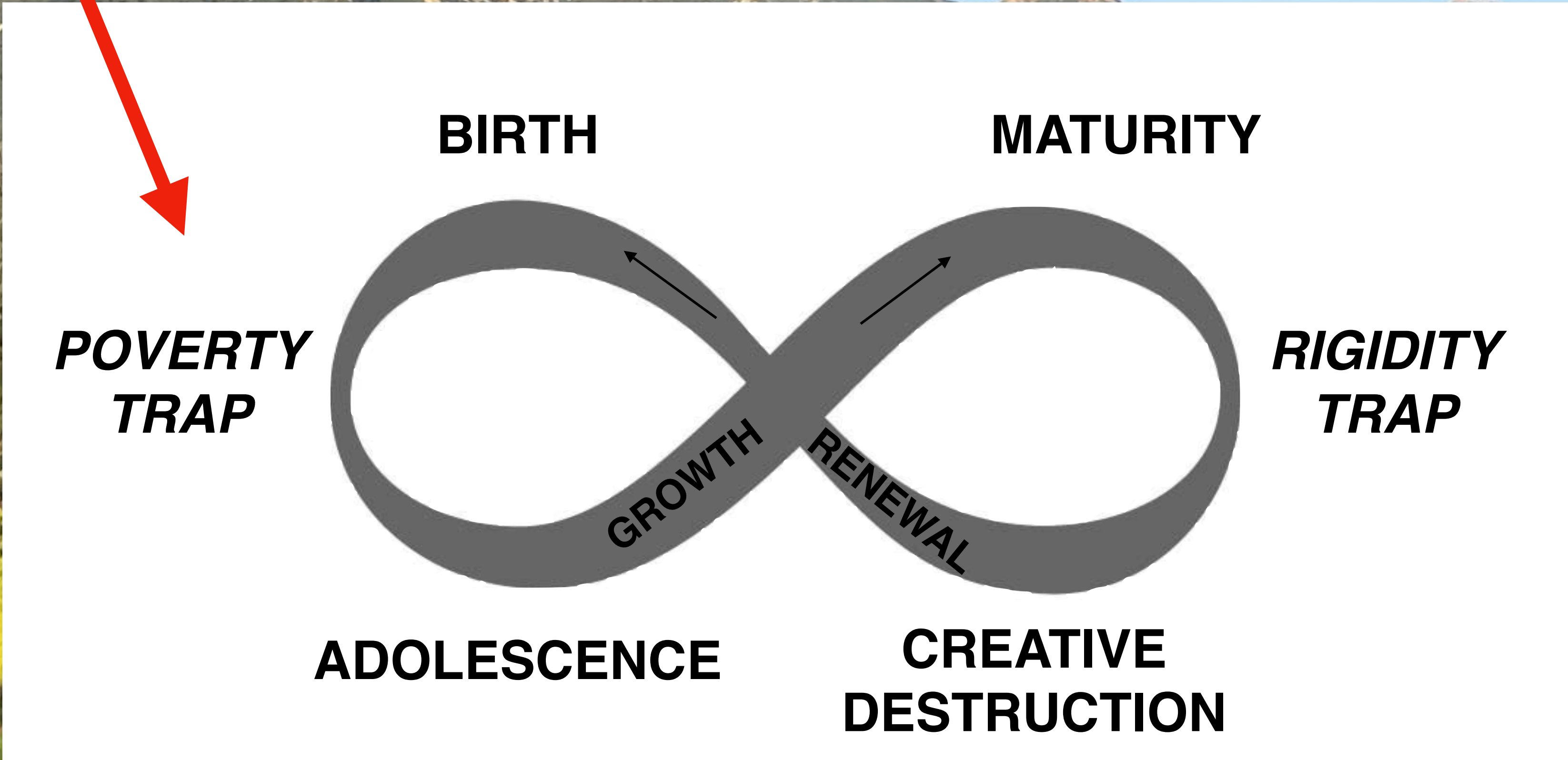
PROBLEM

PATTERN

①

Emergency

Isolation



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

2000



FROM 15 TO 800



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>   </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> <p> <input checked="" type="checkbox"/> Select Expert <input type="checkbox"/> View Resumé <input type="checkbox"/> Send Email <input type="checkbox"/> Request Chat </p>
 <p><u>Cindy L.</u> ★★★★★ 1098 Sessions</p>	<p>About 20 min</p> <p> </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</p>	<p>About 5 min</p> <p> </p>	<p>I'm certified by Microsoft and can demonstrate that for you :-)</p>



Session



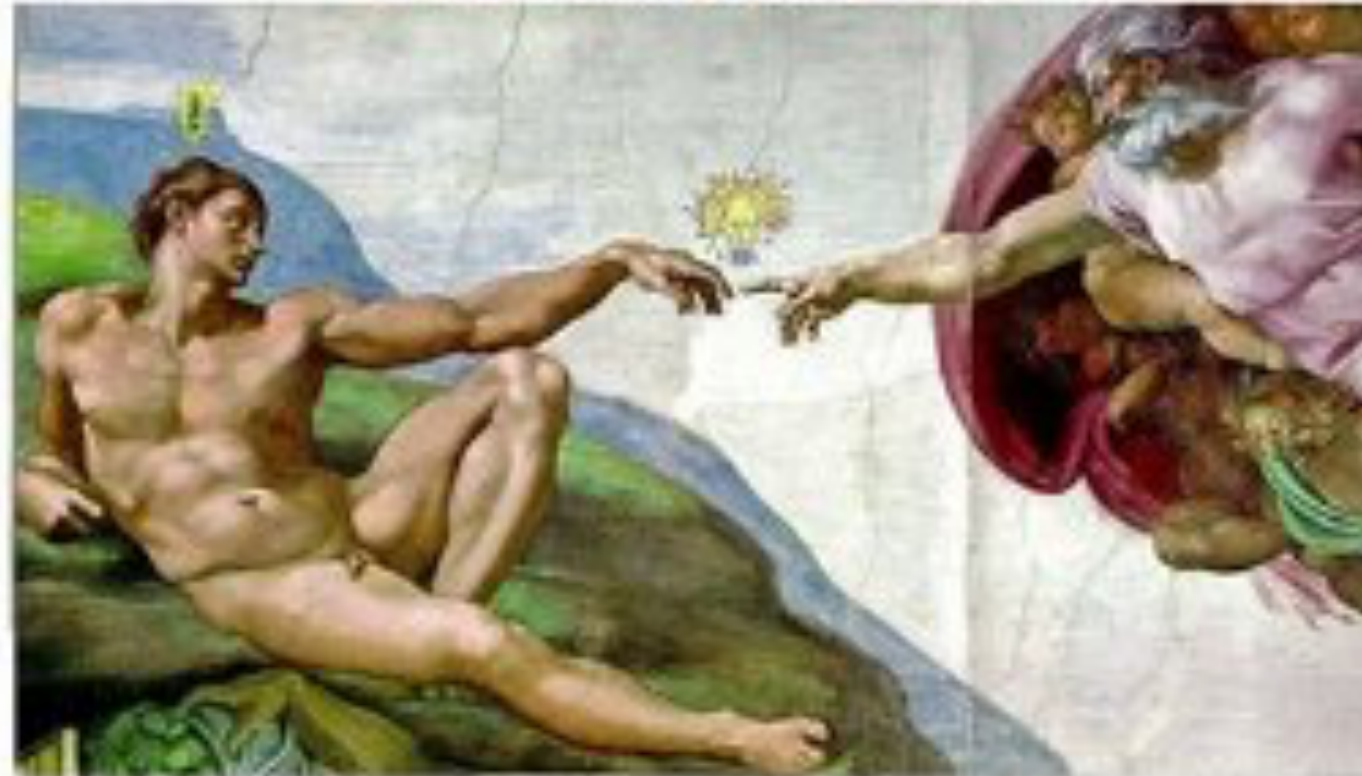
Christen Pike
Telephone
Citra Pustika
Salsabila

“...People loved the screen-sharing...no one wanted to pay for tech support...the \$10 million lesson? **Do market validation!**”

-Klaus Schauer, Co-Founder & CTO

The Four Steps to the Epiphany

*Successful Strategies for
Products that Win*



Steven Gary Blank

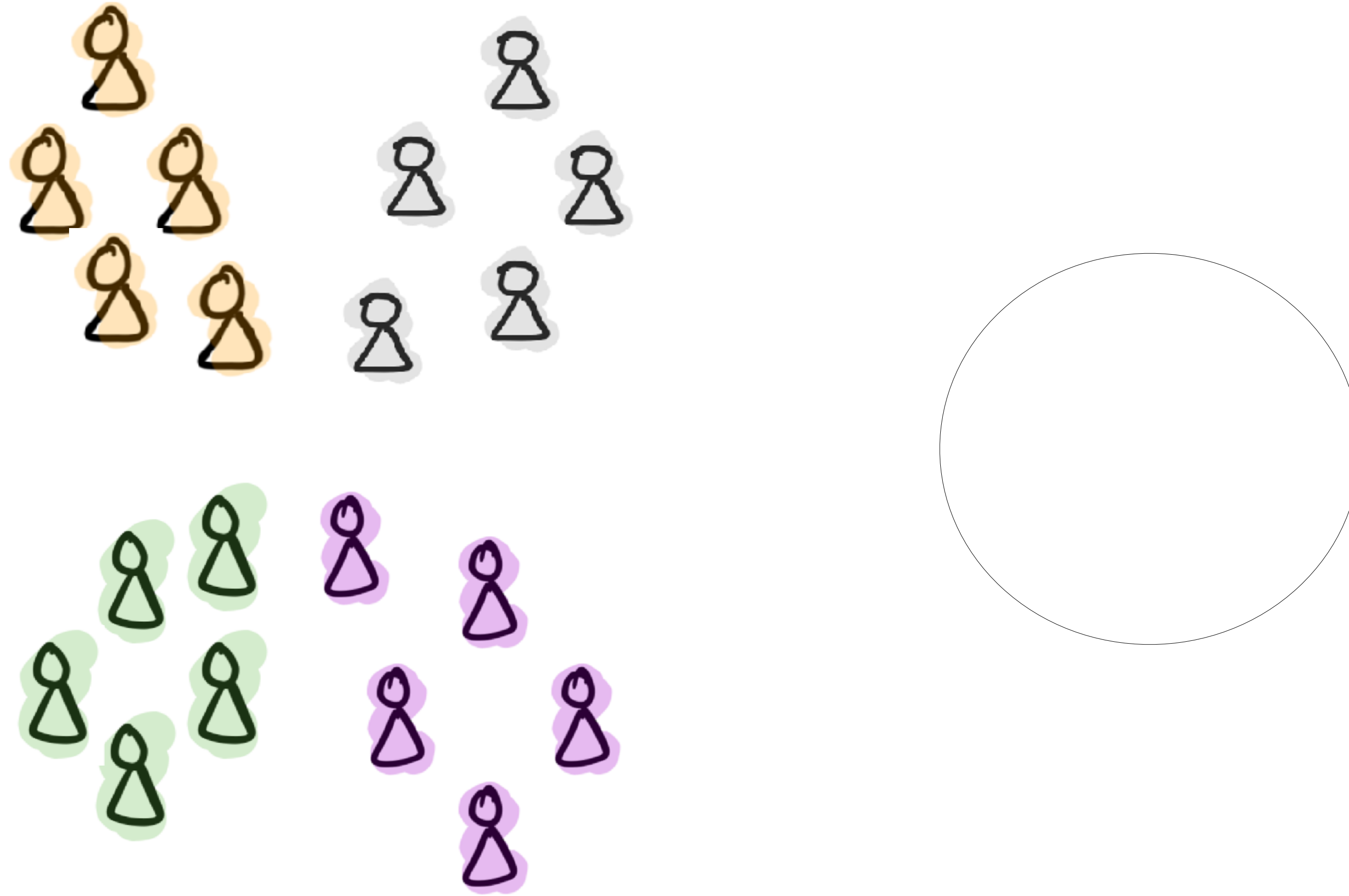
THE STARTUP OWNER'S MANUAL

The Step-by-Step Guide for
Building a Great Company



Steve Blank and Bob Dorf

ISOLATION PATTERN



- **Form team**
- **Isolate team**
- **Give process freedom**
- **(Dissolve)**

GoToMyPC®



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ISOLATION PATTERN

BIRTH

MATURITY

Great for Crisis Management

ADOLESCENCE

**CREATIVE
DESTRUCTION**

GROW

RENEWAL

Adapted from Gunderson and Holling, 2003

Keith McCandless, Henri Lipmanowicz & Fisher Qua, Liberating Structures

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2

DYNAMIC RETEAMING

PROBLEM

PATTERN

- 1 Emergency
- 2 Mandate to Grow

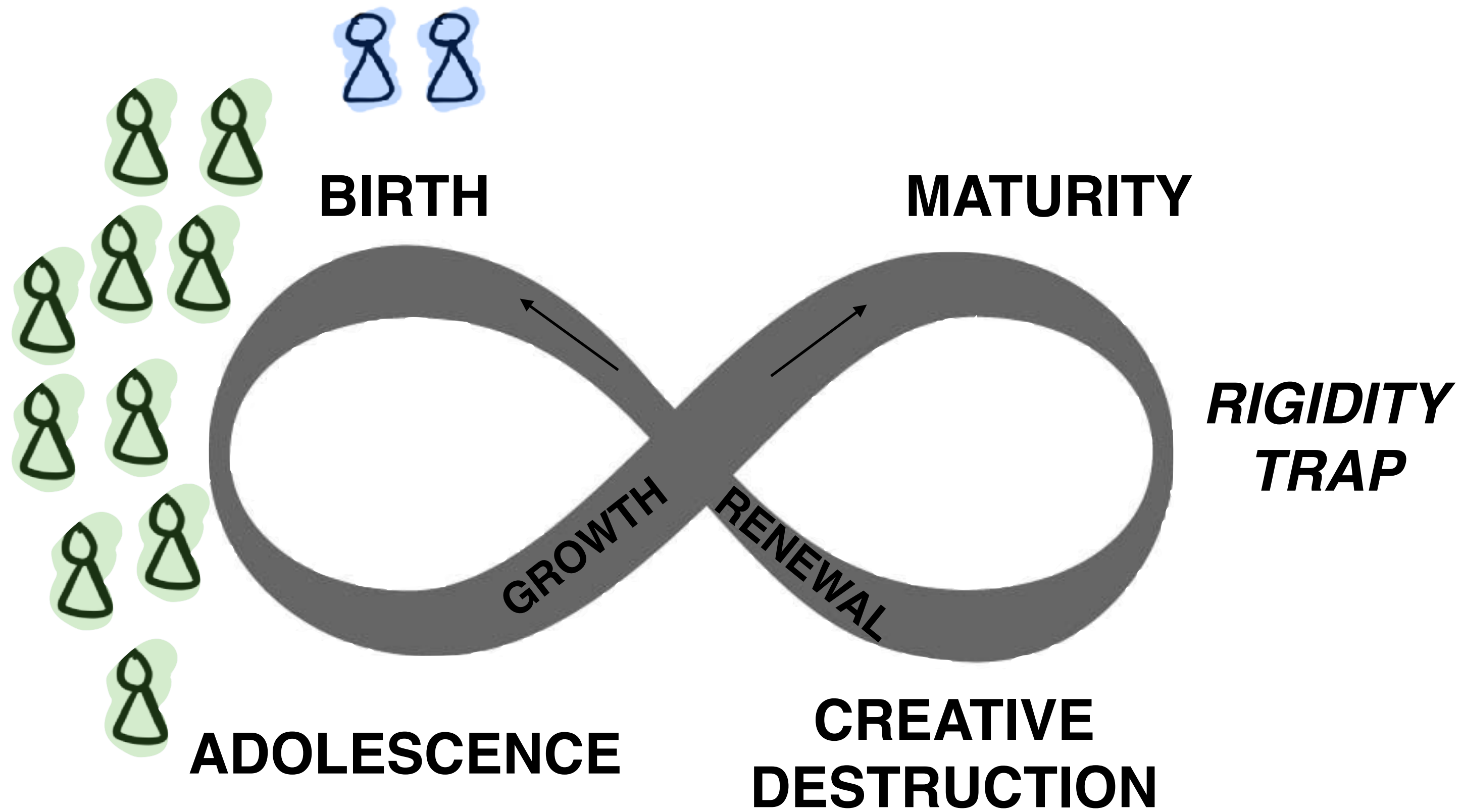
Isolation

One by one

FROM 10 TO 600



ONE BY ONE PATTERN



MENTORS ARE THE FIRST PAIR



PAIRING, SWITCHING, TDD



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MULTIPLES ARRIVED



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BATCH ADDITION

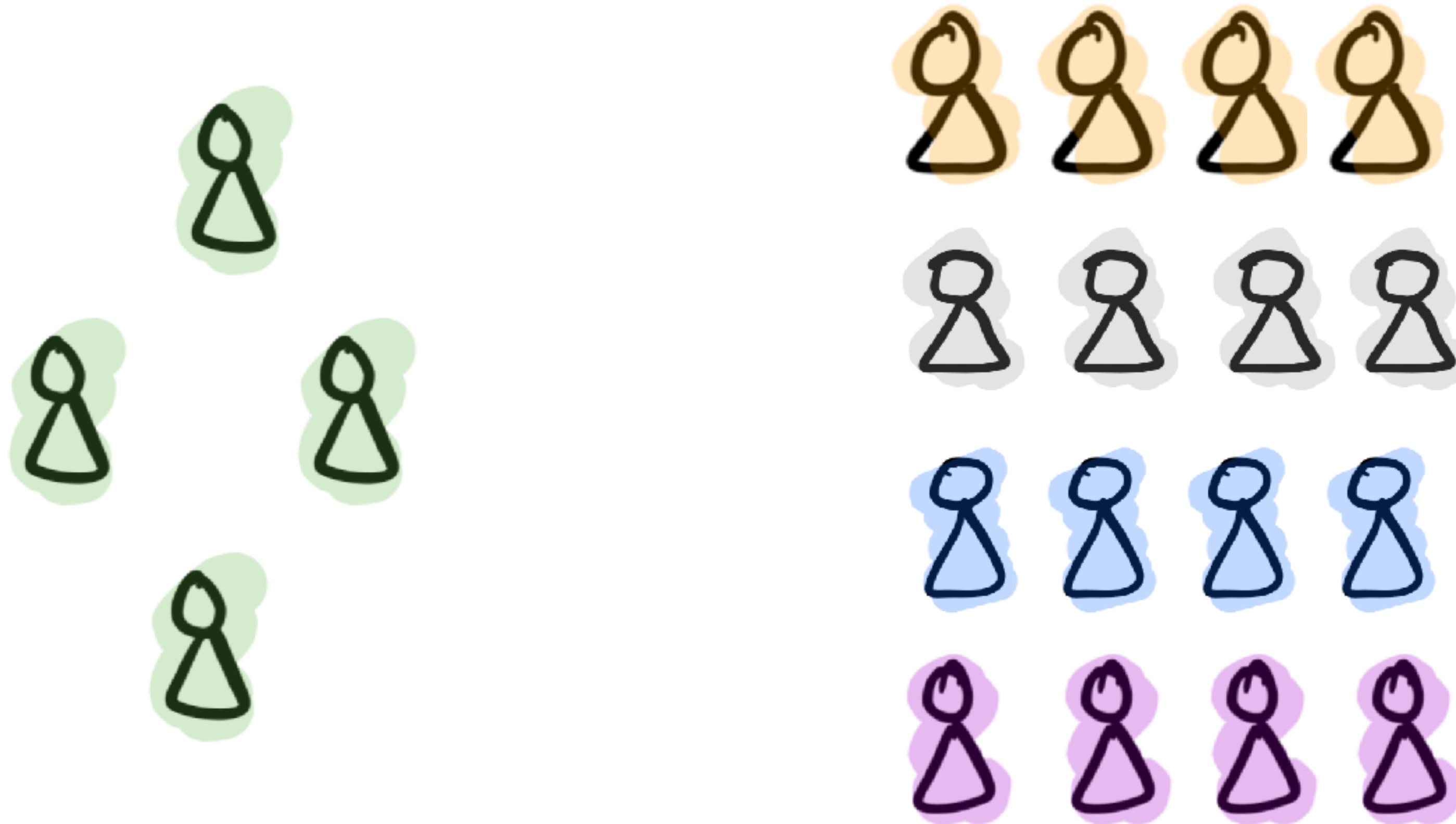


MENTOR & NEW HIRE RETROS

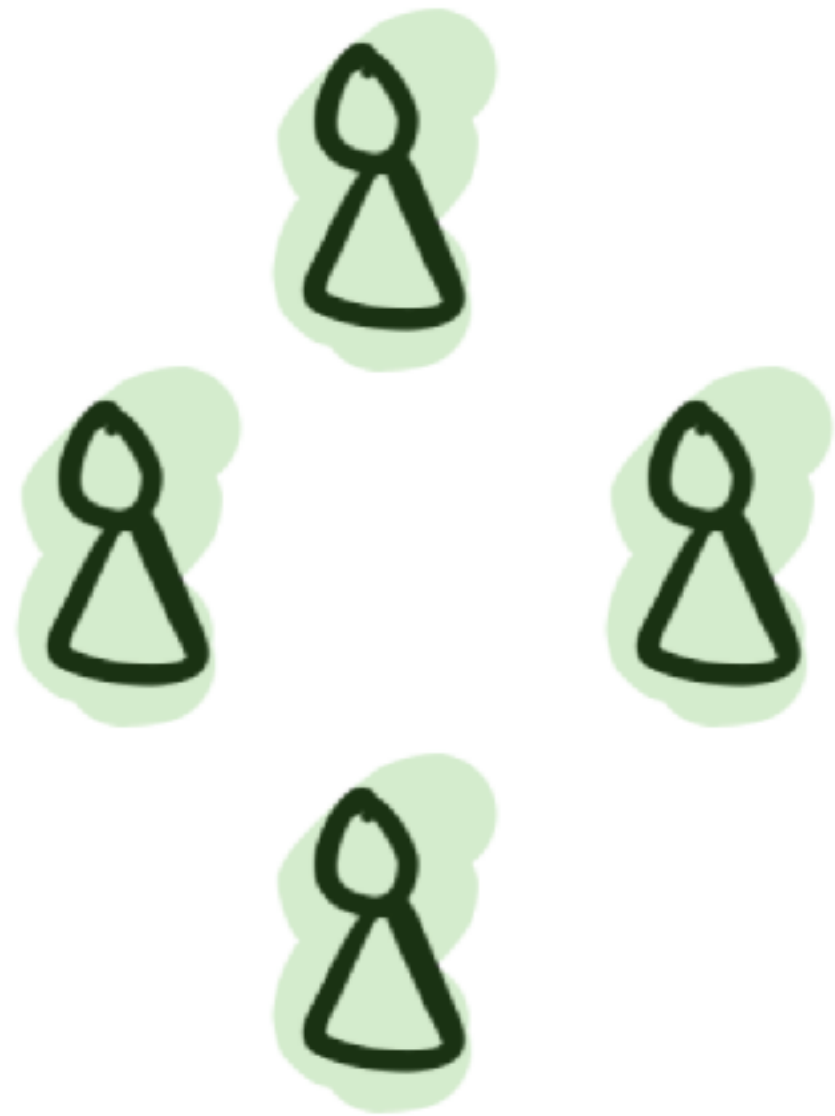


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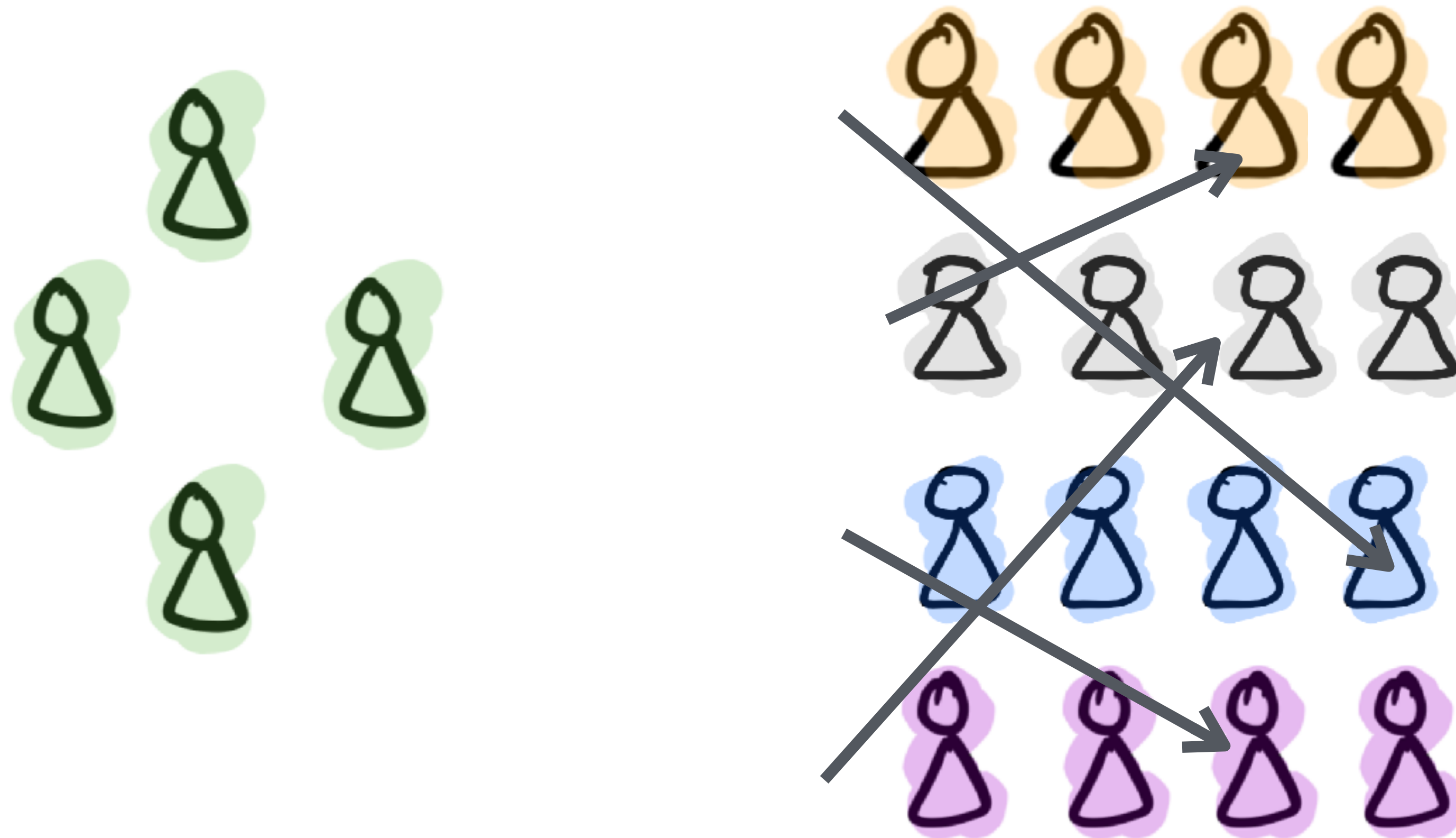
BOOTCAMPS



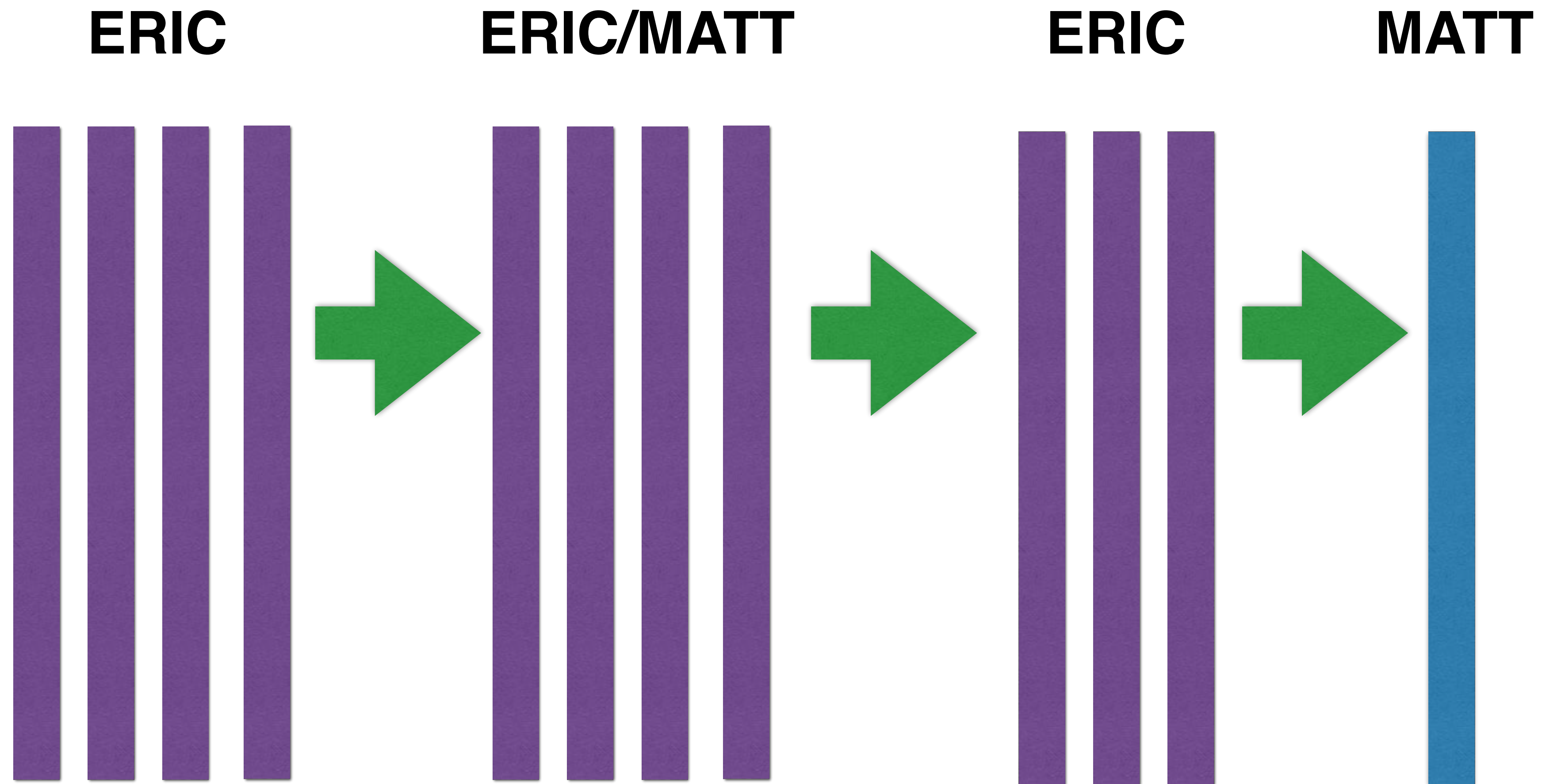
BRING PEOPLE TO THEM



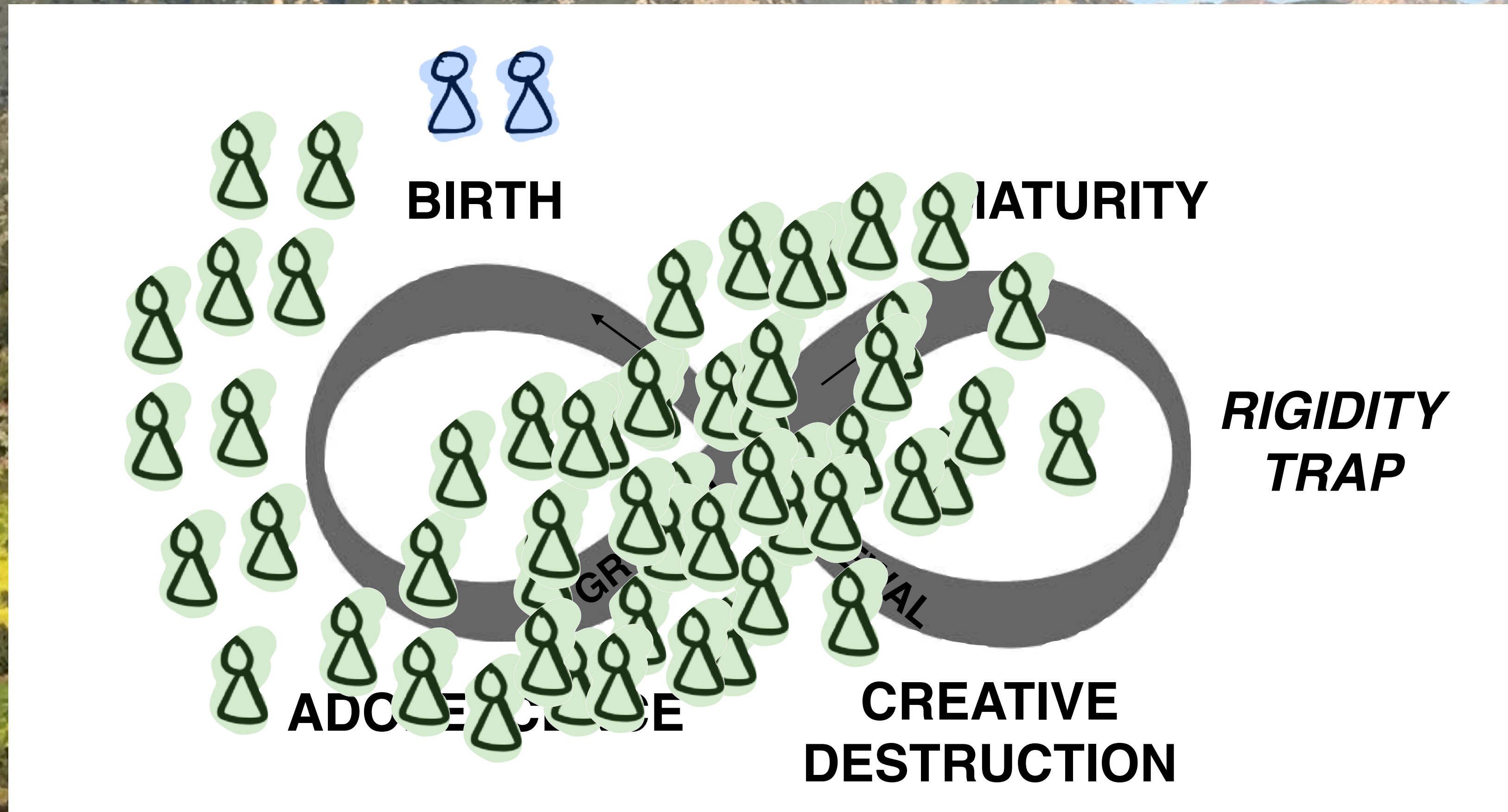
NETWORKS FORMED



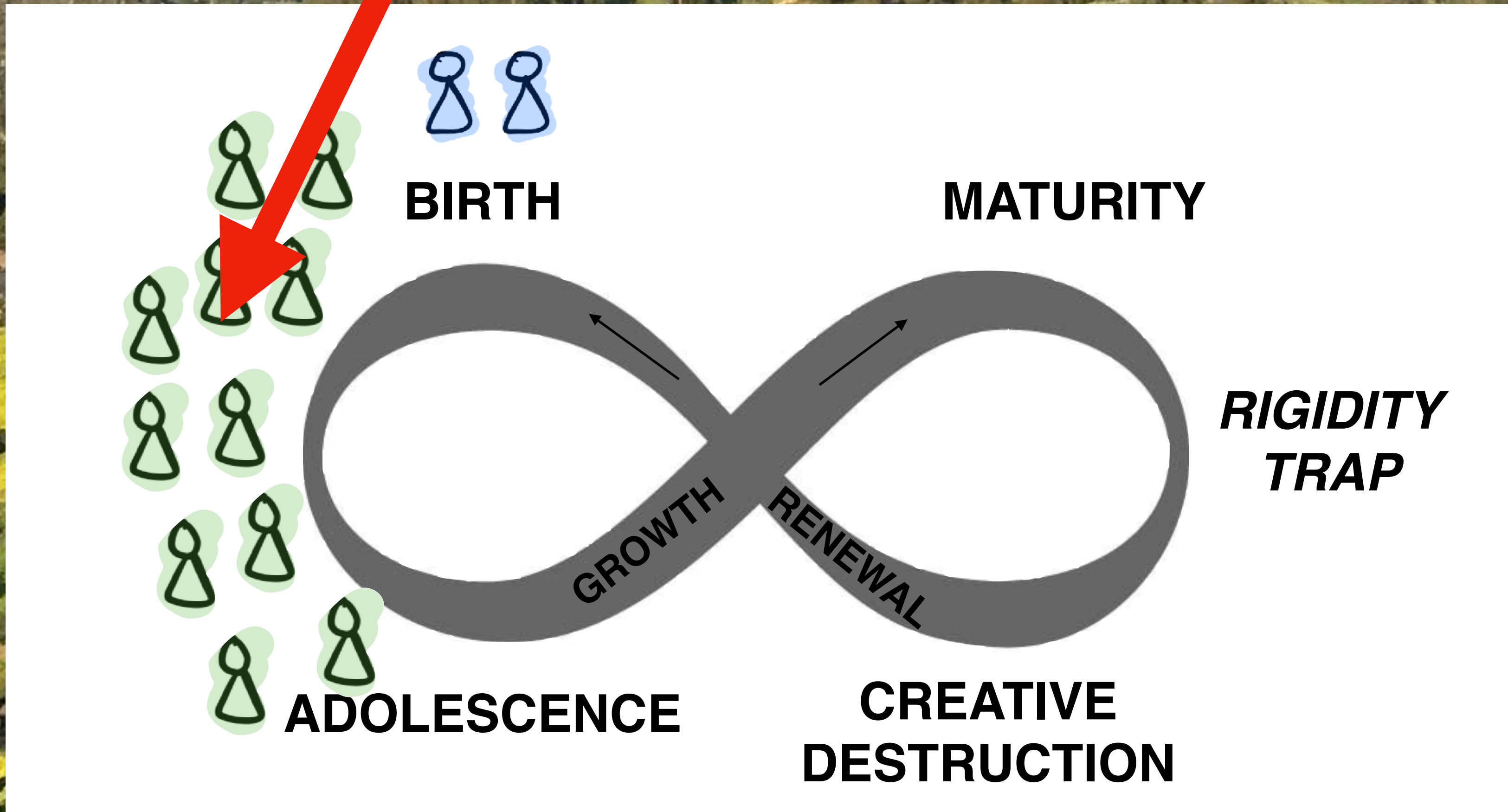
GROWING NEW TRIBES



ISSUES UNIQUE TO GROWTH



CONCERNS OF THE “FIRST TEAM”



IT FEELS DIFFERENT



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EXAMPLE IDENTITY SHIFT

No Job Descriptions

Generalism

Less Hierarchy

Individuals

Few managers

Department individualism

Focused on work

Building to survive

Job Descriptions

Specialism

Hierarchy has hierarchy

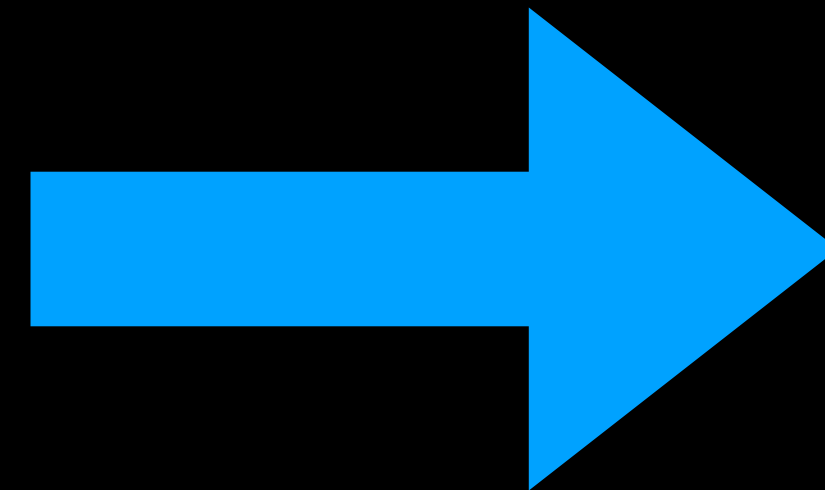
Building groups

Managers have managers

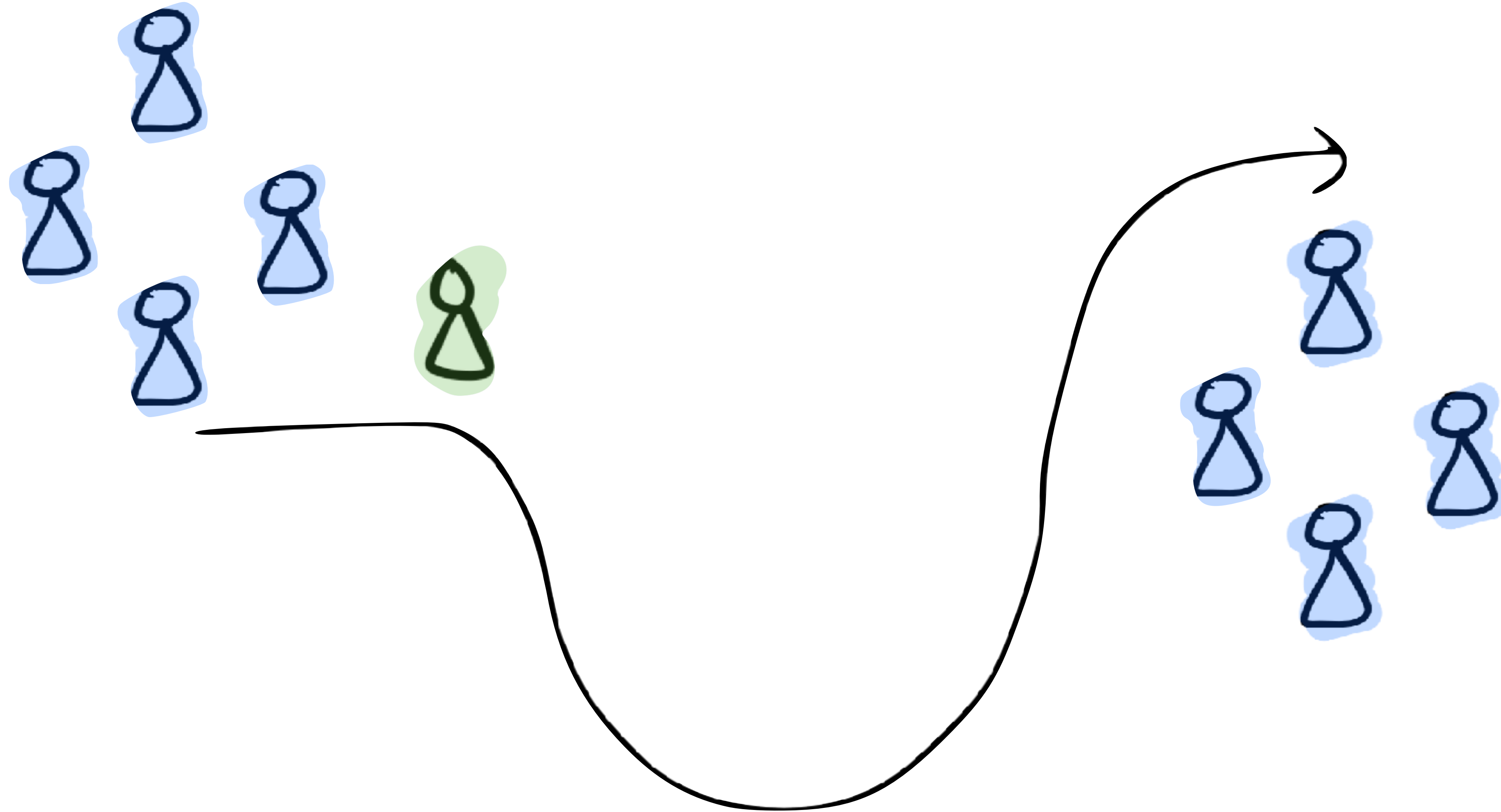
Centralized control

Promotions & leveling

IPO readiness



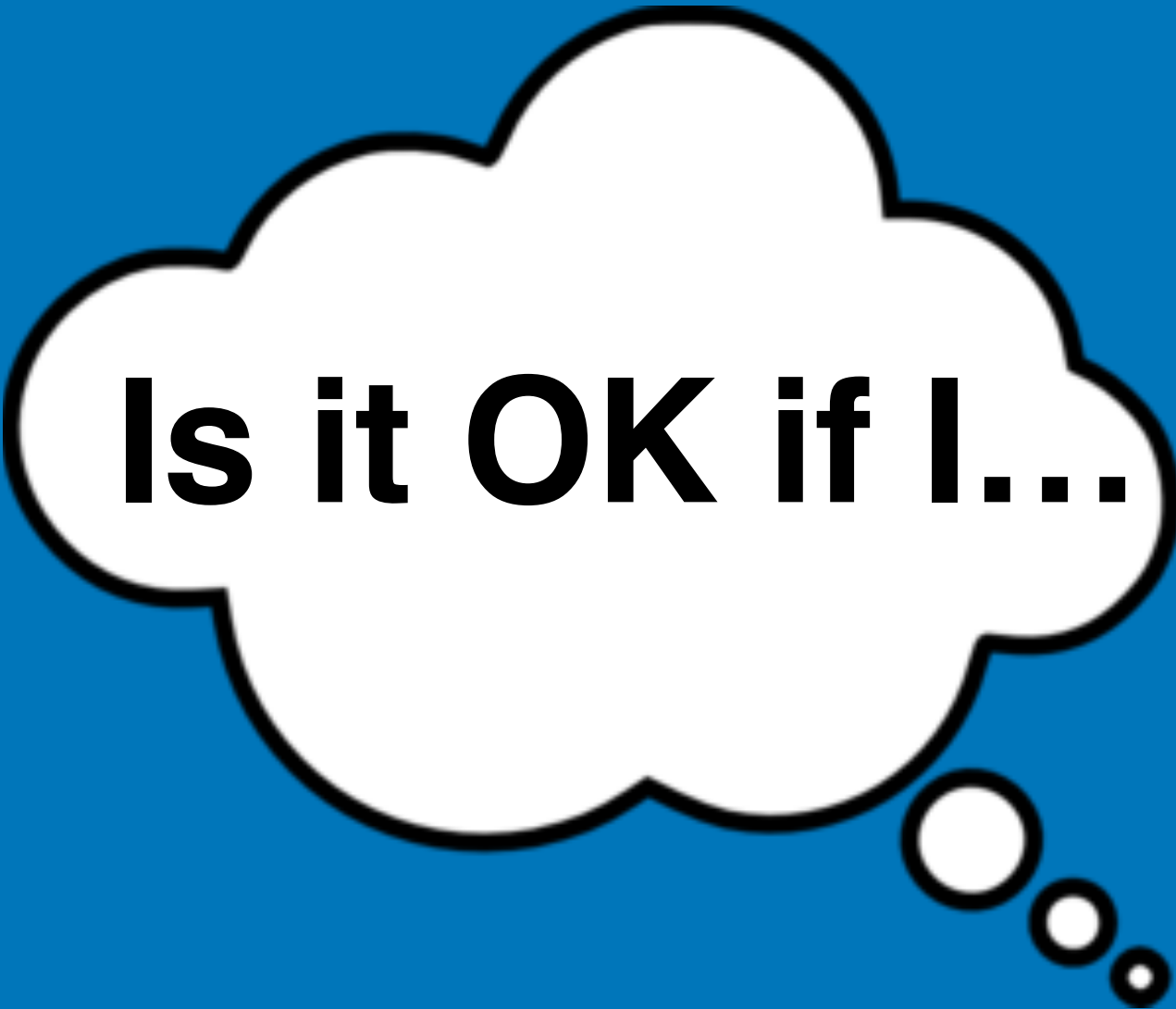
CHANGE CURVES ABOUND







**What am I
allowed to
do?**



Is it OK if I...



**Is that her
job?**



**Who owns
that?**

**Why aren't
people
stepping up?**

**Don't they
care?**

**What's his
name again?**

How do you respond when they ask,
“How do we maintain our culture?”

THIS IS

OUR COMPANY

“THE FIRST TEAM” ACTIVITY



3

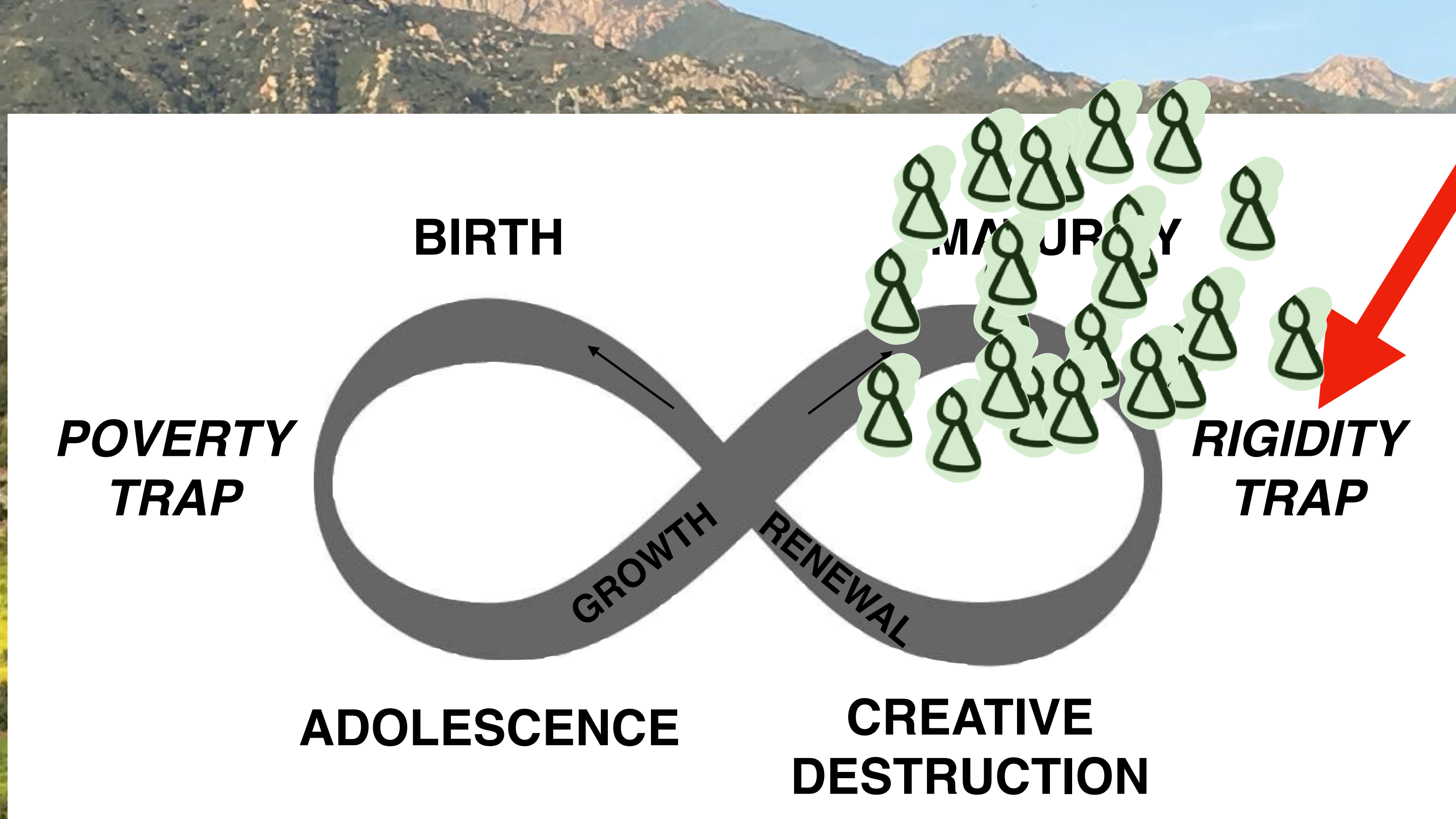
DYNAMIC RETEAMING

PROBLEM

PATTERN

- | | | |
|---|-----------------|--------------|
| ① | Emergency | Isolation |
| ② | Mandate to Grow | One by one |
| ③ | Team too big | Grow & Split |

WHEN TEAMS GROW “BIG”



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

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IT CAN FEEL UNPRODUCTIVE

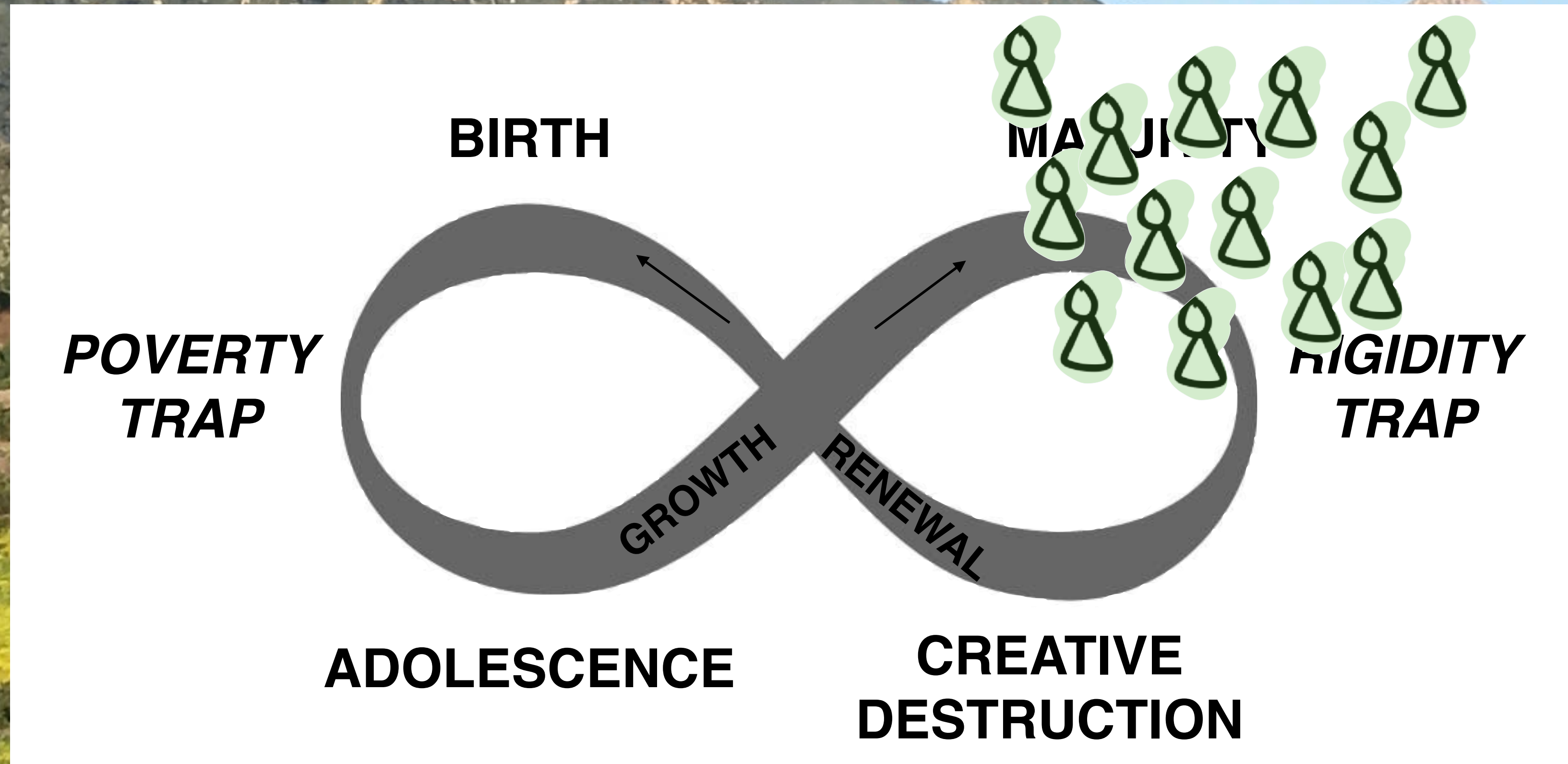


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WHAT ARE SIGNS THAT YOUR TEAM MIGHT BE TOO BIG?

- **Planning takes forever.**
- **Harder to make decisions.**
- **Work becomes unrelated.**
- **Just feels too big.**

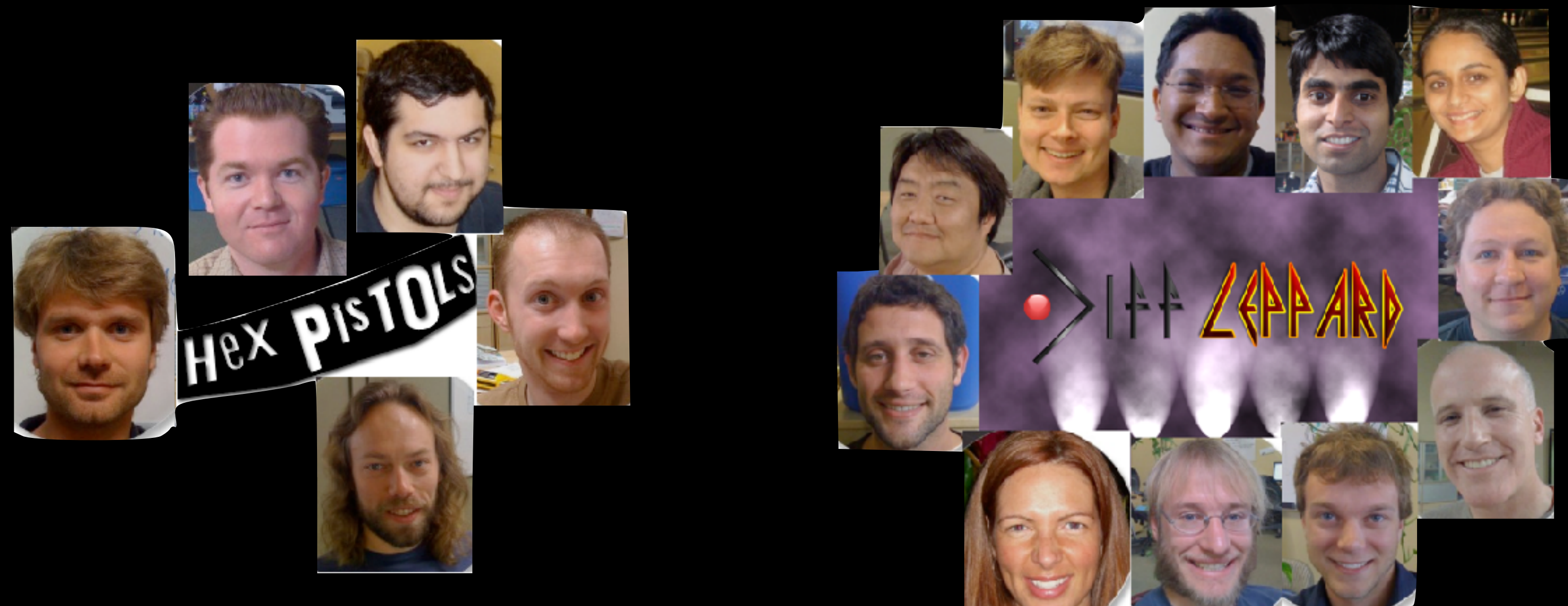
GROW AND SPLIT PATTERN



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

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TEAM IDENTITY





Why does this happen?

“BEST PRACTICES?”

The Scrum Guide™

The Definitive Guide to Scrum:
The Rules of the Game

November 2017



Jeff Sutherland

Ken Schwaber

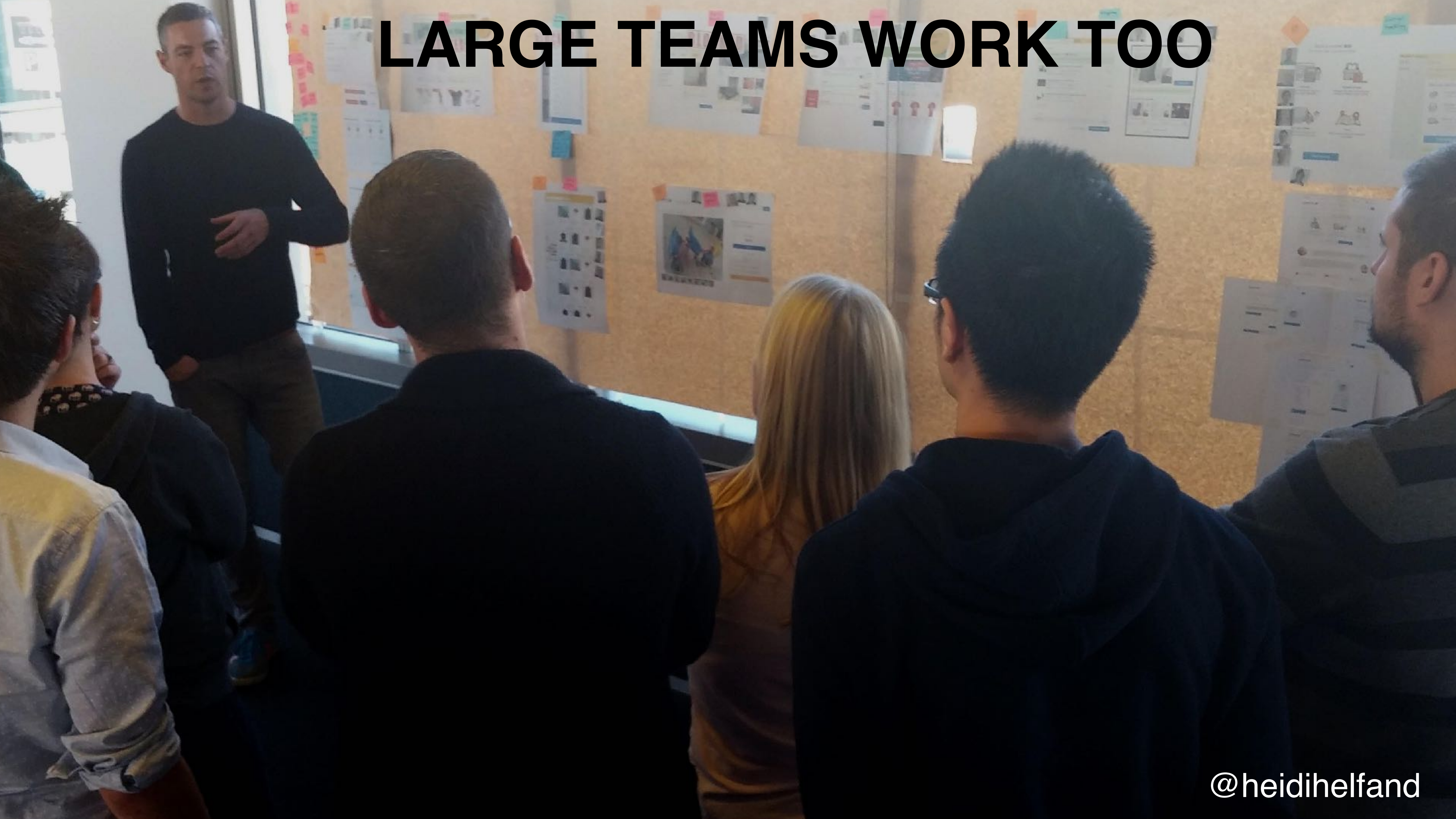
Developed and sustained by Scrum creators: Ken Schwaber and Jeff Sutherland

INEXPERIENCED FACILITATORS?



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LARGE TEAMS WORK TOO



WHO DECIDES?



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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?

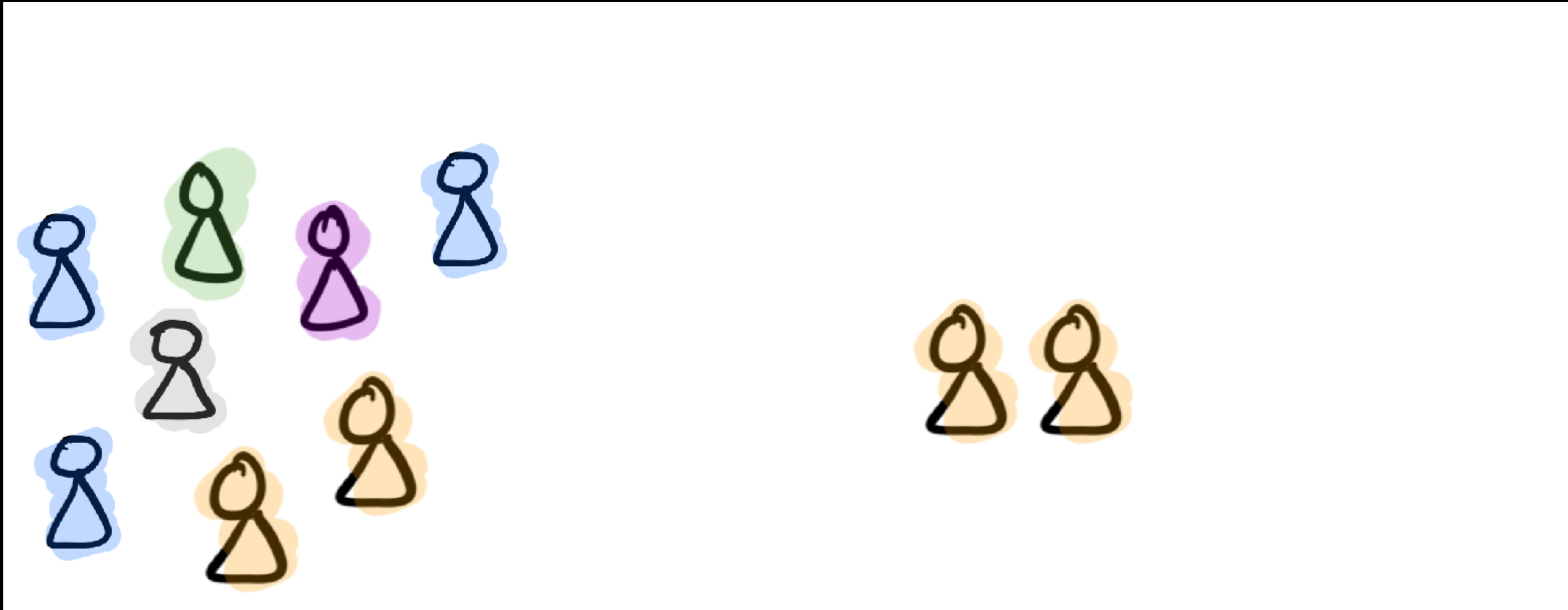


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RETRO ON TEAM COMPOSITIONS



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WHAT MAKES IT EASIER?

- Don't share team members
- Avoid creating dependencies
- Don't drag it out
- Change desks
- Reset calendars/tools
- **Reset the teams**

TEAM "RESETS"



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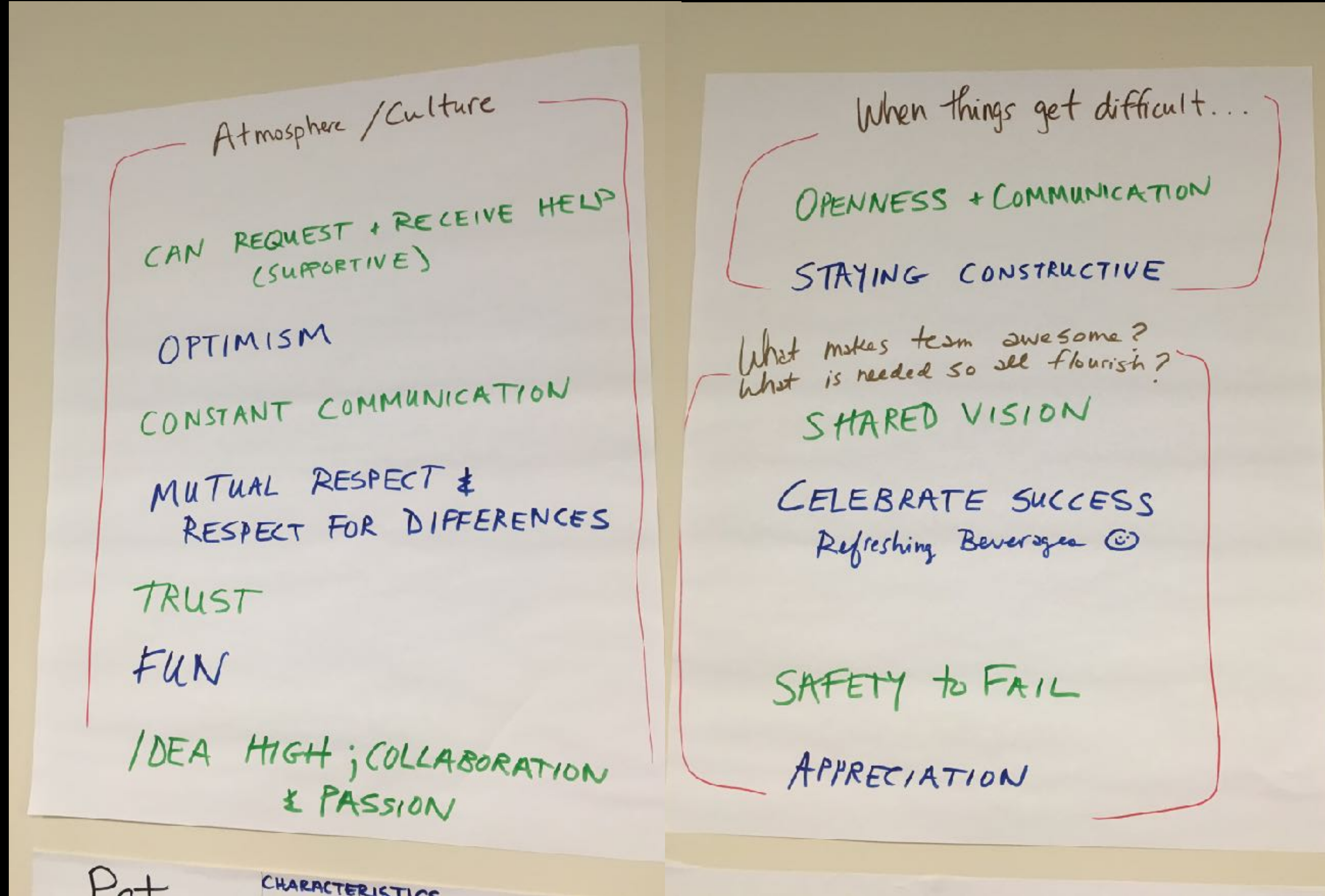
SHARE SKILLS, INTERESTS, NEEDS



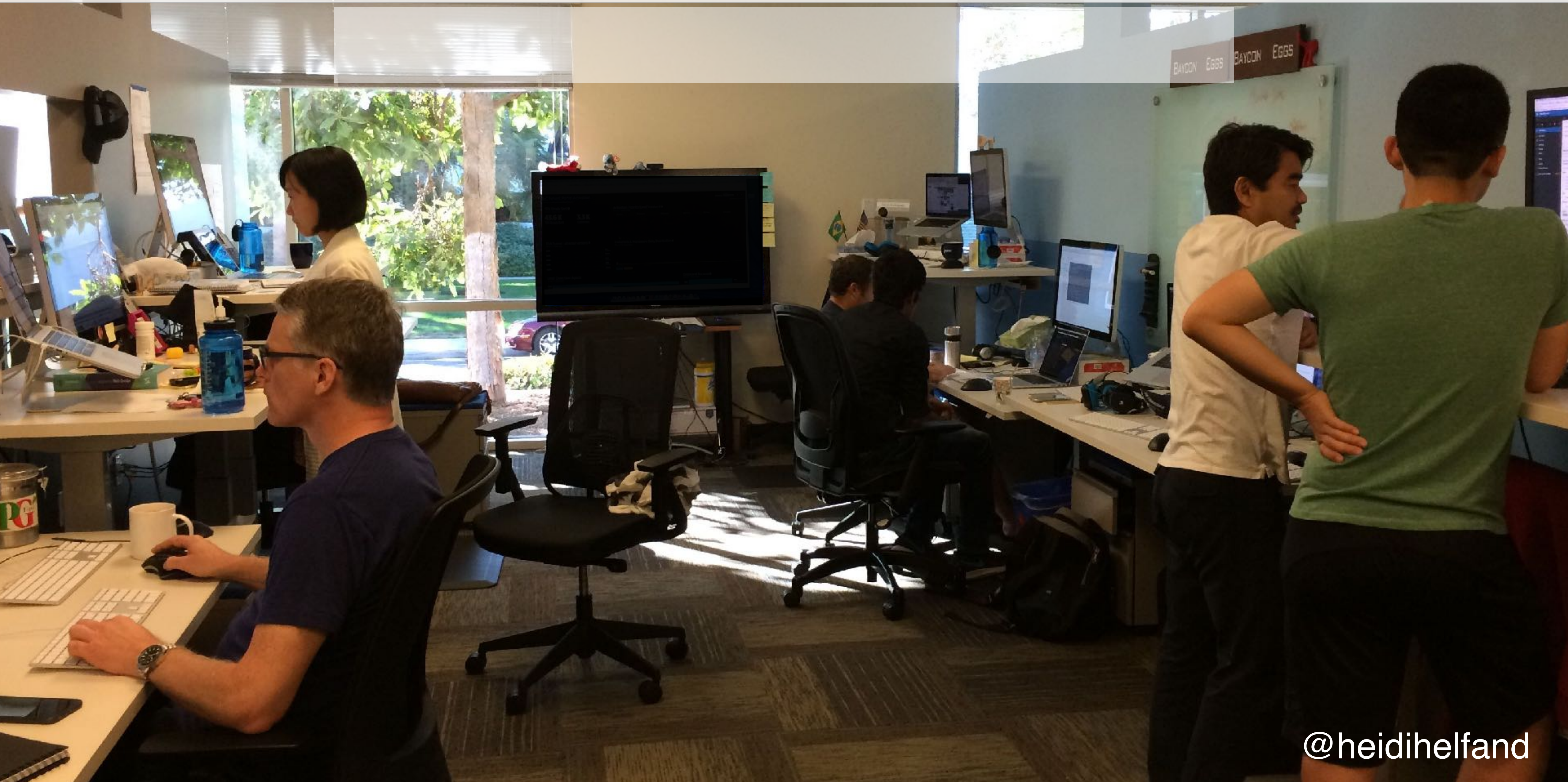
-Inspired by Lyssa Adkins

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DESIGN ALLIANCE/CONFLICT PROTOCOLS



RULES FOR “LIVING TOGETHER”



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ALIGN ON THE WORK

Users & Customers

What types of users and customers have the challenges your solution addresses?

Look for differences in user's goals or uses 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.

2

Problems

What problems do your target users face today that your solution addresses?

What needs, goals, or jobs-to-be-done should your solution address?

1

Solutions Today

How do users address their problems today?

List competitive products or work-around approaches your users have for meeting their needs.

3

Solution Idea

What is your solution idea? Describe the features, enhancements, ideas that solve the problems for your target audience.

1

How will users use your solution?

If your target audience has your solution, what will they do differently as a consequence? And, how will that benefit them?

5

Adoption Strategy

How will customers and users discover and adopt your solution?

7

User Metrics

What specific user behaviors can you measure that will indicate they try, adopt, use, and place value in your solution?

6

Business Challenges

How do the customers' and users' and their challenges above impact your business? If you don't solve these problems for your customers and users, will it hurt your business? How?

4

Budget

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?

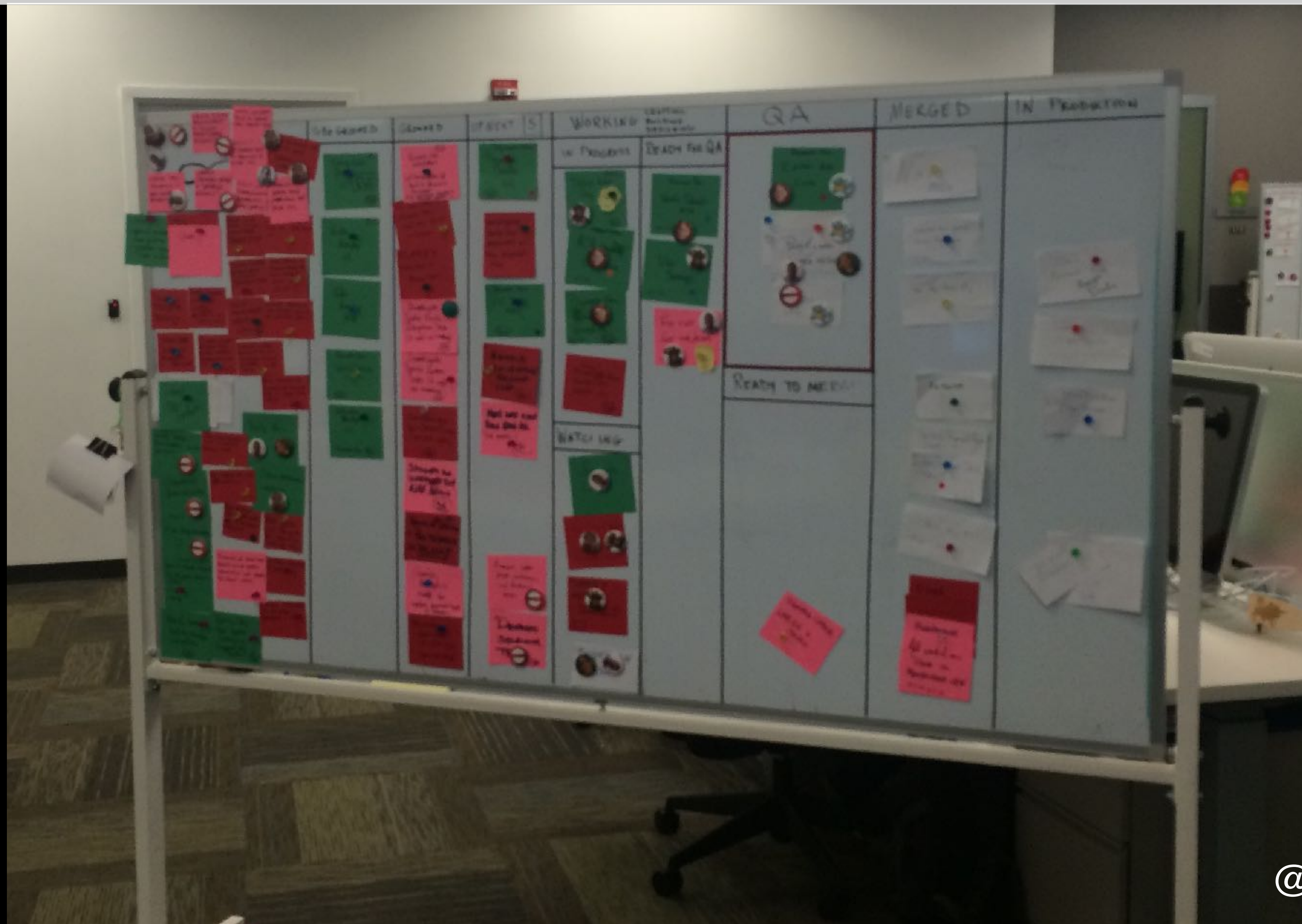
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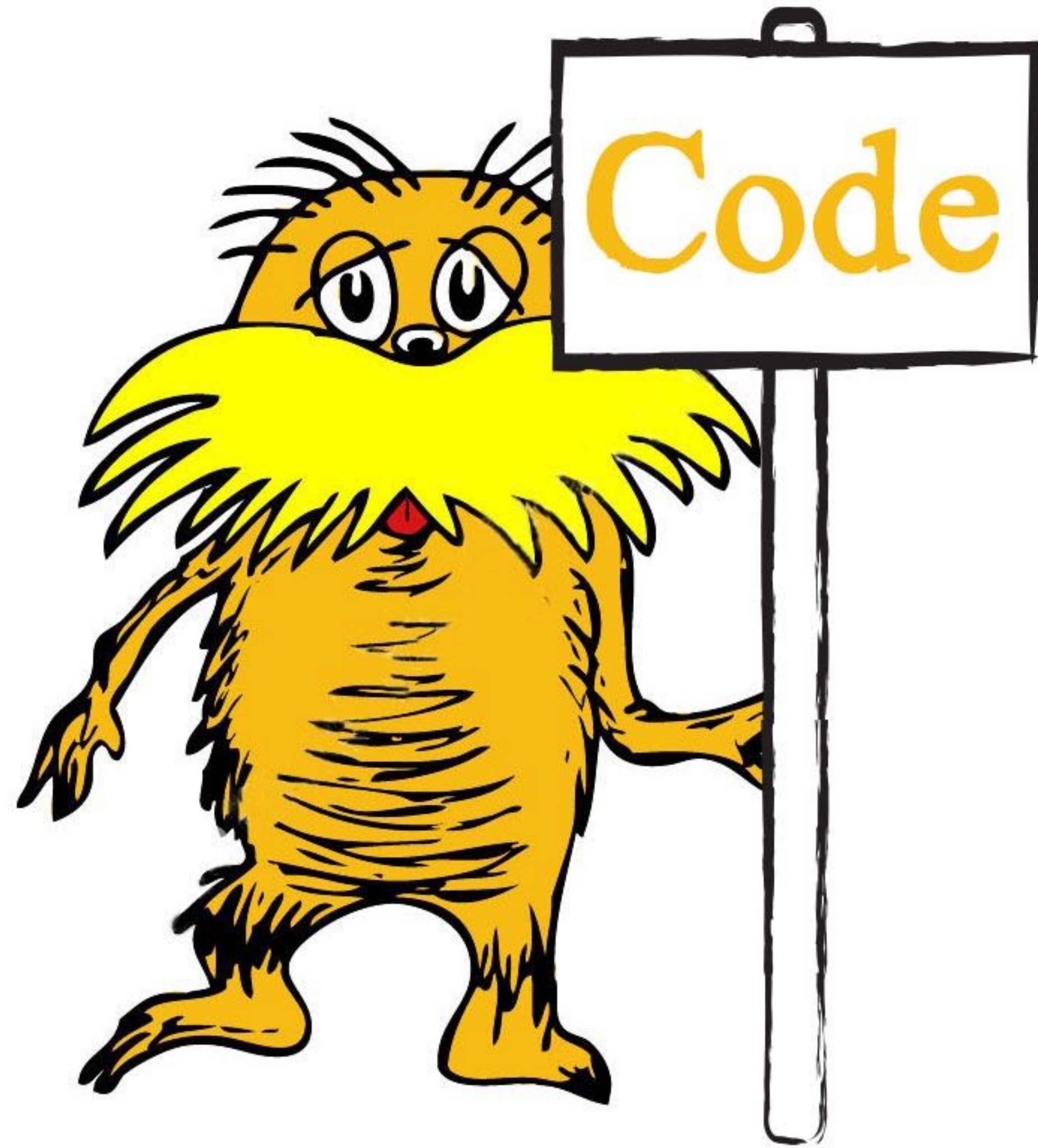
Business Benefits and Metrics

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.

8

VISUALIZE WORKFLOW TO DERIVE AGREEMENTS





- **Pair/mob programming**
- **Test automation**
- **Conventions**
- **Learn the “why”**

CREATING INTELLIGENT TEAMS

Leading with Relationship Systems Intelligence

Anne Rød
Marita Fridjhon

The Pragmatic Programmers
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Liftoff^{Second Edition}

Start and Sustain
Successful Agile Teams



Diana Larsen
and Ainsley Nies
edited by Katharine Doornik

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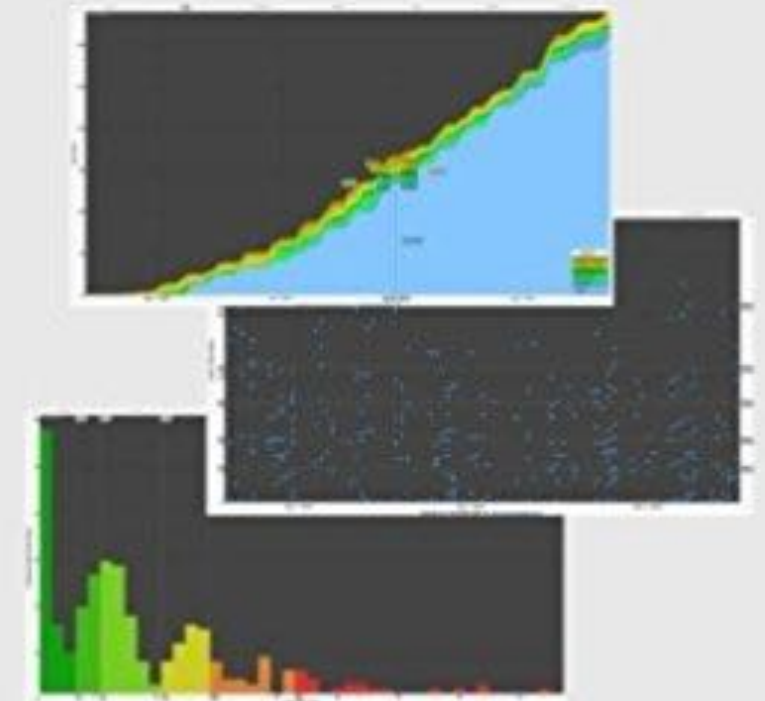
User Story Mapping

DISCOVER THE WHOLE STORY,
BUILD THE RIGHT PRODUCT

Jeff Patton

ActionableAgile™ Press

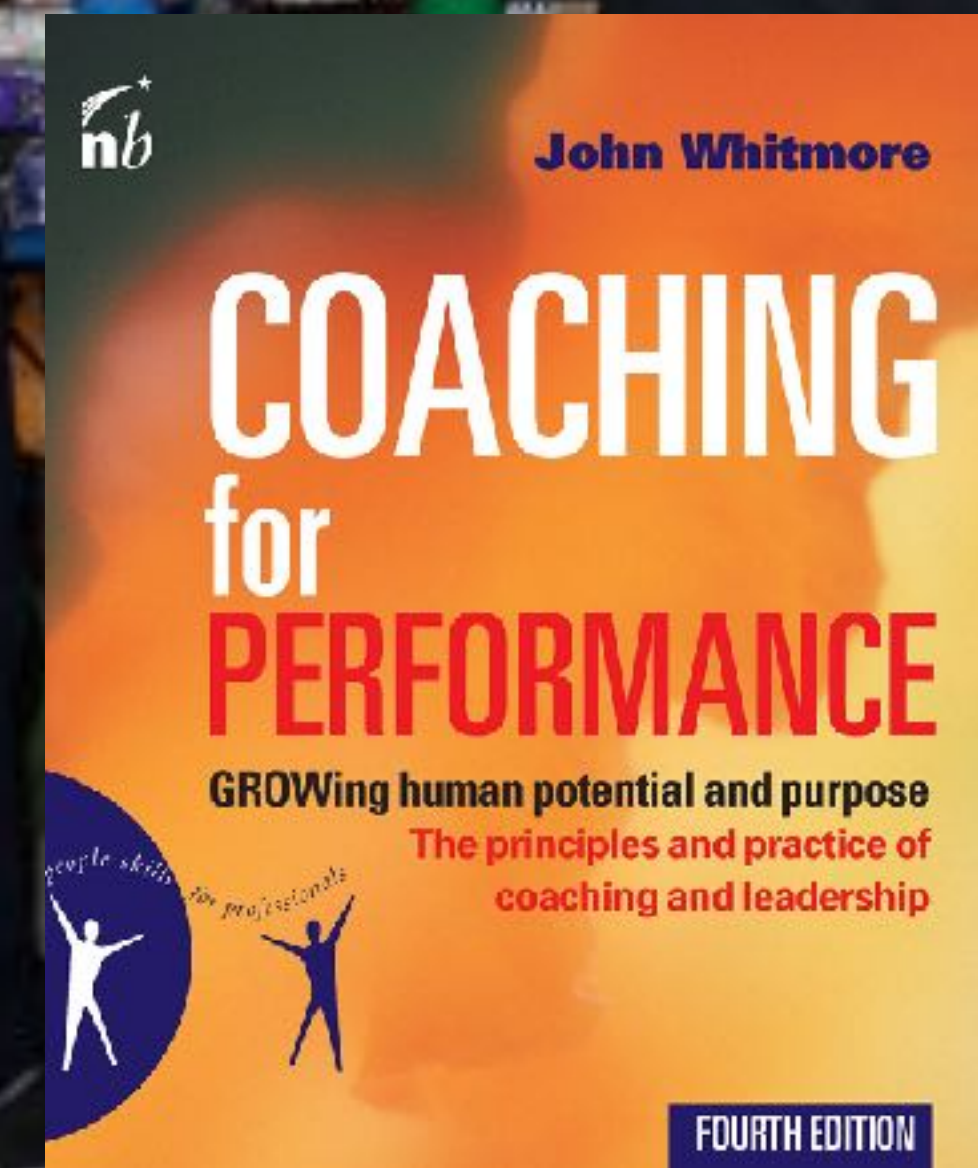
Actionable Agile Metrics for Predictability An Introduction



Daniel S. Vacanti

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BUILD RELATIONSHIPS IN THE LARGE



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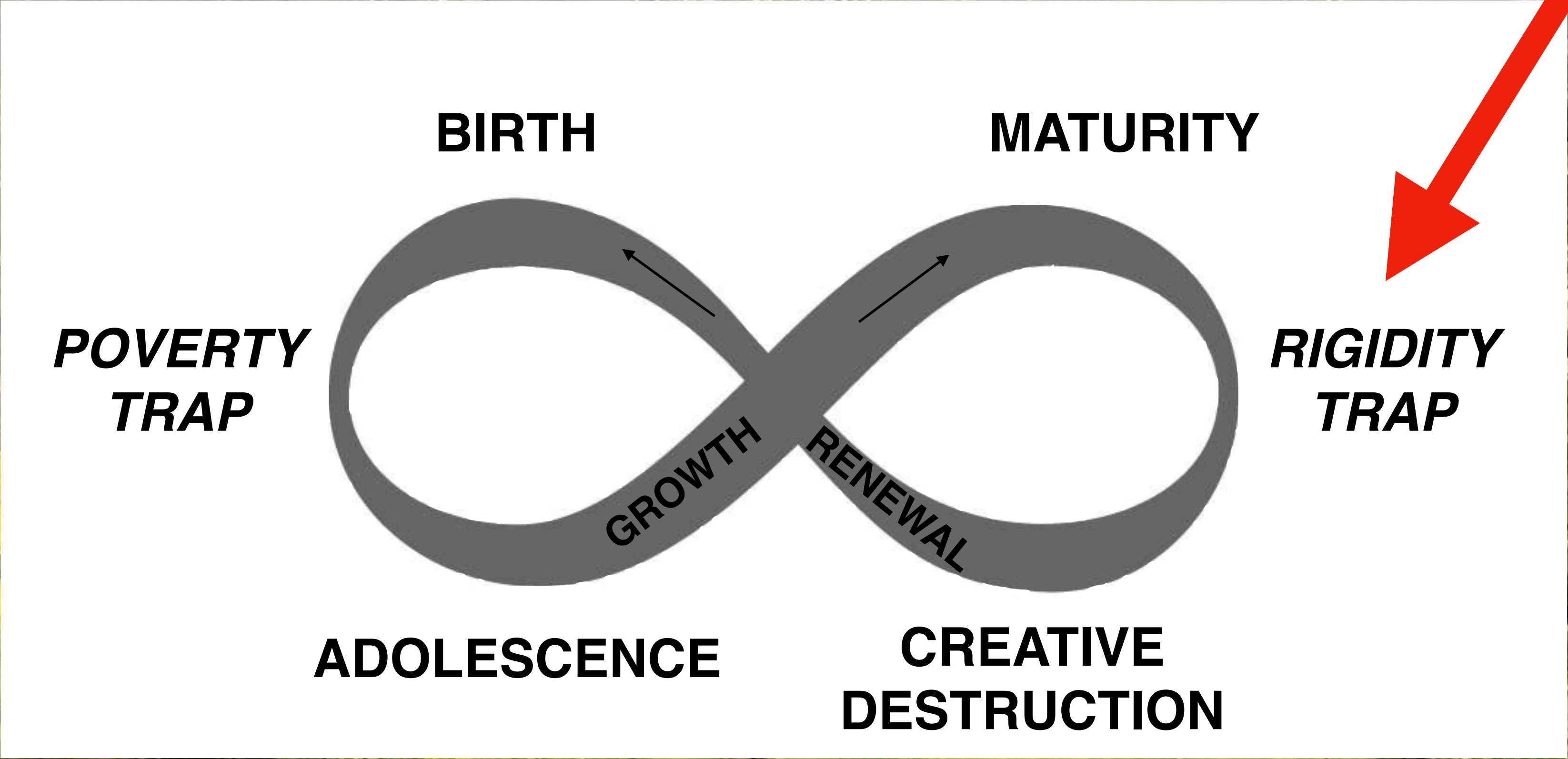
4

DYNAMIC RETEAMING

PROBLEM

PATTERN

- | | | |
|---|---------------------|--------------|
| ① | Emergency | Isolation |
| ② | Mandate to Grow | One by one |
| ③ | Team too big | Grow & Split |
| ④ | Towers of Knowledge | Switch |



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

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THE TOWER OF KNOWLEDGE PROBLEM



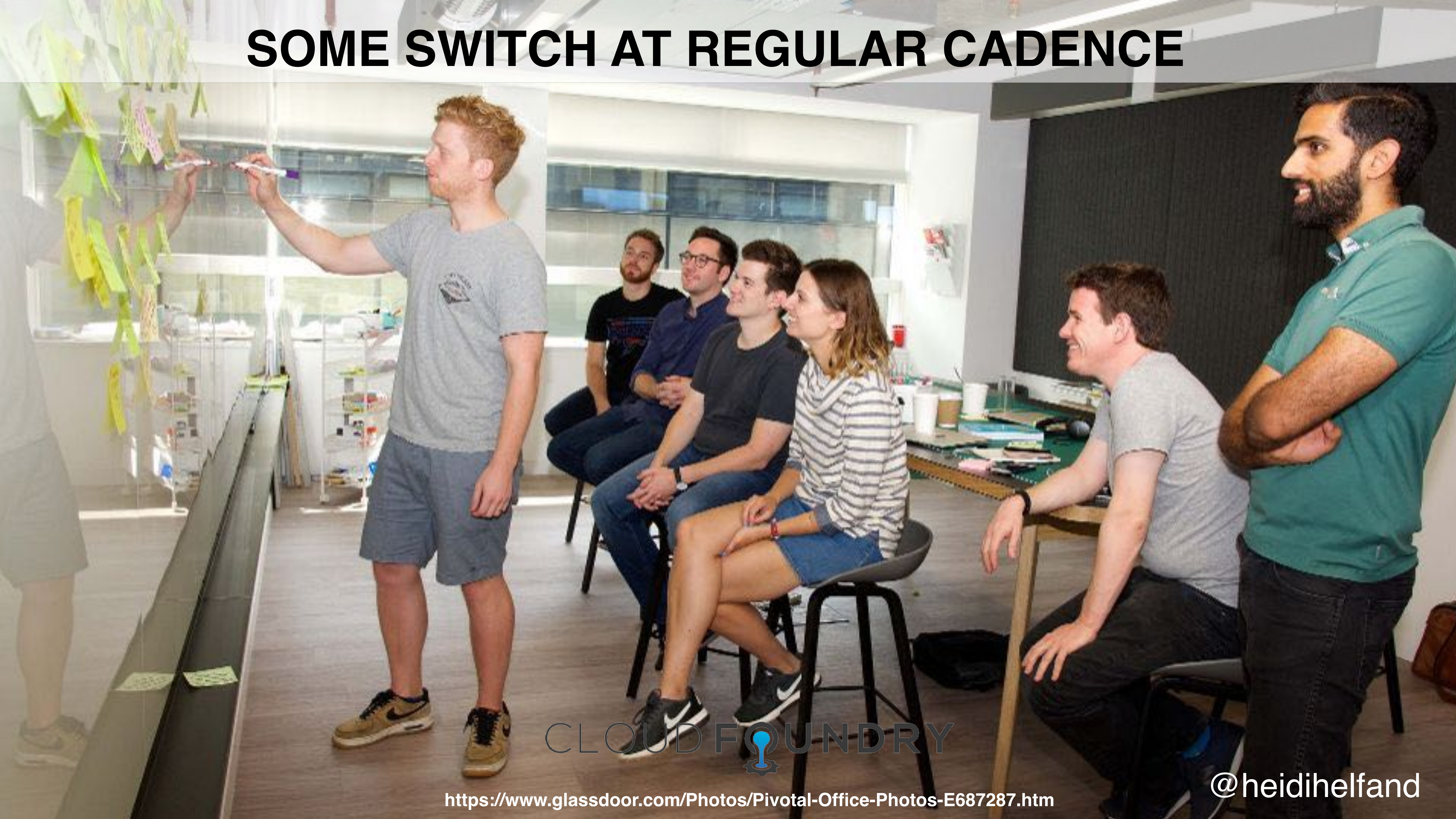
-Richard Sheridan

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PAIRING & SWITCHING PAIRS



SOME SWITCH AT REGULAR CADENCE

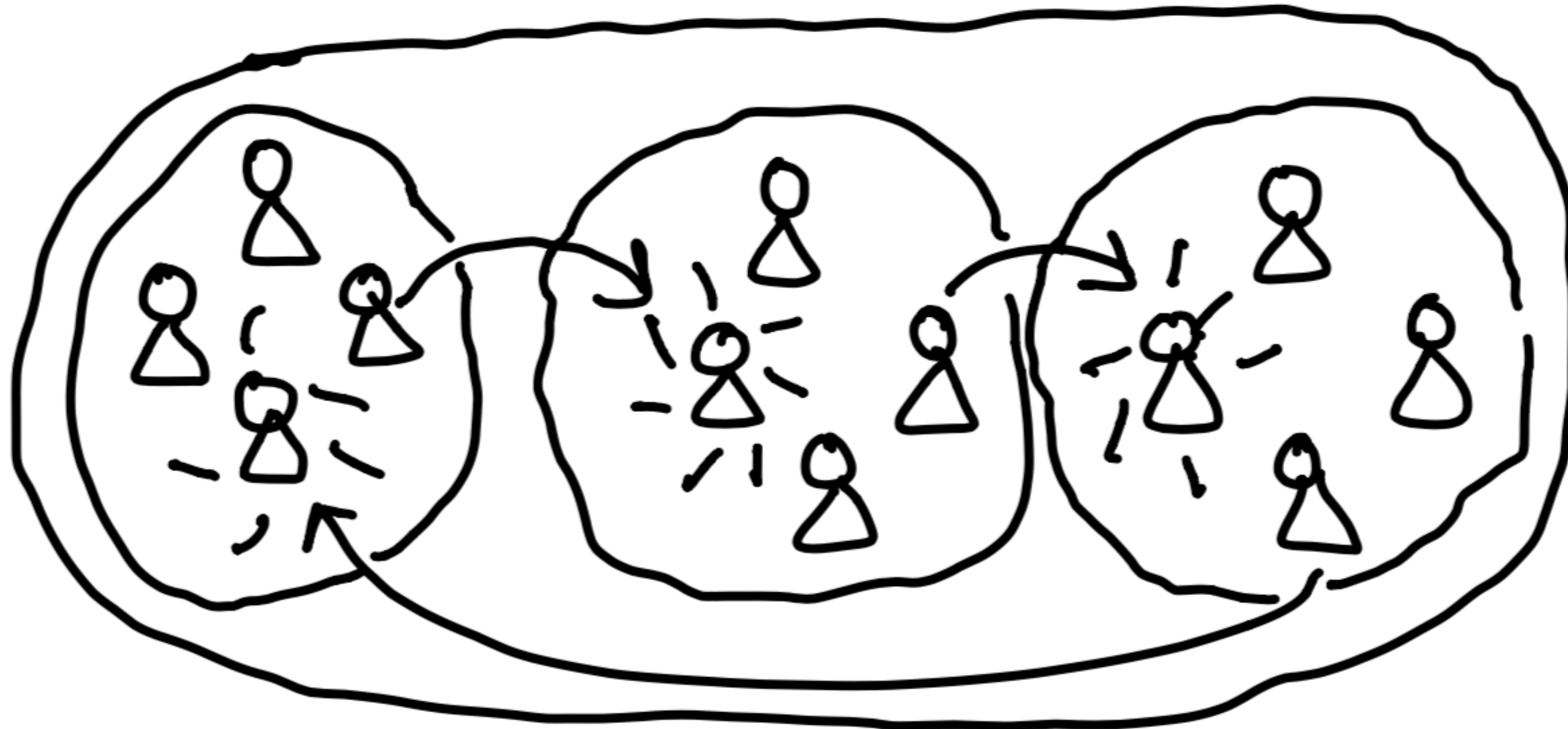


CLOUD FOUNDRY

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

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SWITCH PATTERN



PREVENT TEAM TOWERS OF KNOWLEDGE

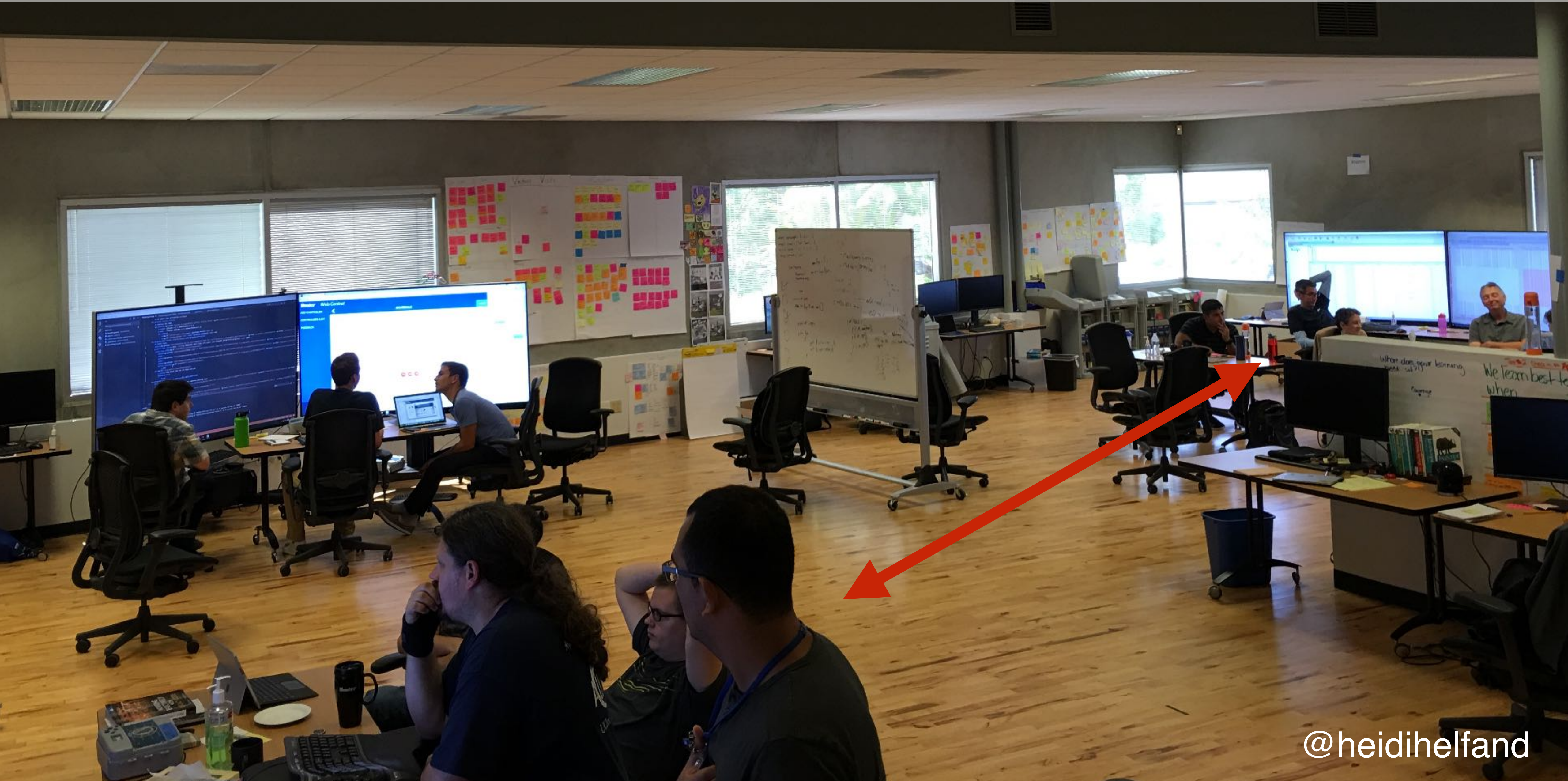


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MOB PROGRAMMING



TEAM MEMBERS NEGOTIATE TRADES



GIVE YOURSELF OPTIONS FOR LATER



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SHARE EXPERTISE BY NOMADING



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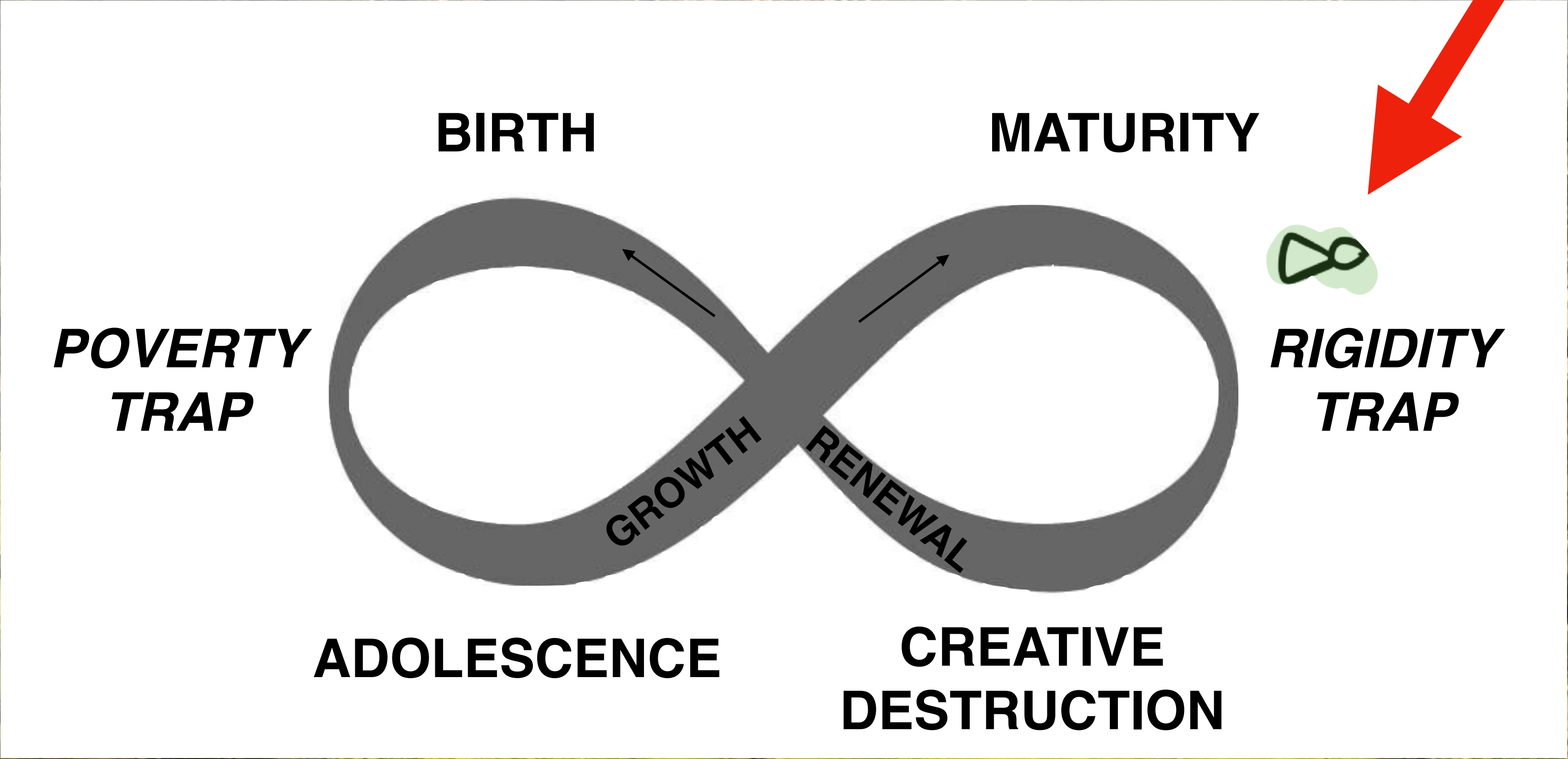
5

DYNAMIC RETEAMING

PROBLEM

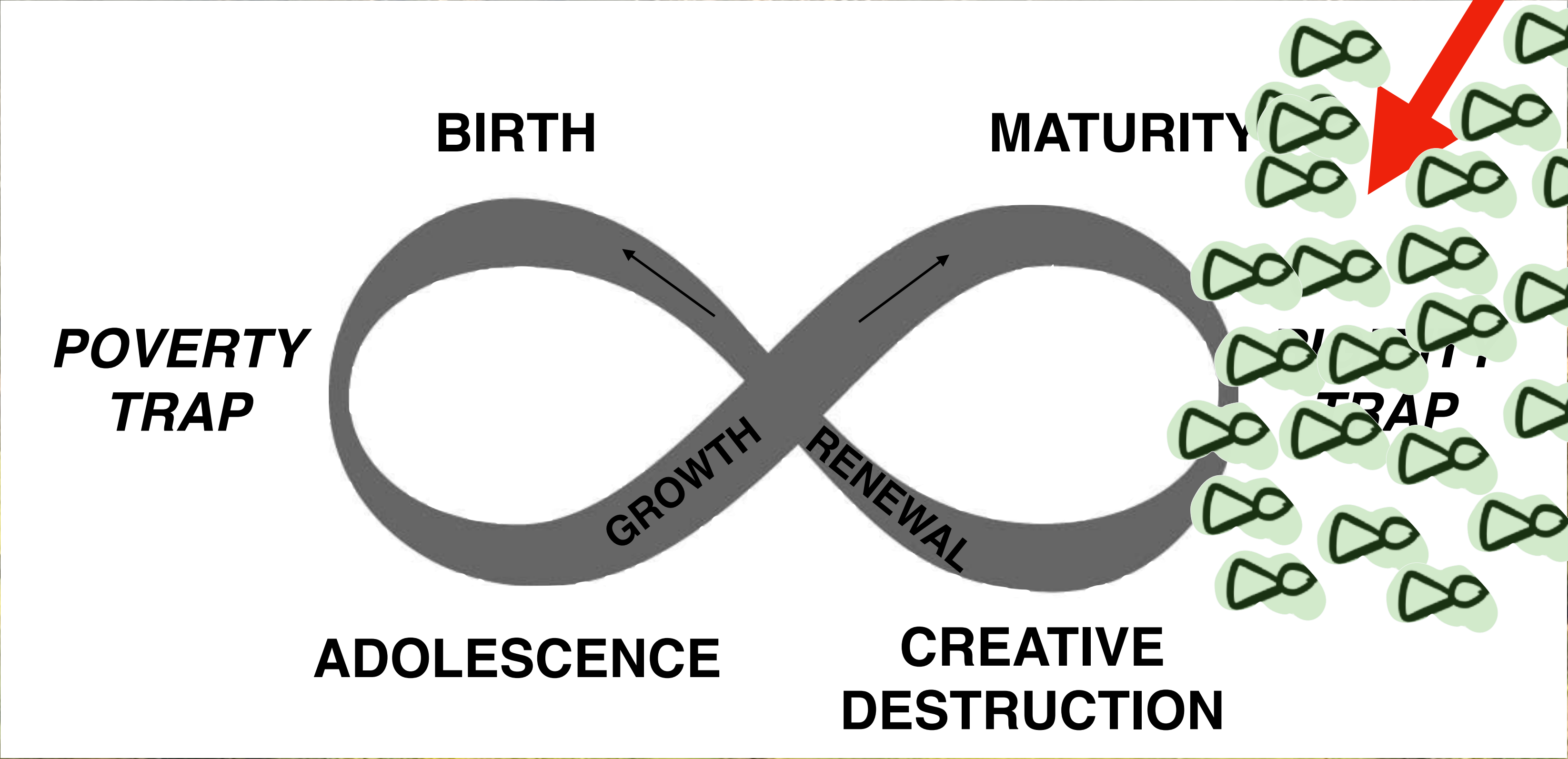
PATTERN

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| ④ | Towers of Knowledge | Switch |
| ⑤ | Stagnation | Self selection |



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FORMING
STORMING
NORMING
PERFORMING
(ADJOURNING)



1977

Tuckman's
Model
1965

STAGNATING



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It's the opposite of Geek Joy



Coined by @geepawhill

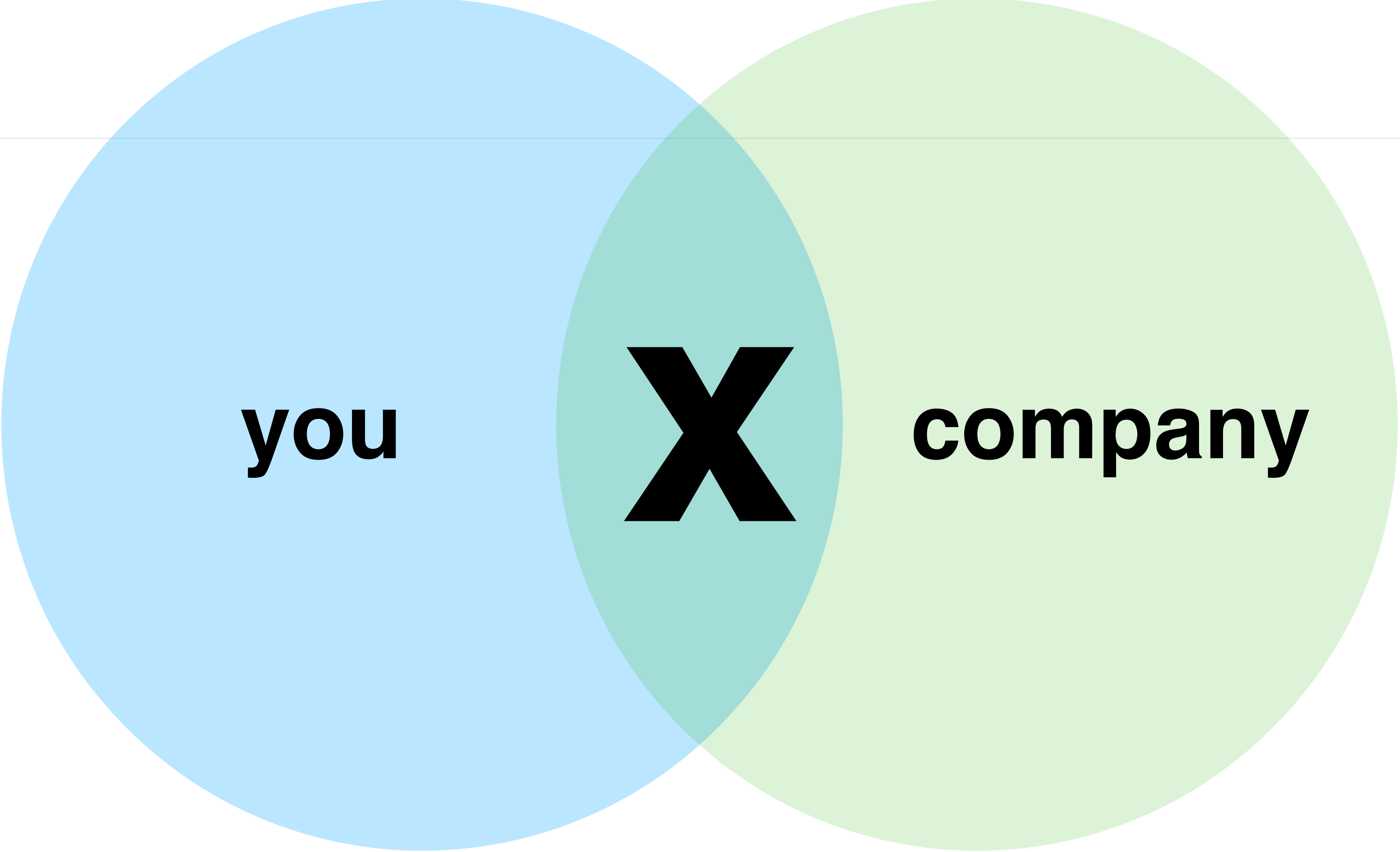


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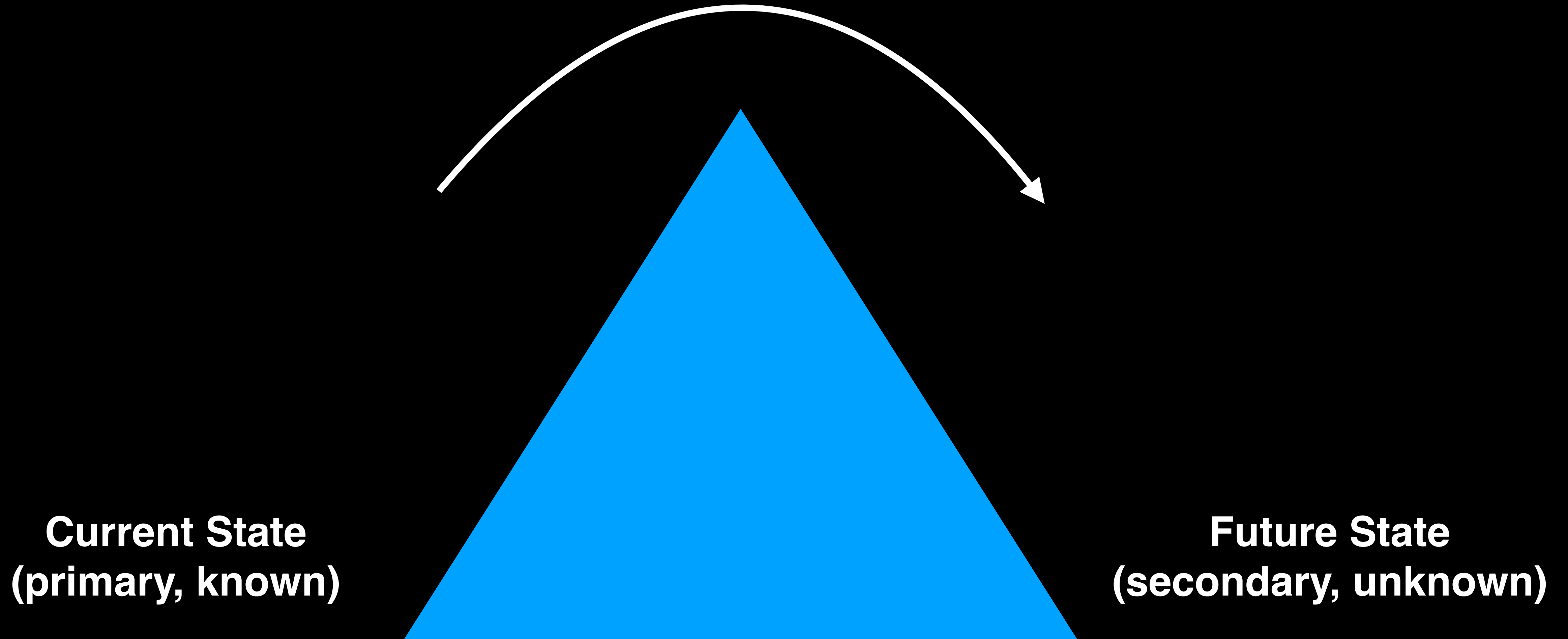


I'm so sick of
this guy

**THIS IS
YOUR LIFE**



EDGE THEORY OF CHANGE



HOW DO CHANGES HAPPEN?

Catalyze your change.

“Let’s split in half.”

Change is imposed.

“You must to split in half.
You’re too big.”

Evoke the change.

Open space.

Hack days.

Opportunity matching.

Coaching/consulting.

WATCH THE ENERGY - BE CURIOUS



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UNDERSTAND NEEDS



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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) 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.

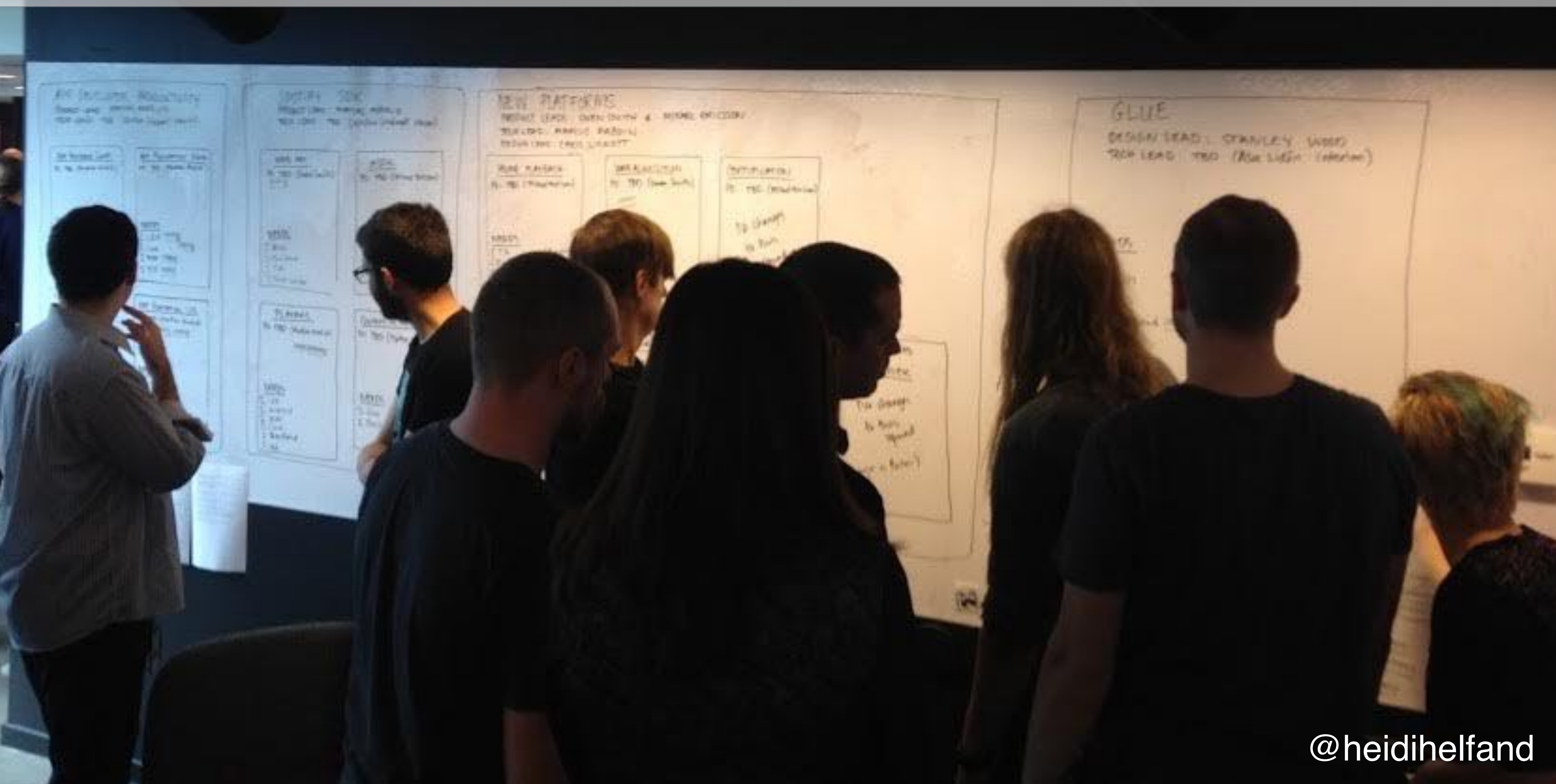
- Chutney
- Marmalade
- Tabasco

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

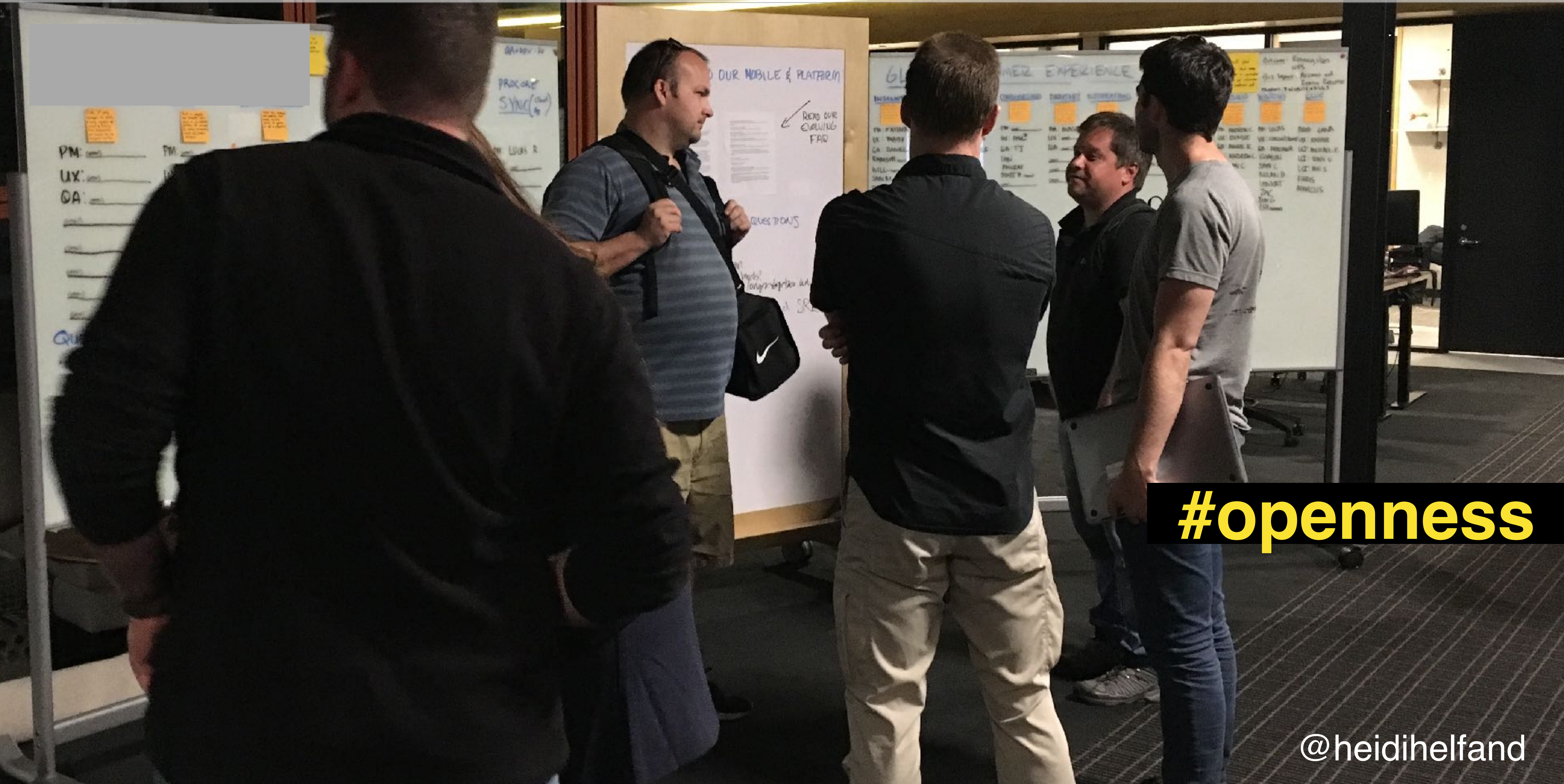
Notes

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

VISUALIZE REORGS ON WHITEBOARDS



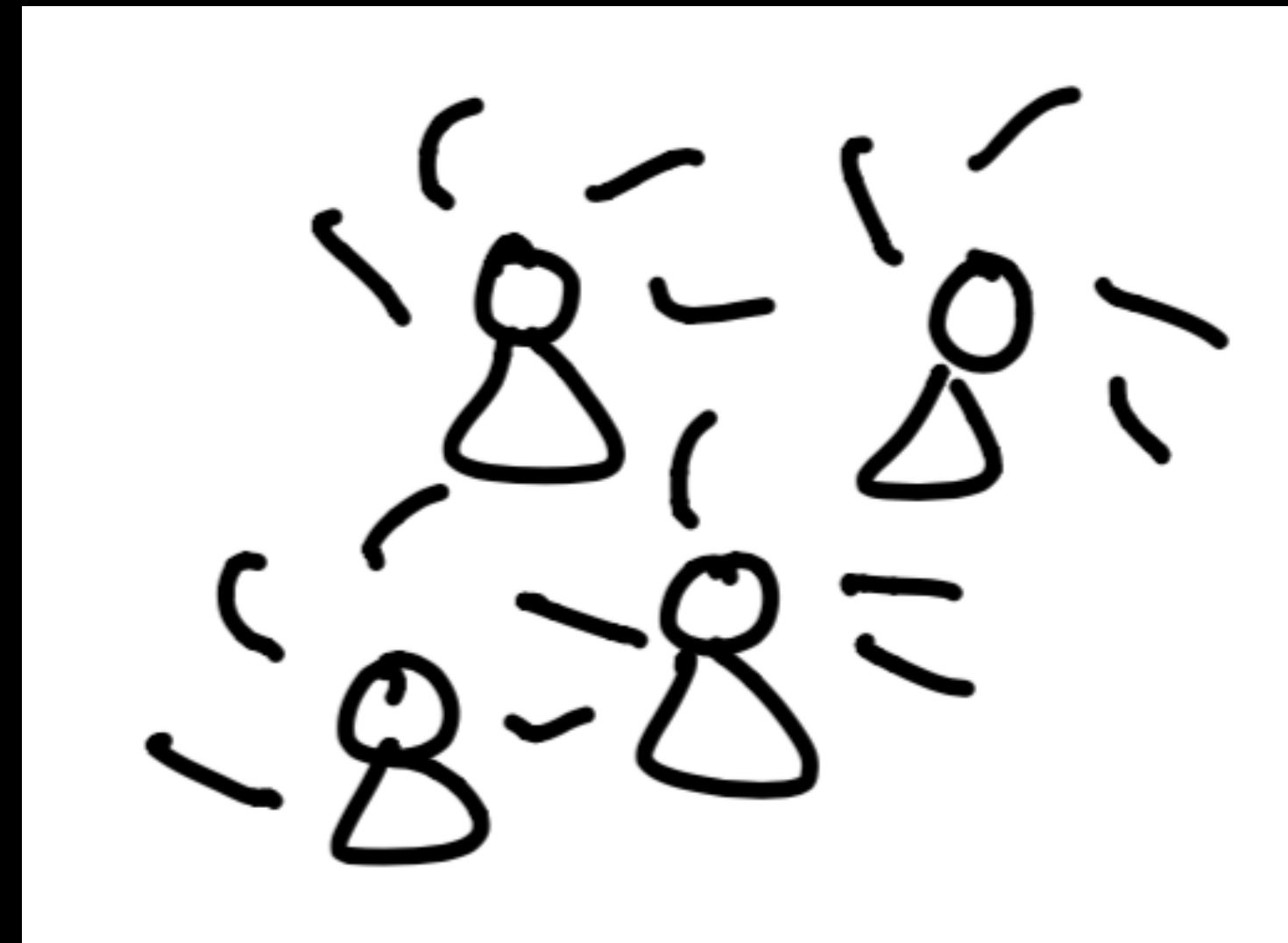
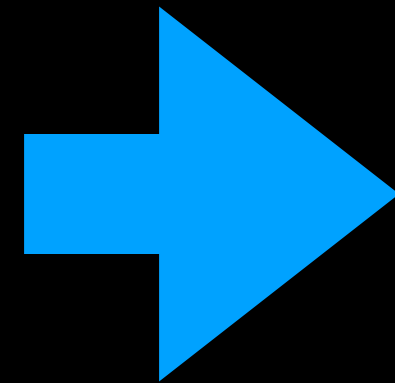
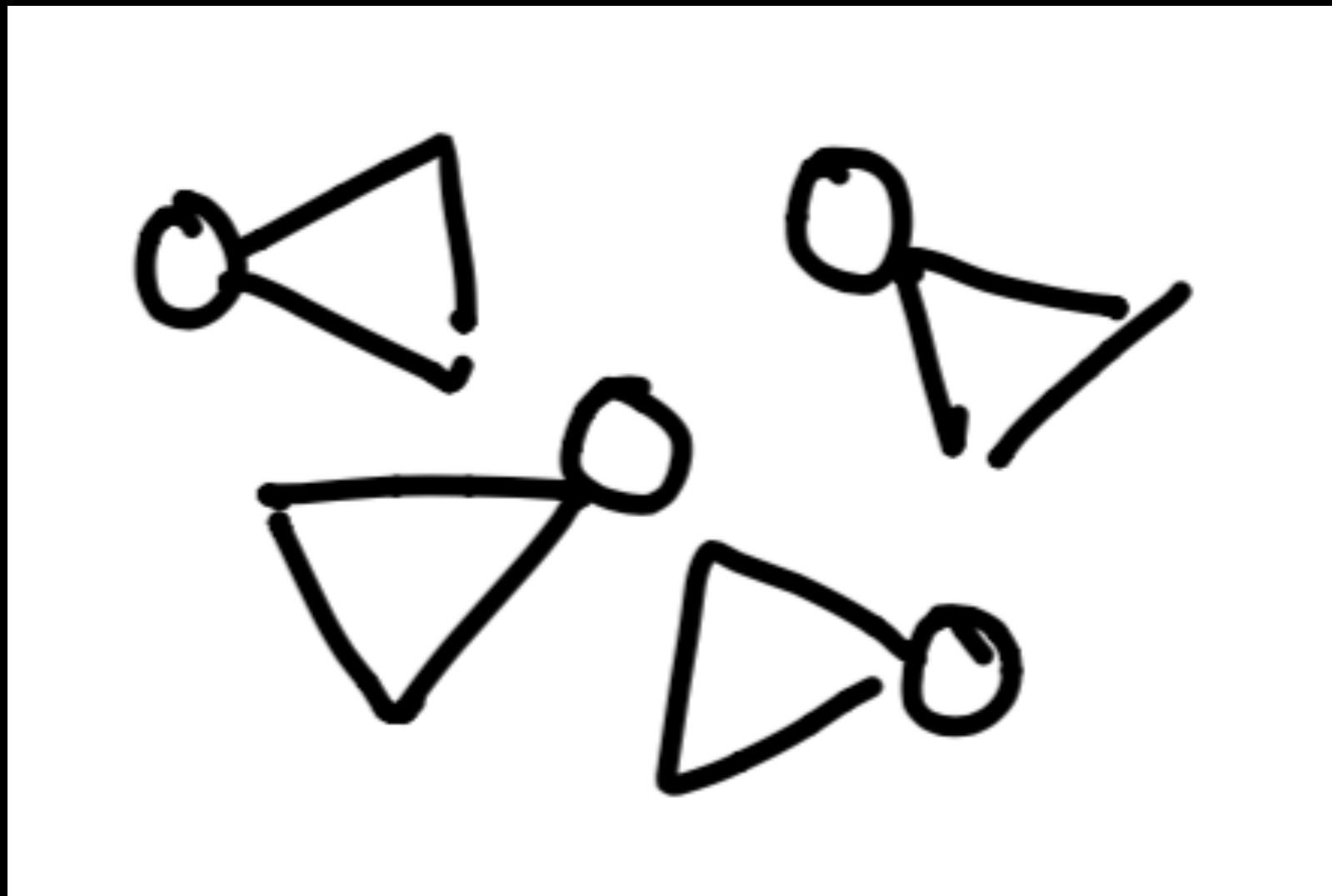
OPPORTUNITY MATCHING



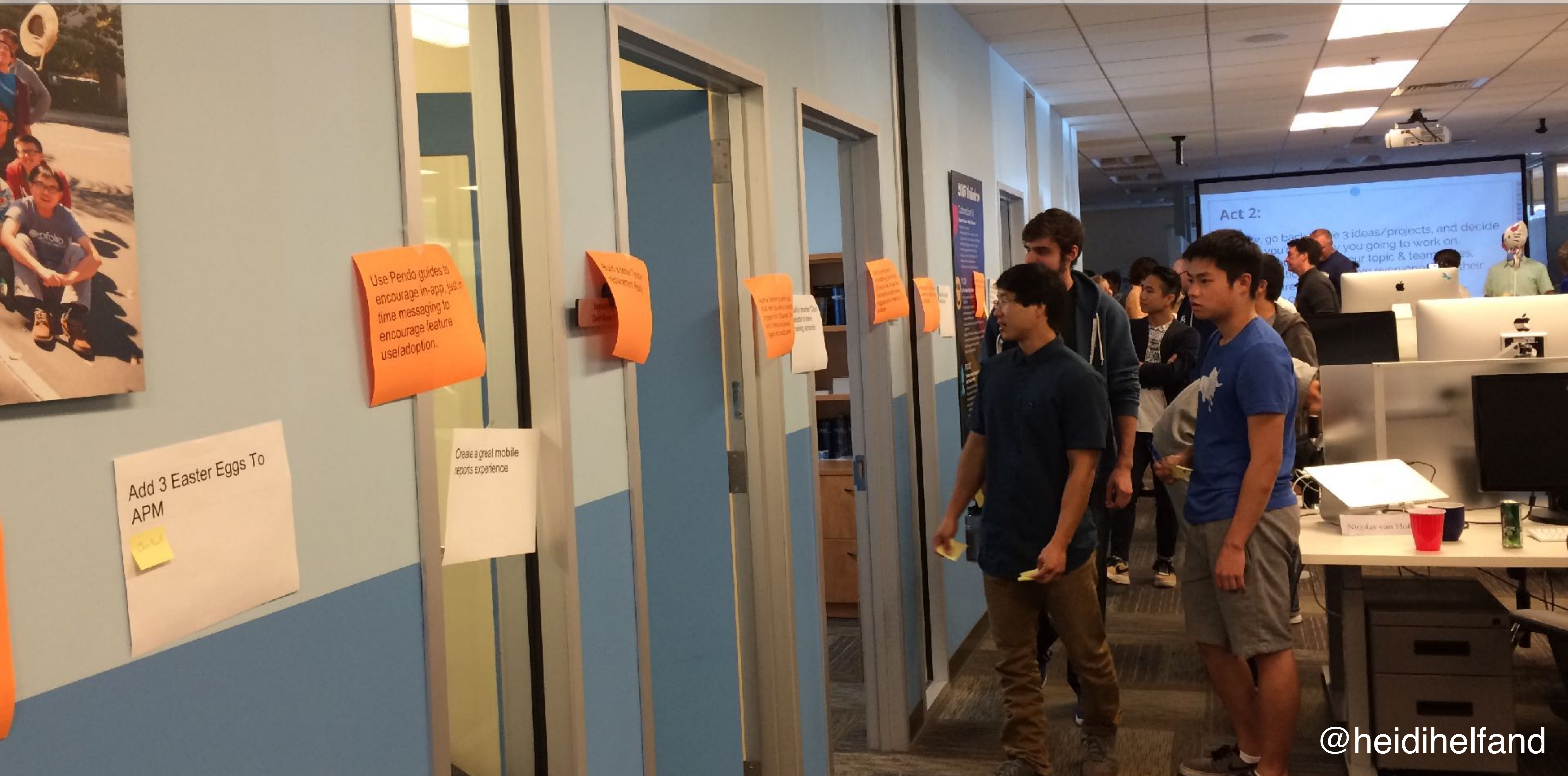
#openness

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YOU CAN DELIBERATELY SHIFT THE ENERGY



1. HAVE A 24 HR HACK DAY



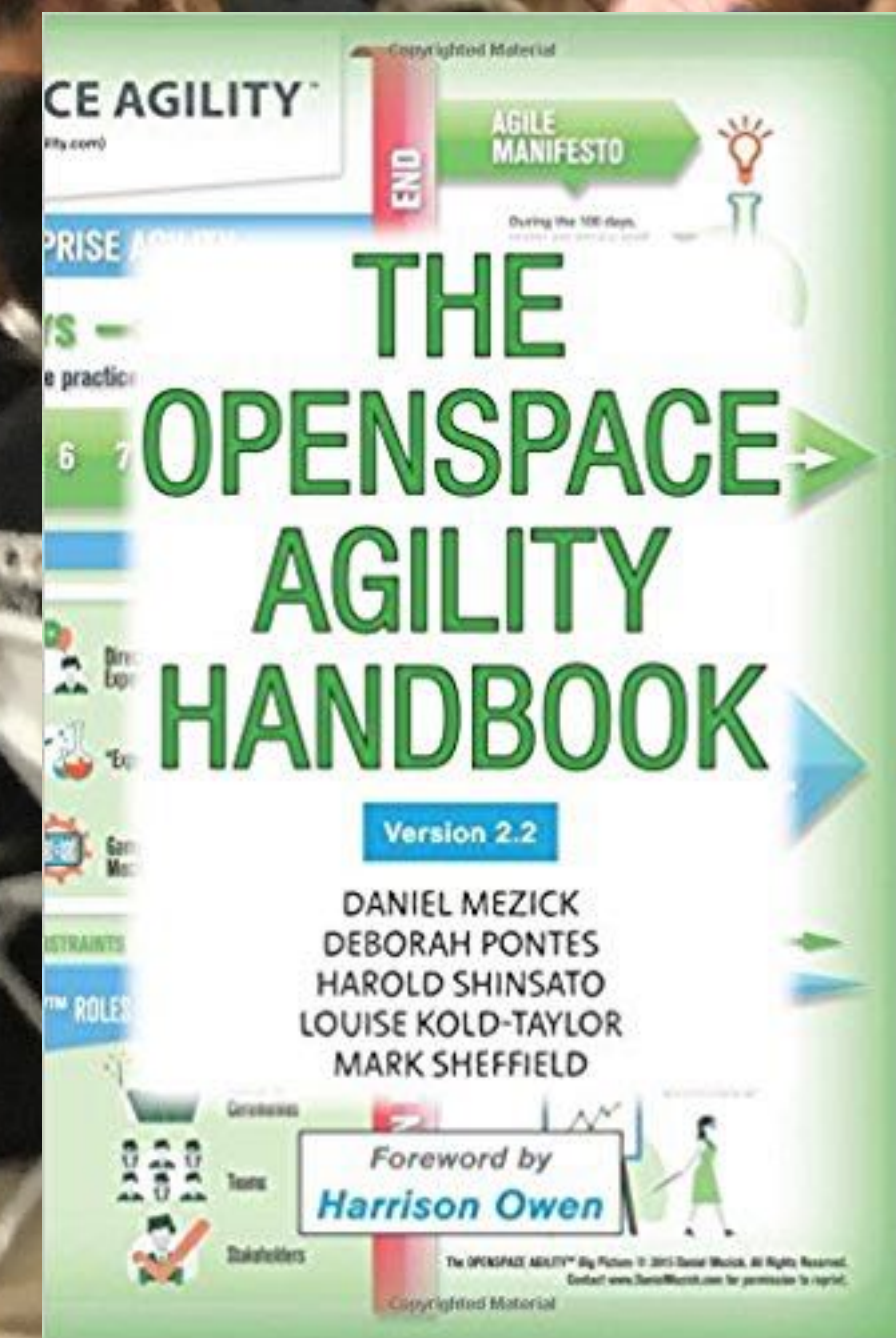
Use Pendo guides to encourage in-app, just in time messaging to encourage feature use/adoption.

Add 3 Easter Eggs To APM

Create a great mobile reports experience



2. EVOKE CHANGE WITH OPEN SPACE



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THE PEOPLE BUILD THE SCHEDULE



THE PEOPLE FIND EACH OTHER



YOU CAN "SEE" THE RESONANT TOPICS



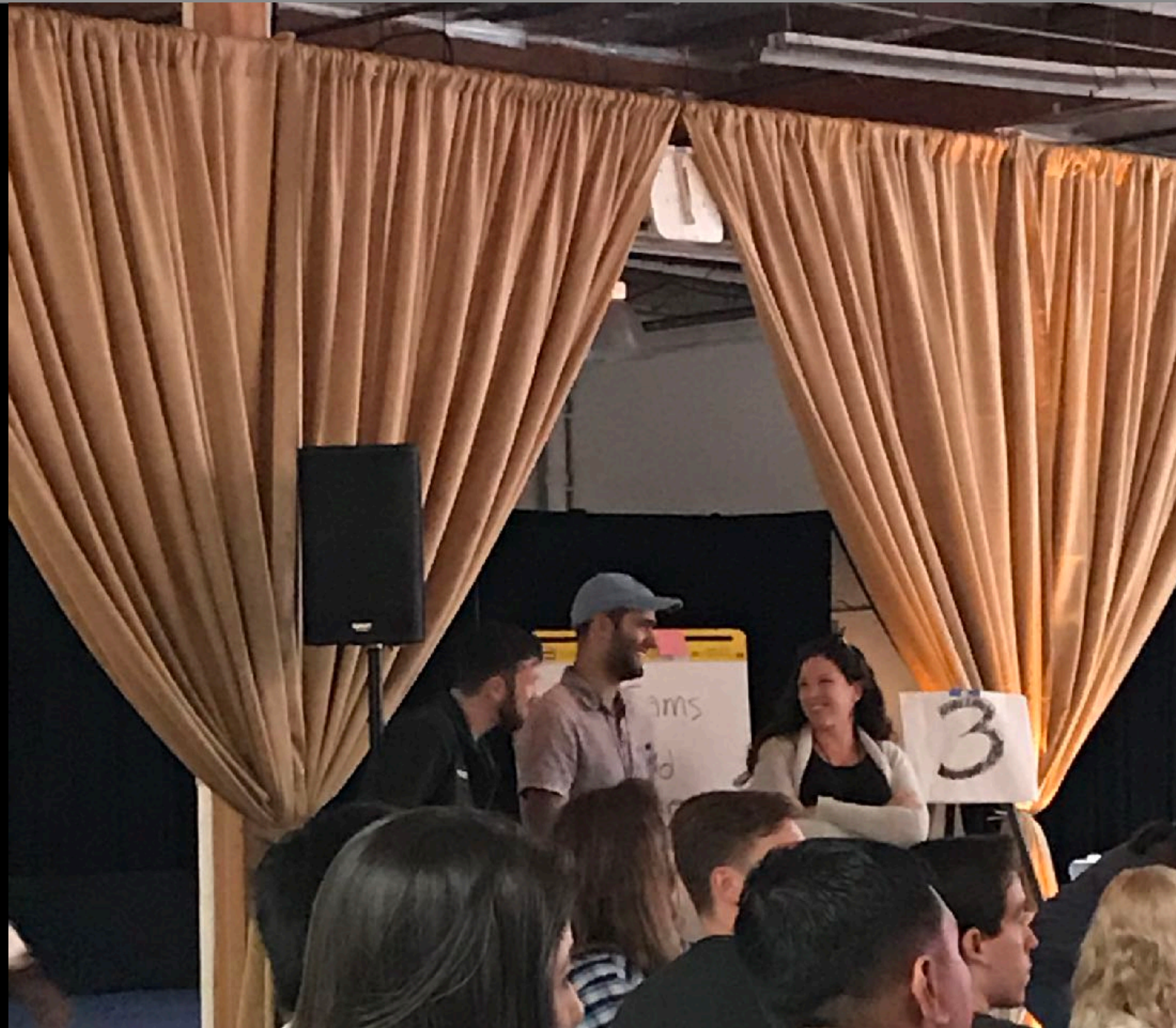
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CROWDSOURCE WHAT'S IMPORTANT TO THE WHOLE



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FORM GUILDS VIA SELF-SELECTION



KEEP GUILDS ALIVE AFTER EVENT



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3. THEN TRY SELF-SELECTION WITH REGULAR TEAMS



Let's run an experiment! Self-selection at HBC Digital

CULTURE

Dana Pylayeva, Agile Coach

MAY 31, 2017

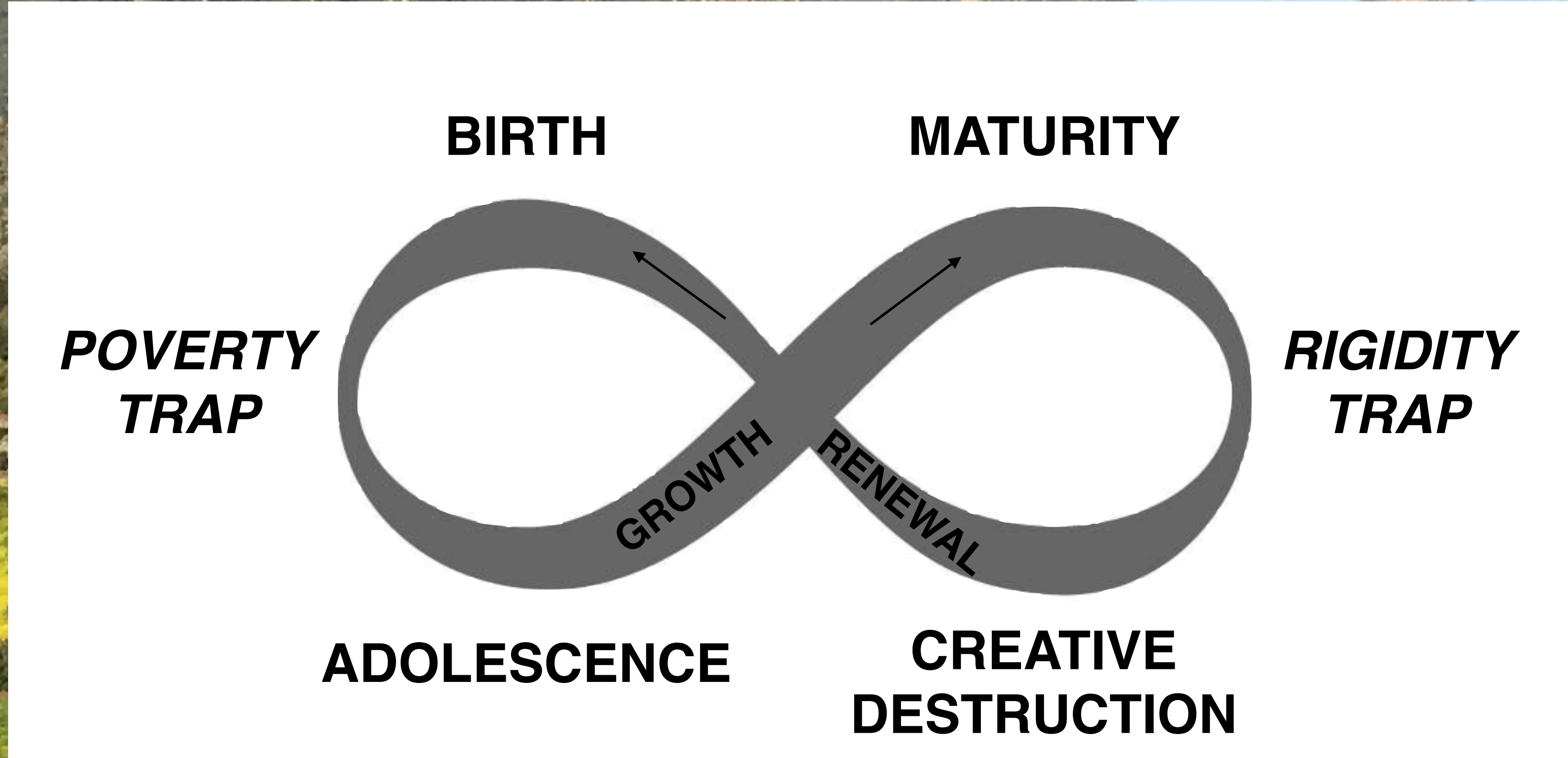
15 min Read Time



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!

WHERE ARE YOU? YOUR TEAM? YOUR COMPANY?



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

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EMPOWER THE PEOPLE TO REFLECT AND ADJUST THEIR OWN TEAM COMPOSITIONS



RETEAMING IS INEVITABLE



YOU MIGHT AS WELL GET GOOD AT IT

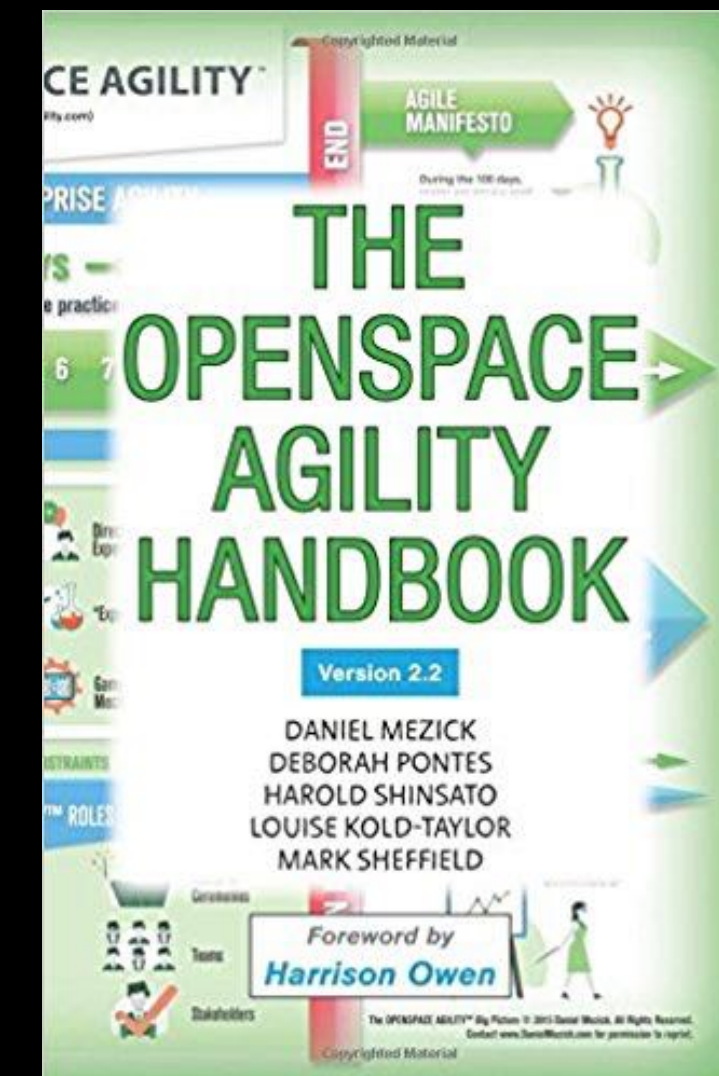
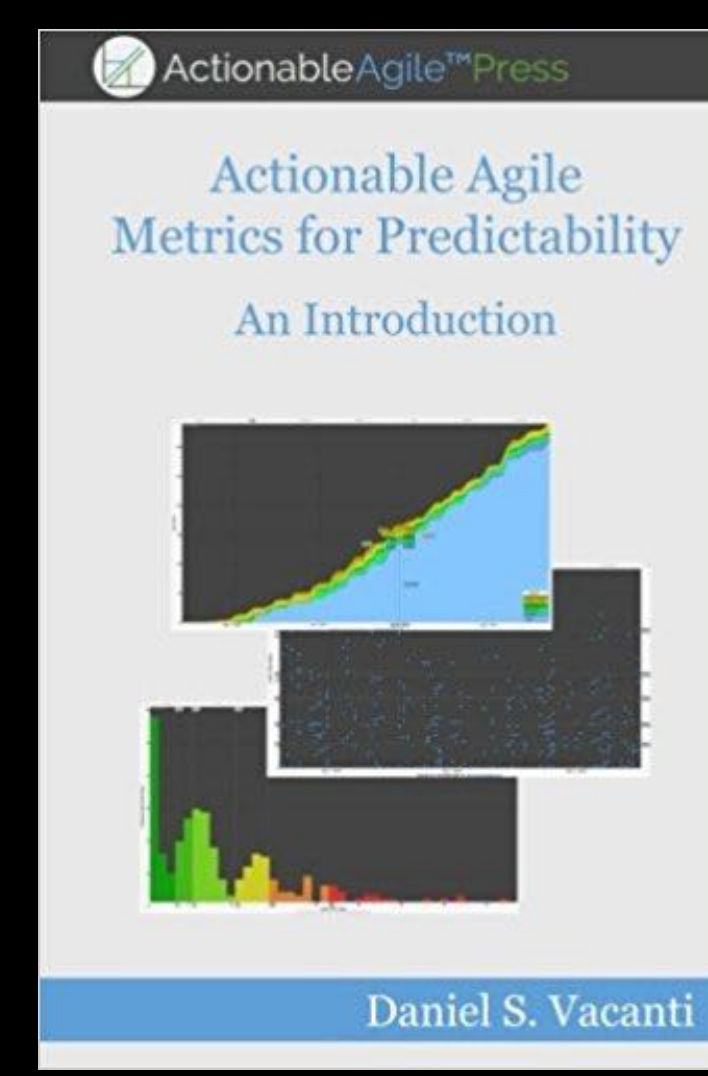
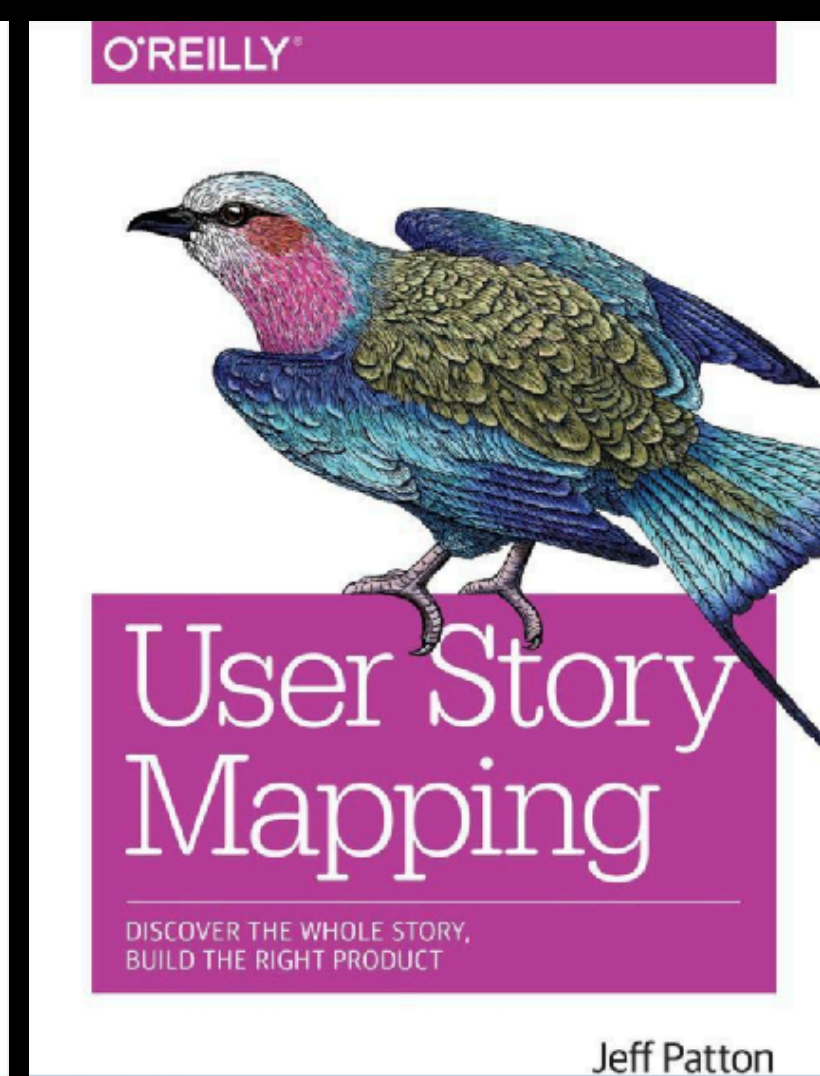
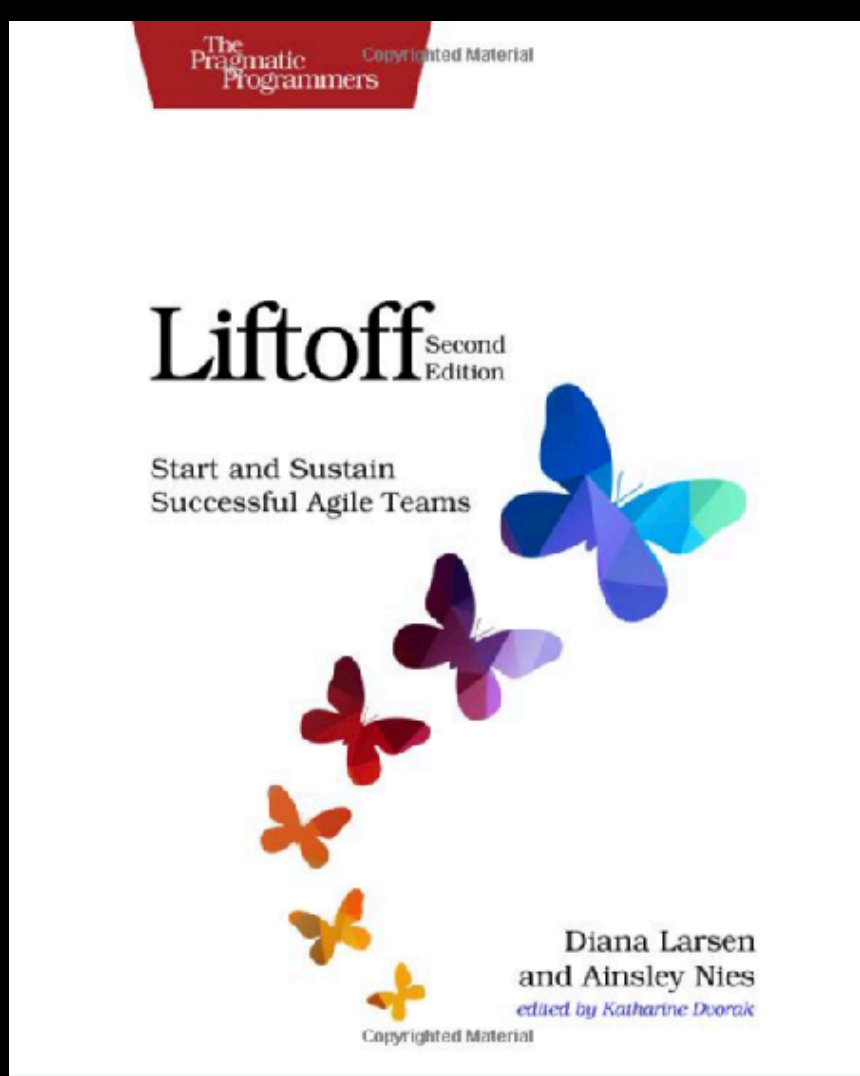
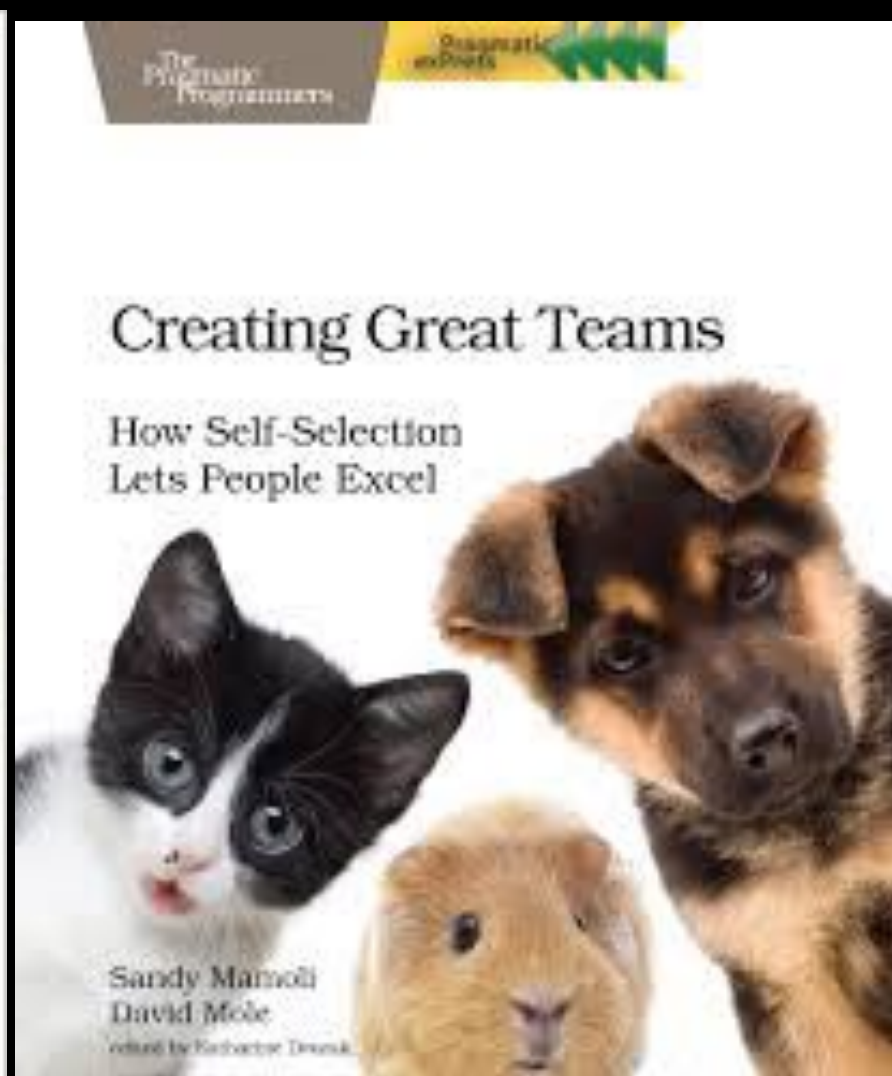
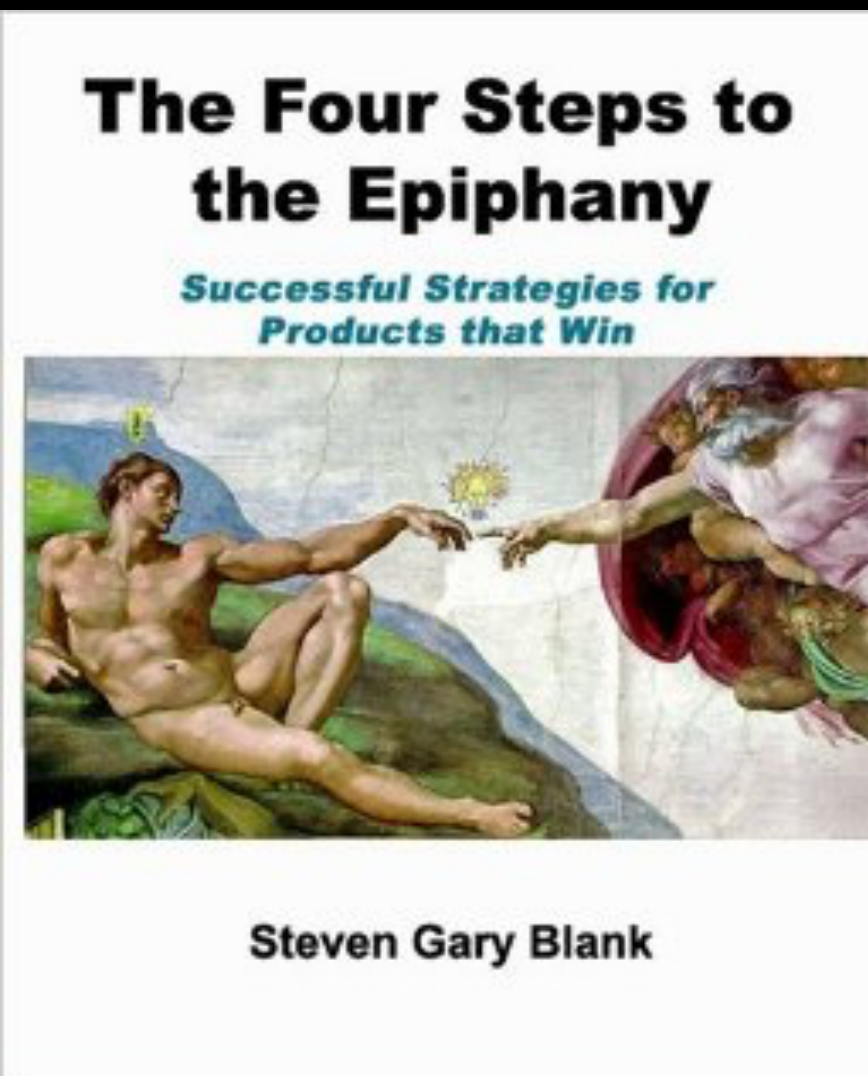
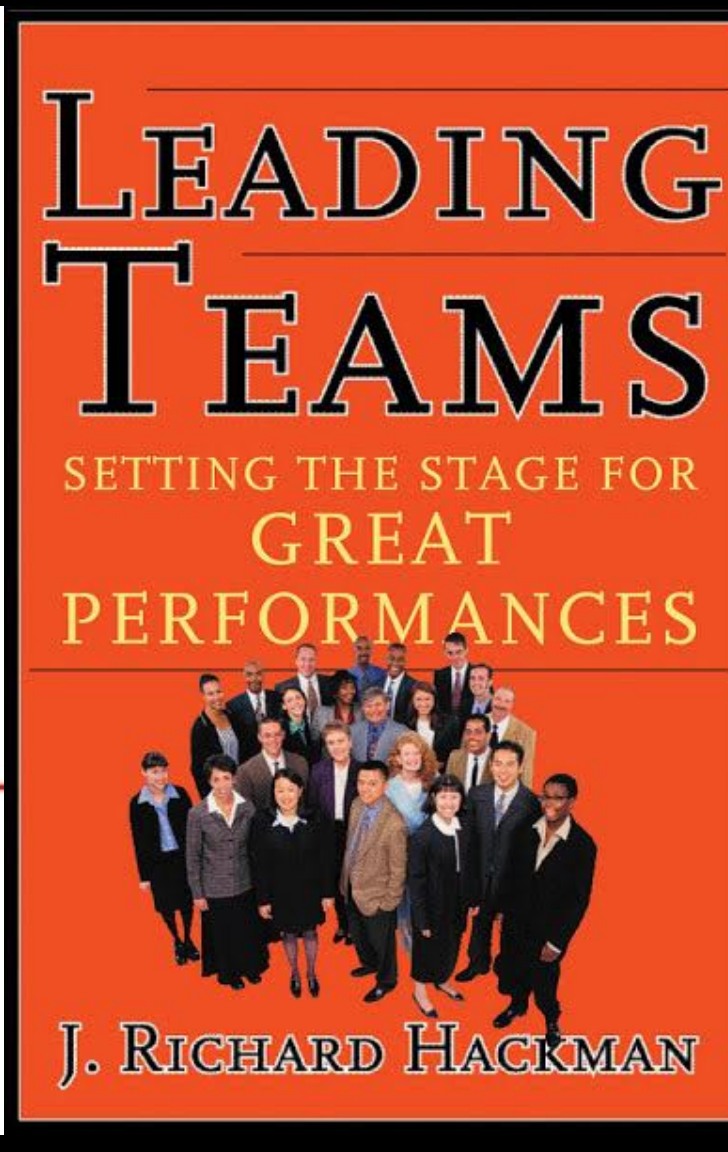
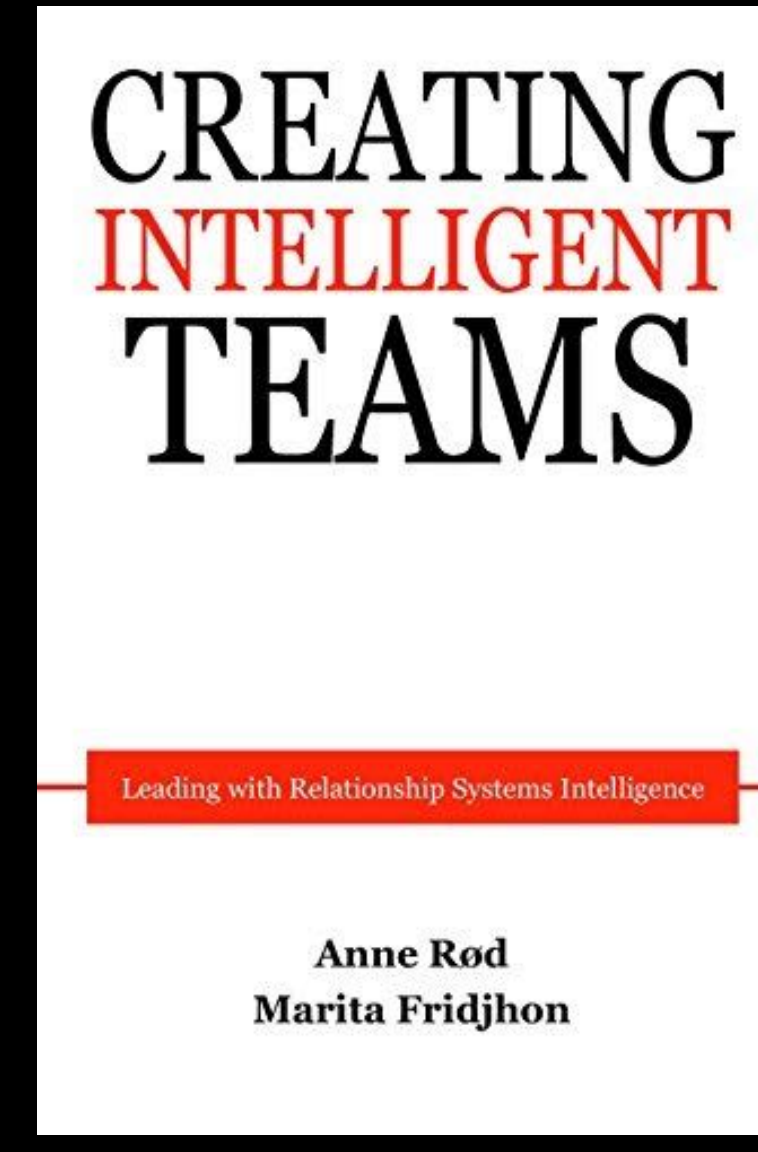
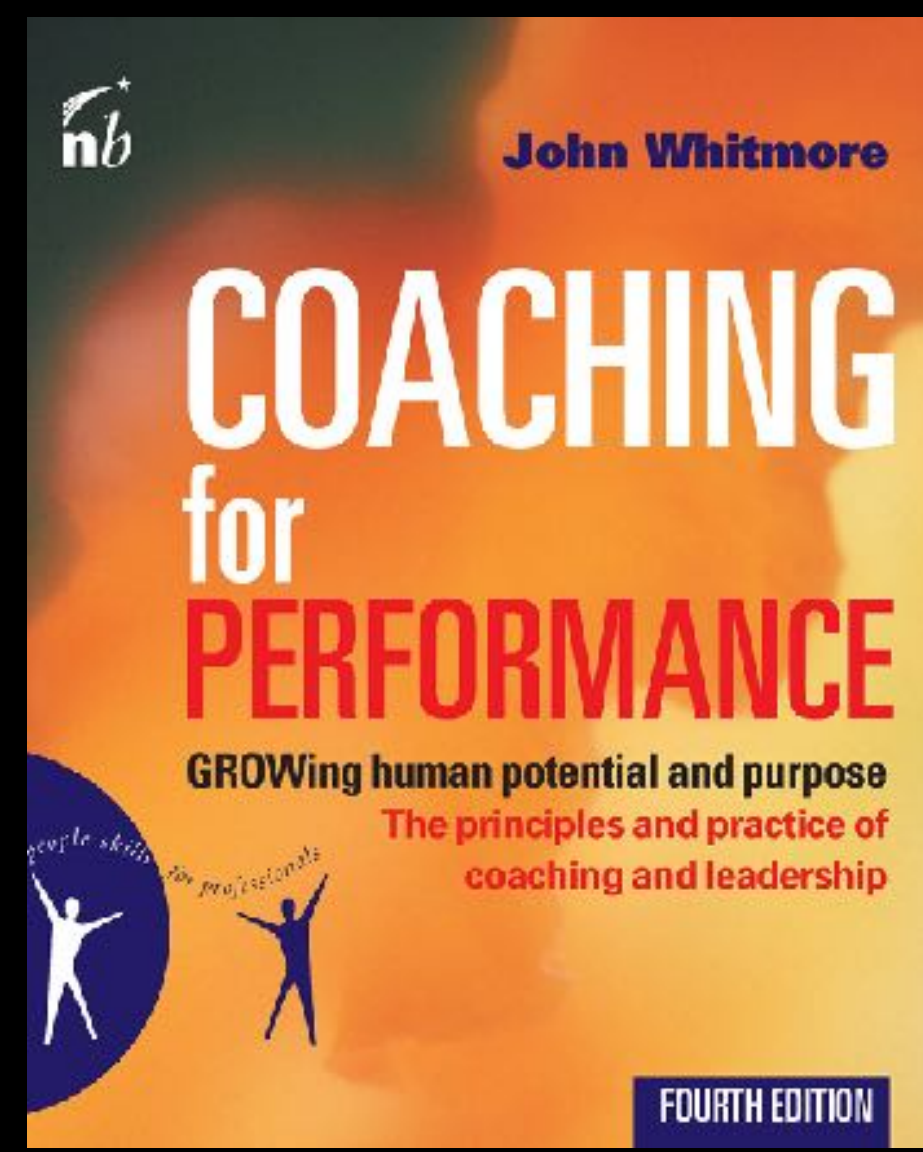
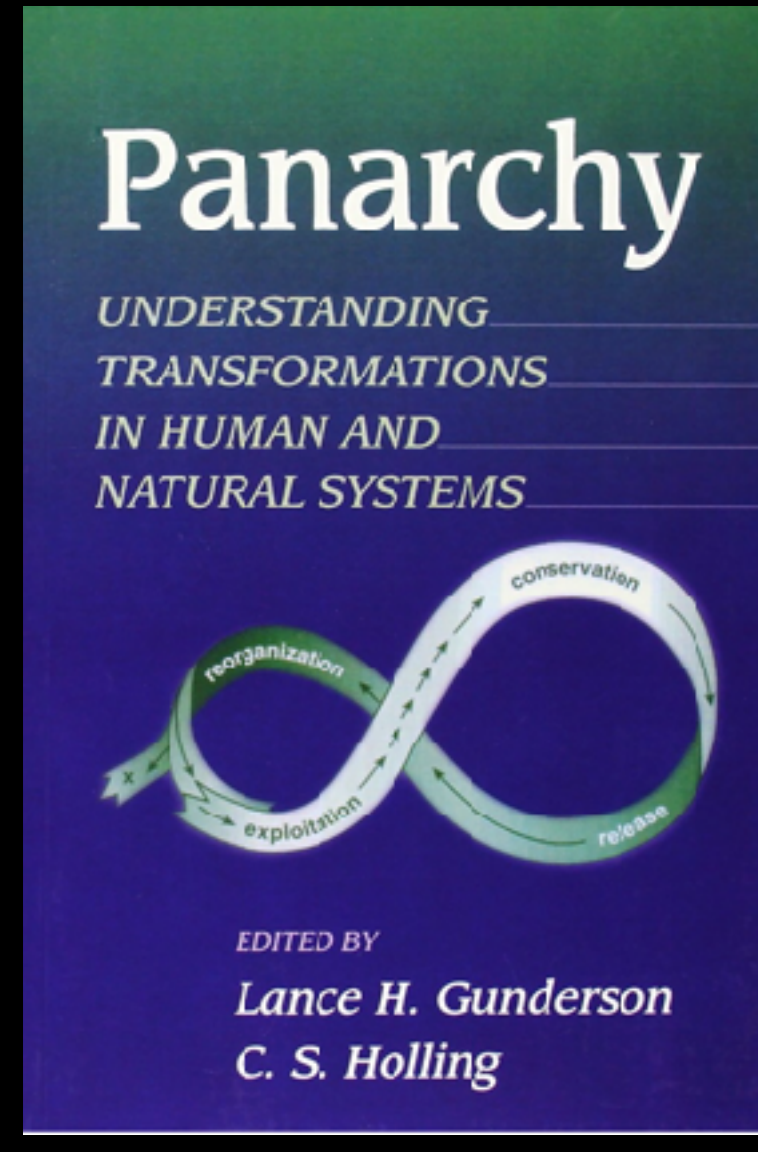
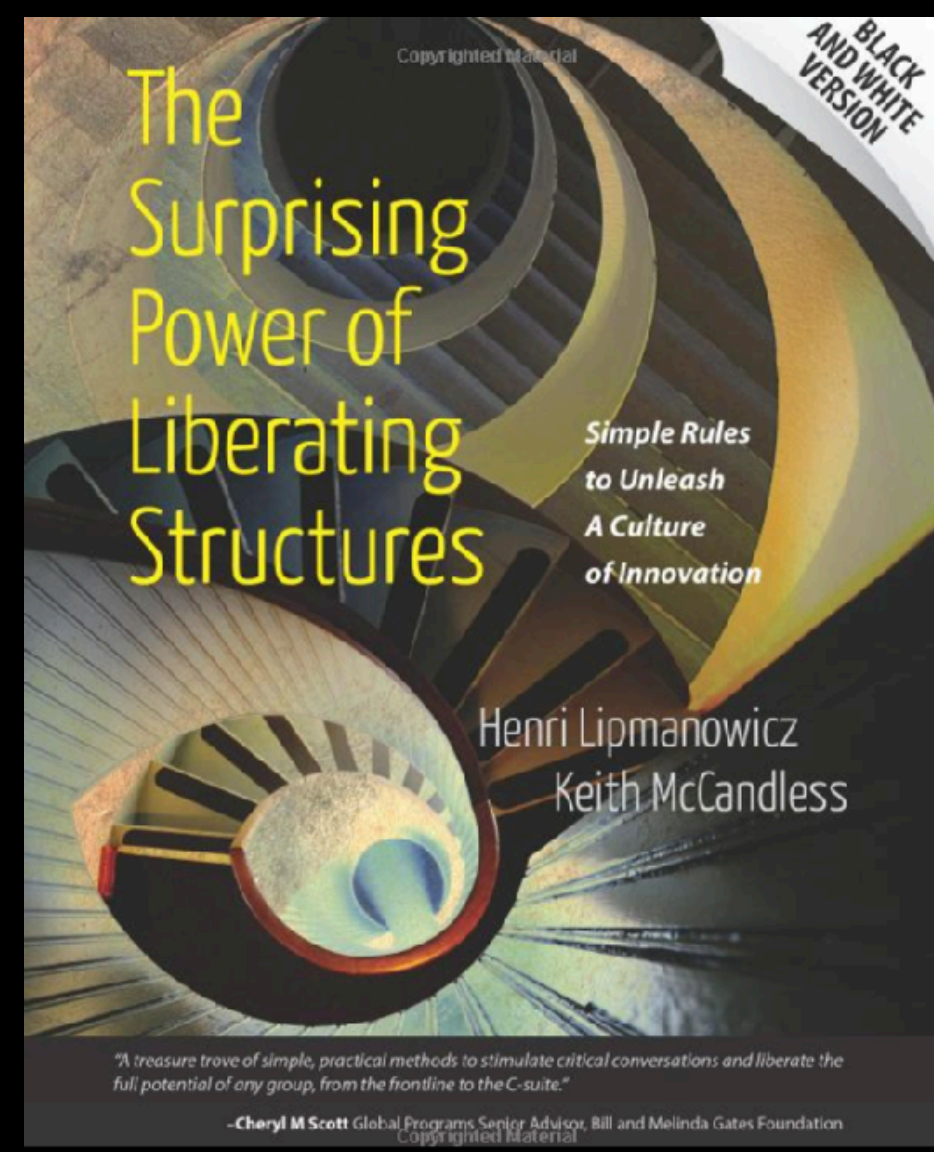
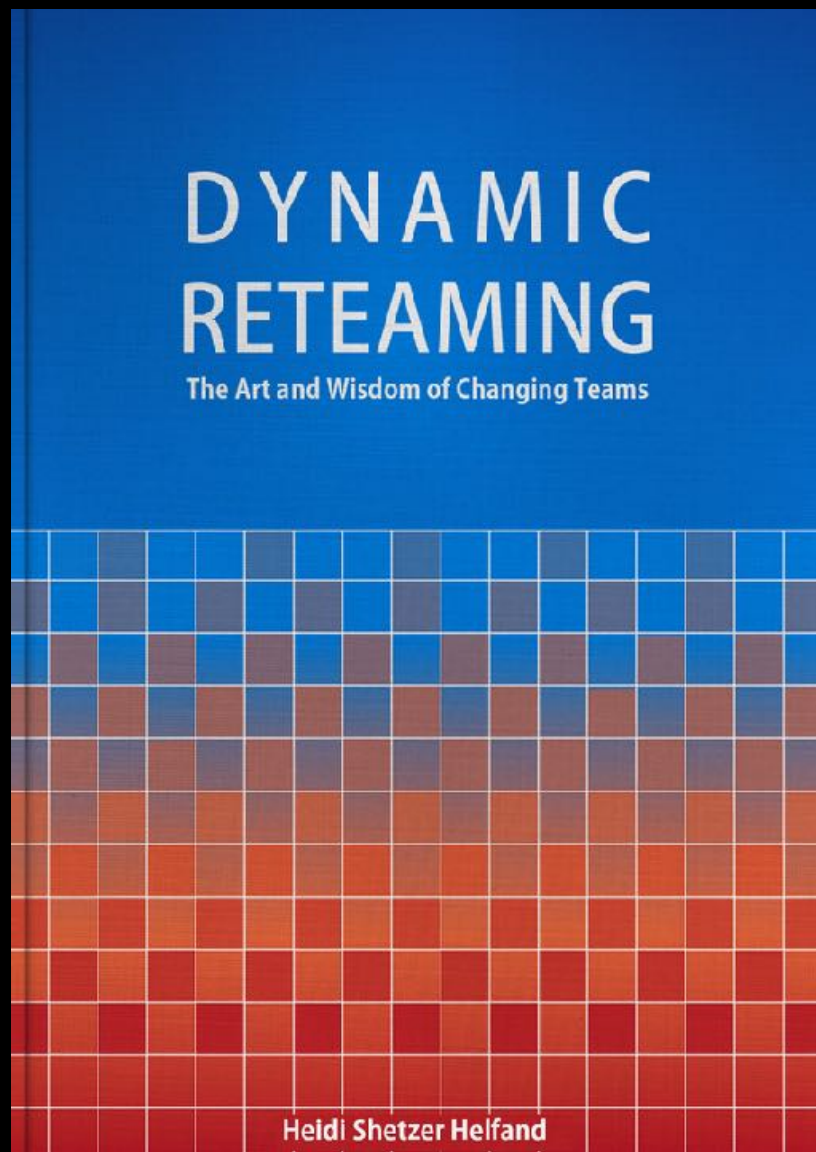
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DYNAMIC RETEAMING

PROBLEM

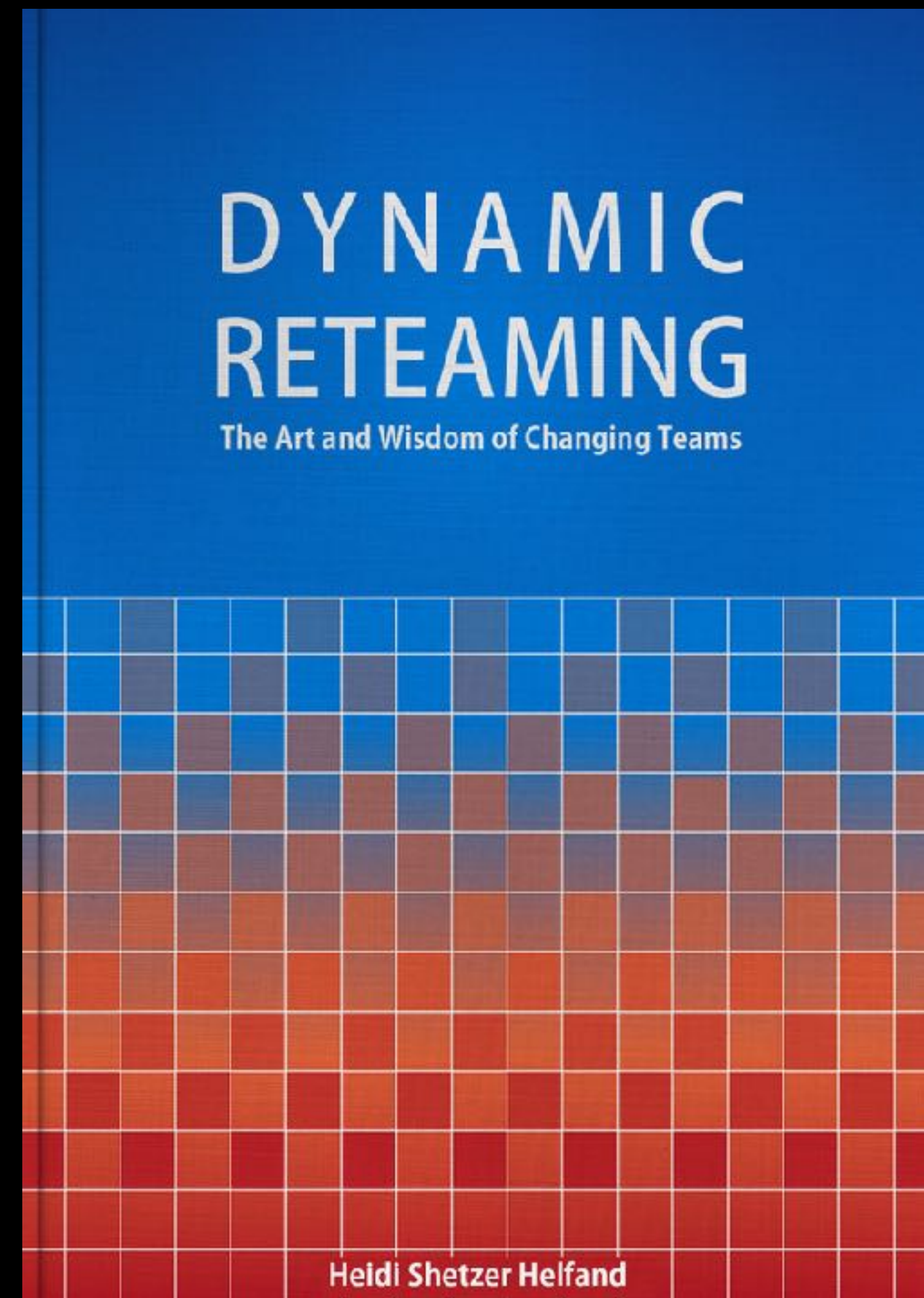
PATTERN

- | | | |
|---|---------------------|----------------|
| ① | Emergency | Isolation |
| ② | Mandate to Grow | One by one |
| ③ | Team too big | Grow & Split |
| ④ | Towers of Knowledge | Switch |
| ⑤ | Stagnation | Self selection |



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LEANPUB.COM/ DYNAMICRETEAMING



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DYNAMIC RETEAMING

HEIDI HELFAND



- July 16 - Coaching Conversations workshop



- Aug 7 - Leadership Starts with Listening workshop

YOW!

- Sept 3 - Dynamic Retesting workshops



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