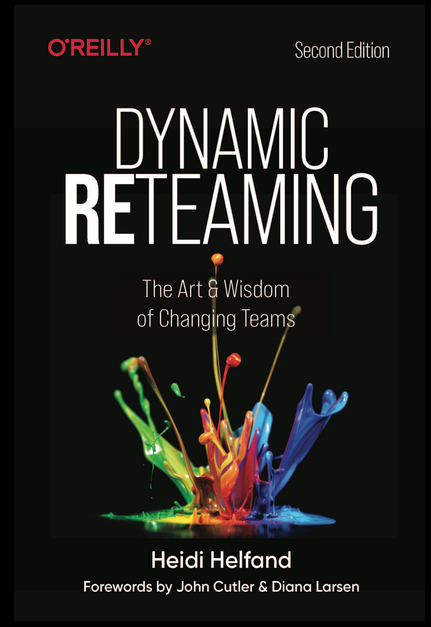
Built to Flex: Strengthen Your Org to Expect Change

Heidi Helfand

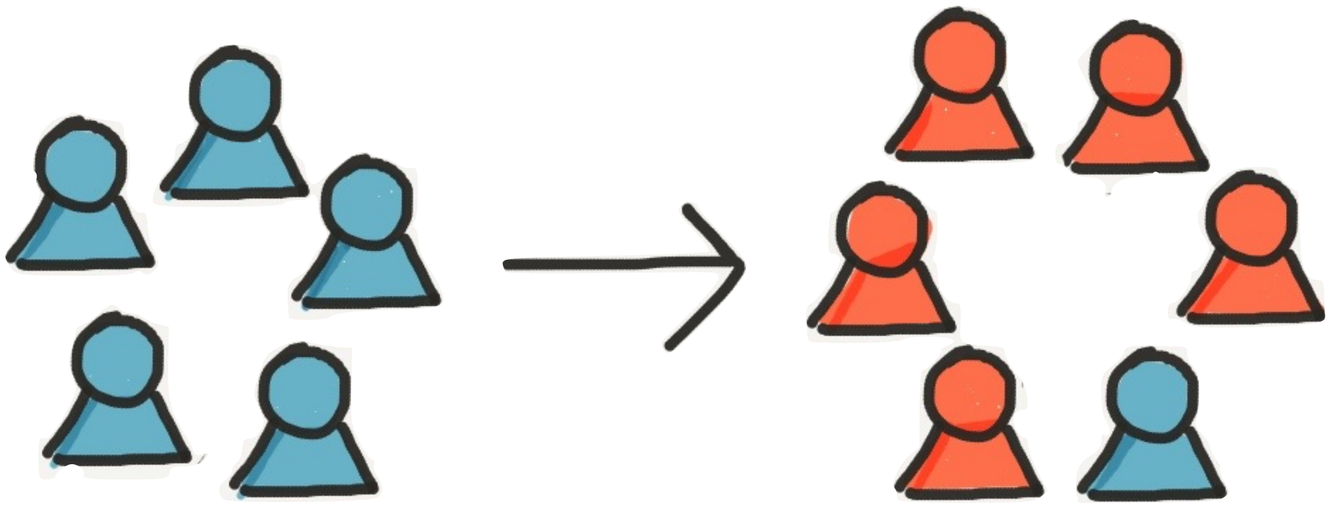
Author, Dynamic Reteaming

dynamicreteaming.com



Raise your hand if your teams have changed in the past month.

It only takes one person to change a team system



I’m not saying…

- Break up your teams
- Switch people around frequently
- Change is always the answer
- This is easy

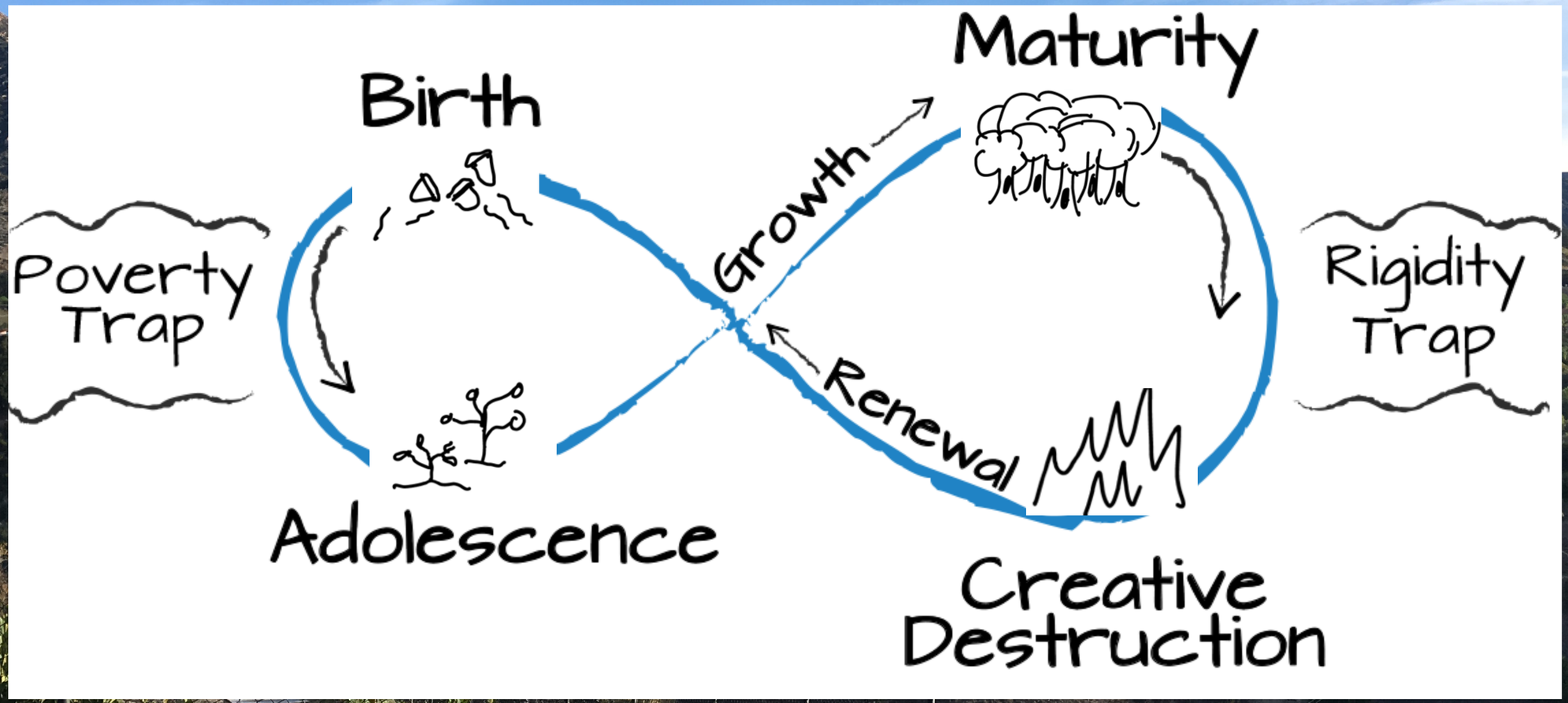
When Your Teams Change You are Not “Doing it Wrong”

WELCOME TO
REALITY

Reteaming is Inevitable.

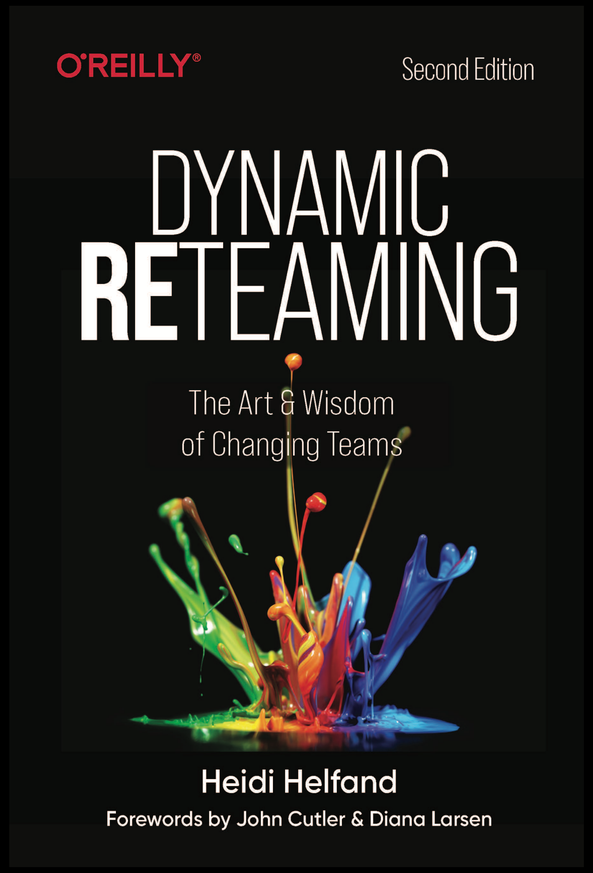
You might as well get good at it.

Teams Age and Change



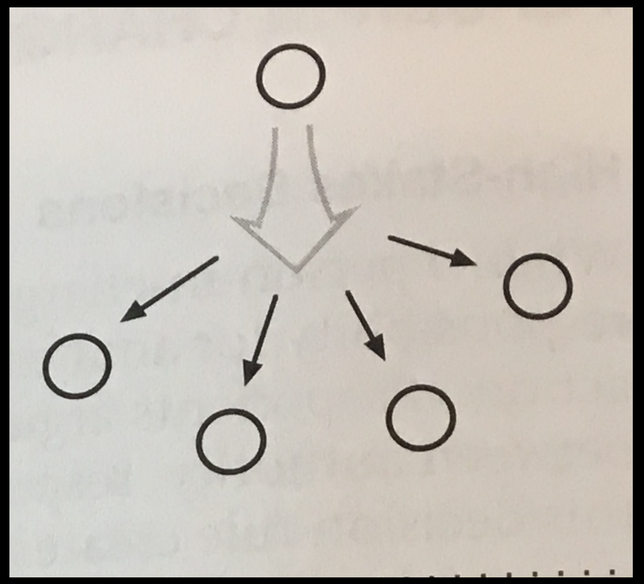
Ecocycle adapted from Gunderson, Lance H. and C.S. Holling. Panarchy: Understanding Transformations and Liberating Structures. Washington, D.C.: Island Press, 2001.

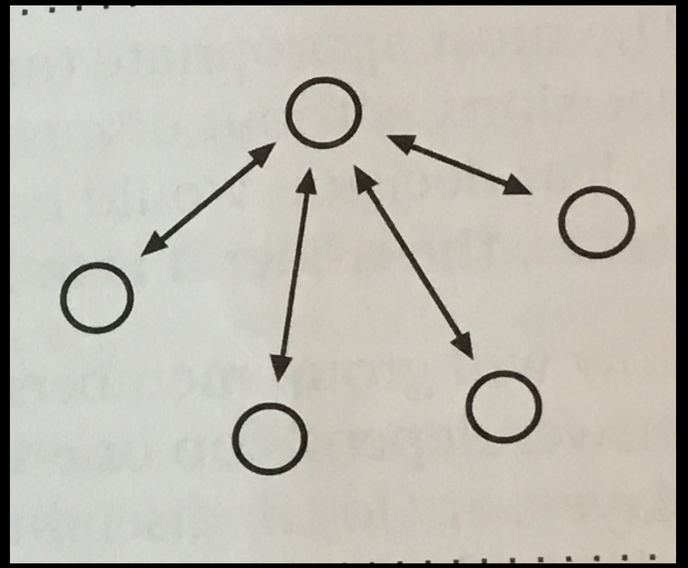
Why Teams Change

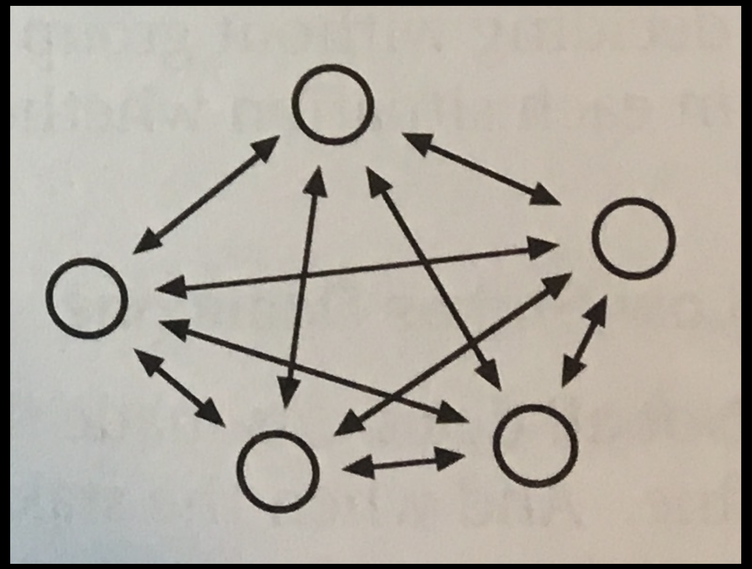


- Growth/attrition
- New work or priority
- Knowledge sharing
- Stagnation & learning
- Surprise reasons

It Happens in Different Ways



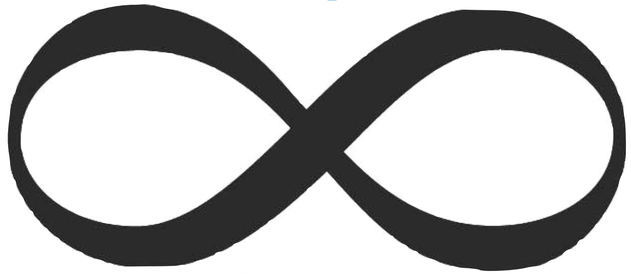




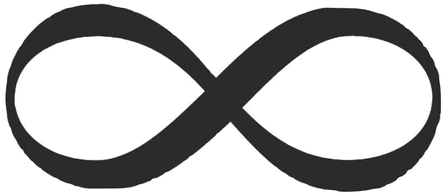
Sam Kaner, Facilitator's Guide to Participatory Decision Making

company

dept



division

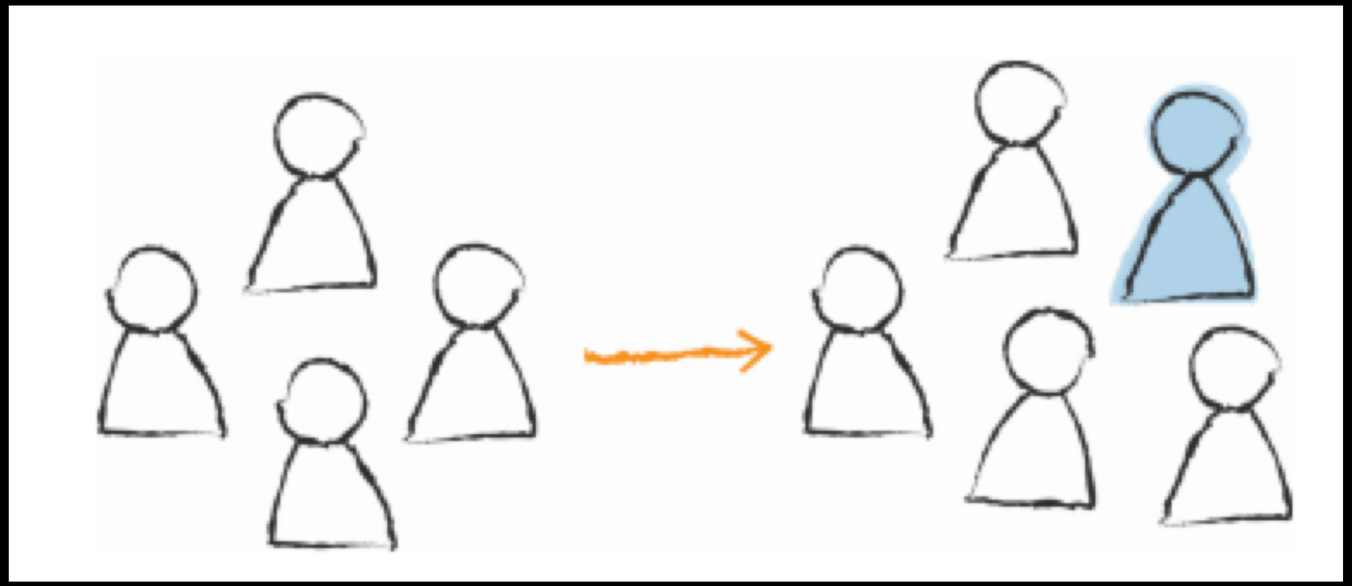


team

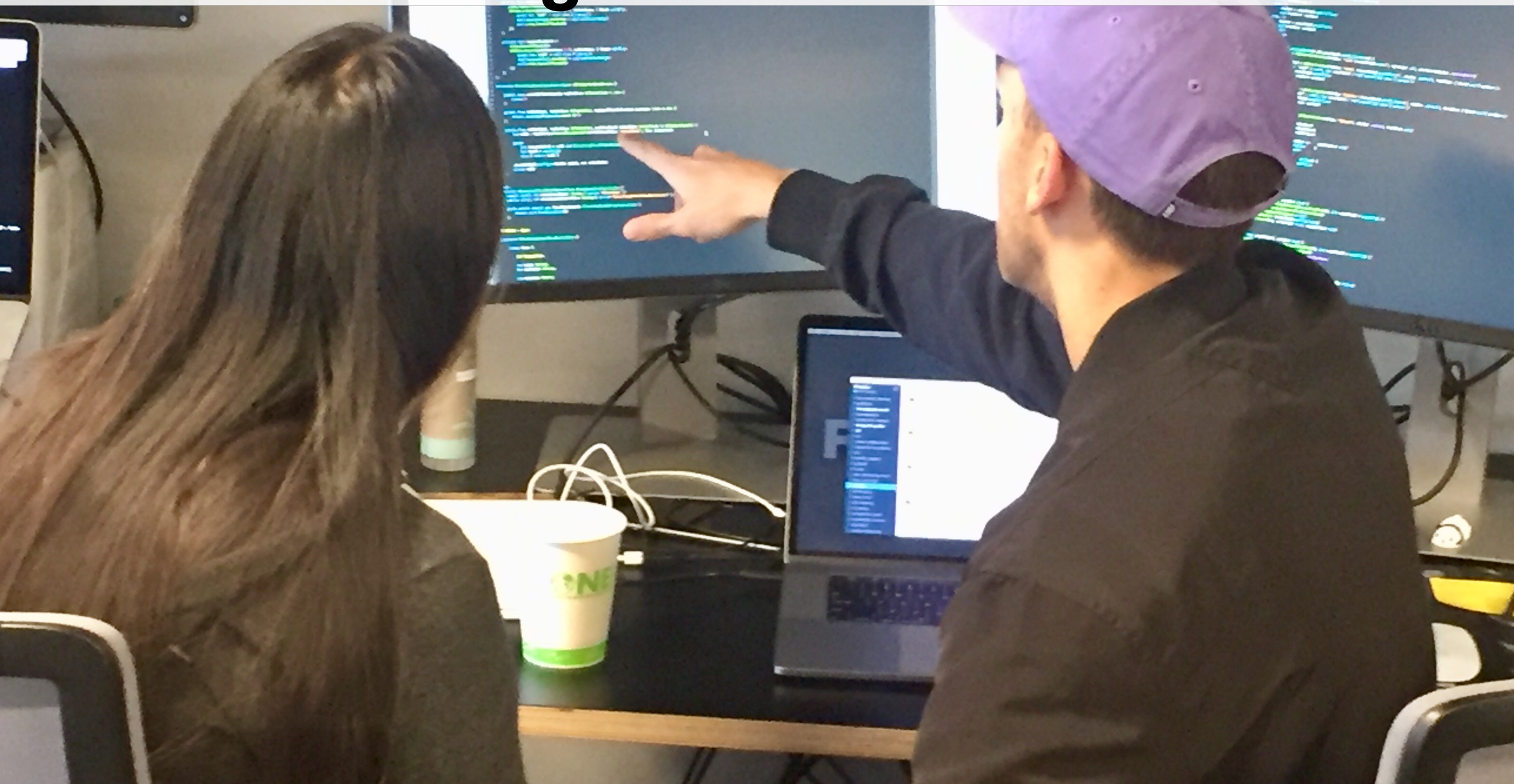
person

5 PATTERNS OF DYNAMIC RETEAMING

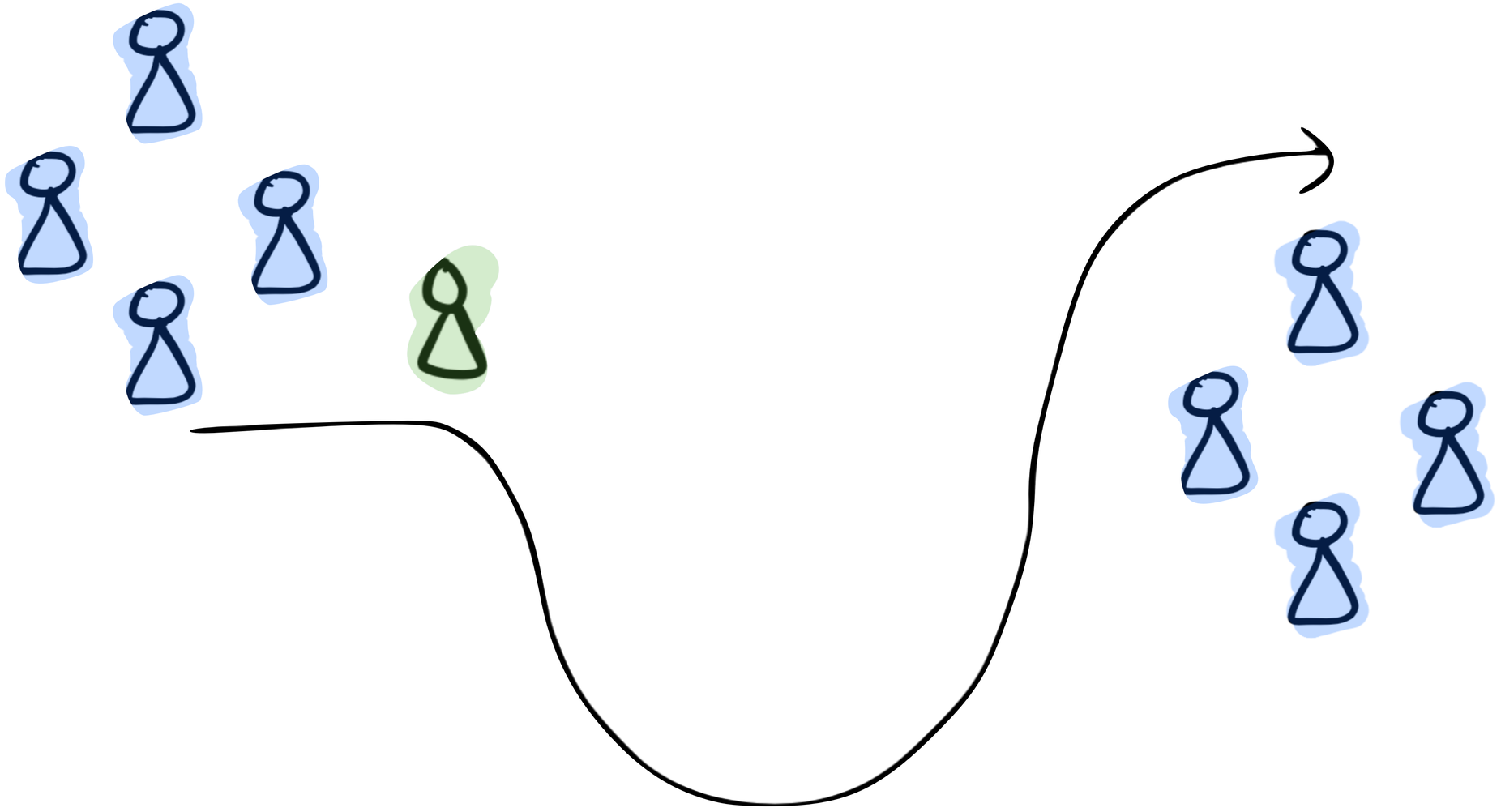
One By One Pattern



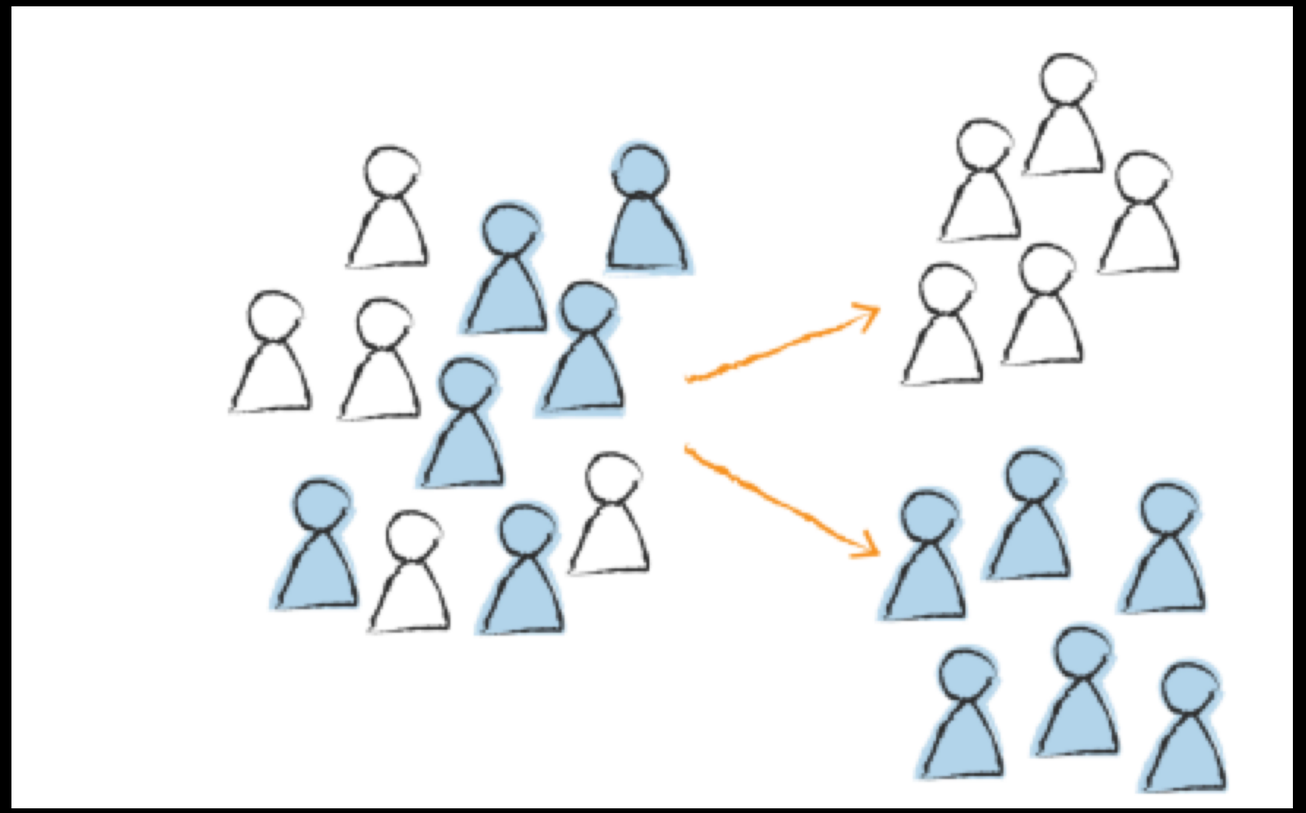
Pairing Makes it Easier



Coaching the Existing Team Helps



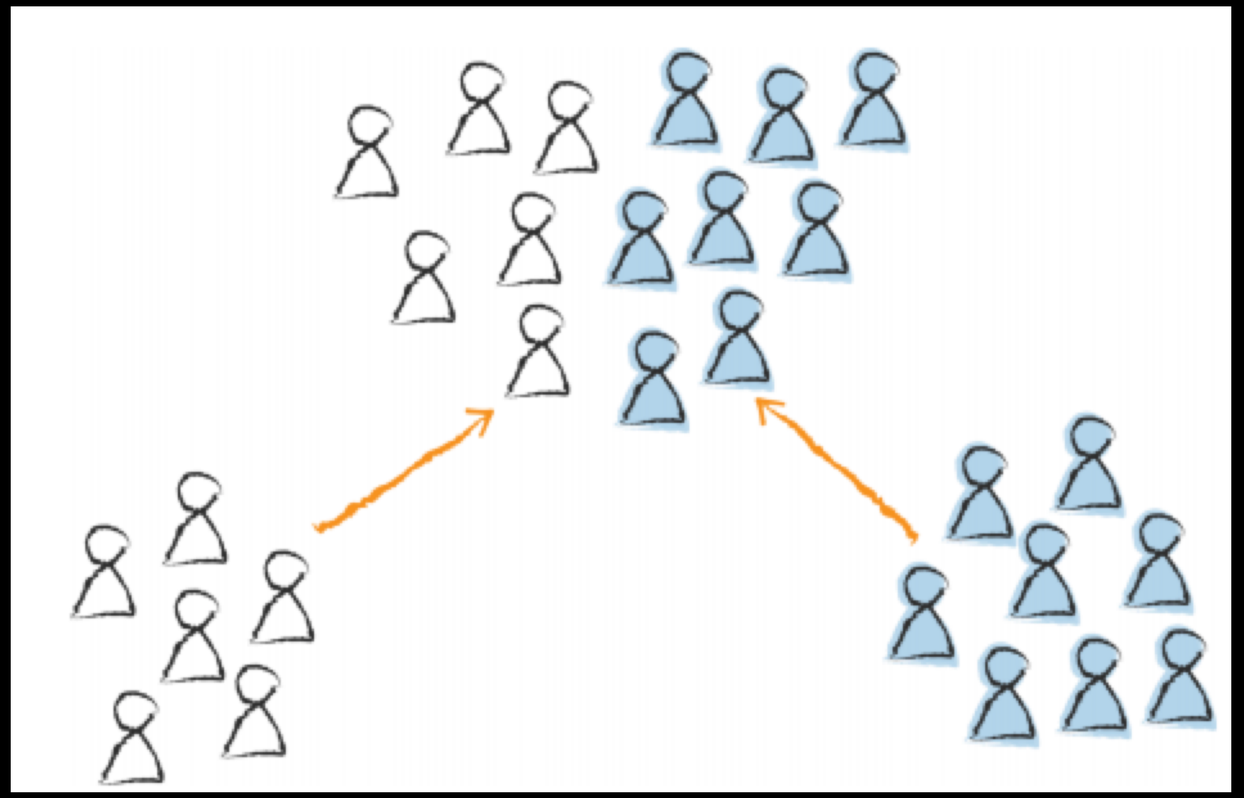
Grow & Split Pattern



Teams Can Adapt & Adjust Their Size

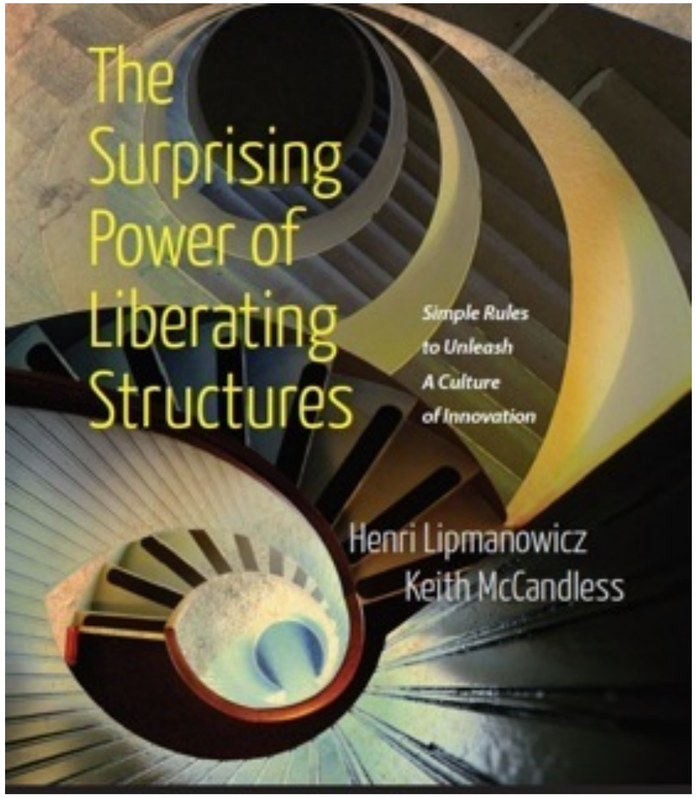
Mark the Endings

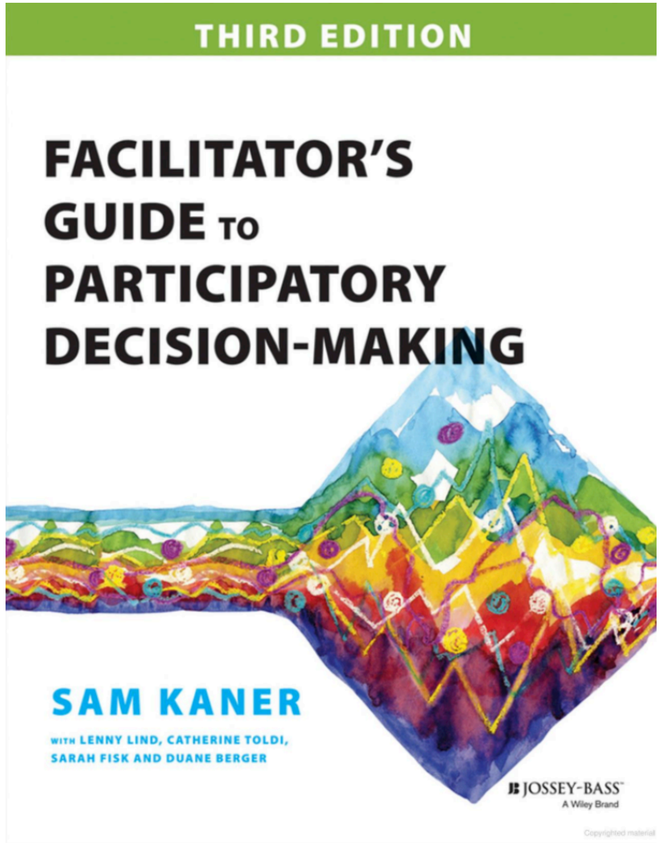
Merging Pattern



Coach Teams to Organize

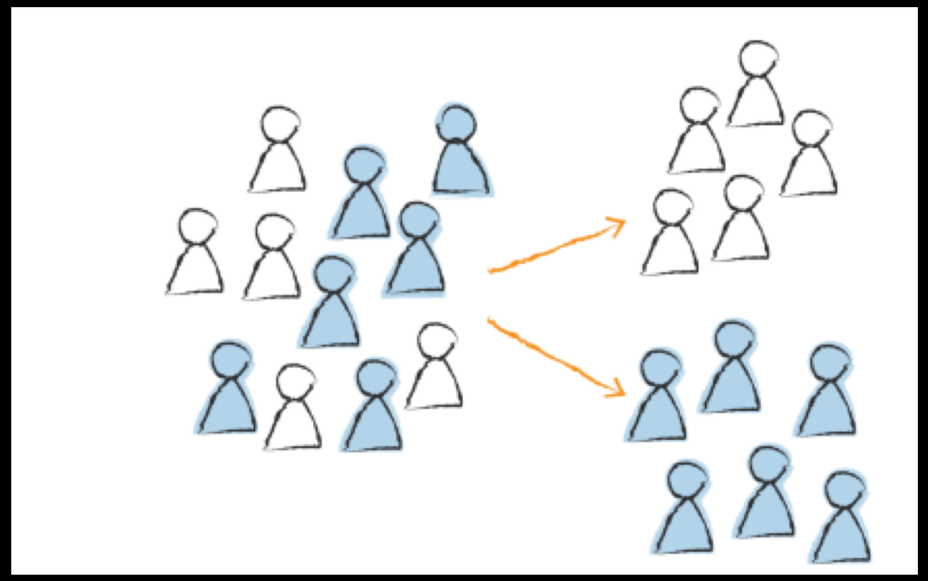
Lean Into Facilitation

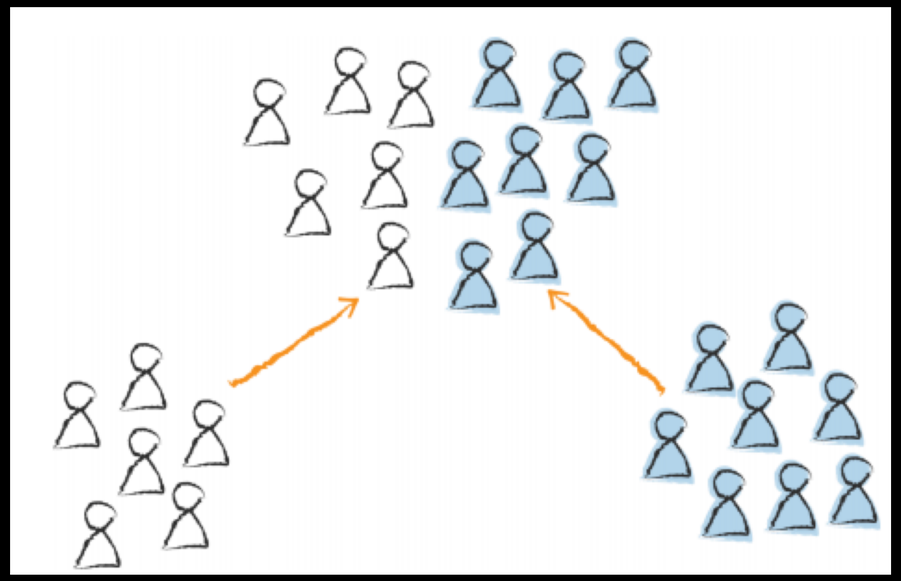




Try “The Story of Our Team” Exercise

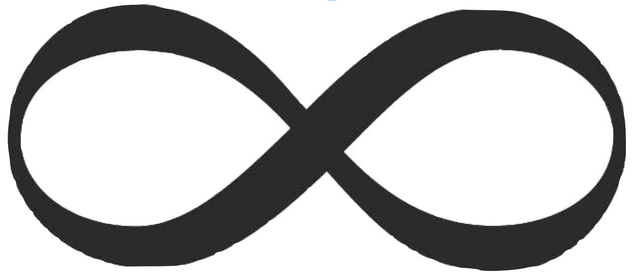
Large Scale Changes



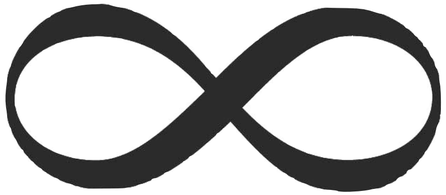


company

dept



division

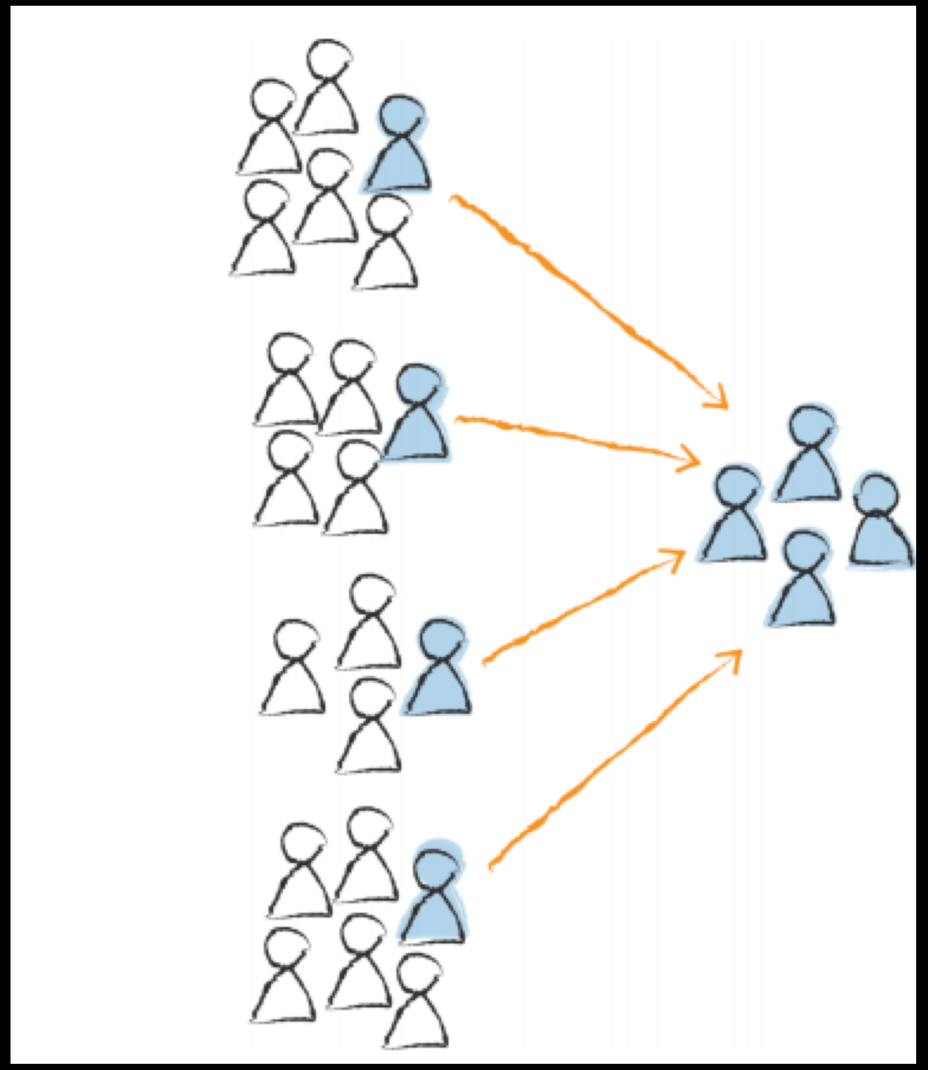


team

person

Co-Design with the People

Isolation Pattern



securedocs
TM

The Chicken McNugget SWAT team

Failing product in two test stores

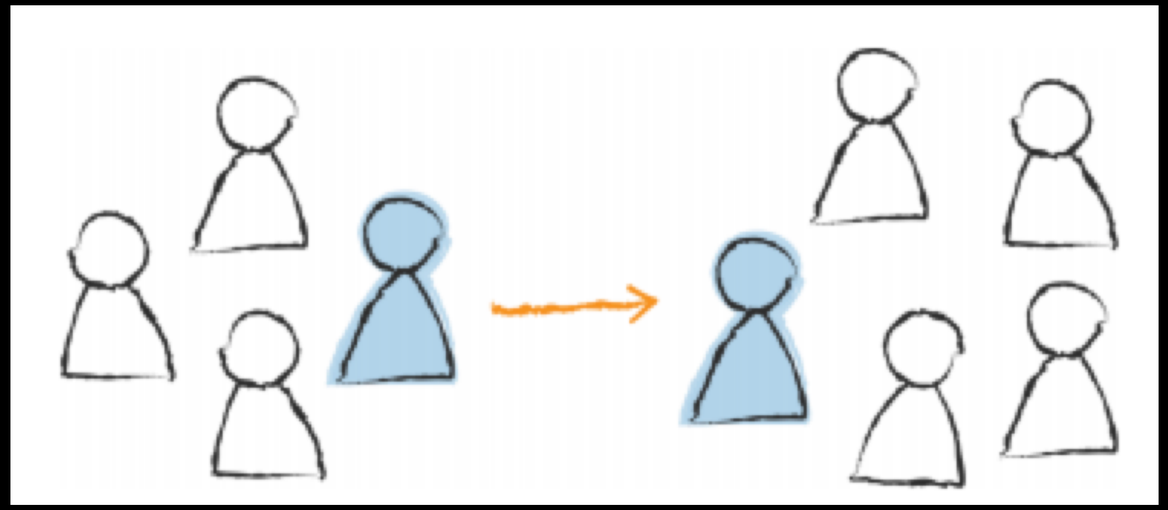
E.J. “Bud” Sweeny consultant brought in

Team worked in a different plant

Reported up to executive

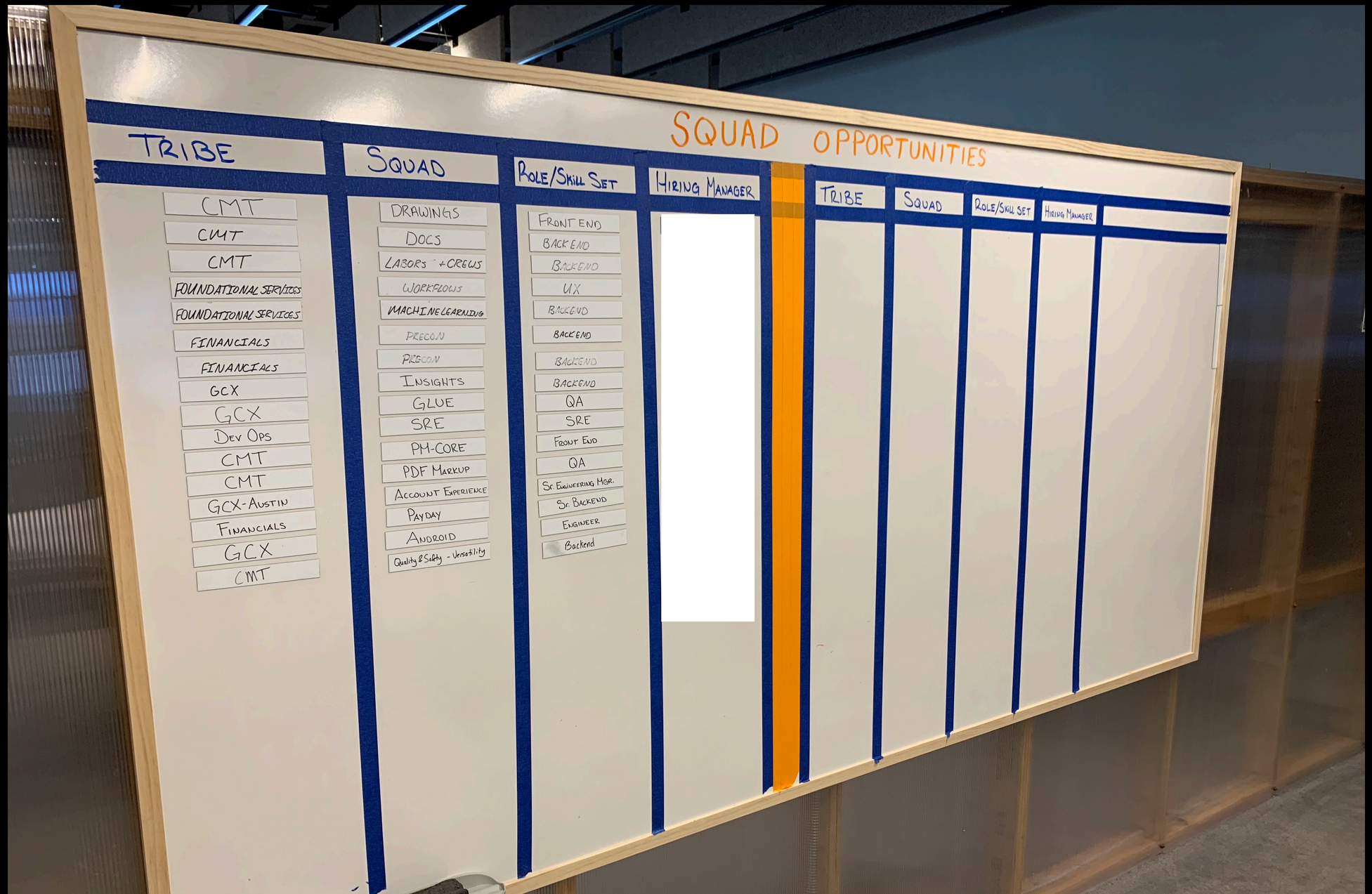
Teamwork: What must go right/what can go wrong. Carl E. Larson and Frank M.J. LaFasto, 1989

Switching Pattern

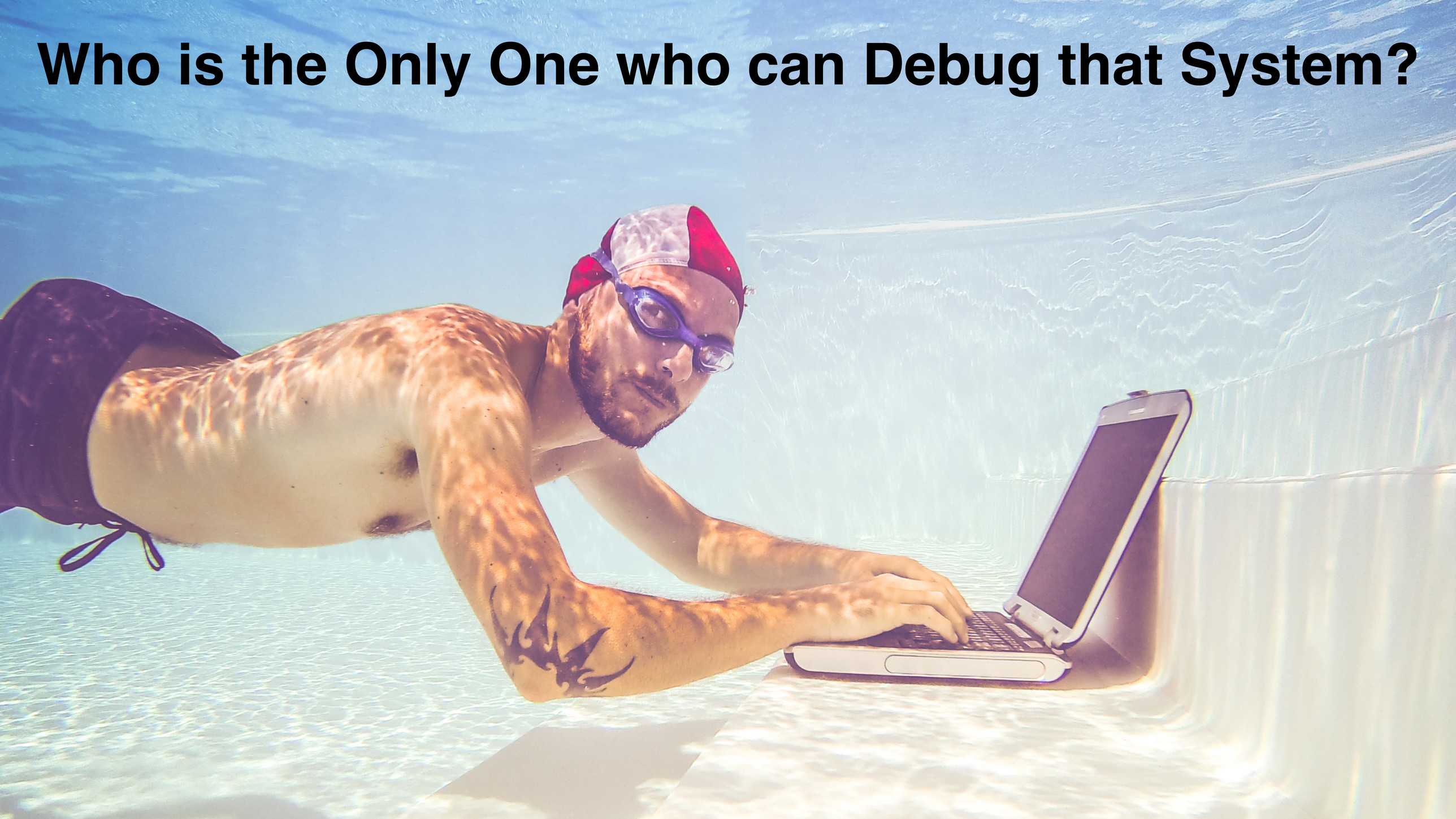


Who is Stagnating in your Teams?

Do You Share Your Hiring Plans?

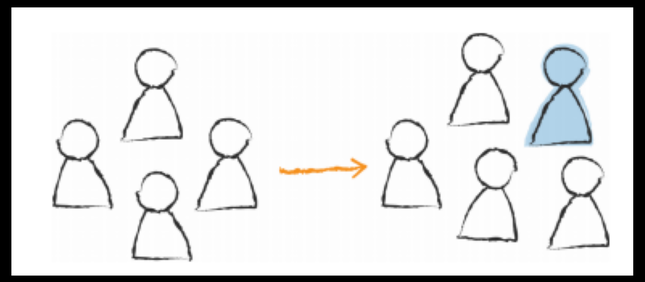


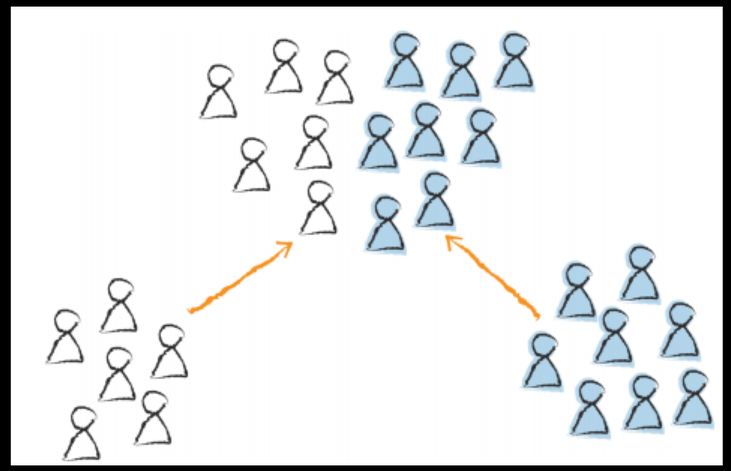
Who is the Only One who can Debug that System?

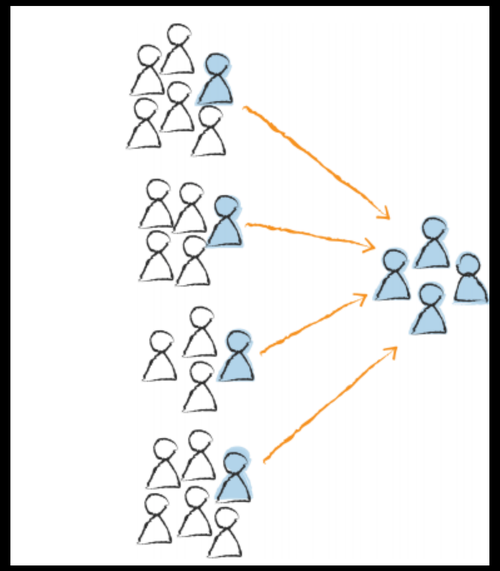


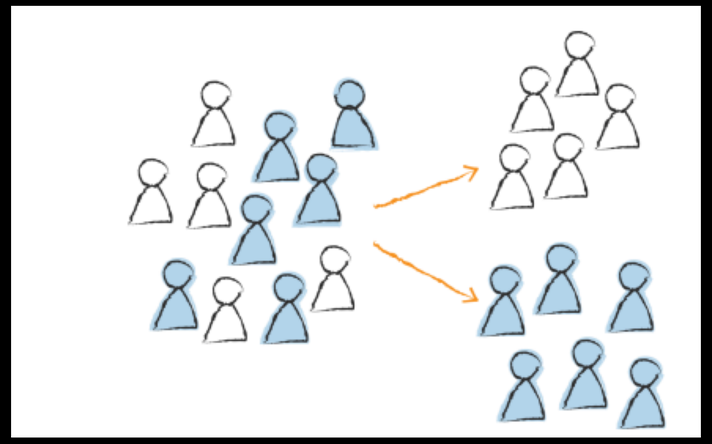
WEIGHT
LIMIT
TONS
DO
NOT
PASS

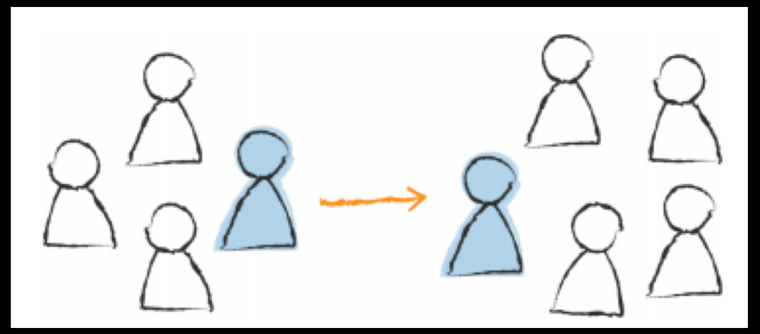
Lots of Dynamic Reteaming



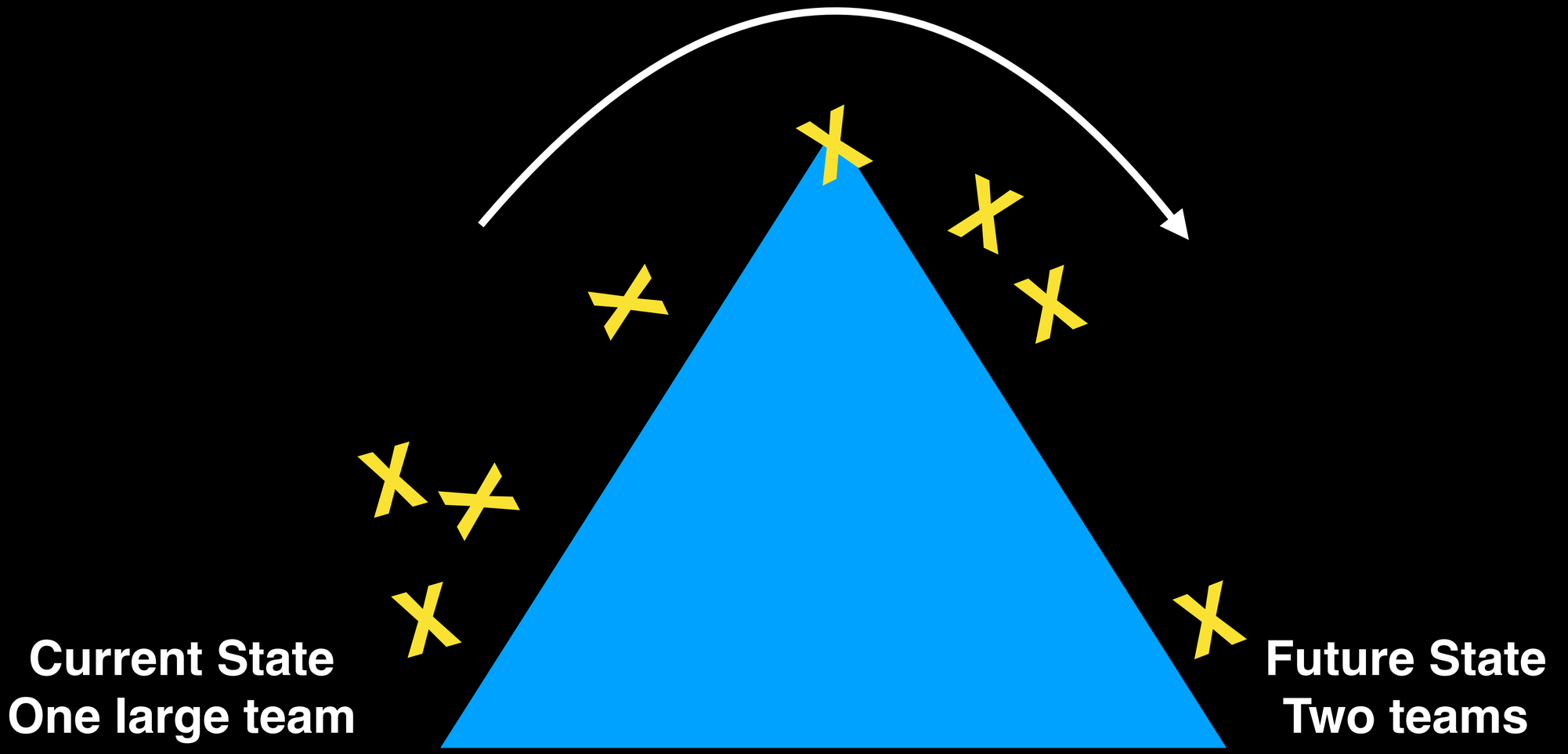








People Adapt at Different Rates



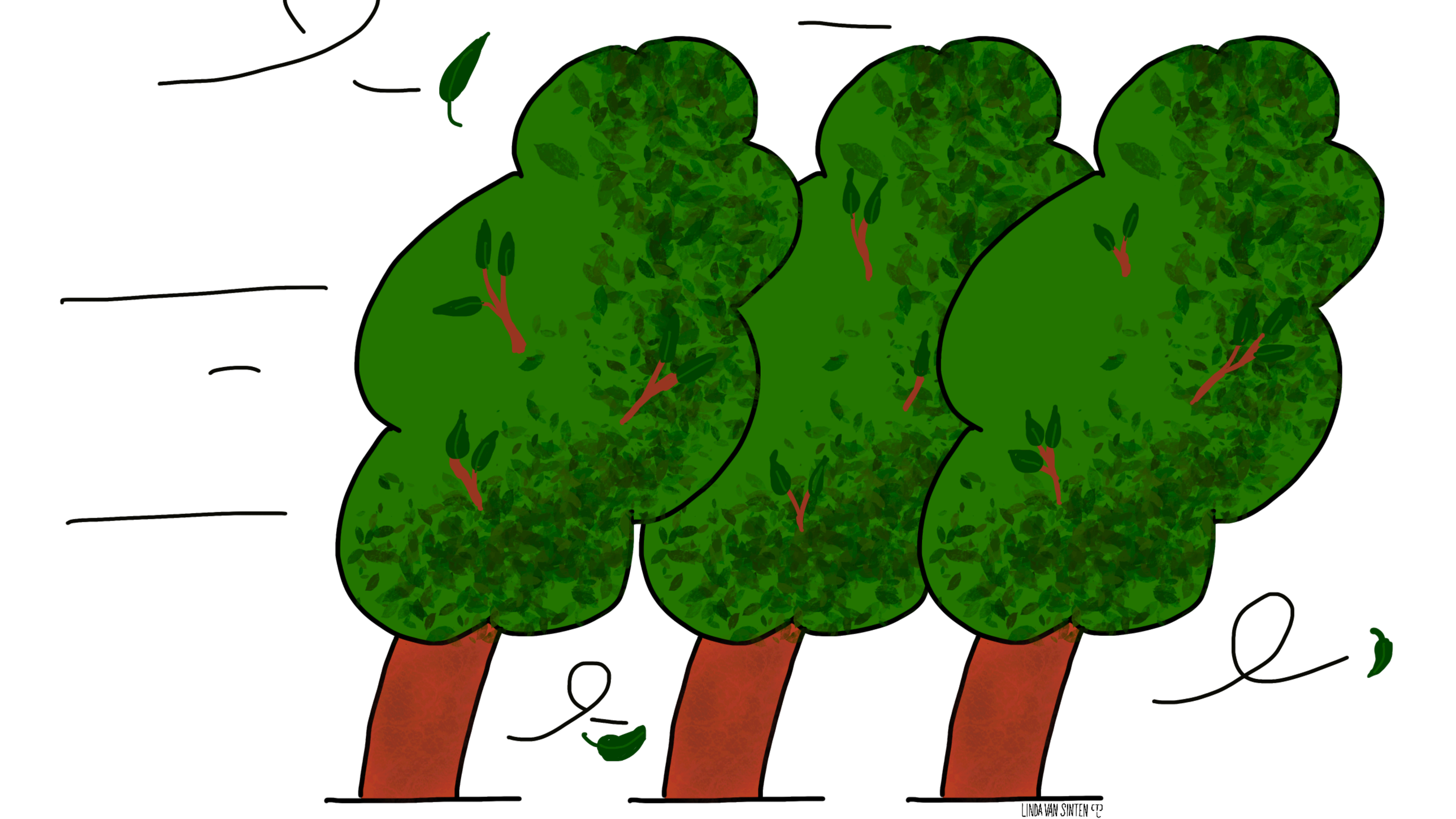
CRR Global, Arne Mindell

“How do we *maintain* our culture?”

Help People Find Shared Causes with Open Space

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

You will get
Curve Balls

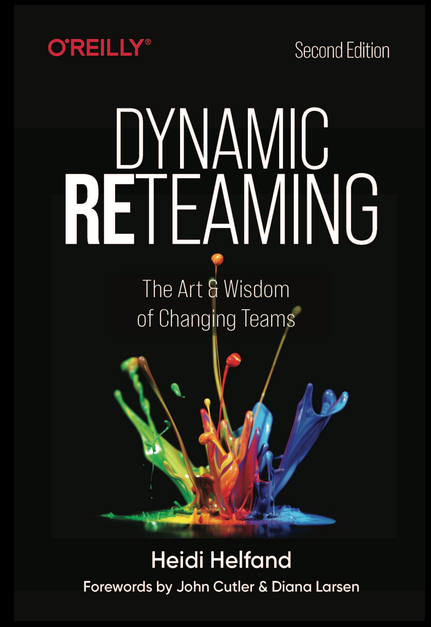

LINDA VAN SINTEN ©

Push through the Challenges

What Kind of Leader Do You Want to Be?

Built to Flex: Strengthen Your Org to Expect Change

Heidi Helfand

Author, Dynamic Reteaming

dynamicreteaming.com