

Dynamic Reteaming

The Art and Wisdom of Changing Teams

Dynamic Reteaming a.k.a. **Team Change**

by Heidi Helfand

- People will join your team
- Others will leave

Natural occurrence



When you change your team's composition :

- It creates a new team social **dynamic**
- Impacts the **collective intelligence** present on the team
- Brings **new learning** potential to the team as a whole
- Helps teams **learn** together and expand their skills

“ In essence, team change is **inevitable**, so we might as well get good at it. ”



Team

- At least two people working together
- Build something valuable for their customers
 - Shared work
 - Joint ownership of the outcome



Collections of people
assigned across different teams

Ex: Community Of Practice
To spread similar ways of working

Own unique social dynamic / "feel"

Changes
over time



High energy → chemistry / high performance

Low energy → lacks chemistry / low performance



- Start where you are
- Visualize your team structures
- Observe and get to know them
- Incremental reflection / adjustment
- Experiment and learn

The Social Dynamic of a Team

Bottom Line like Kanban recommendations

Less Freedom

- Someone "at the top" **put** them on the team
- Manager **put** them on the team without their input
- Manager **included** their input when assigning team
- Managers / leadership **arranged self selection events**

More Freedom

- Team members **trade** places / tell managers
- Team members **form** their own teams

Reduces Risk and Encourage Sustainability
Decreases the Development of Knowledge Silos



- Within a team
 - Pair programming / TDD
- Team-to-team level
 - Reduce the development of knowledge silos by reteaming
 - Spreading knowledge out from one team to another



Reduces Team Member Attrition
Providing Career Growth Opportunities

Decreases Inter-Team Competition
Fostering a Whole Team Mentality

Politics of Team Assignment and Change

“ When People Leave You Have a **New Team...** ”

One by One

! solves the problem of **growth**



Add or remove a team member from a team

How do we **integrate** in the
"new people" when our company is
growing fast?

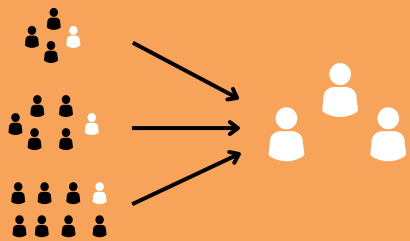
Tactics for Onboarding New Team Members

- Make it Known That You are Hiring in New Team Members
- Plan and Communicate about the Arrival of the New Team Member
- Get Things Together for the New Person Before They Arrive
- Assign a specific mentor within their team (Pair Program)

Isolation

! **emergency** situations

Failing product
Pivot to survive
Performance crisis
Outage



Creates beneficial silos by design
You form a team "off to the side" and give
them process freedom

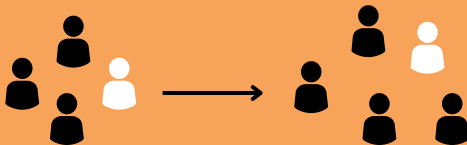
Mob Programming :

- Enables the Continuous Integration of Ideas
- Brings Consistency and Facilitates Reteaming

Switching

! **"tower of knowledge"**

"low bus count" problem -> members working a lot on their own



Incorporate reteaming to spread
knowledge within or around your
teams

For company growth

For the work

For the code

To liberate people

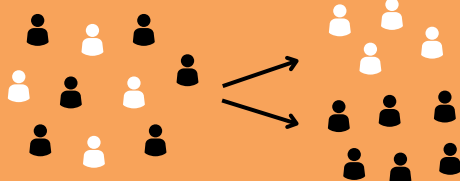
Why?

Fulfillment
Sustainability

Engagement at work can happen when you are intellectually
stimulated and are able to continually learn in your job.

Grow & Split

! teams **growing "too big"**



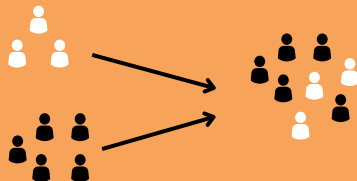
"Too many" people : can become inefficient

- Can also apply it to **spread "best practices"** across your organization by
 - Conservatively adding in people to a stellar team
 - Then splitting the team later
 - When you feel all team members mastered the techniques you want to spread

Merging

! teams that are **too small**

need more people to have collaboration opportunities like pair programming



Teams might merge as a strategy to
combat dependencies across
two or more teams

