DYNAMIC RETEAMING

AT FAST-GROWING COMPANIES

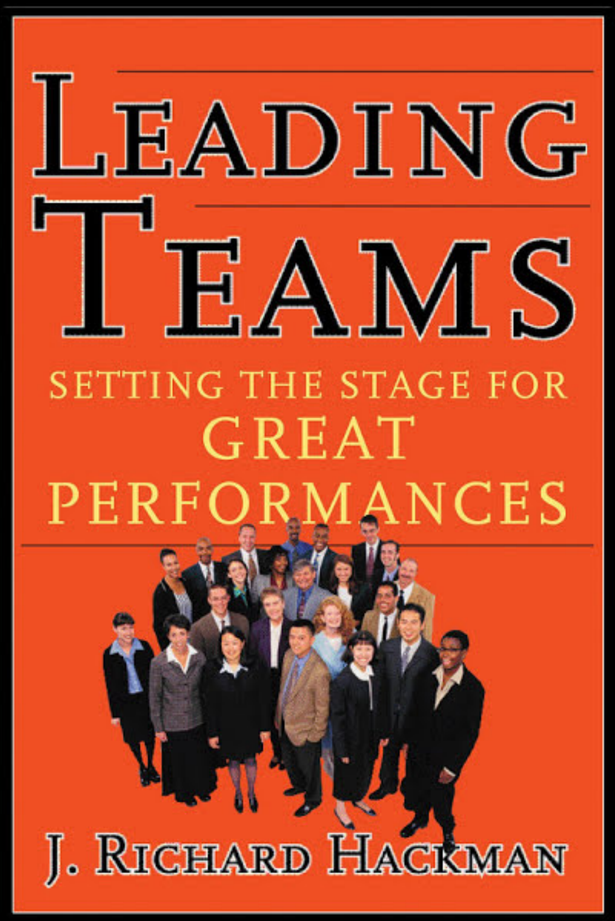
HEIDI HELFAND

PROCORE®

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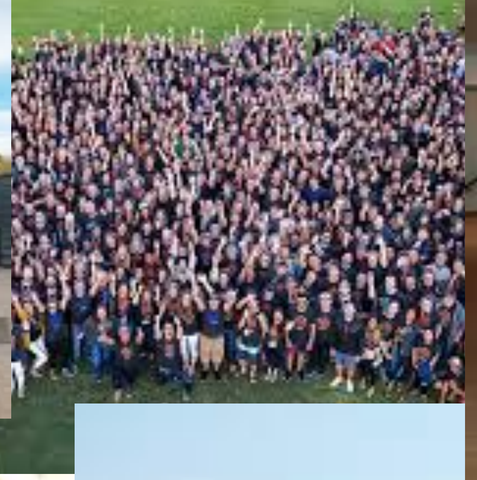
procore.com/jobs

@heidihelfand



“Teams with stable membership perform better.”













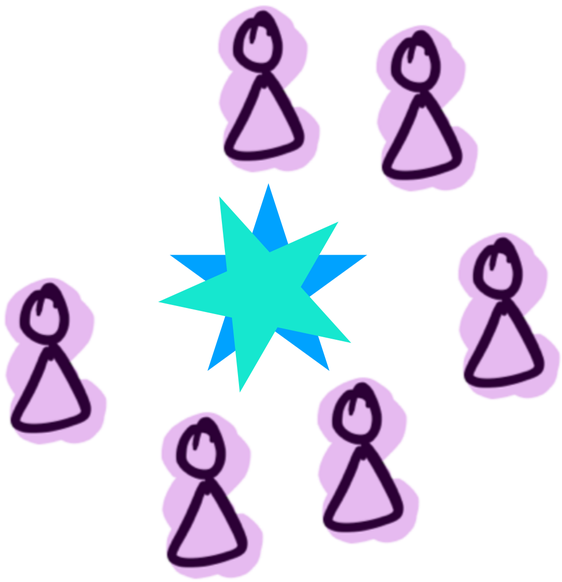
CLASS


RAISE YOUR HAND
IF…

TEAM CHANGE IS
INEVITABLE.
GET GOOD AT IT.

NEW PEOPLE WILL JOIN

- New ideas
- Differences
- Personality



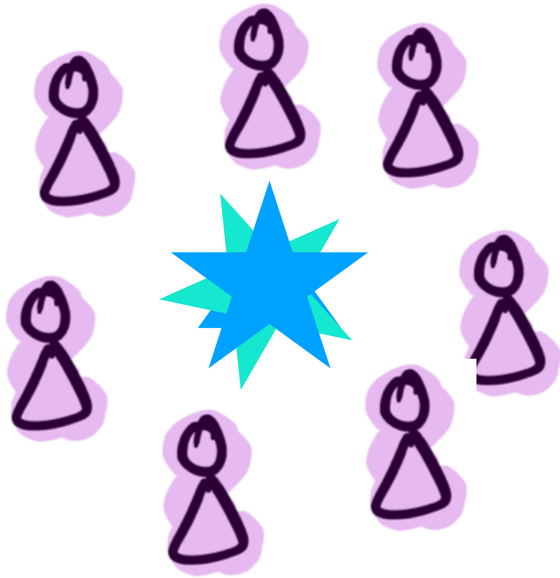
-CRR GLOBAL

ONE PERSON CHANGES THE DYNAMIC



PEOPLE WILL LEAVE

- Identity change
- Rename team
- What else leaves?





SOMETIMES IT HURTS



SOMETIMES THEY LINGER ON LIKE GHOSTS



-CRR GLOBAL

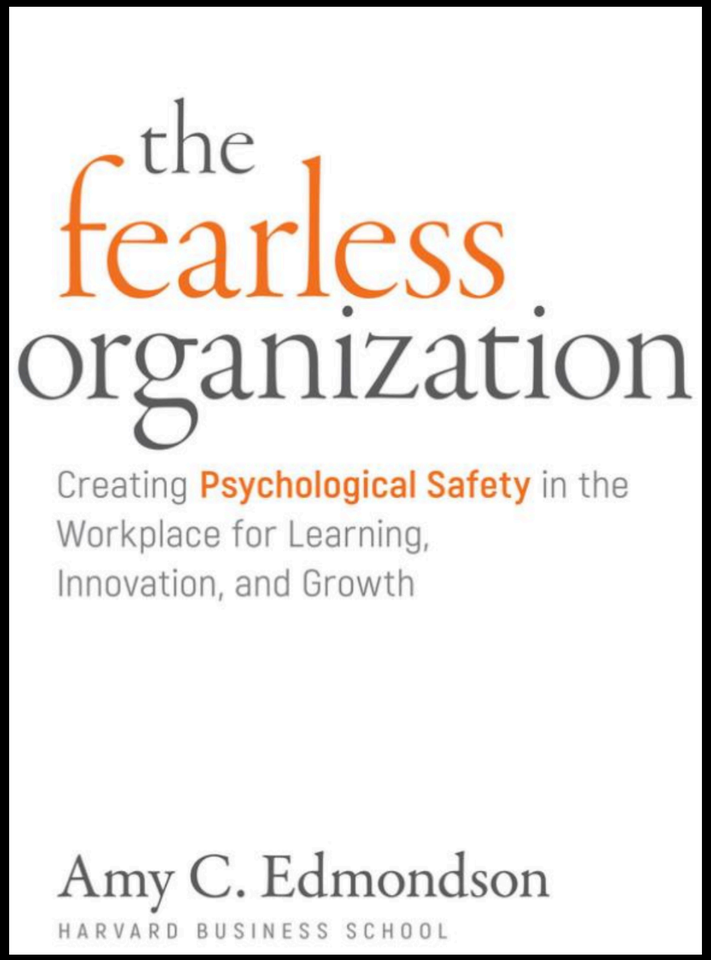
WHEN YOUR TEAMS CHANGE YOU ARE NOT “DOING IT WRONG”



“Bounded and stable membership is less and less the norm as teams become more dynamic and are frequently overlapping.”

-Wageman, Gardner & Mortensen, 2012

https://onlinelibrary.wiley.com/doi/full/10.1002/job.1775



“More and more people… are now working on multiple teams that vary in duration, have a constantly shifting membership, and pursue moving targets. .”

https://hbr.org/2012/04/teamwork-on-the-fly-2

FROM 15 TO 800



FROM 10 TO 600



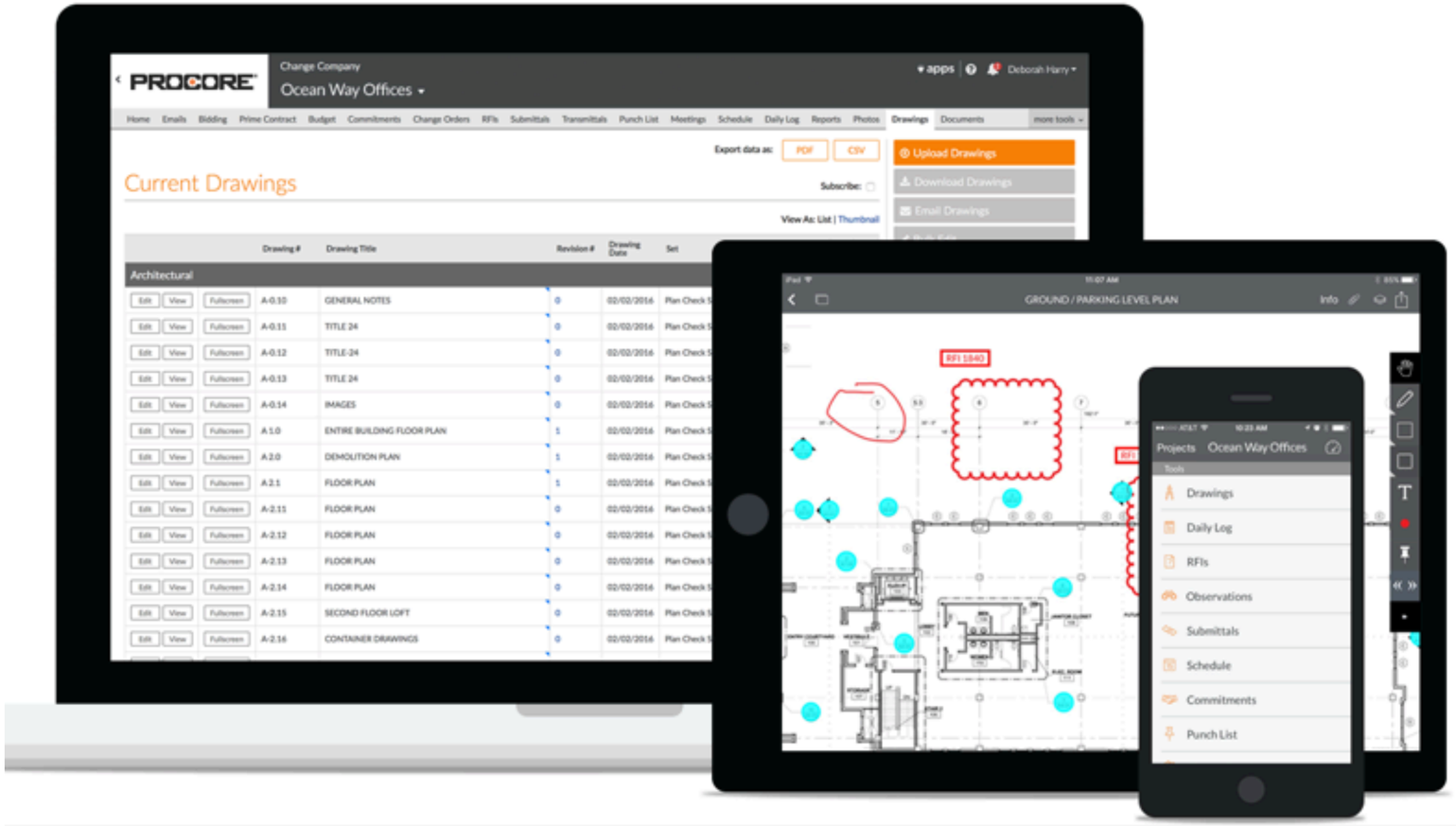
FROM 800 TO 1300 to ?...



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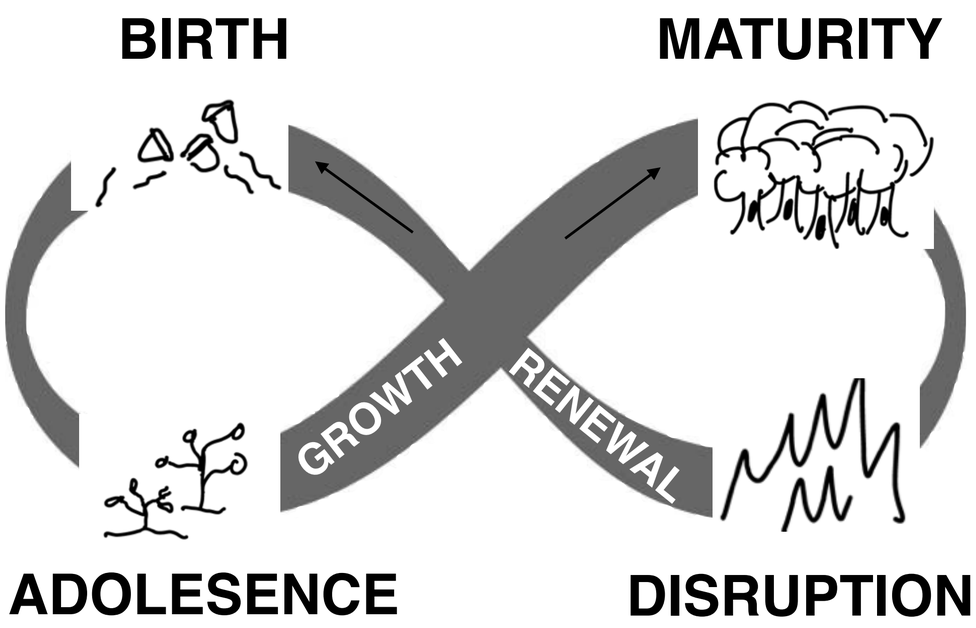
PROCORE®





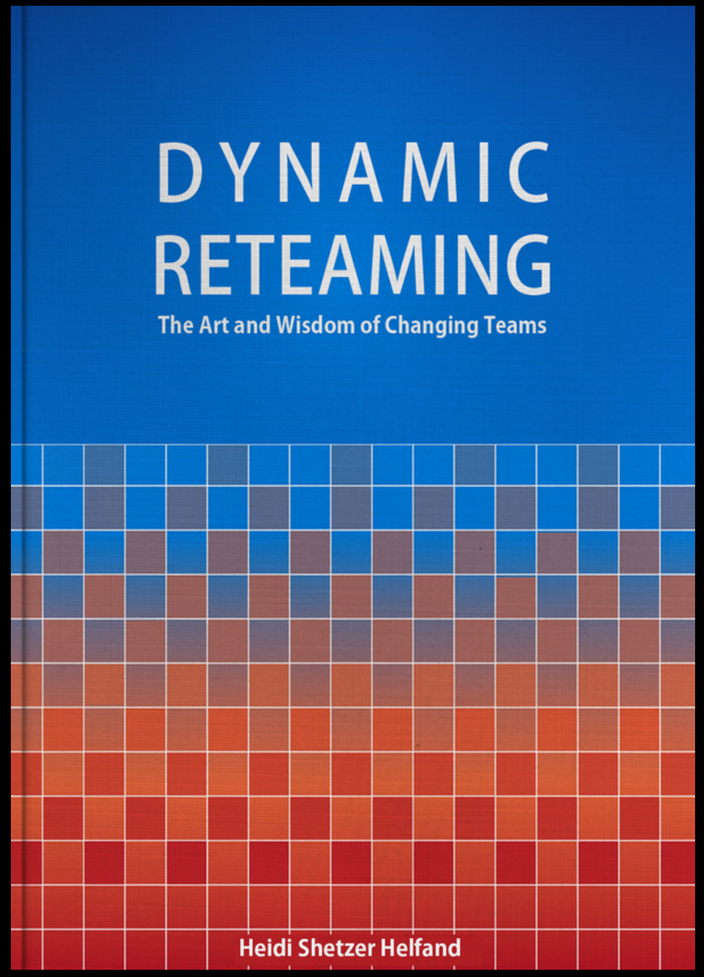
LET’S DIG IN

TEAMS AGE & CHANGE



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

WHY TEAMS CHANGE



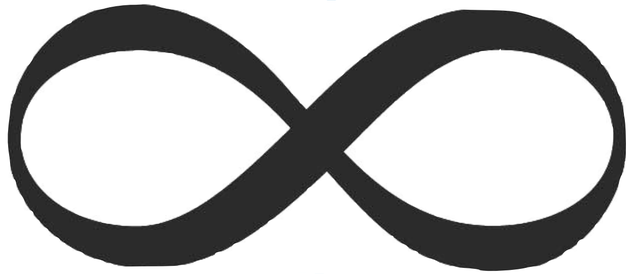
- Growth/attrition
- New work or focus
- Knowledge sharing
- Stagnation & learning



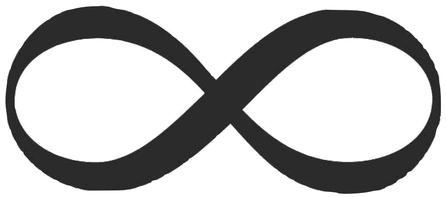
company



dept



tribe



team

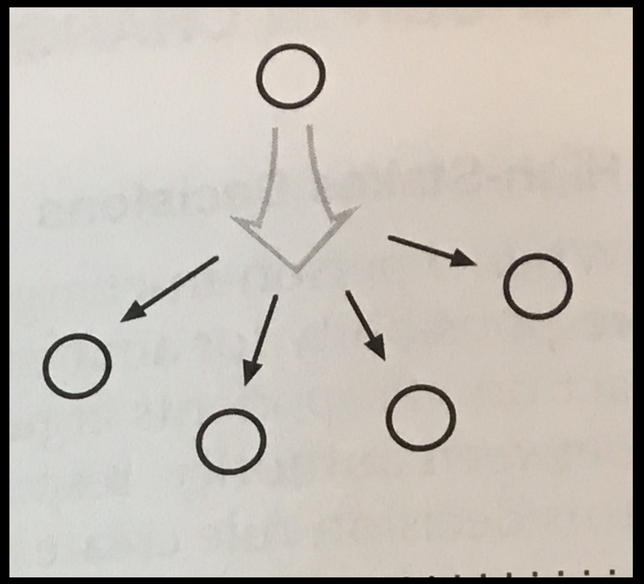


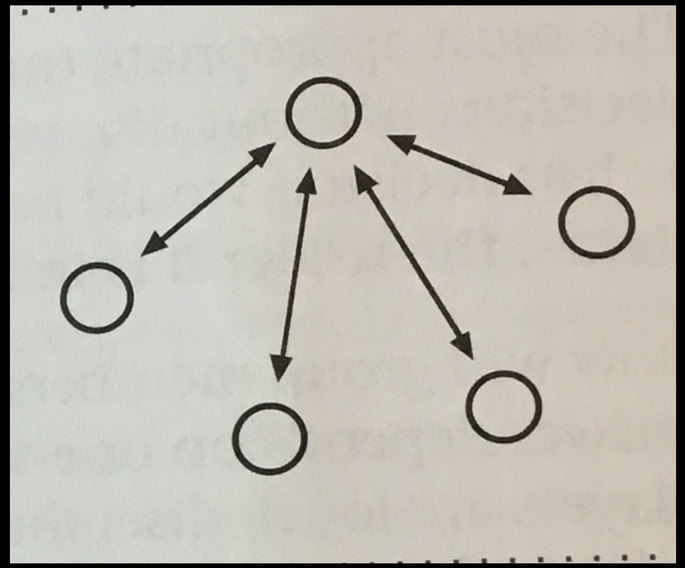
person

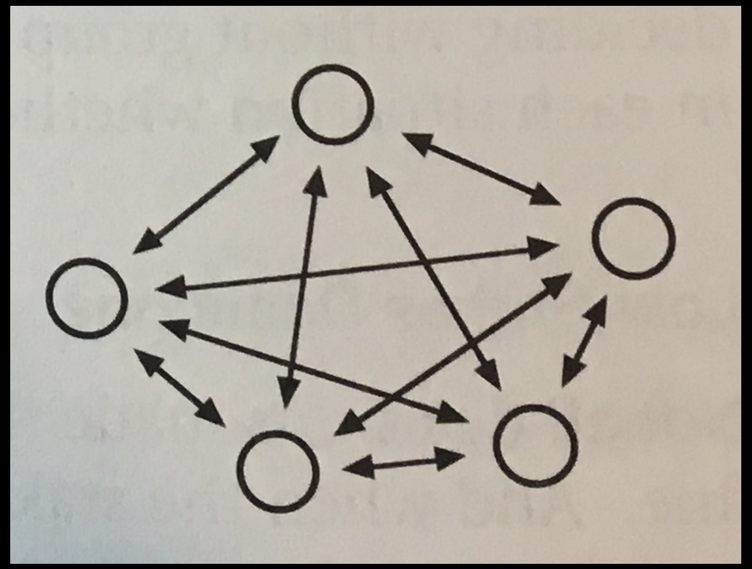




IT HAPPENS IN DIFFERENT WAYS

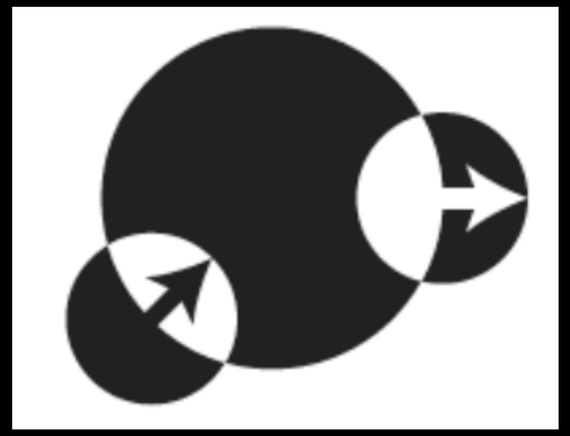






Sam Kaner

DYNAMIC RETEAMING PATTERNS



ONE BY ONE

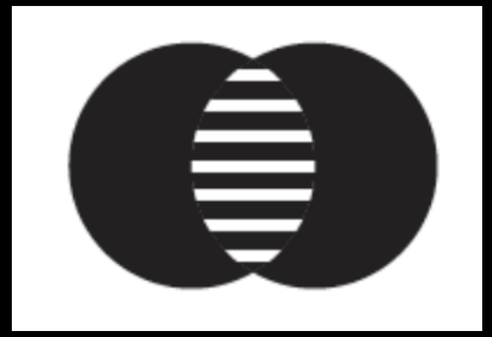


GROW & SPLIT

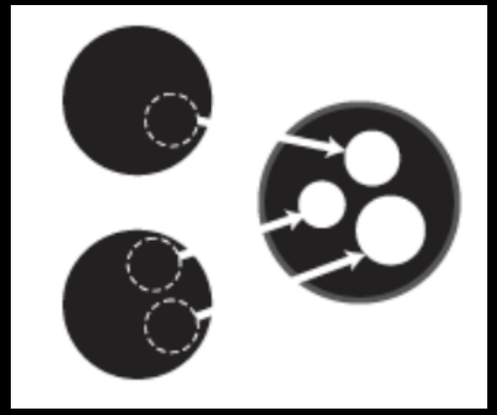


SWITCHING

DYNAMIC RETEAMING PATTERNS

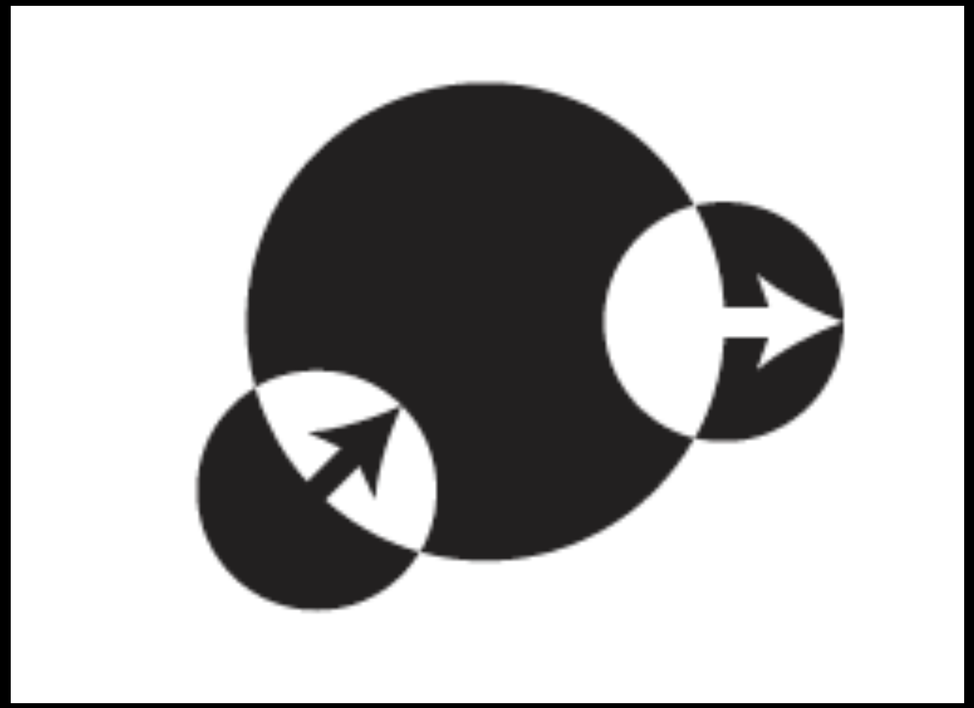


MERGING

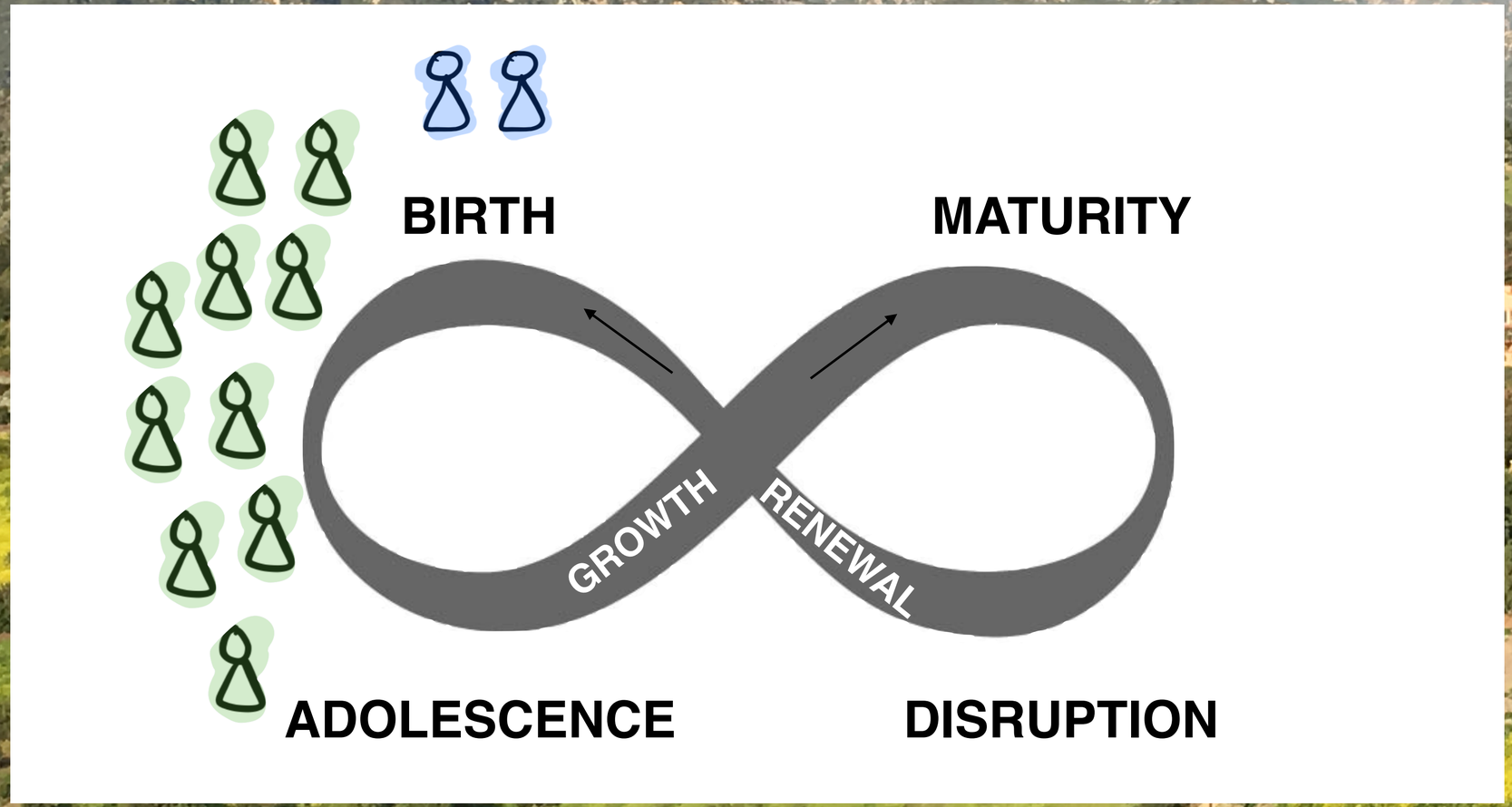


ISOLATION

ONE BY ONE PATTERN



ONE BY ONE PATTERN

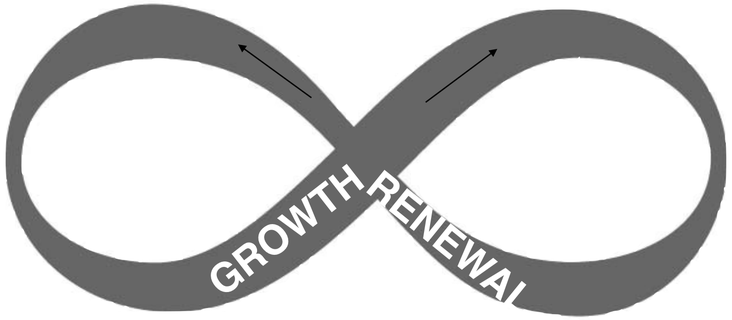


WHERE ARE YOU?

JUST STARTING

DOMINATING IT

STRUGGLING



STAGNATING

GETTING THE HANG OF IT!

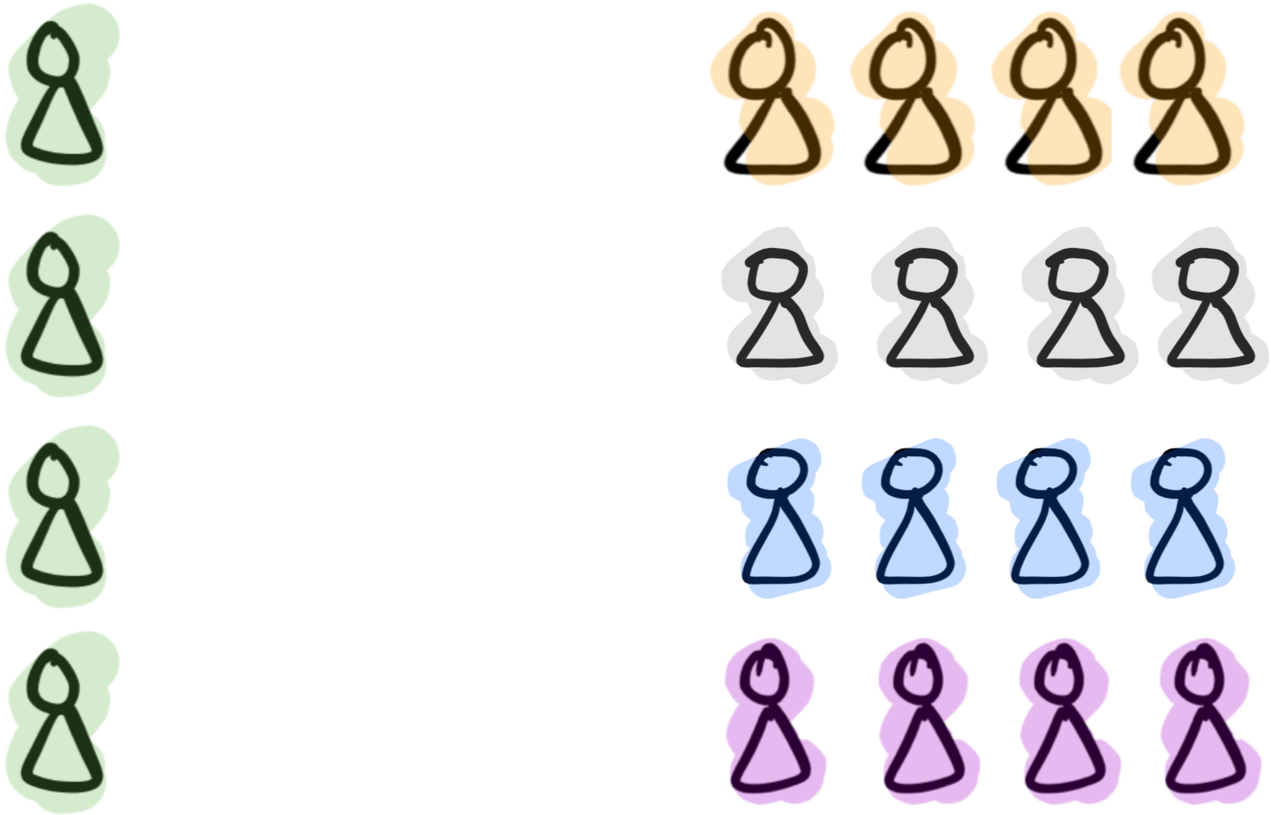
IN DISRUPTION

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

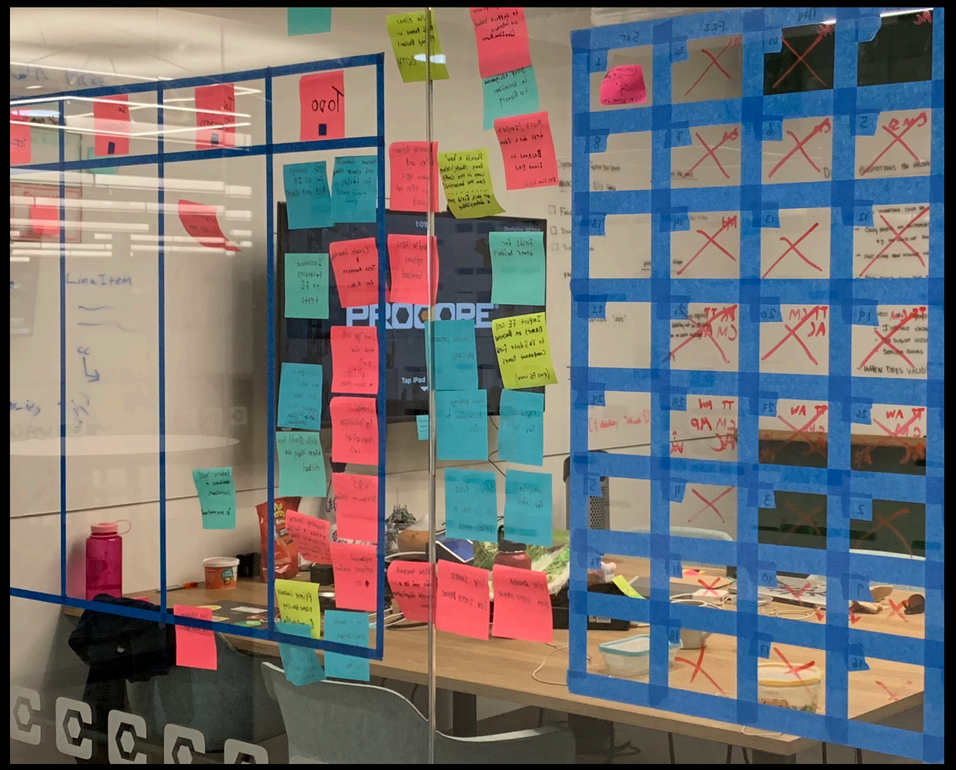
ORGANIZATIONAL VISION

Add new people to *existing* teams or create *new* teams?

SPREAD ACROSS TEAMS?

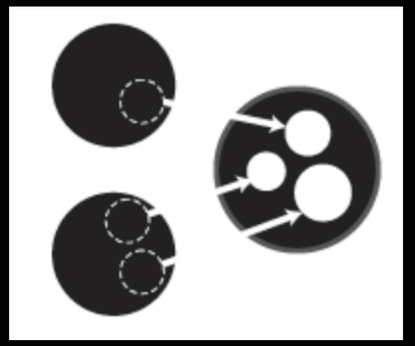


CREATE NEW TEAMS?



- START TEAM
- OFF TO THE SIDE
- GROW FROM THERE

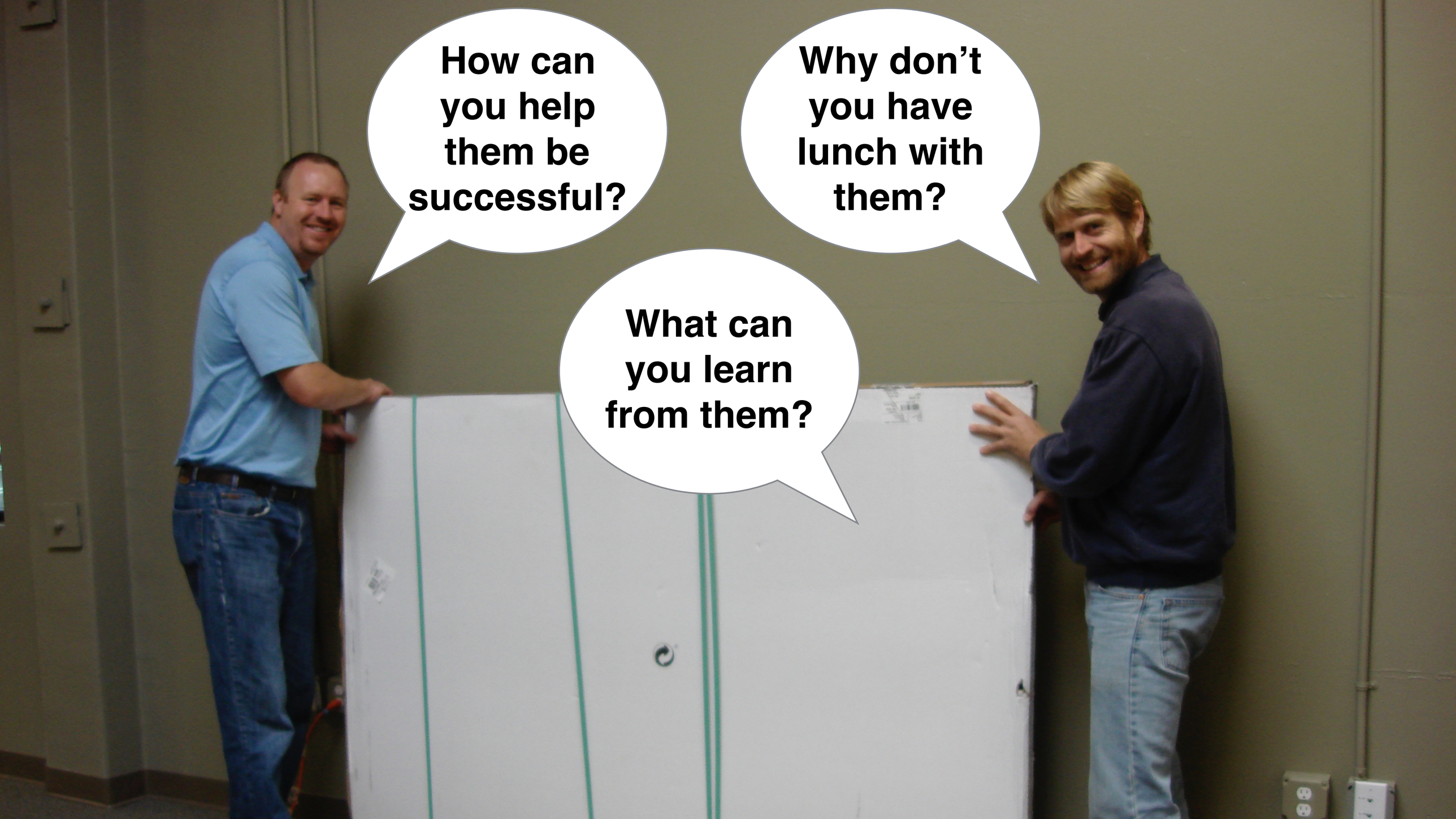
ISOLATION PATTERN



EACH CASE FEELS DIFFERENT

-Direct report?
-Peer?
-Senior?
-New manager?
-New exec?
-Different role?




How can you help them be successful?
Why don't you have lunch with them?
What can you learn from them?

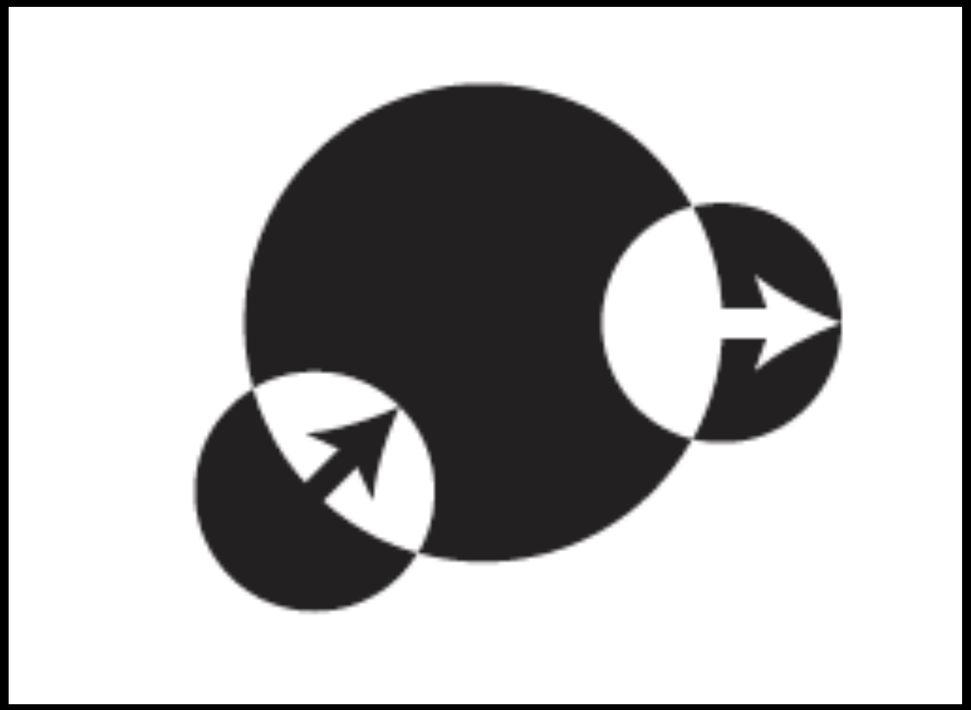
THE STORY I'M MAKING UP IS..

Brene Brown

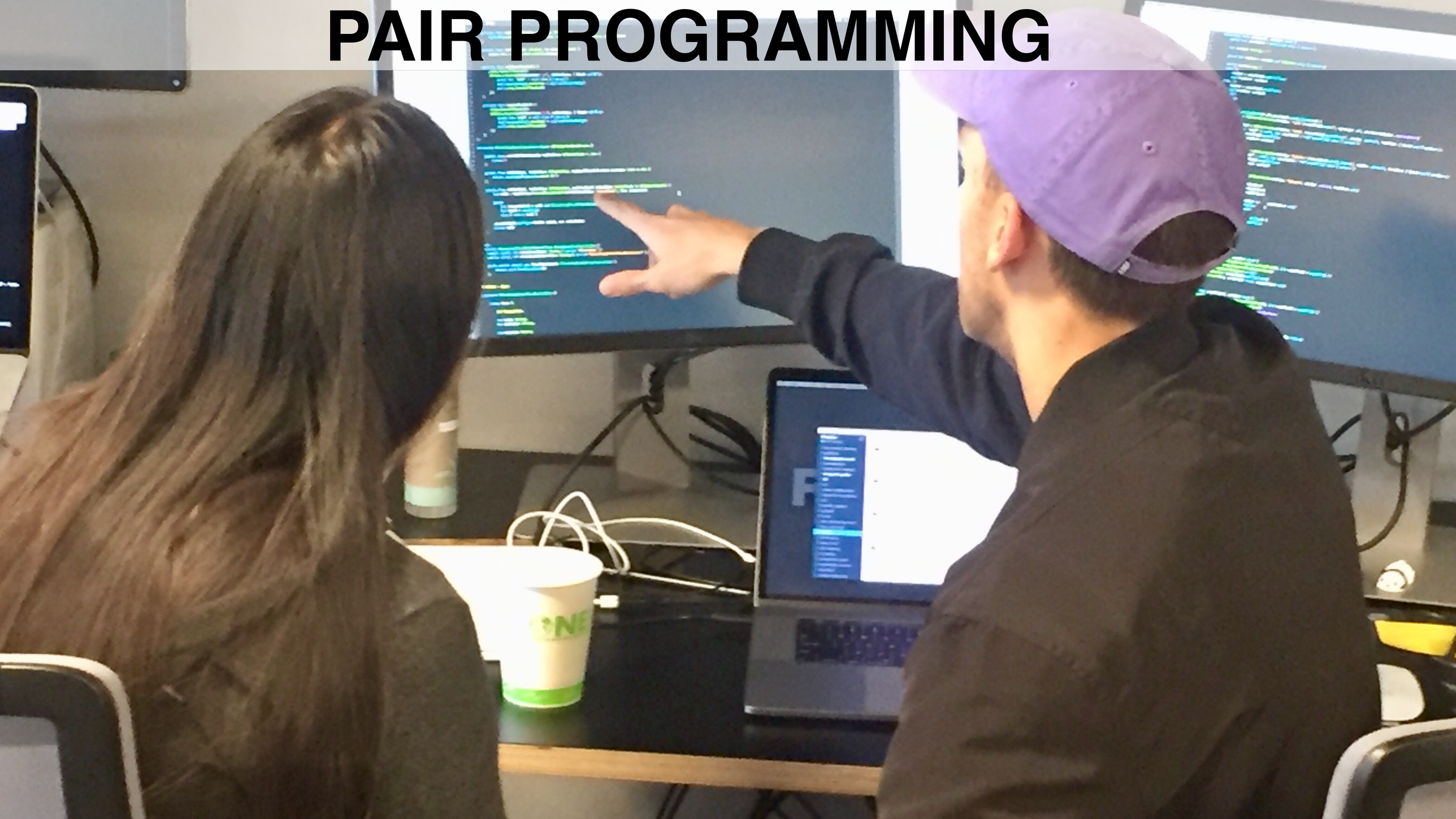

TALK ABOUT THE
PLANS TO GROW

TACTICS

GET BETTER AT ONE BY ONE

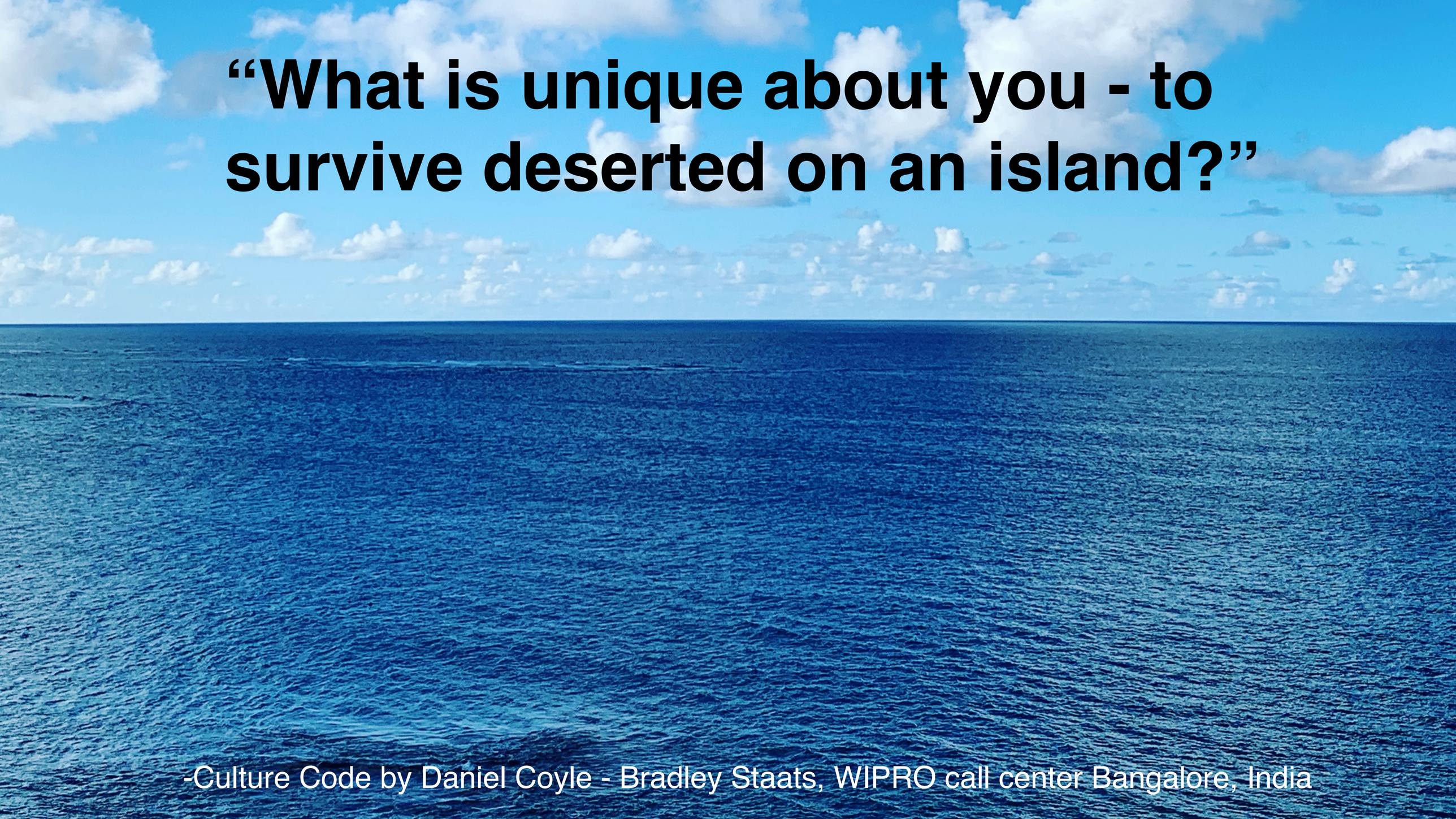


PAIR PROGRAMMING



MOB PROGRAMMING

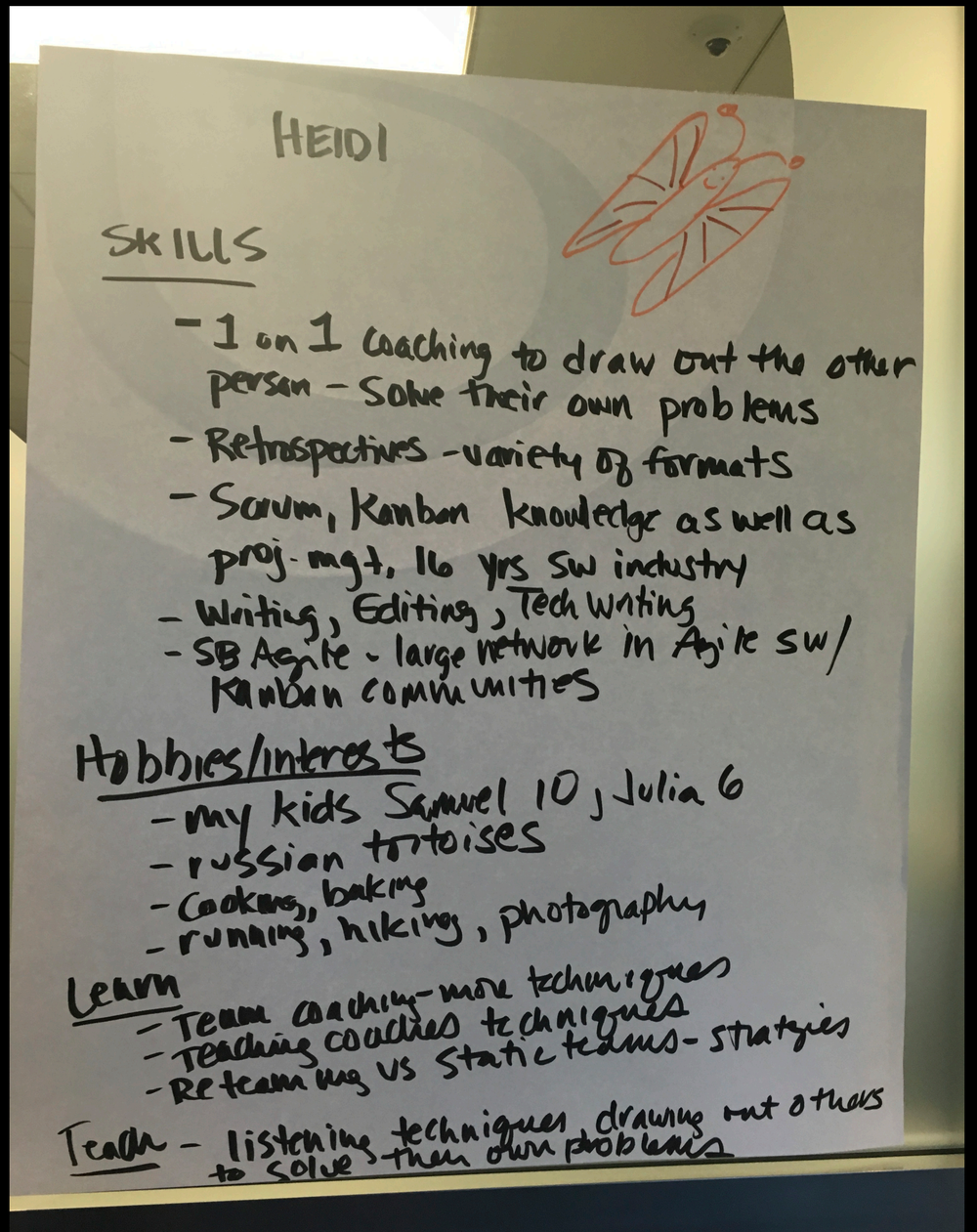




-Culture Code by Daniel Coyle - Bradley Staats, WIPRO call center Bangalore, India

MARKET OF SKILLS





Lyssa Adkins

TURN ON VIDEO




WHEN PEOPLE LEAVE...

INNER ROLES EXERCISE

What did they do beyond their job description that our team will carry on? (assign owners)

SCHEDULE THE CONTINUOUS IMPROVEMENT



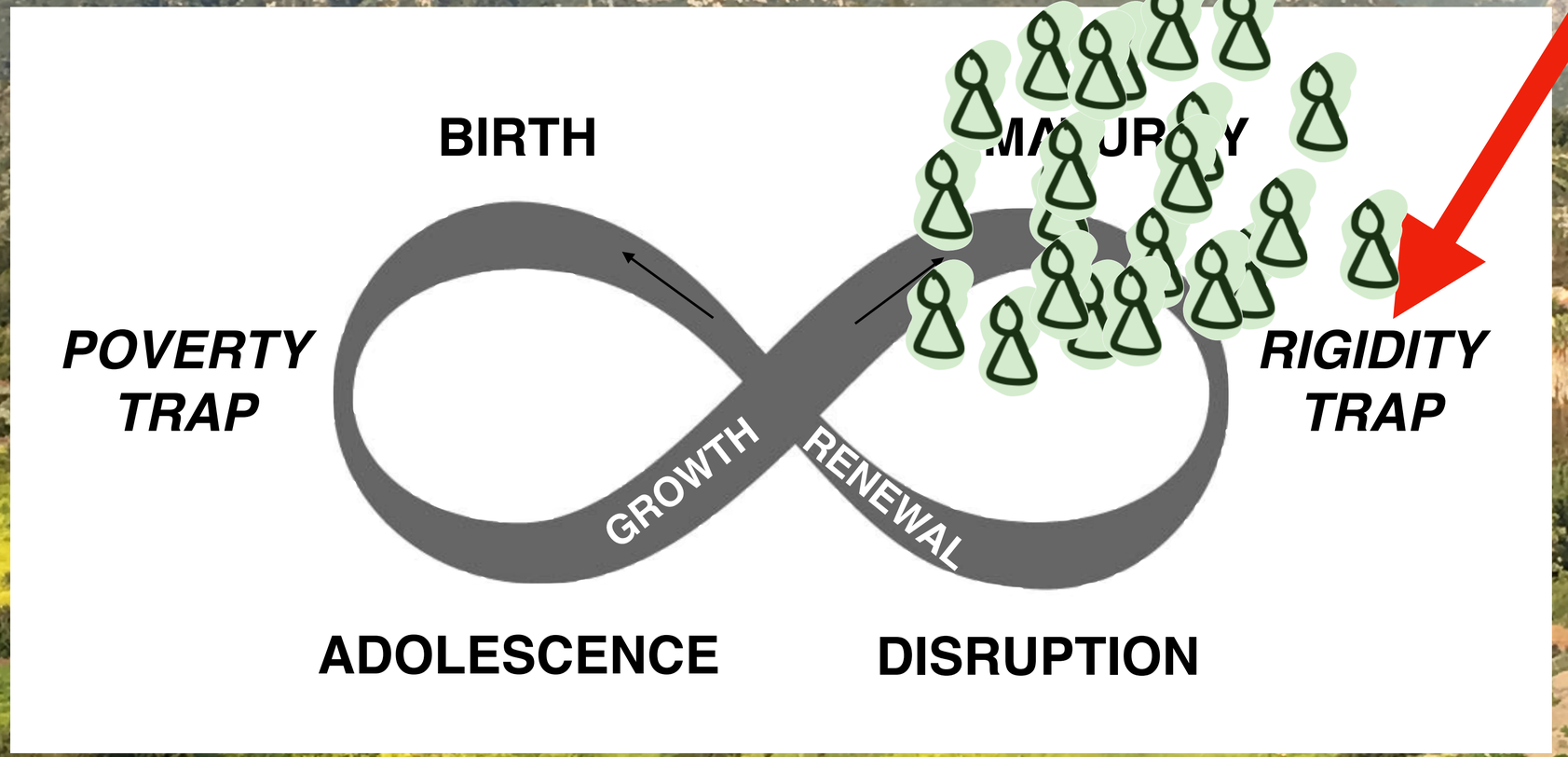


- Planning ~ forever
- Decisions ~ harder
- Work ~ unrelated

GROW & SPLIT PATTERN

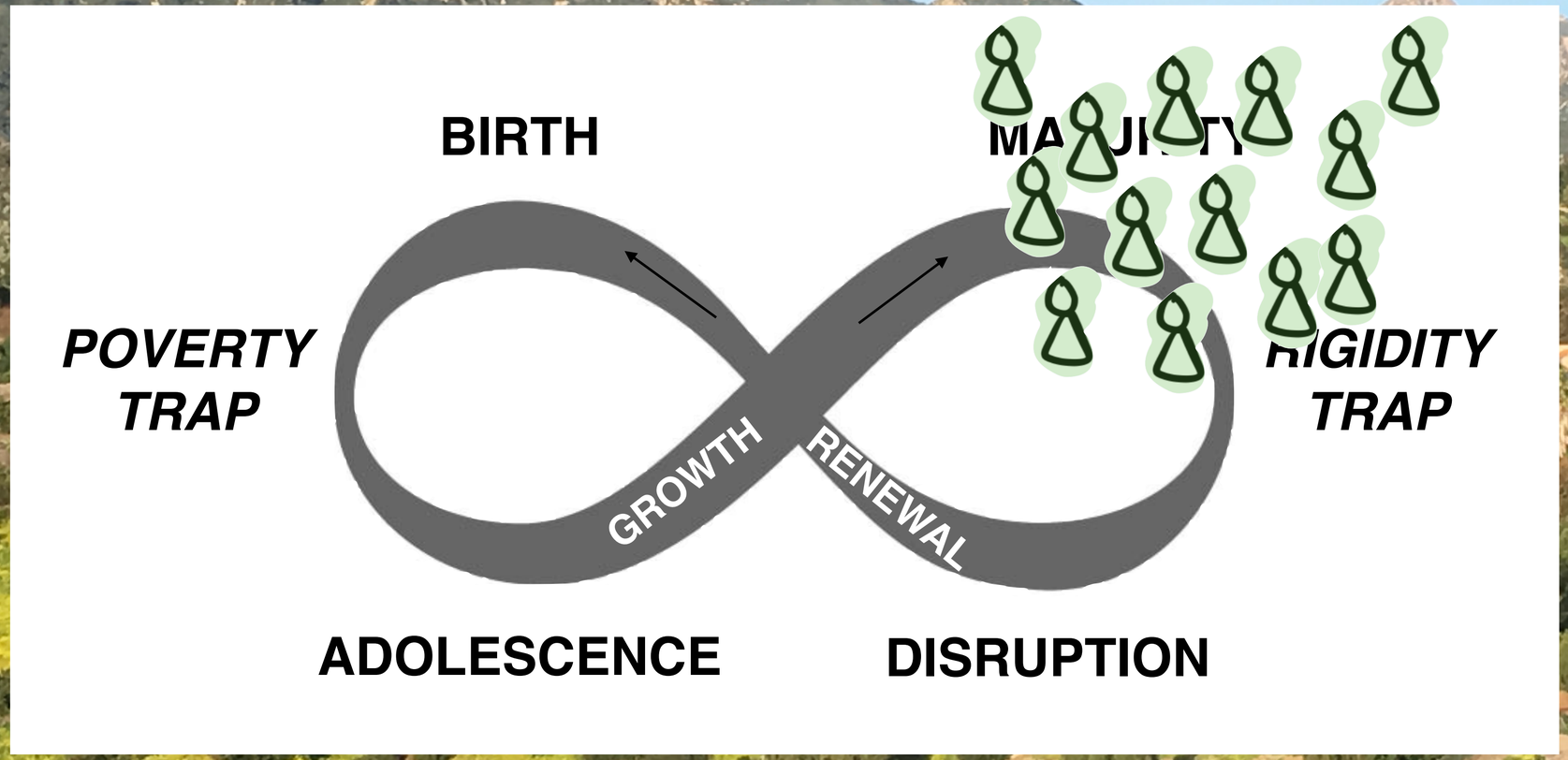


TEAMS GROW “BIG”



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

GROW AND SPLIT PATTERN



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

NEW TEAM IDENTITIES







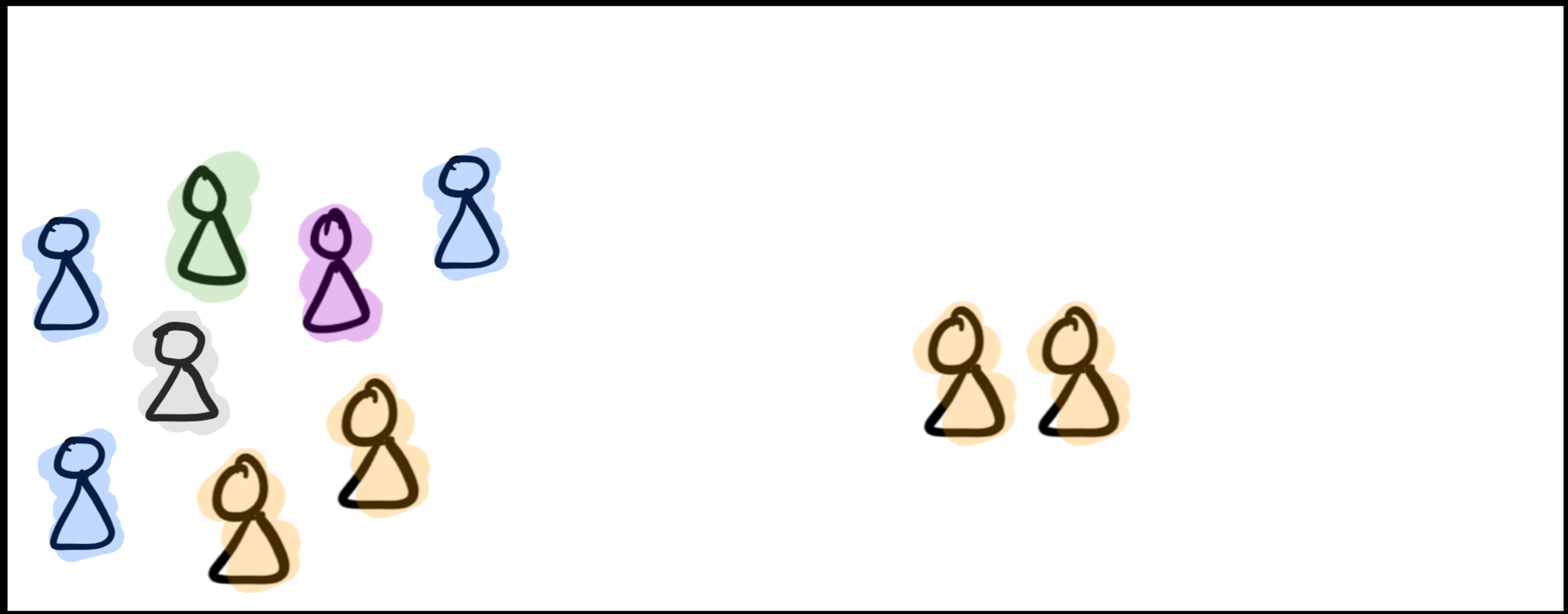
LARGE TEAMS WORK TOO!

MERGING PATTERN



WHAT IF THE PEOPLE DECIDE?





RETRO ABOUT TEAM COMPOSITIONS



TACTICS

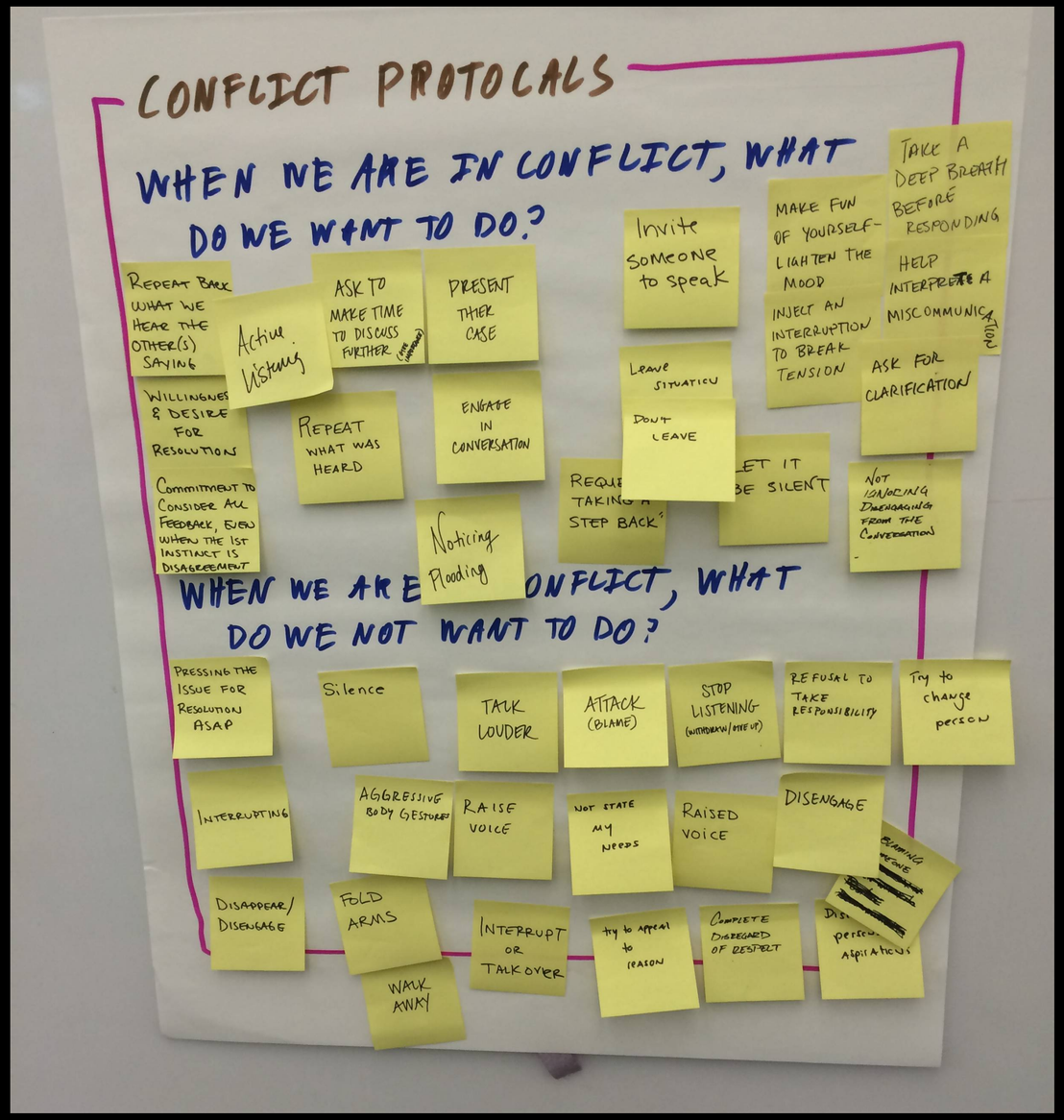
GET BETTER AT GROW & SPLIT



VISUALIZE WORKFLOW TO DERIVE AGREEMENTS



DETERMINE CONFLICT PROTOCOLS



CRR Global

SHARE INTERRUPT PREFERENCES



ALIGN ON ROLES



“…a shared understanding of what a role involves…is one way for a team to cope with changing membership…”

-Wageman, Gardner & Mortensen, 2012

LARGE SCALE GROW & SPLIT



TECTONIC SPLITS

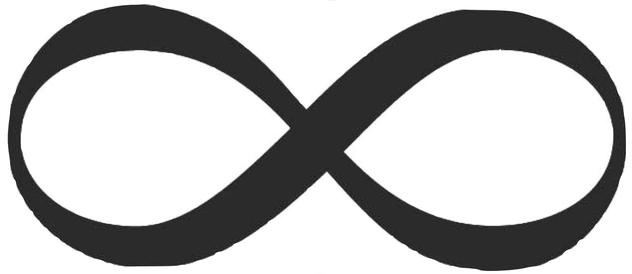




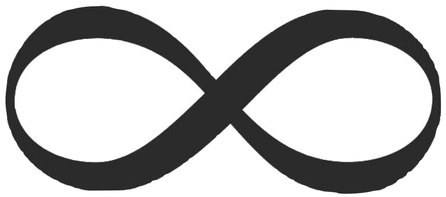
company



dept



tribe



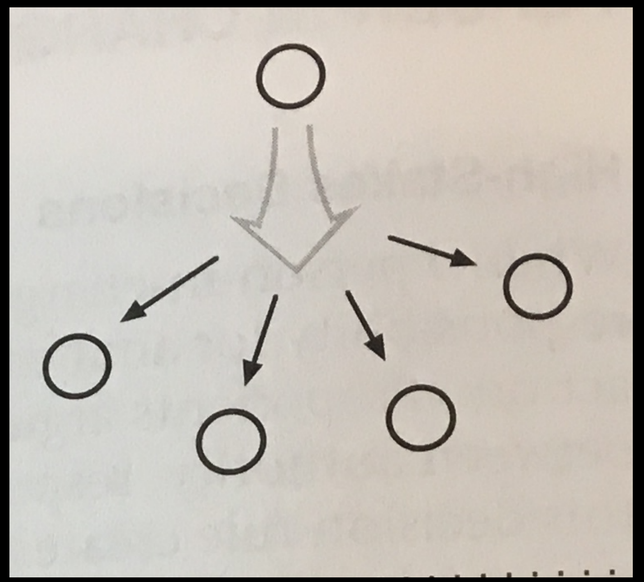
team

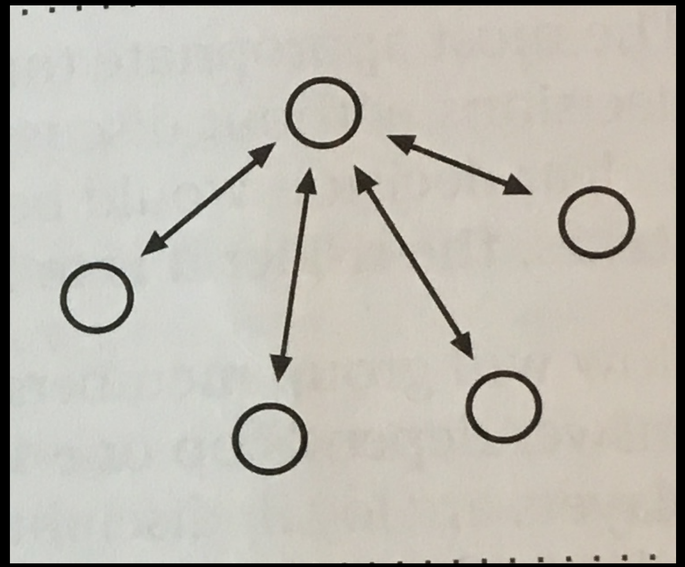


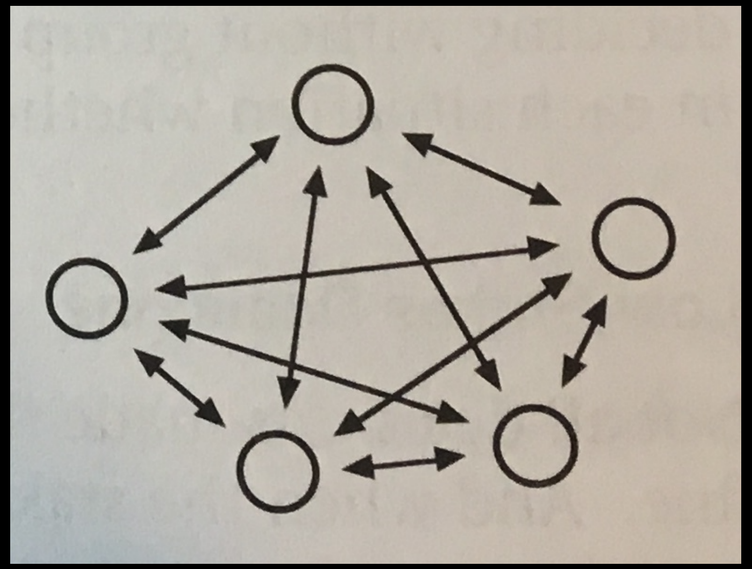
person











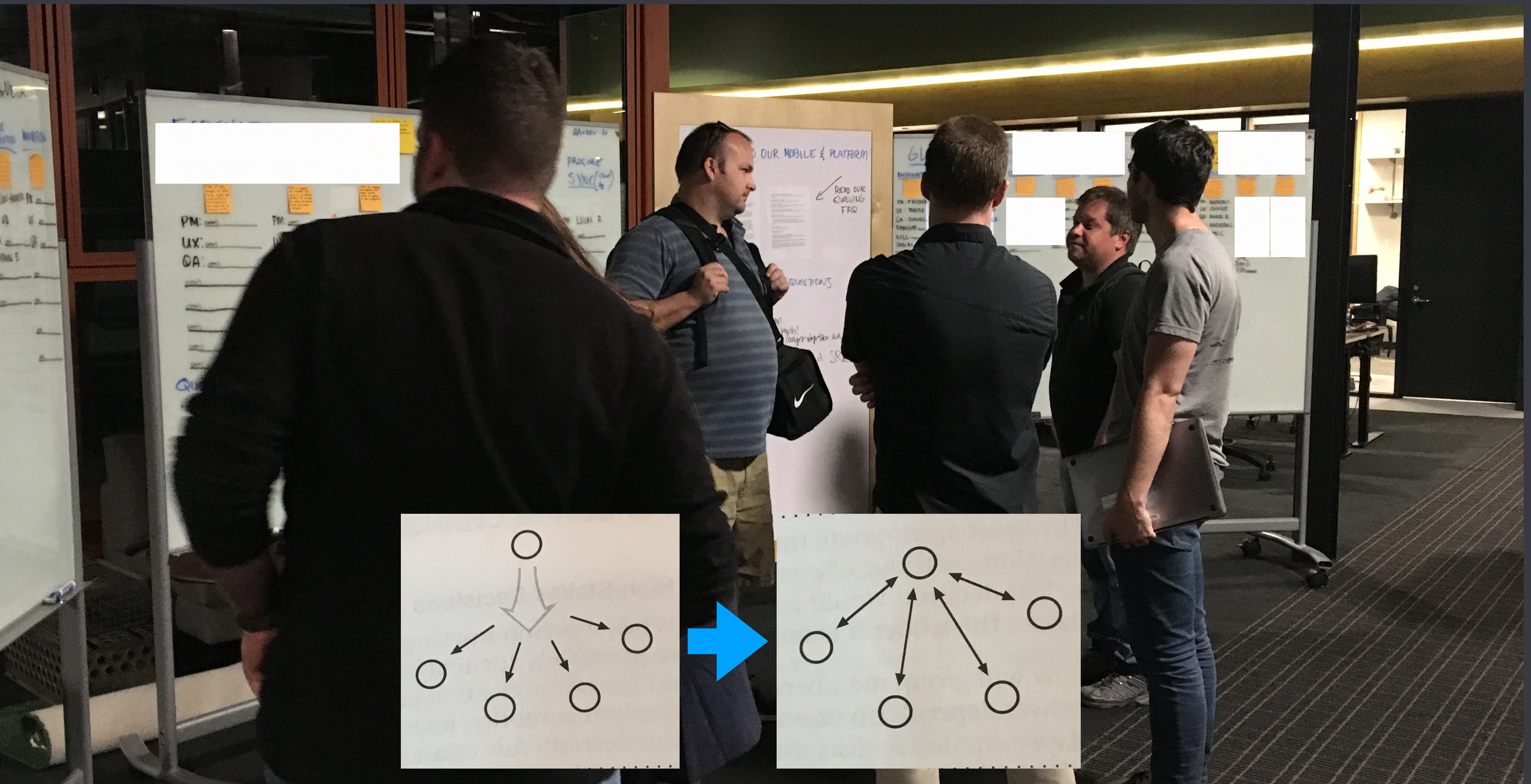
Sam Kaner

TACTICS

LARGE SCALE GROW AND SPLIT



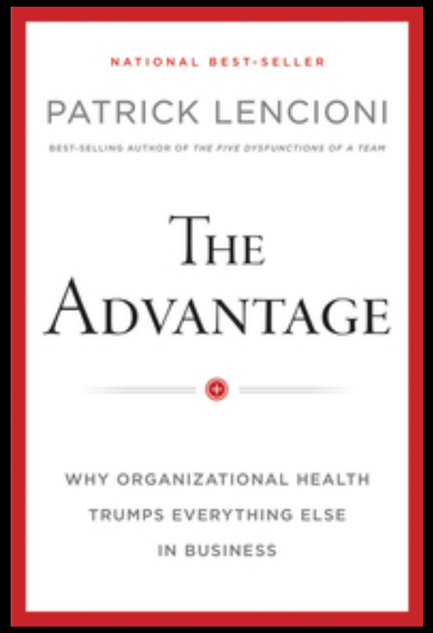
CO-DESIGN WITH THE PEOPLE



LET PEOPLE CHOOSE TEAMS



OVERCOMMUNICATE



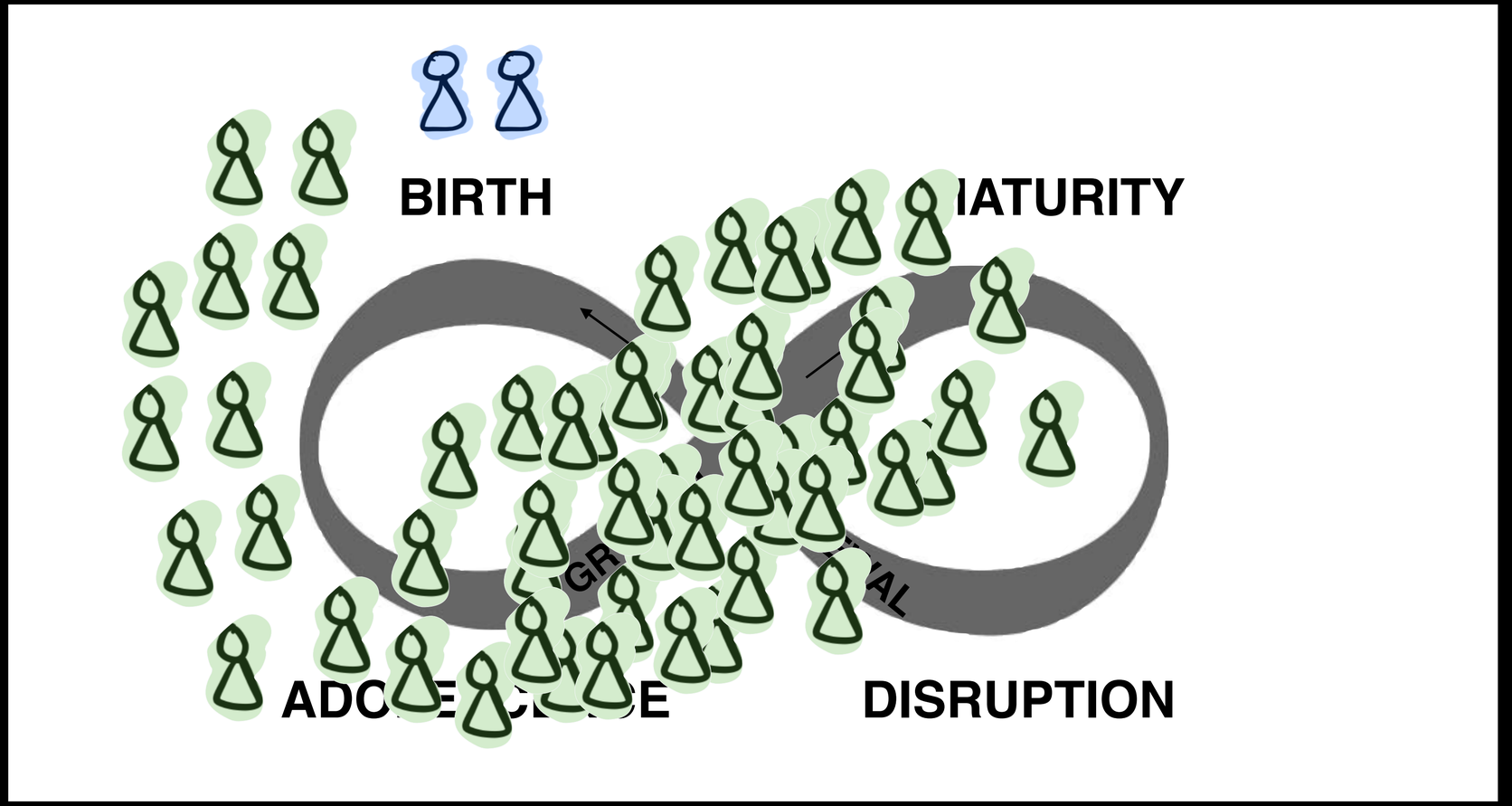


DON’T MESS WITH GEEK JOY

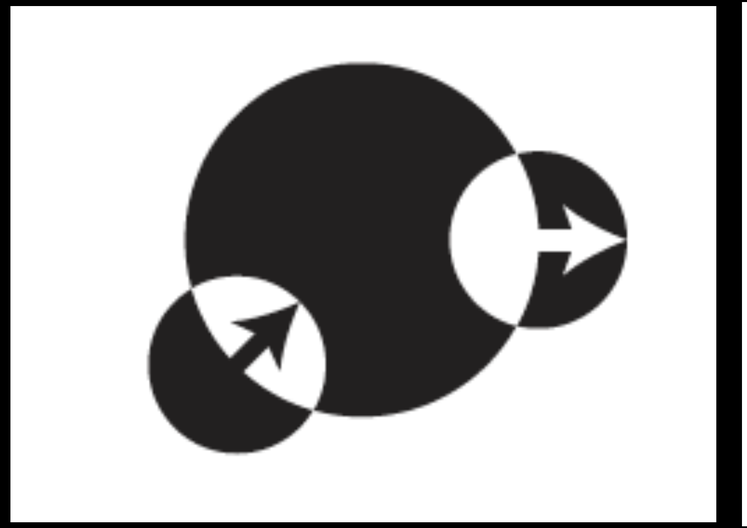


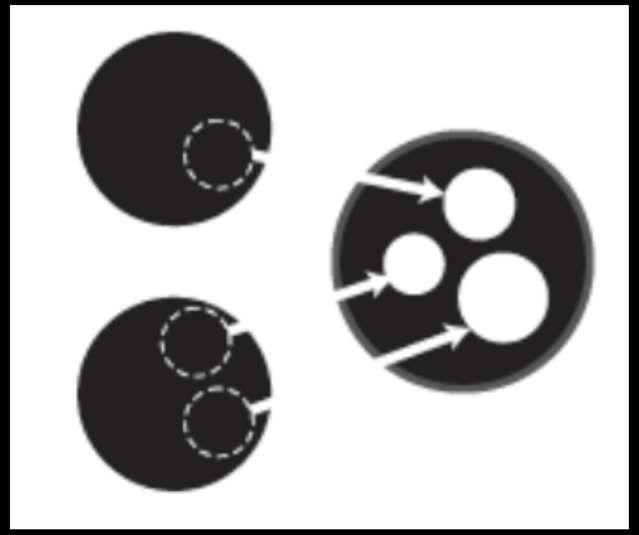
-Geek Joy coined by Mike (Geepaw) Hill

REALLY FAST GROWTH



LOTS OF DYNAMIC RETEAMING



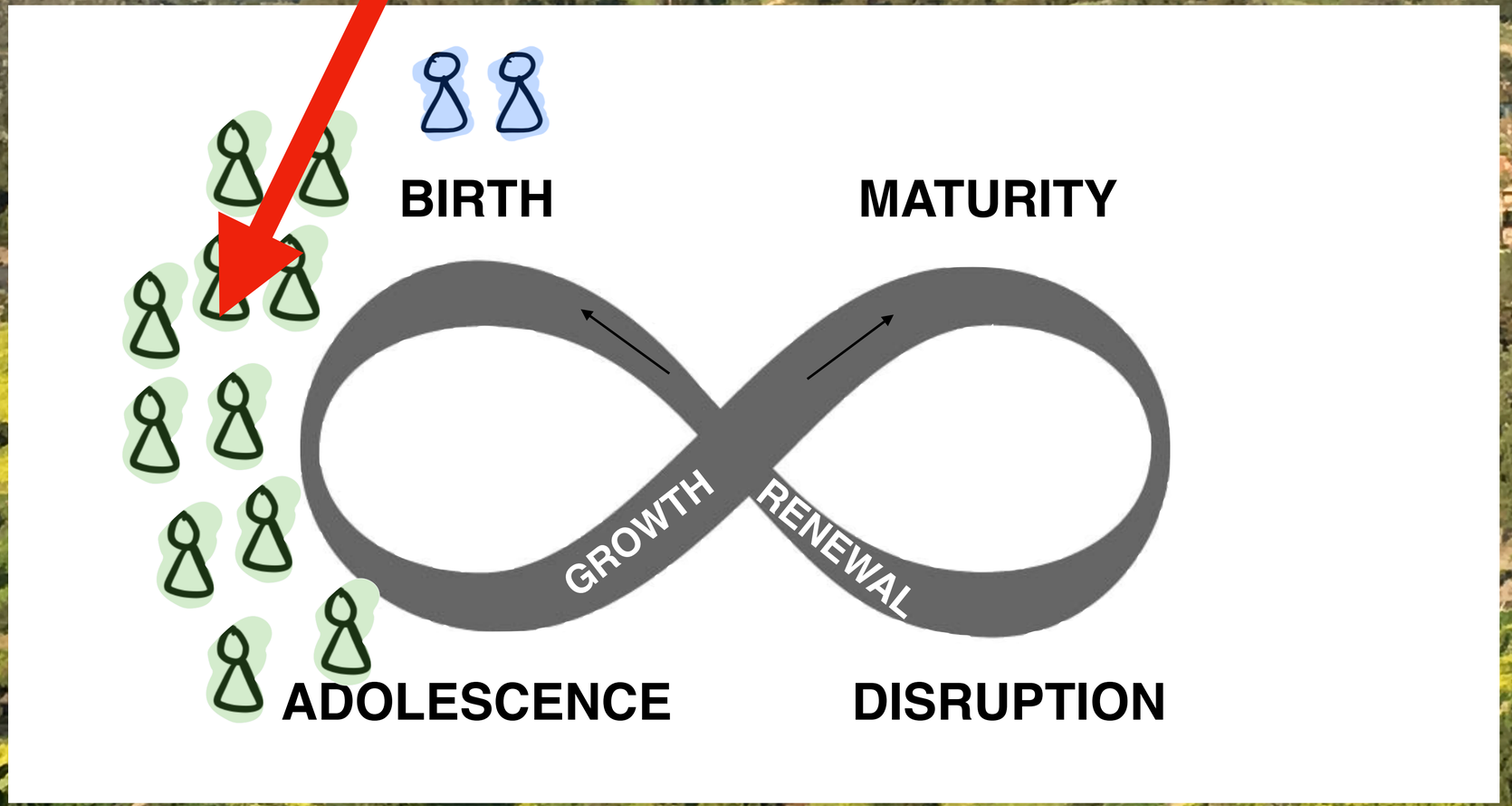








CONCERNS OF THE “FIRST TEAM”




WEIGHT
LIMIT
TONS
DO
NOT
PASS

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 we maintain our culture?”

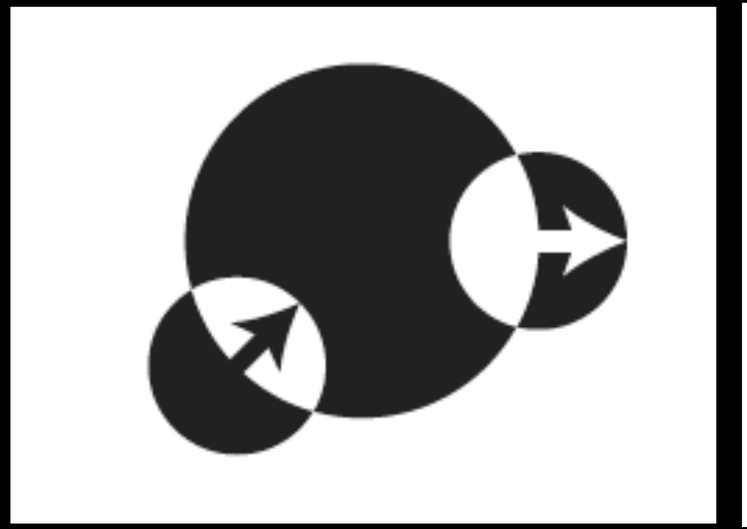
People don’t fear change, they fear loss.

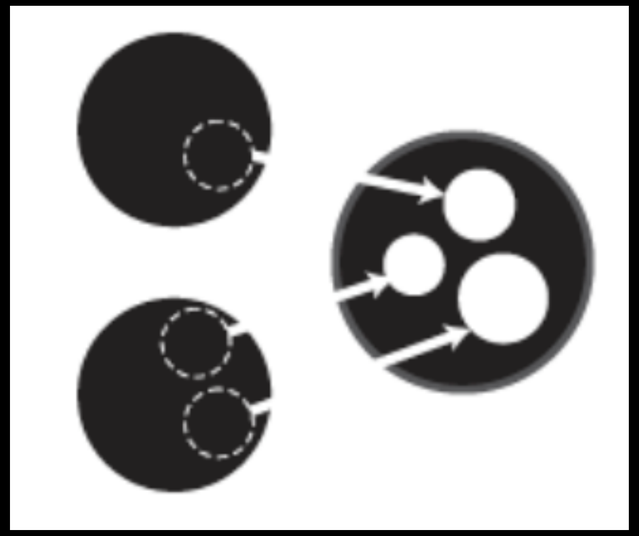


Leadership on the Line, Heifetz & Linsky

TACTICS

LOTS OF DYNAMIC RETEAMING







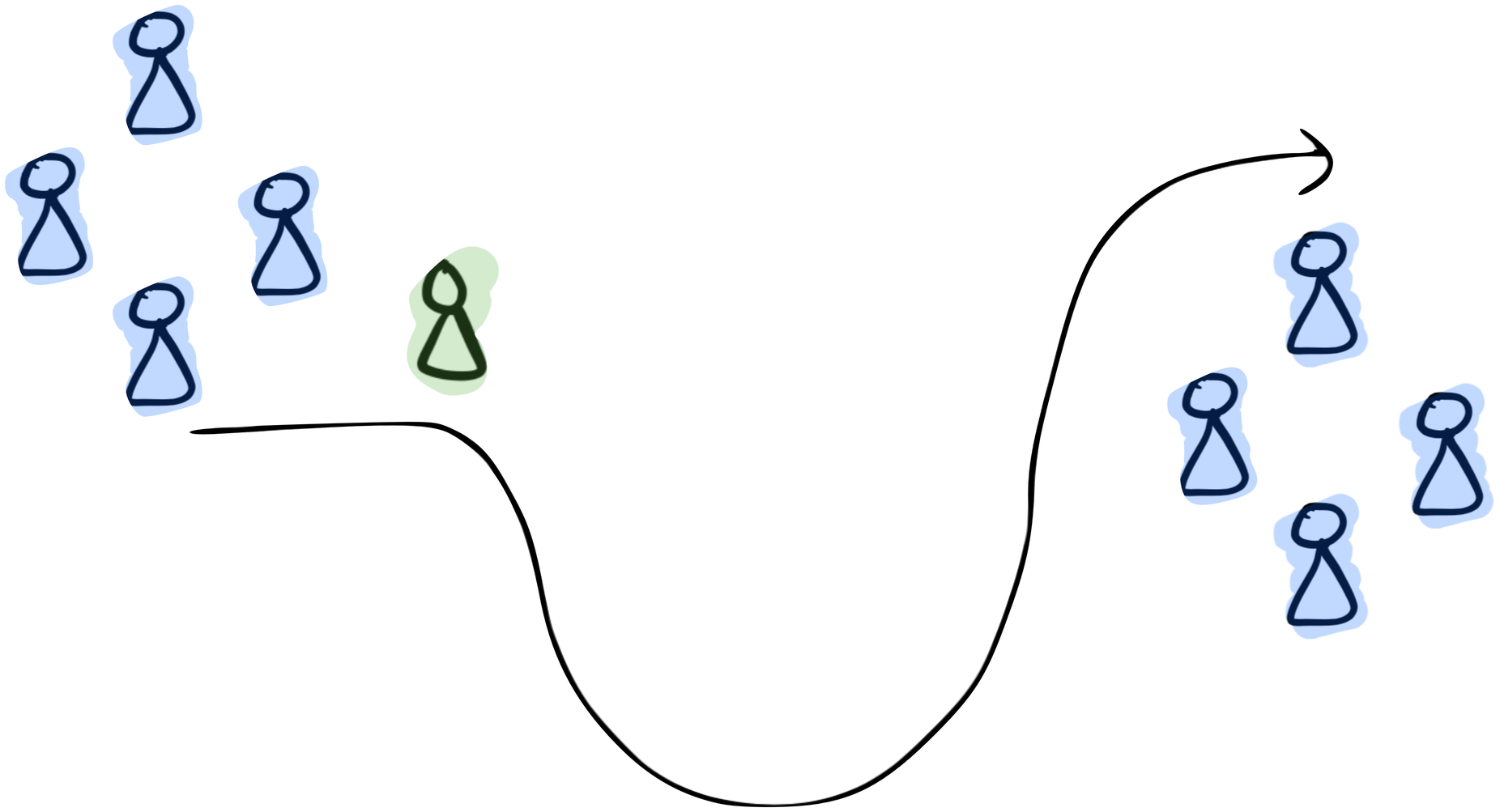







Pay attention to the people.

FACILITATE RE-BELONGING



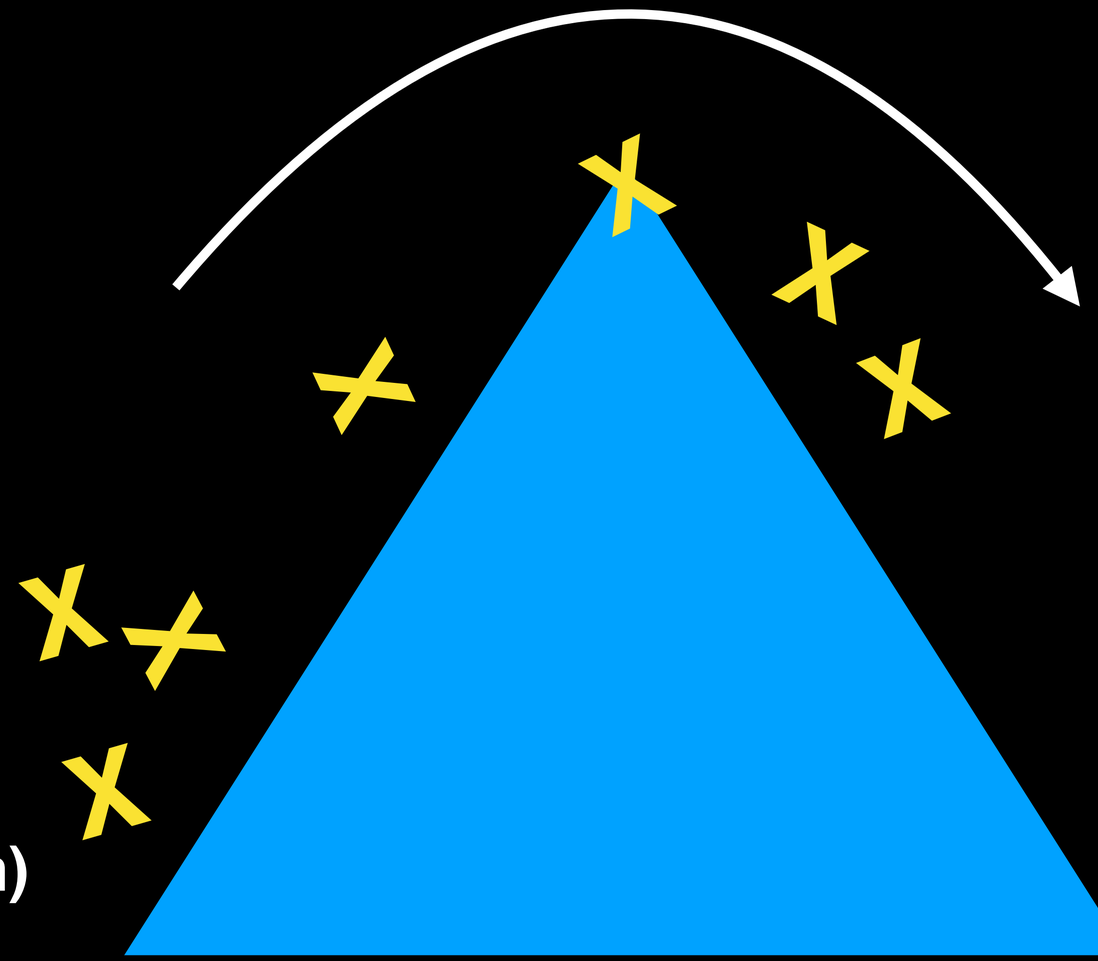
Virginia Satir

YOU BELONG HERE...YOU BELONG HERE



Culture Code by Daniel Coyle

WE'RE ALL OVER THE PLACE



Current State
(primary, known)

Future State
(secondary, unknown)

CRR Global, Arne Mindell


THIS IS
OUR COMPANY

FIND SHARED CAUSES VIA OPEN SPACE



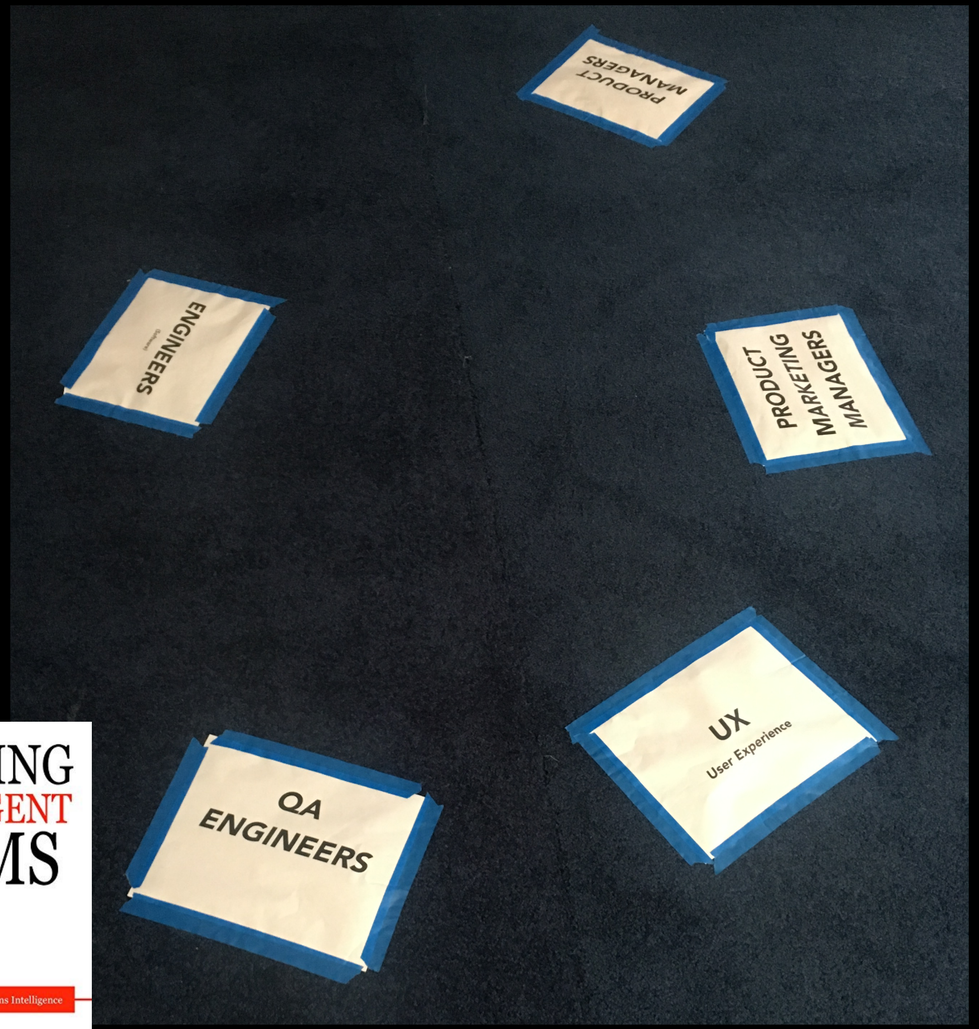
Harrison Owen

THE STORY OF OUR TEAM

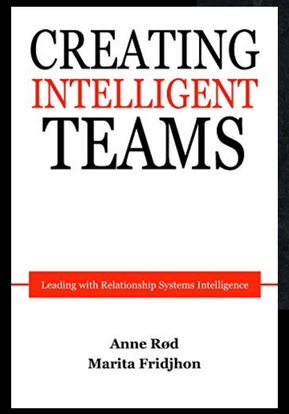


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LANDS WORK


PRODUCT MANAGERS
ENGINEERS
PRODUCT MARKETING MANAGERS
UX
User Experience
QA ENGINEERS




CREATING
INTELLIGENT
TEAMS
Leading with Relationship Systems Intelligence
Anne Rød
Marita Fridjhon

CELEBRATE MILESTONES





SWITCHING PATTERN

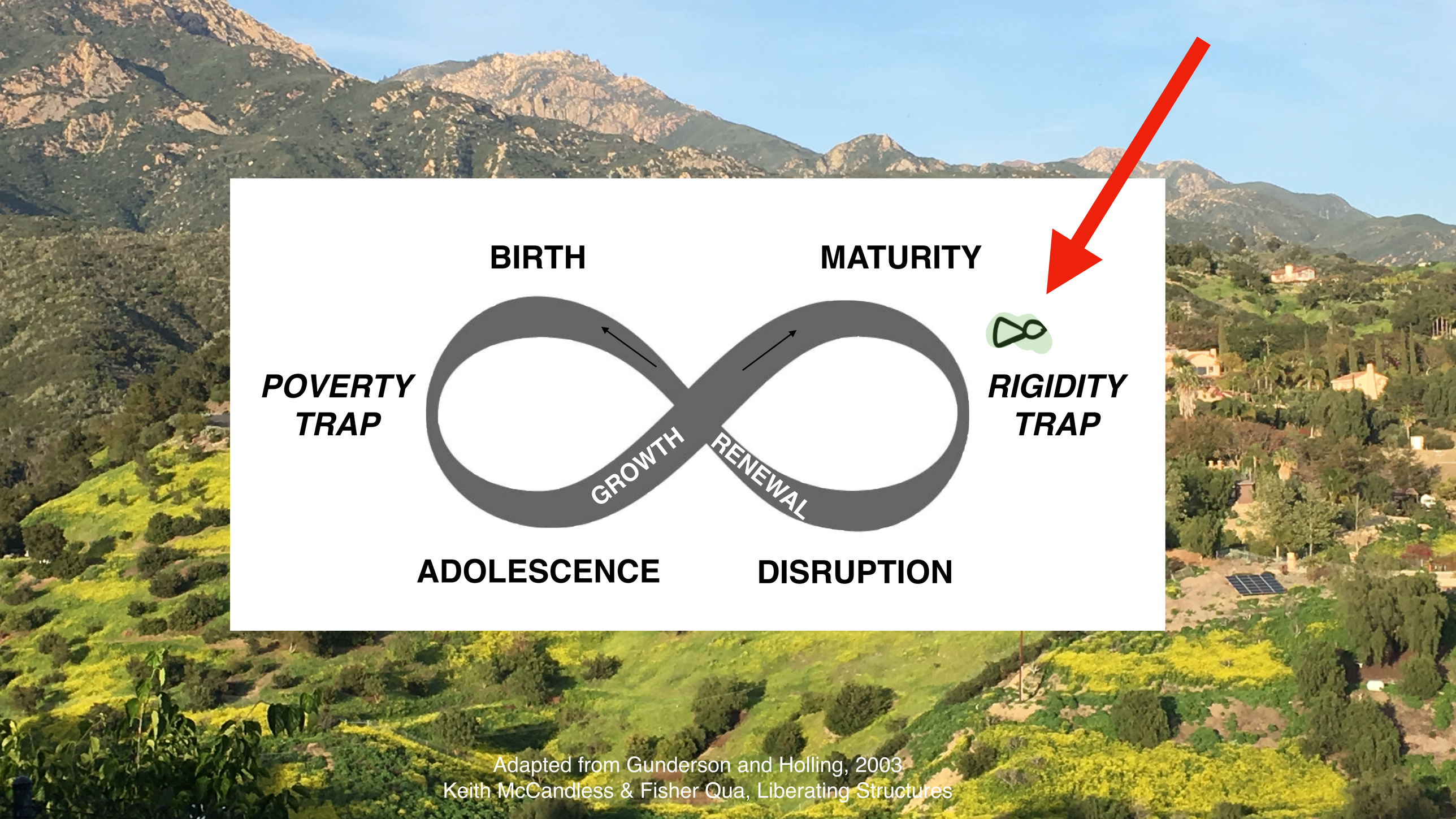





Fiesta
Santa Barbara
I’m so sick of this guy
Fiesta
Santa Barbara
BILLABONG
appfolio

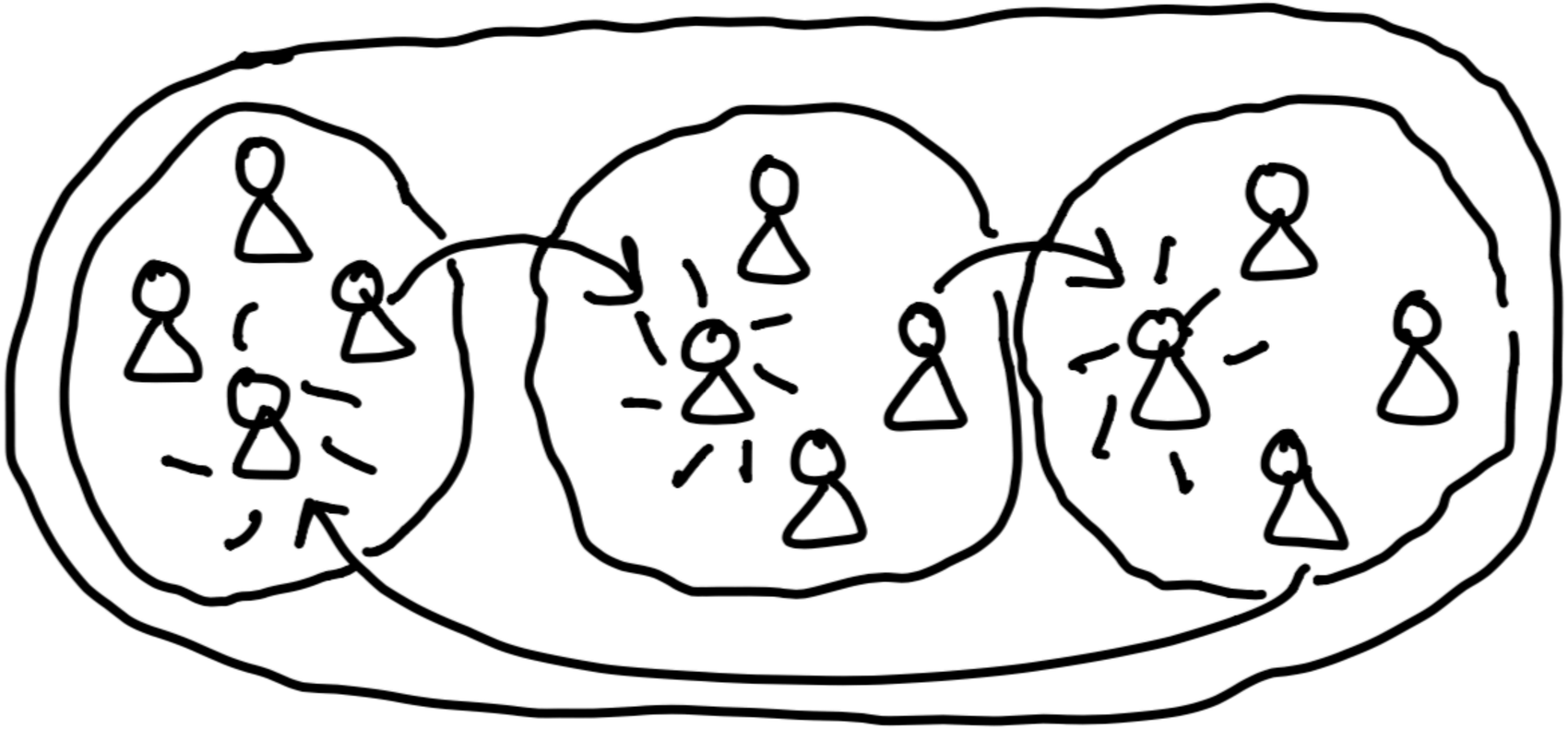
ASSUME STAGNATION



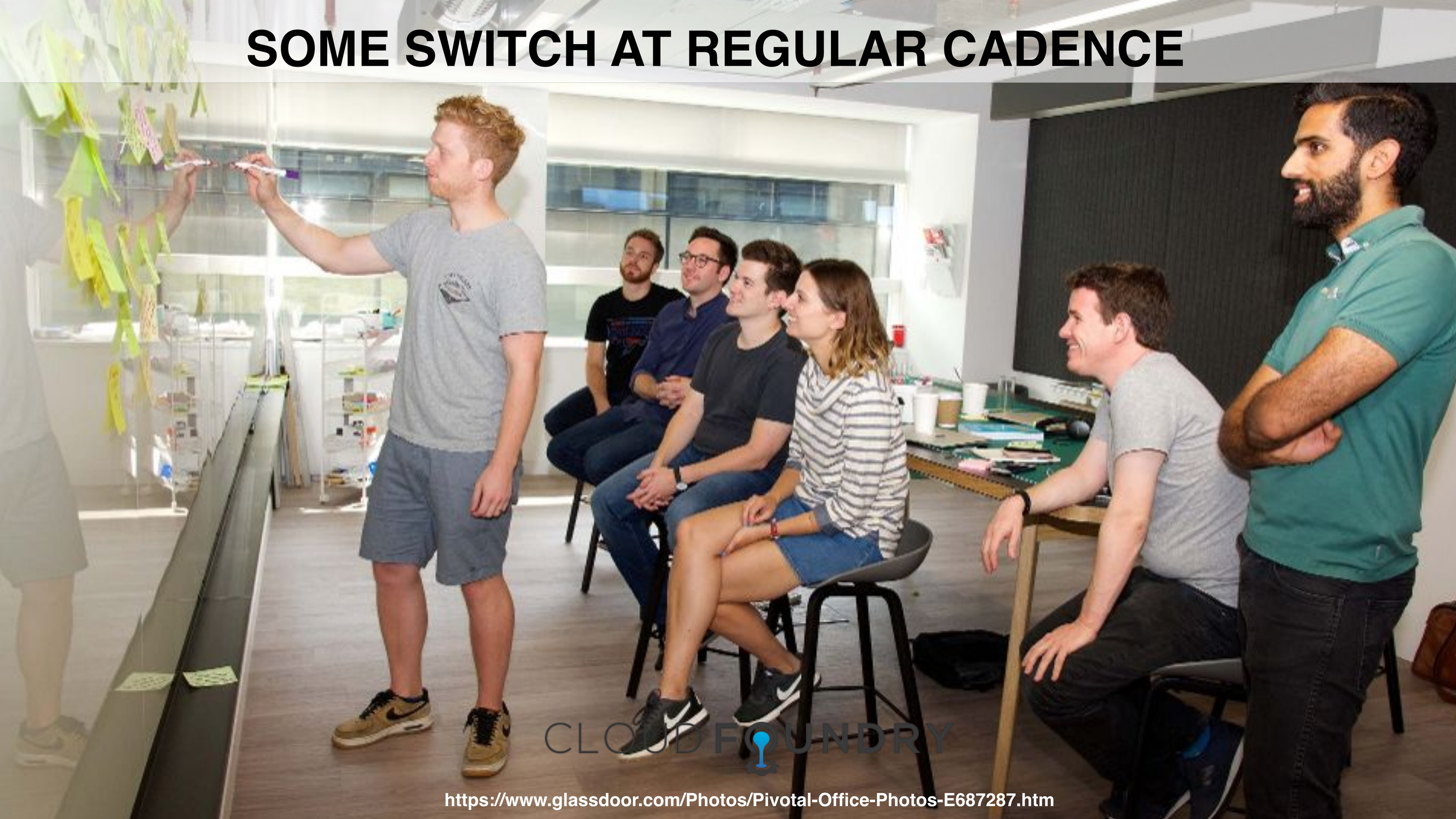


Adapted from Gunderson and Holling, 2003
Keith McCandless & Fisher Qua, Liberating Structures

SWITCHING PATTERN



SOME SWITCH AT REGULAR CADENCE



CLOUD FOUNDRY

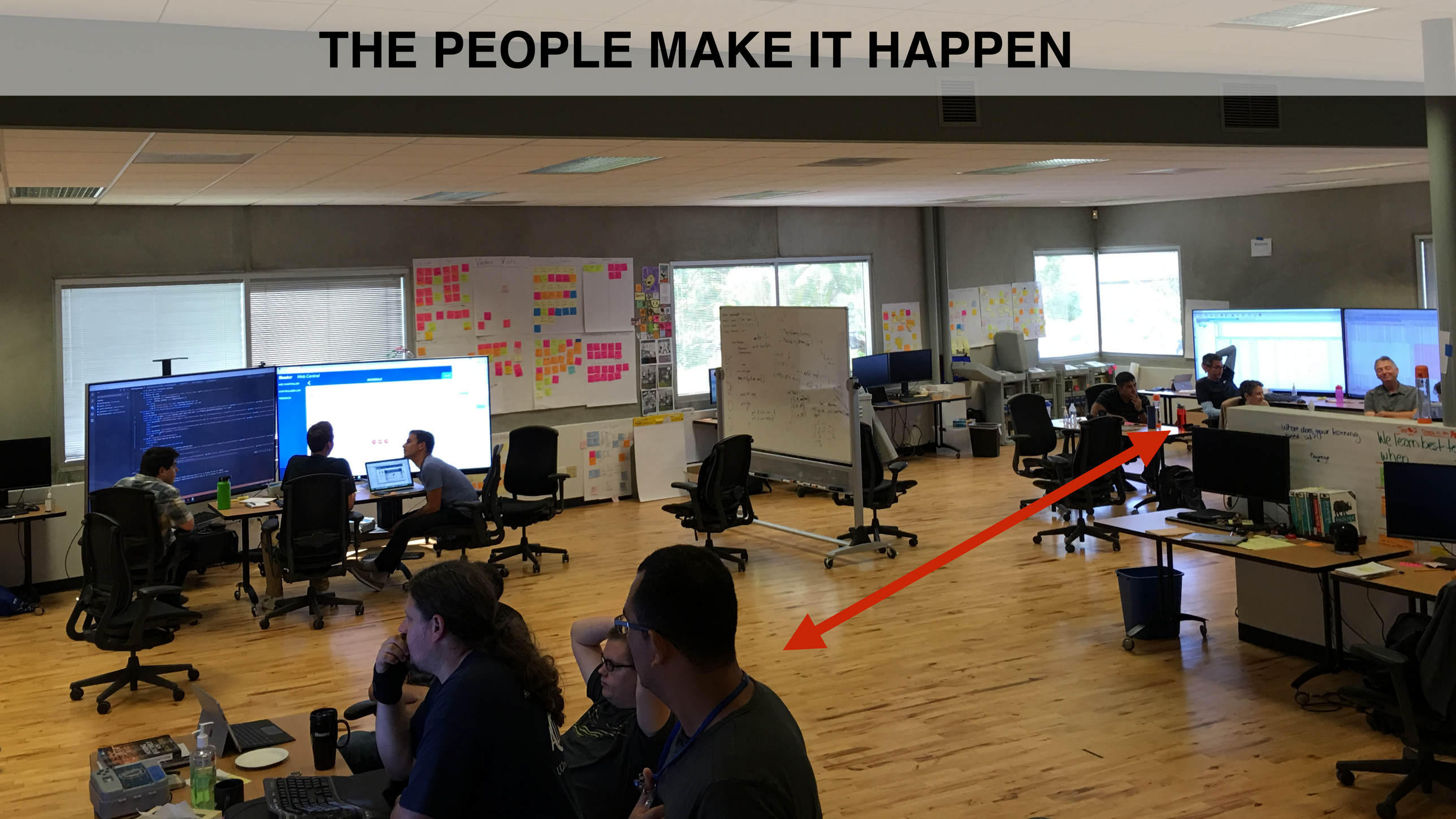
https://www.glassdoor.com/Photos/Pivotal-Office-Photos-E687287.htm

SOME PAIR SWITCH 100%



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THE PEOPLE MAKE IT HAPPEN



TACTICS

FOR ENABLING SWITCHING



BUILD COMMUNITY



EXPOSE THE HIRING



BROKER THE NOMADING



MANAGERS - DON’T HOLD PEOPLE BACK



DON’T OVERSCHEDULE PEOPLE

10%
PROJECT A

25%
PROJECT B



20%
PROJECT E

30%
PROJECT C

30%
PROJECT D

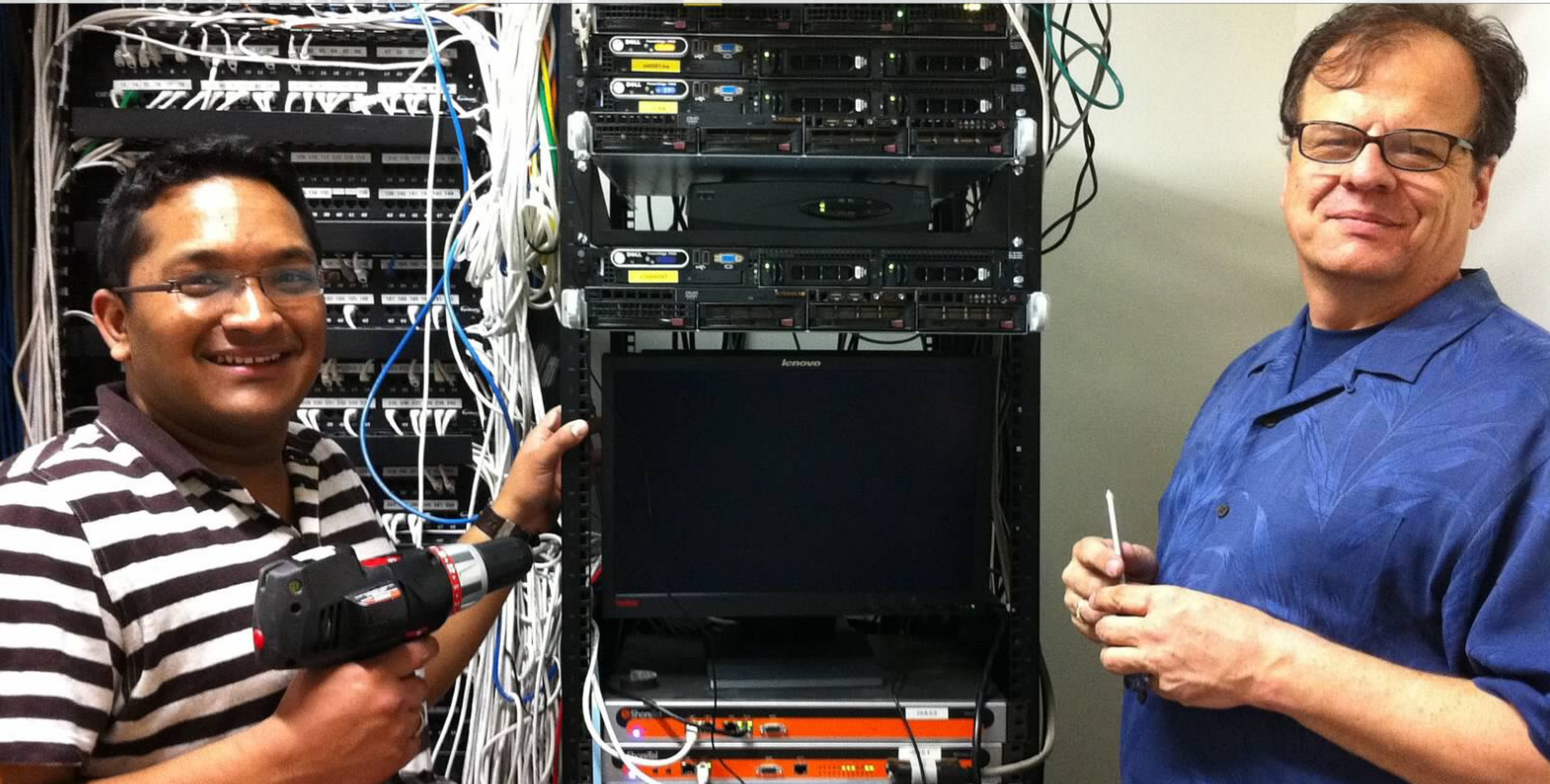
WATCH OUT FOR DISAPPEARING TEAM MEMBERS



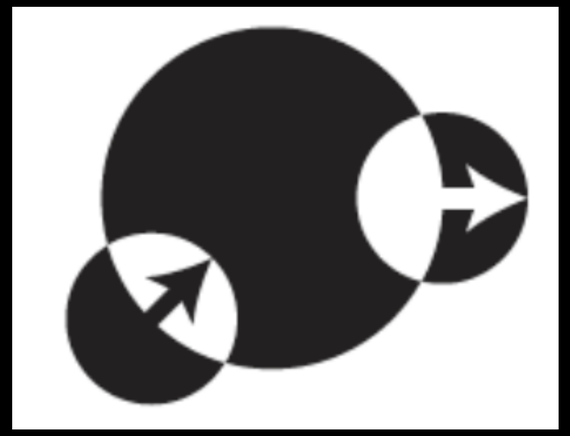
DON’T GET IN OVER YOUR HEAD



GIVE YOURSELF OPTIONS FOR LATER



DYNAMIC RETEAMING PATTERNS



ONE BY ONE

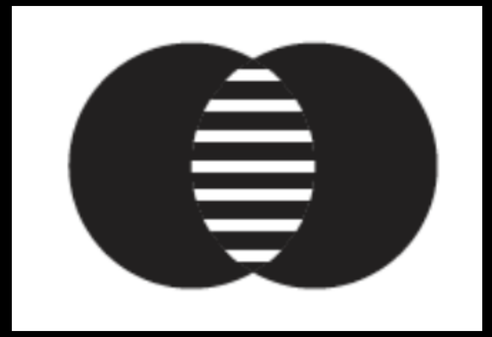


GROW & SPLIT

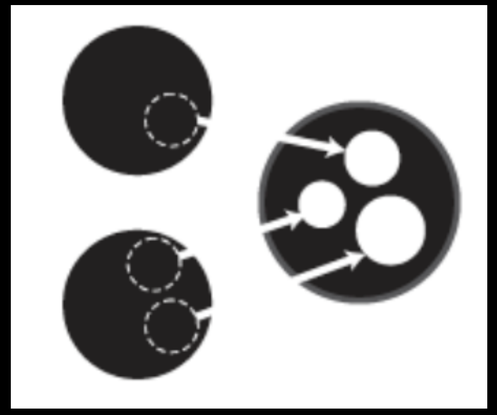


SWITCHING

DYNAMIC RETEAMING PATTERNS



MERGING

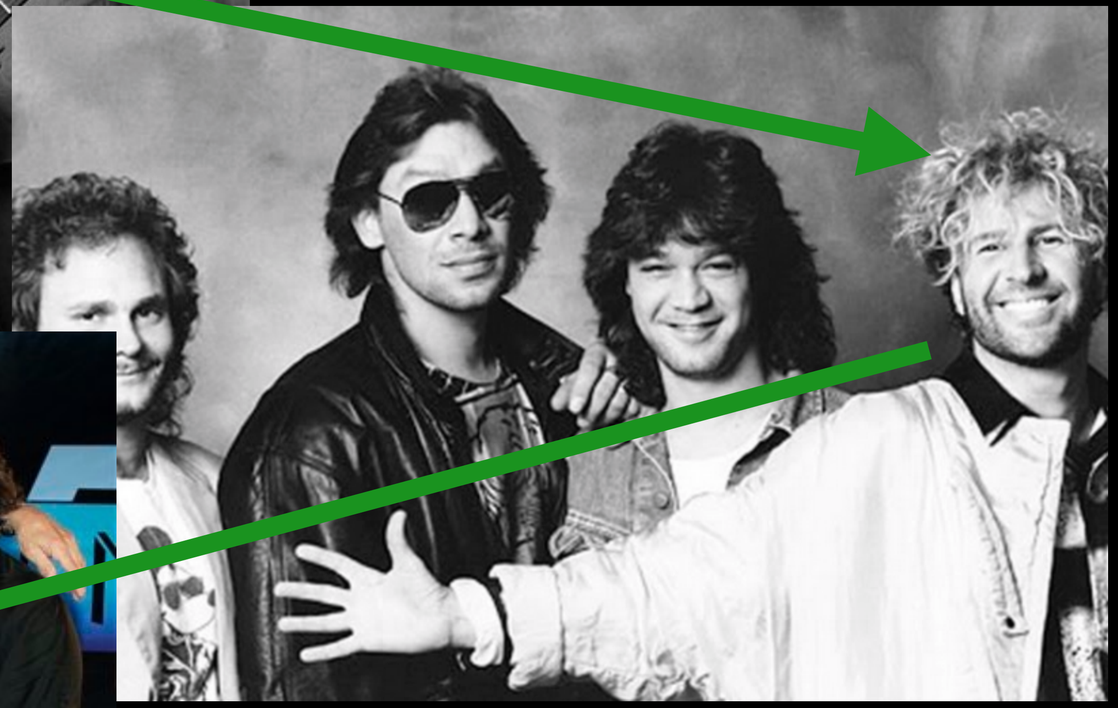


ISOLATION

WHAT ABOUT YOU?

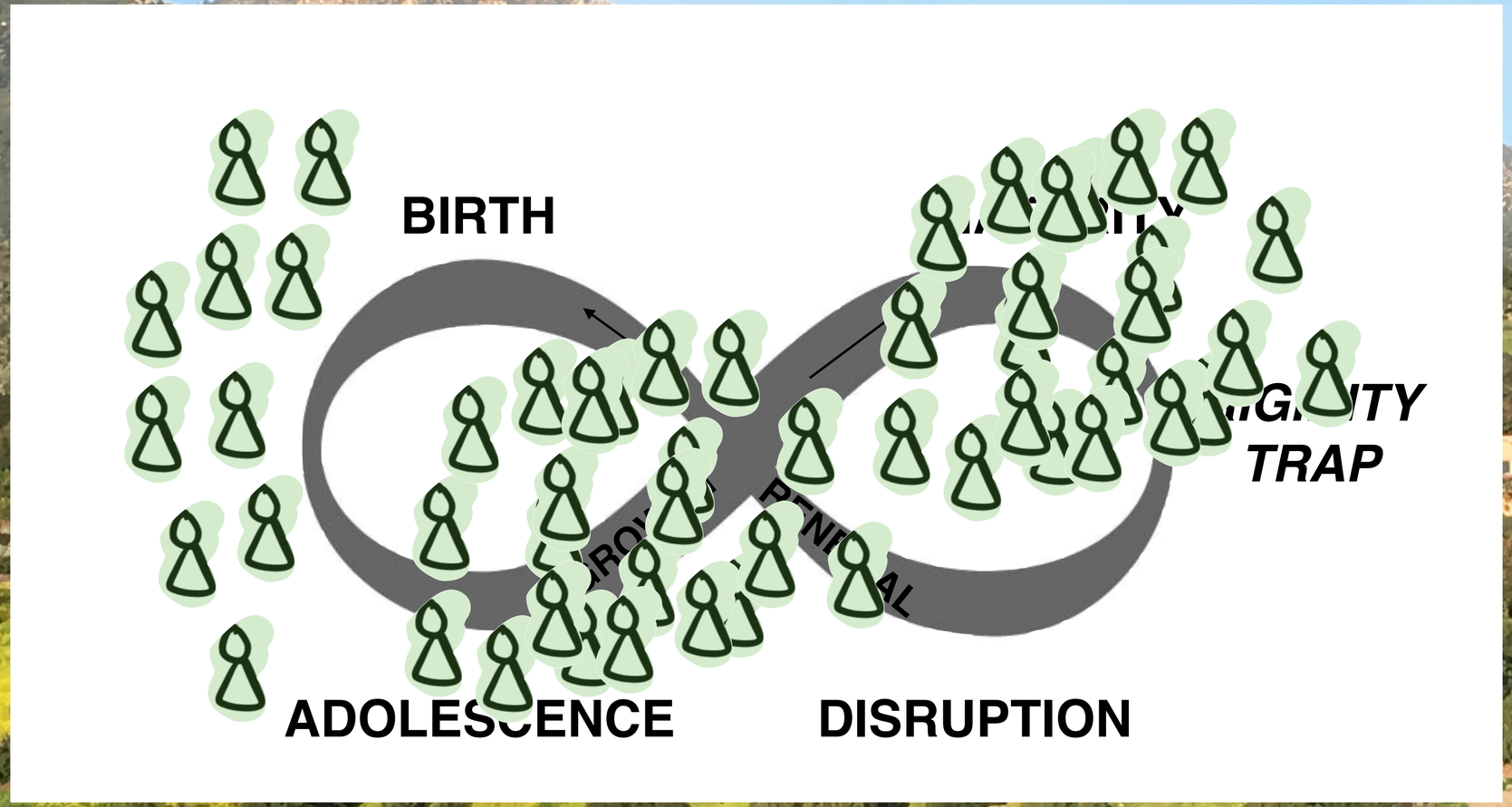
PEOPLE COME & GO
IT FEELS DIFFERENT



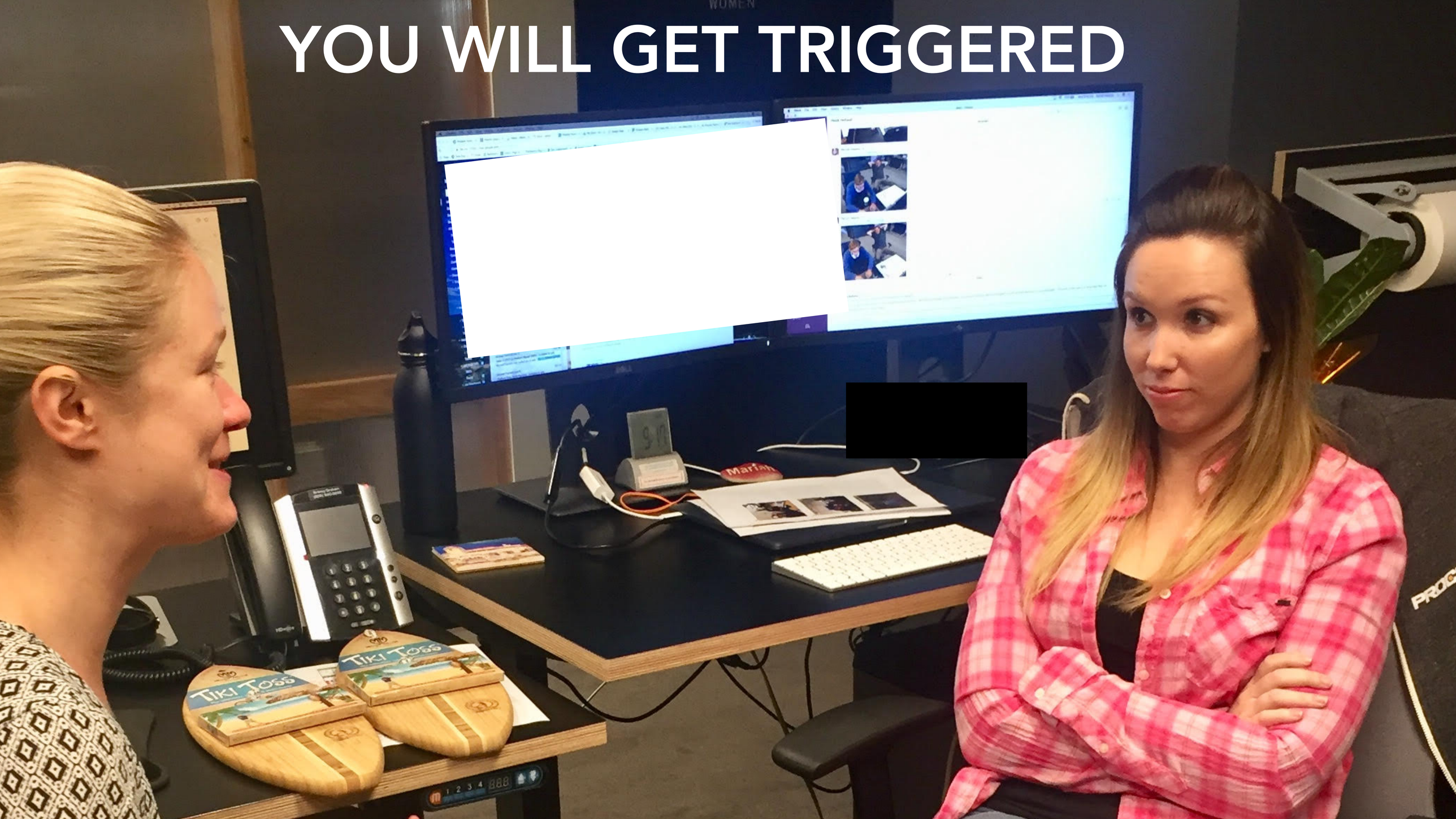




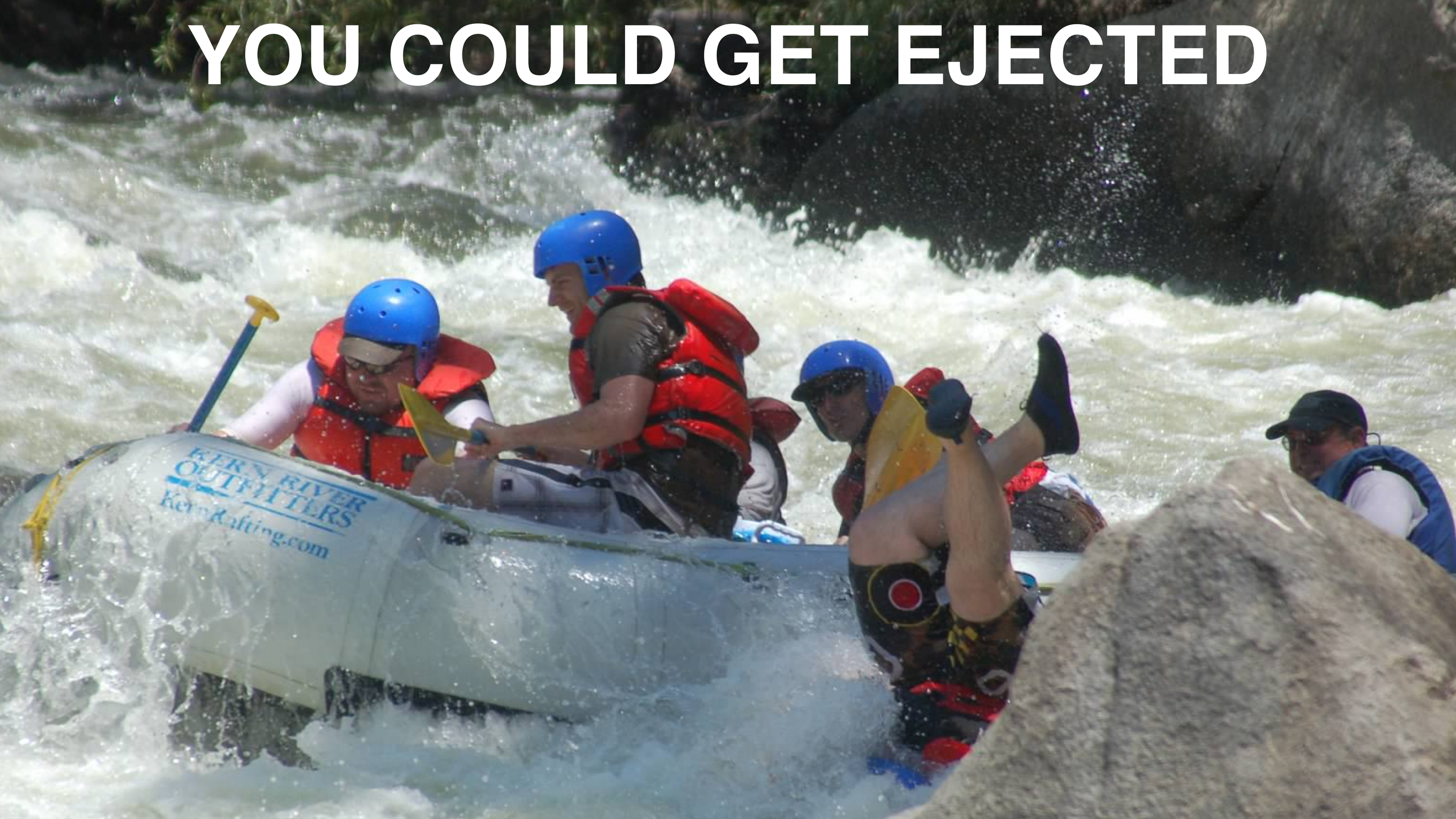
GROW WITH IT OR LEAVE?




YOU WILL GET
CURVE BALLS


YOU WILL GET TRIGGERED
Martin
Tiki Toss
Tiki Toss

YOU COULD GET EJECTED



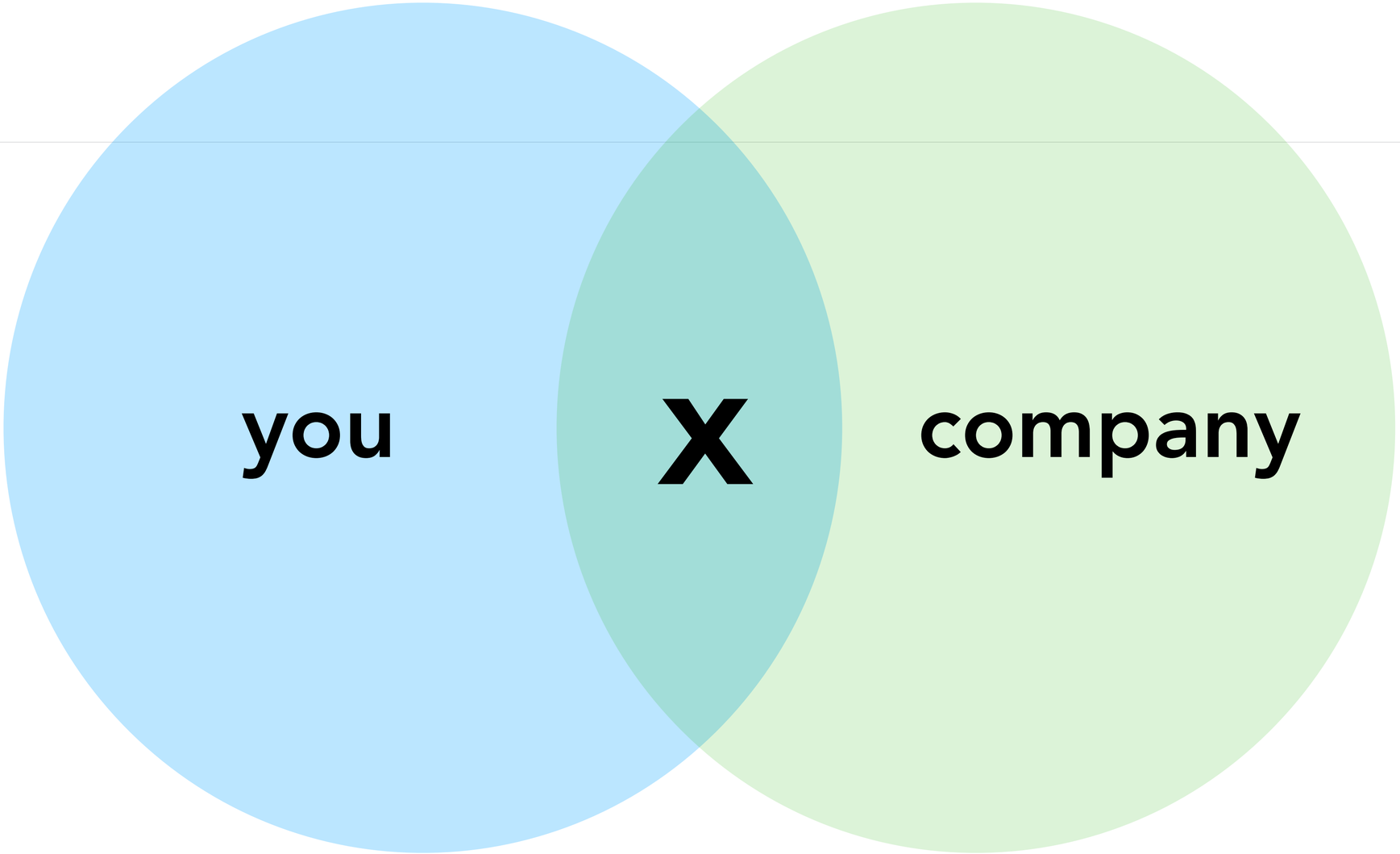
REFLECT ON LAST WEEK

When were you energized?

When were you stagnating?

When were you in flow?

-Burnett & Evans, Designing Your Life


you
X
company

THINK BIGGER THAN YOUR COMPANY



CATALYZE YOUR CHANGE?



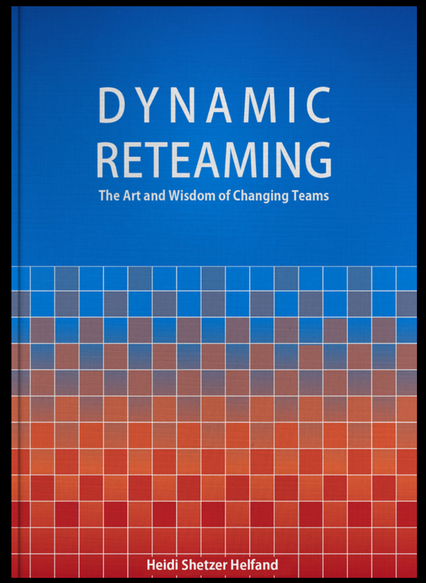
STAY WHERE YOU ARE?




WRITE YOUR OWN STORY

linkedin.com/in/heidihelfand





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