

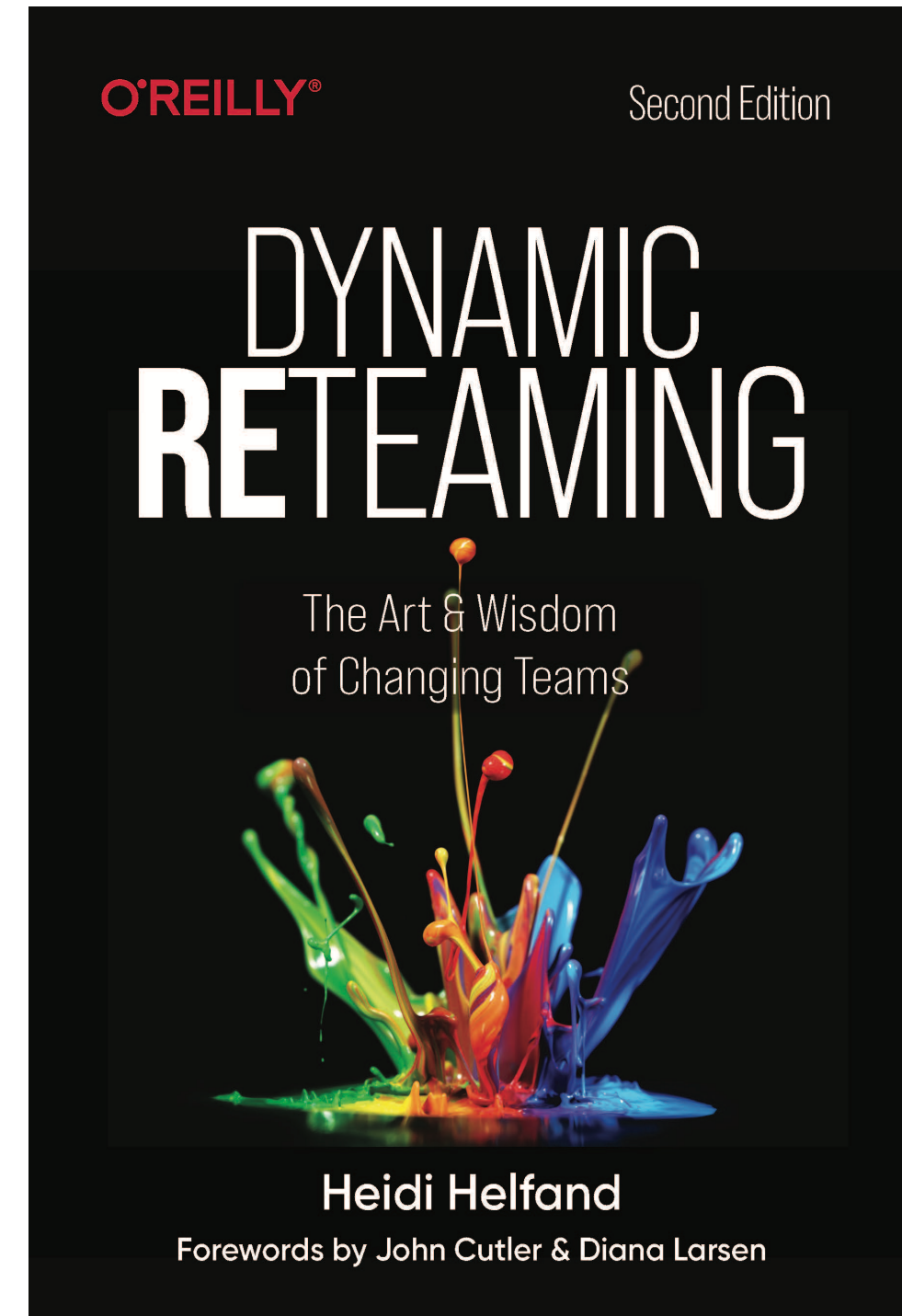
# GOTO **CHICAGO 2023**

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**#GOTOchgo**

# Coaching Teams through Team Change

Heidi Helfand





## 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><a href="#">Melissa S.</a> ★★★★★ 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><b>\$10.00</b>   <b>Est. 15 min</b></p> <div> <span>✓ Select Expert</span>  <span>View Resumé</span>  <span>Send Email</span>  <span>Request Chat</span> </div>
 <p><a href="#">Cindy L.</a> ★★★★★ 1098 Sessions</p>	<p>About 20 min</p> <p> </p>	<p>I am MCSE and Brainb... adept at performing Ma...</p> <p><b>\$5.00</b>   <b>Est. 10 min</b></p> <div> <span>Select Expert</span> </div>
 <p><a href="#">Josh S.</a> <b>New expert</b></p>	<p>About 5 min</p> <p> </p>	<p>I'm certified by Microsoft and can demonstrate that for you :-)</p>



Session

See  
Binder  
for  
page









Don't forget to  
phone  
City Center  
Substation

## Select an expert's bid

- Our experts have received your question and have up to 2 minutes to respond with bids...
- Use the pull-down menu to select a bid, select an expert or view their resume; send email or request a chat

Bids close in:

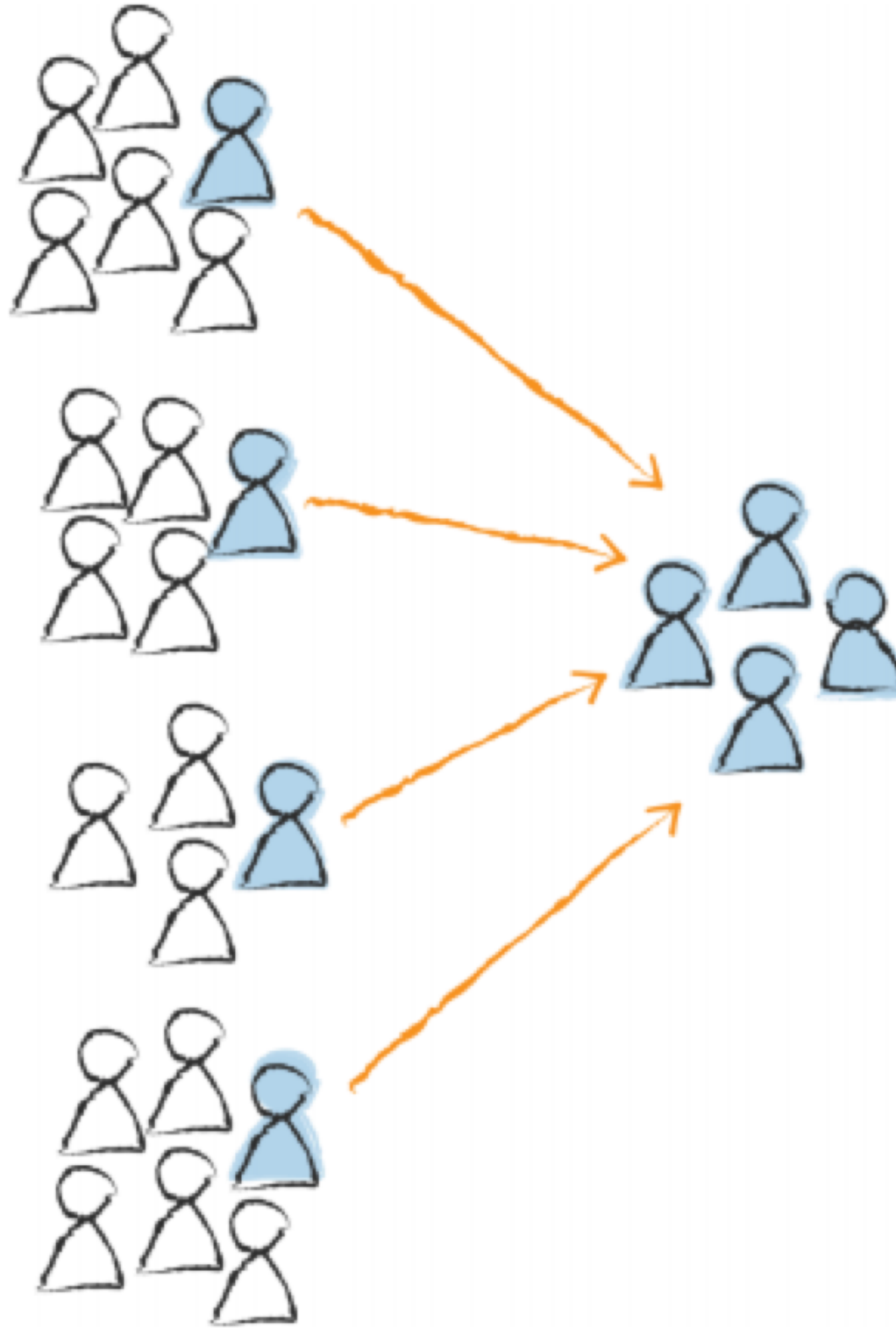


Expert	Availability	Bid Details
 <a href="#">Melissa S.</a> ★★★★★ 1692 Sessions	Now    	I am really quite simple once shown properly by an expert. I will try to show you... \$10.00 Est. 15 min ✓ Select Expert View Résumé Send Email Request Chat
 <a href="#">Cindy L.</a> ★★★★★ 1098 Sessions	About 20 min  	I am MCSE and Brainiac adept at performing Mac... \$5.00 Est. 10 min Select Expert
 <a href="#">Josh S.</a> New expert	About 5 min  	I'm certified by Microsoft and can demonstrate that for you :-) Select Expert

**“...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**

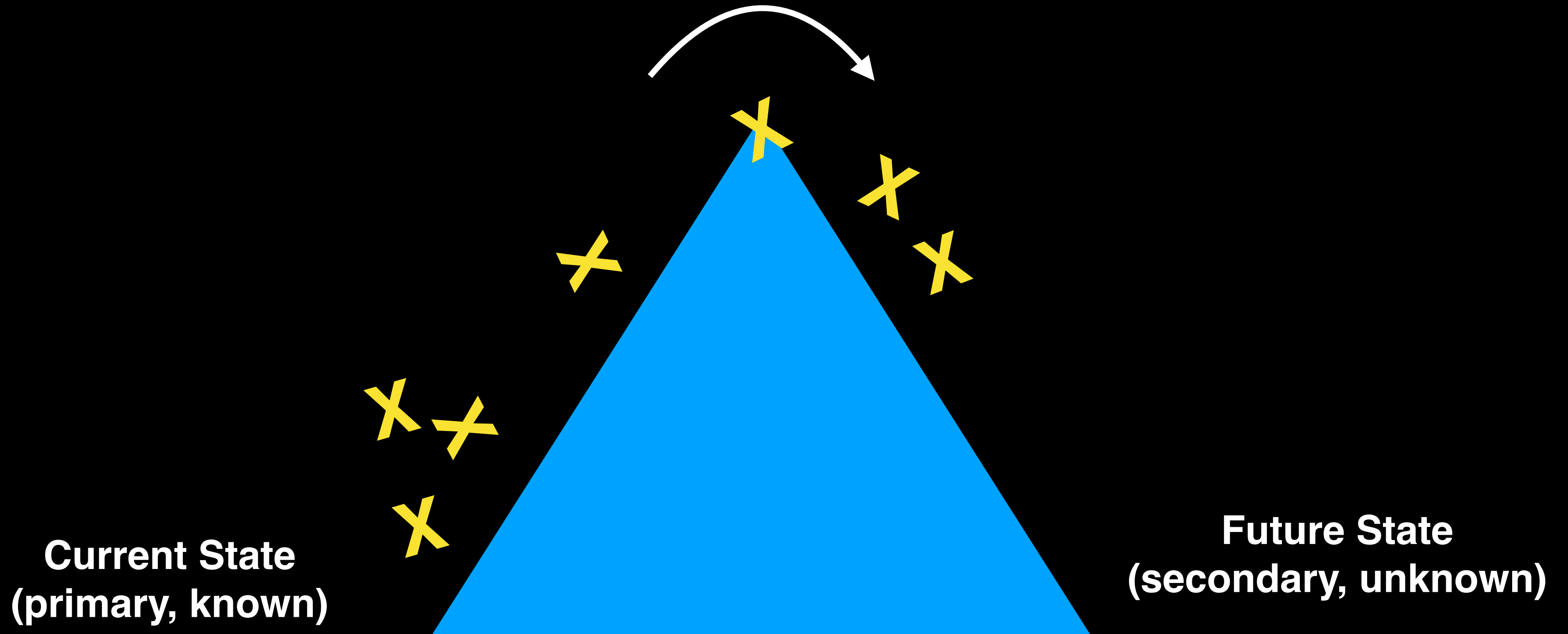
# ISOLATION PATTERN



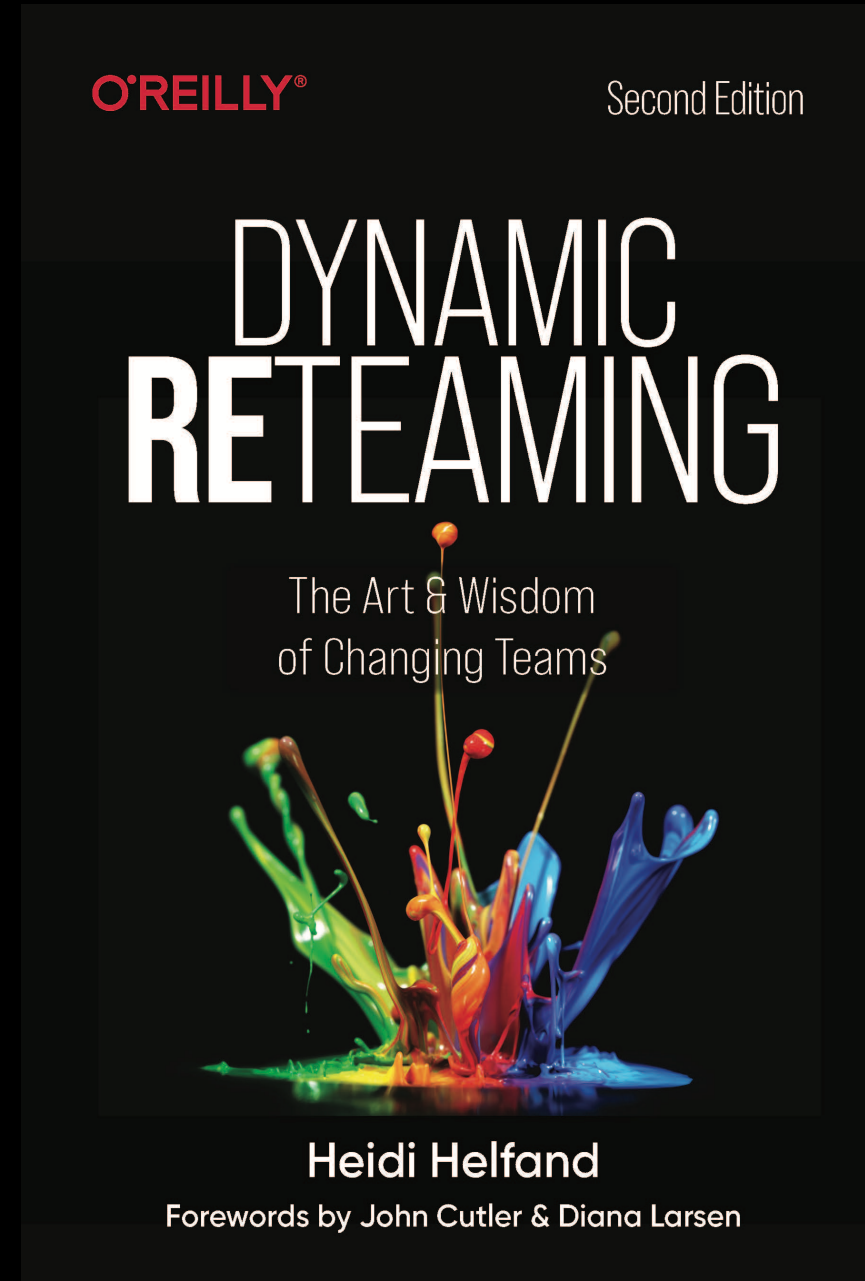
# COACHED THROUGH CHANGE

- CEO told me directly
- Gave me clear direction
- I had time to process

# WE ALL ADAPT DIFFERENTLY



# WHY YOUR TEAMS WILL CHANGE



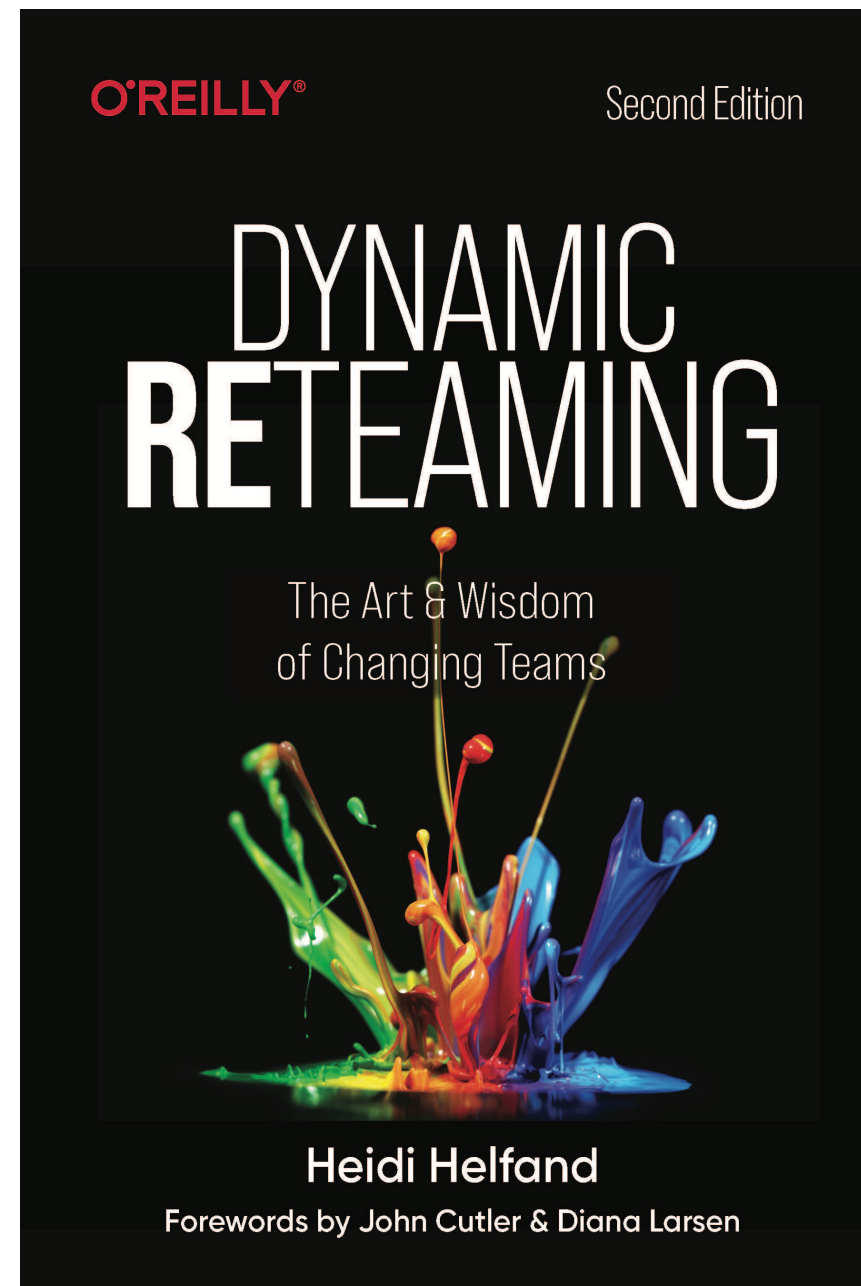
- Products cancelled
- Growth/attrition
- New work or priority
- Knowledge sharing
- Stagnation & learning

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

# You Catalyze the Change or It Happens

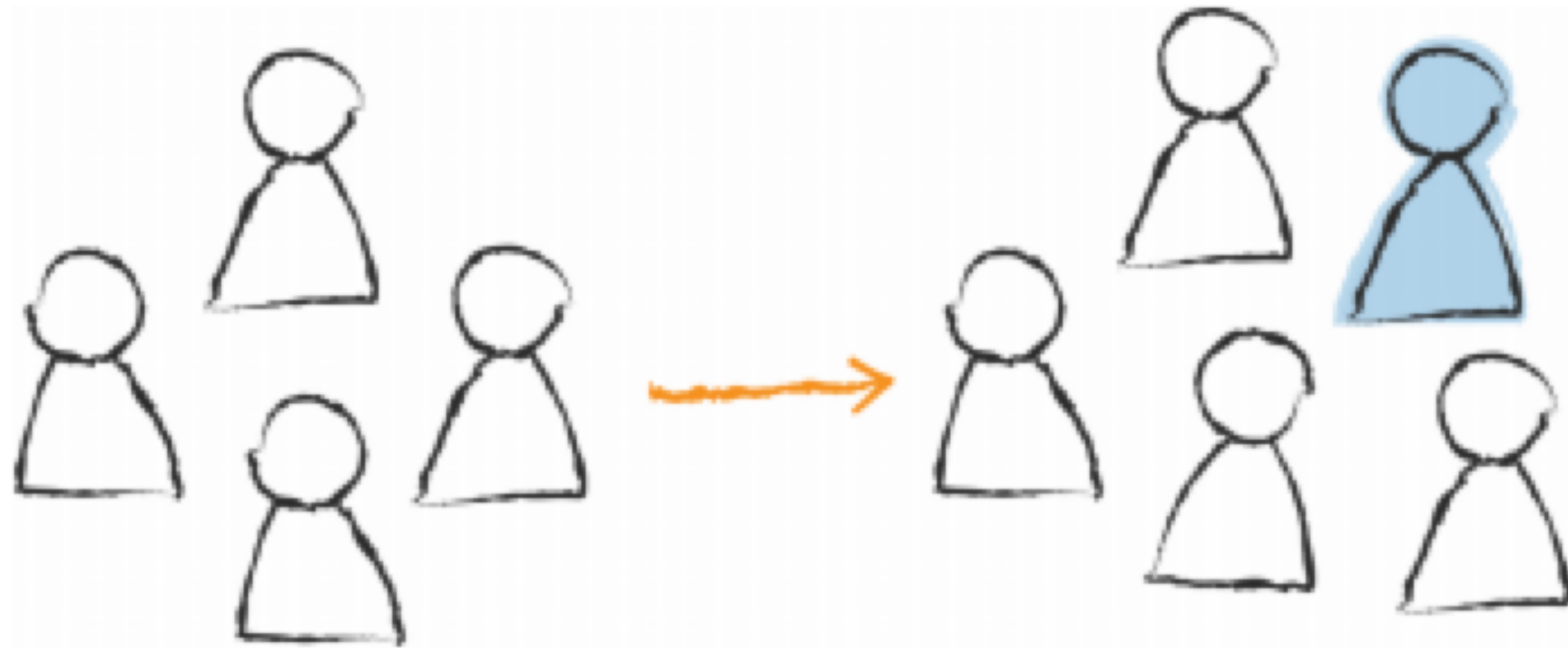


**Expect Both**

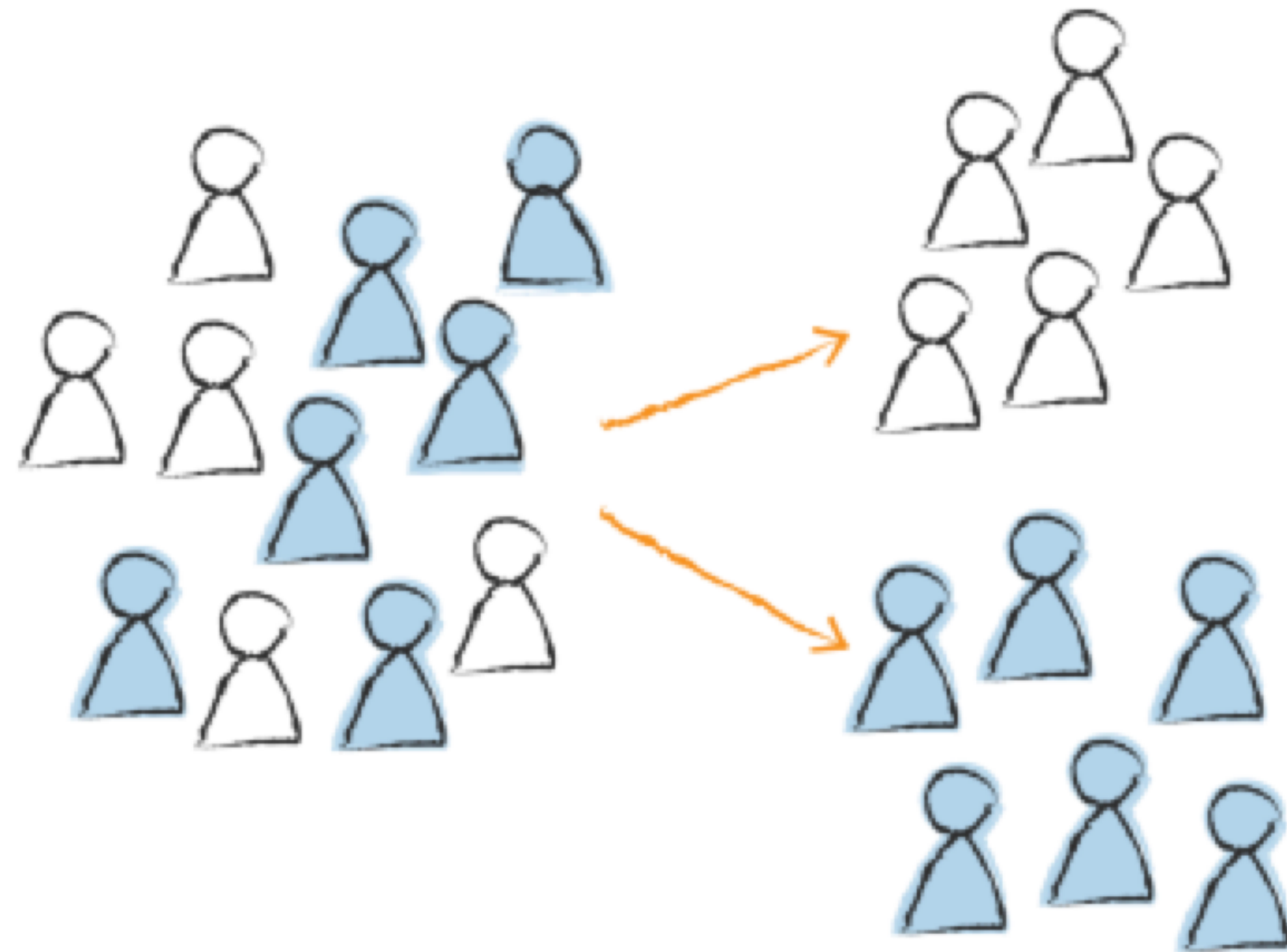


# 5 PATTERNS OF TEAM CHANGE

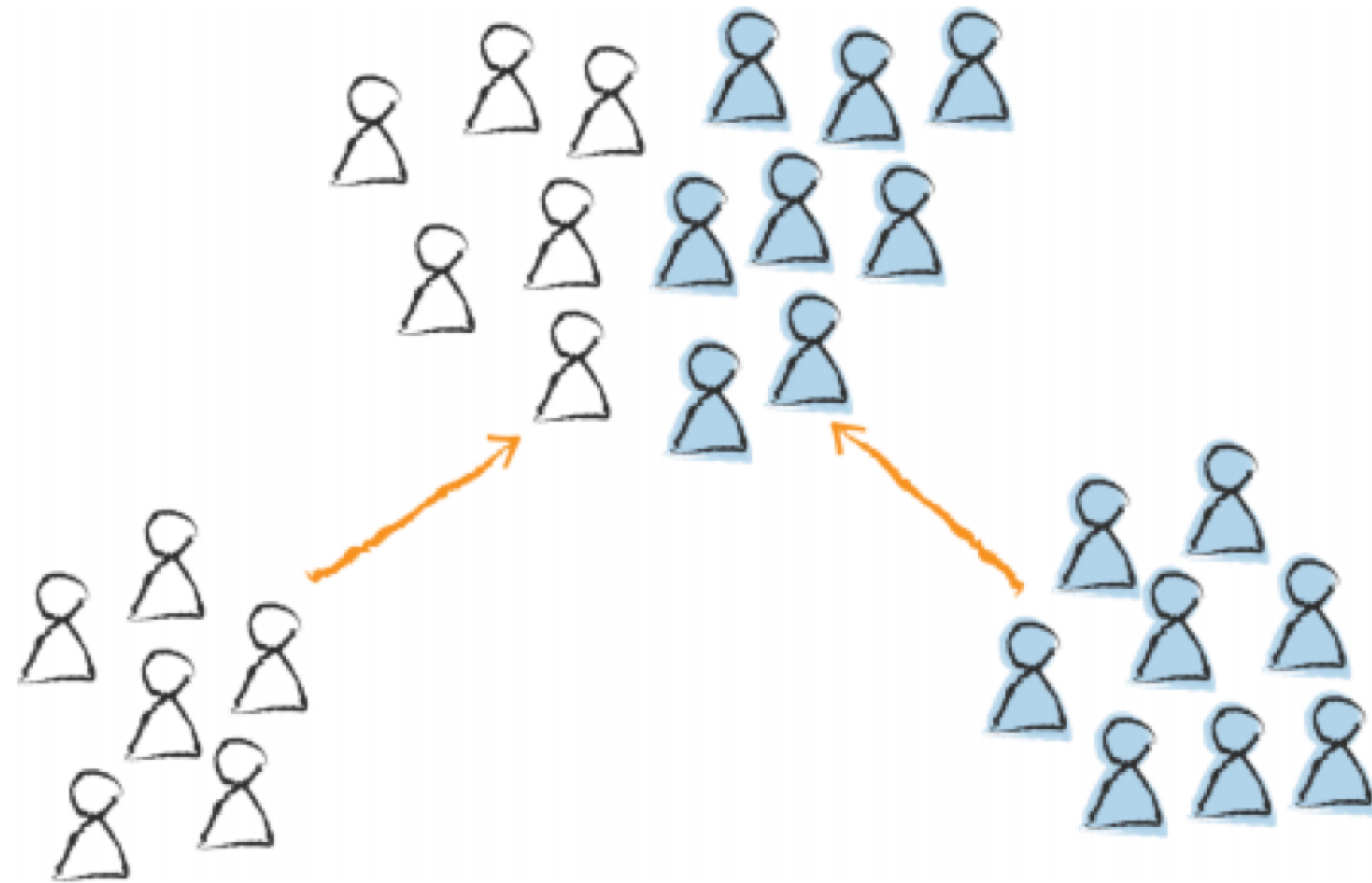
# ONE BY ONE PATTERN



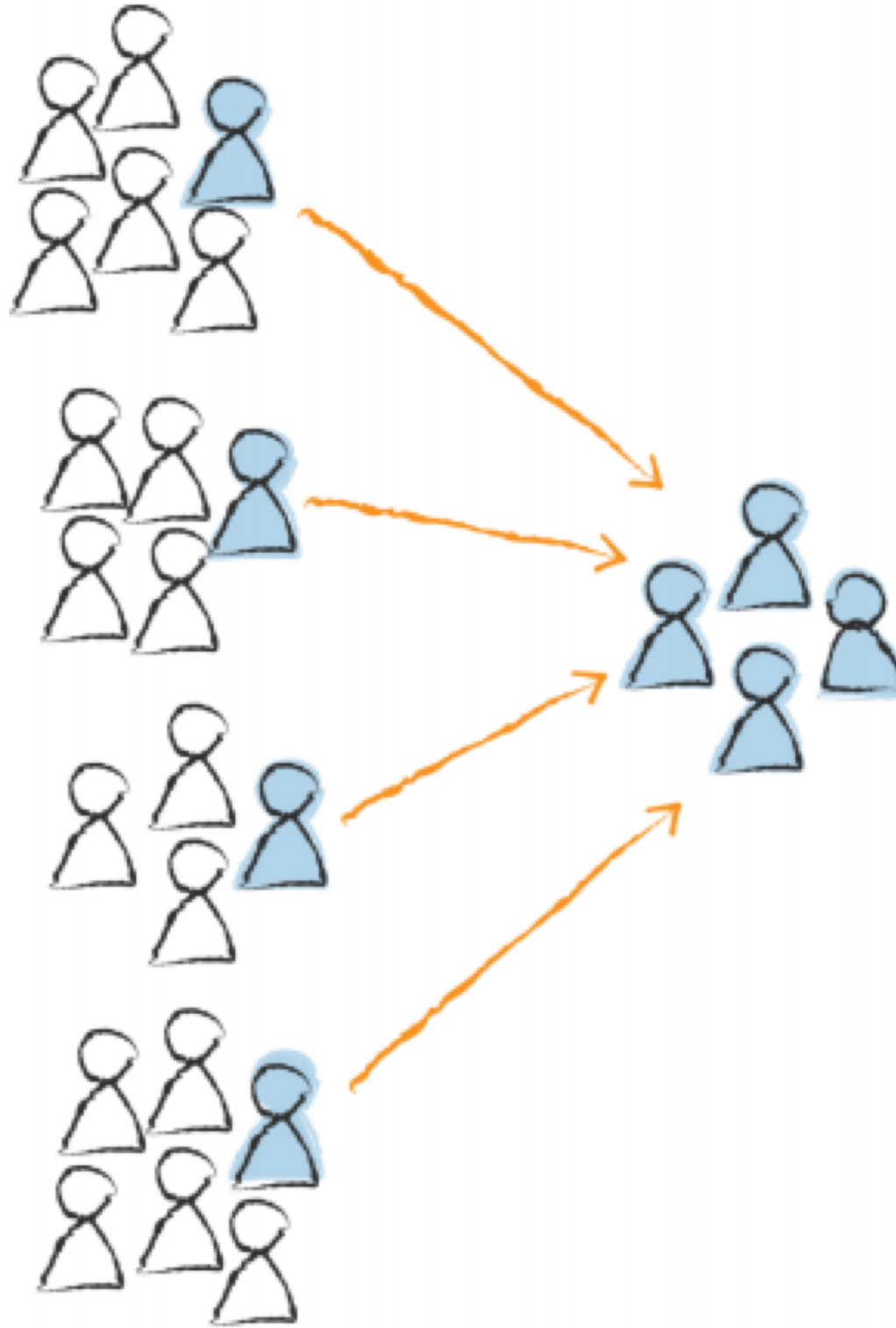
# GROW & SPLIT PATTERN



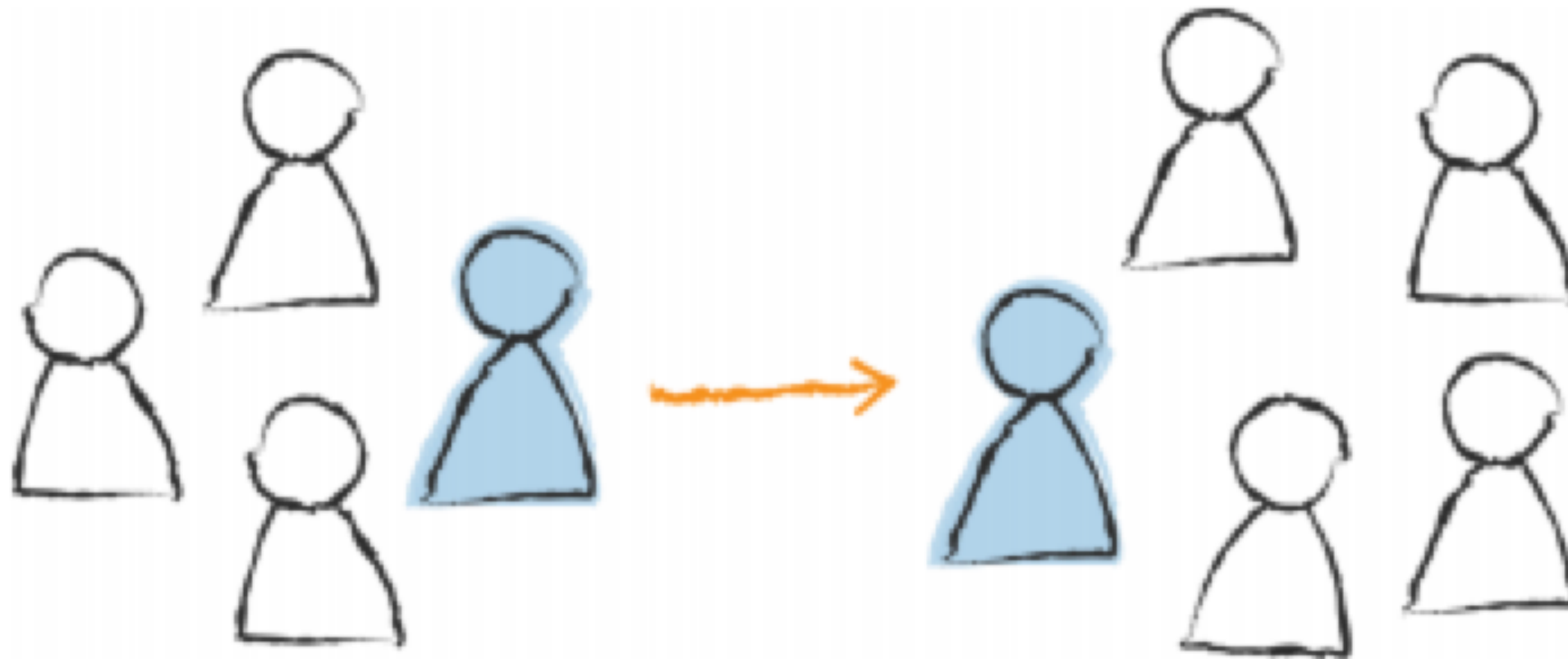
# MERGING PATTERN



# ISOLATION PATTERN



# SWITCHING PATTERN



# I'M NOT SAYING...

- Break up your teams tomorrow
- Switch people around frequently
- Change for the sake of change
- This is easy

**WELCOME TO  
REALITY**



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

# RETRO ABOUT TEAM COMPOSITION



# DESIGN YOUR TEAM ALLIANCE

## TEAM ALLIANCE QUESTIONS

WHAT IS THE CULTURE/ATMOSPHERE  
WE WANT TO CREATE?

WHAT WILL HELP US FLOURISH?

HOW DO WE WANT TO BE WHEN  
THINGS GET DIFFICULT?

## CONFLICT PROTOCOLS

WHEN WE ARE IN CONFLICT, WHAT  
DO WE WANT TO DO?

REPEAT BACK  
WHAT WE  
HEAR THE  
OTHER(S)  
SAYING

WILLINGNESS  
& DESIRE  
FOR  
RESOLUTION

COMMITMENT TO  
CONSIDER ALL  
FEEDBACK, EVEN  
WHEN THE 1ST  
INSTINCT IS  
DISAGREEMENT

Active  
Listening

ASK TO  
MAKE TIME  
TO DISCUSS  
FURTHER

PRESENT  
THEIR  
CASE

ENGAGE  
IN  
CONVERSATION

REPEAT  
WHAT WAS  
HEARD

Noticing  
Flooding

Invite  
someone  
to speak

LEAVE  
SITUATION  
DON'T  
LEAVE

REQUEST  
TAKING A  
STEP BACK?

MAKE FUN  
OF YOURSELF-  
LIGHTEN THE  
MOOD  
INJECT AN  
INTERUPTION  
TO BREAK  
TENSION

TAKE A  
DEEP BREATH  
BEFORE  
RESPONDING  
HELP  
INTERPRET A  
MISCOMMUNICA  
TION

ASK FOR  
CLARIFICATION

LET IT  
BE SILENT

NOT  
IGNORING  
DISENGAGING  
FROM THE  
CONVERSATION

WHEN WE ARE IN CONFLICT, WHAT  
DO WE NOT WANT TO DO?

PRESSING THE  
ISSUE FOR  
RESOLUTION  
ASAP

Silence

TALK  
LOUDER

ATTACK  
(BLAME)

STOP  
LISTENING  
(WITHDRAW/SHUT UP)

REFUSAL TO  
TAKE  
RESPONSIBILITY

Try to  
change  
person

INTERRUPTING

AGGRESSIVE  
BODY GESTURES

RAISE  
VOICE

NOT STATE  
MY  
NEEDS

RAISED  
VOICE

DISENGAGE

DISAPPEAR/  
DISENGAGE

FOLD  
ARMS

INTERRUPT  
OR  
TALK OVER

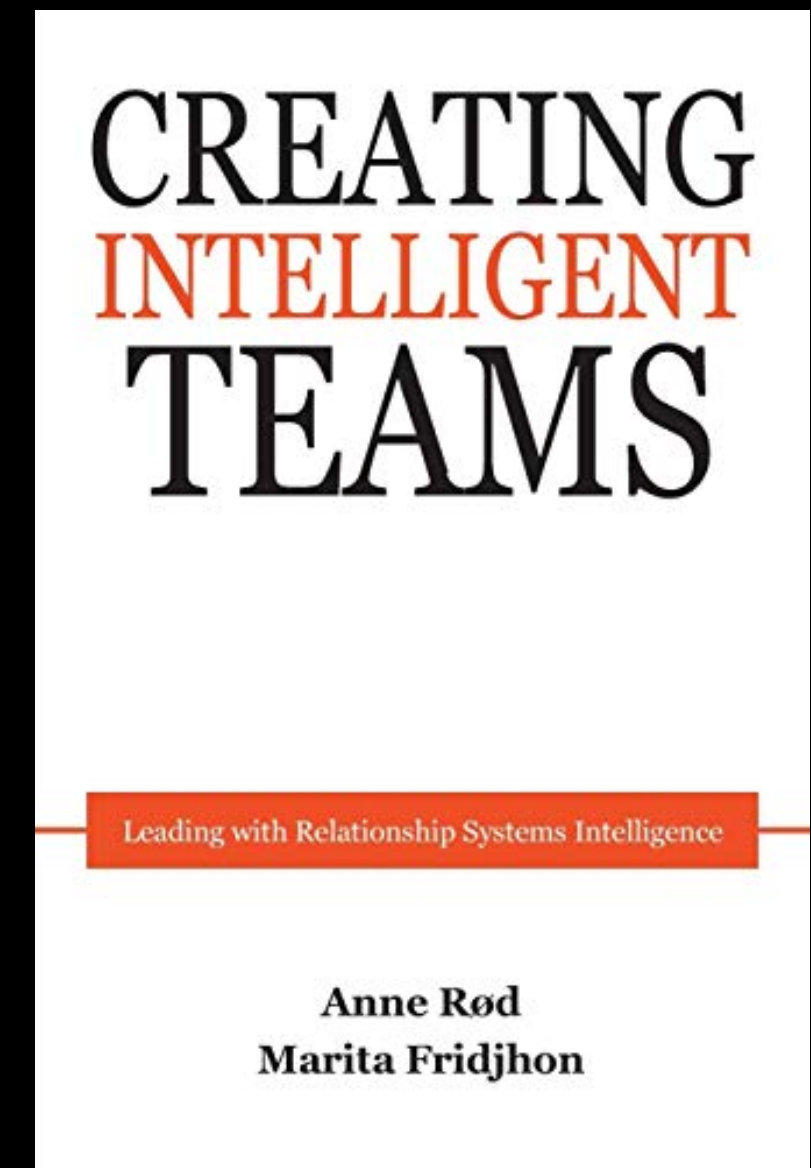
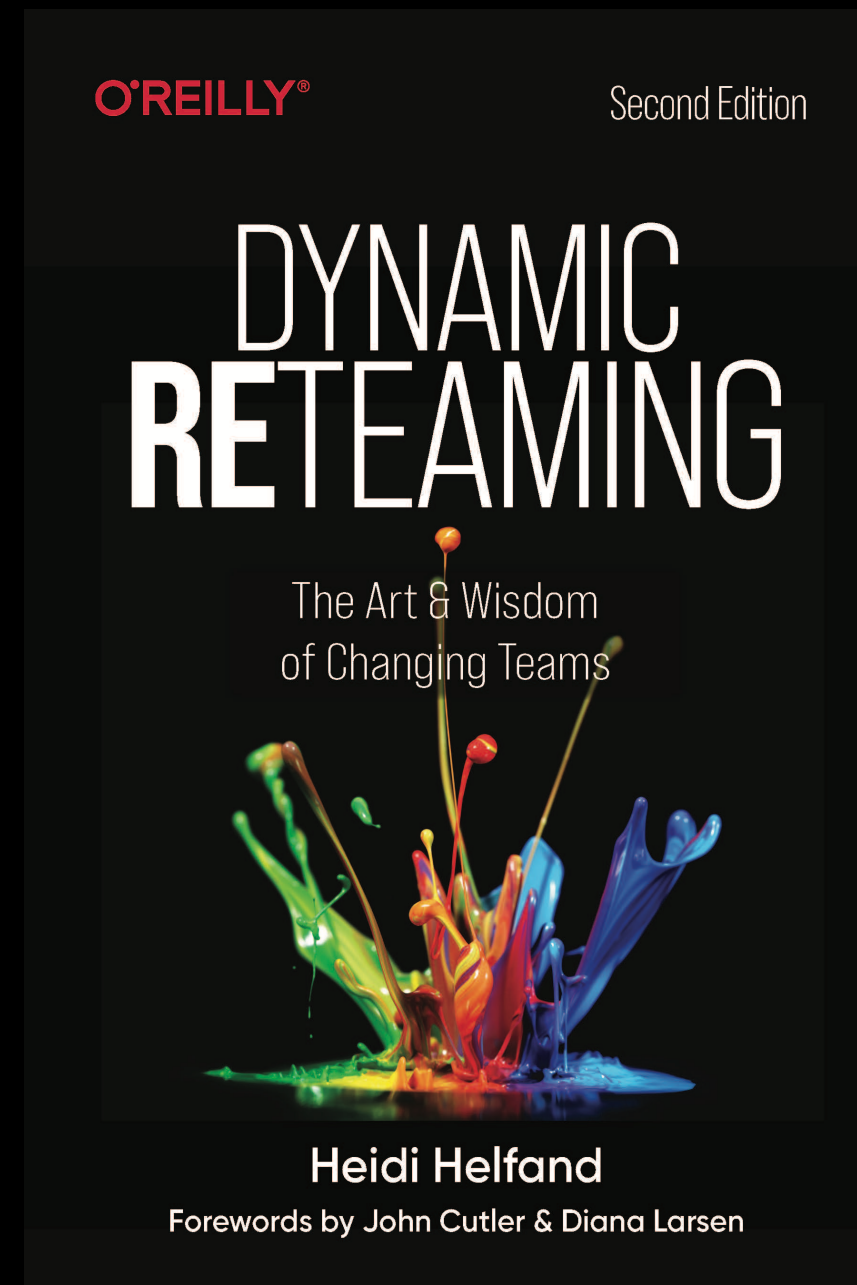
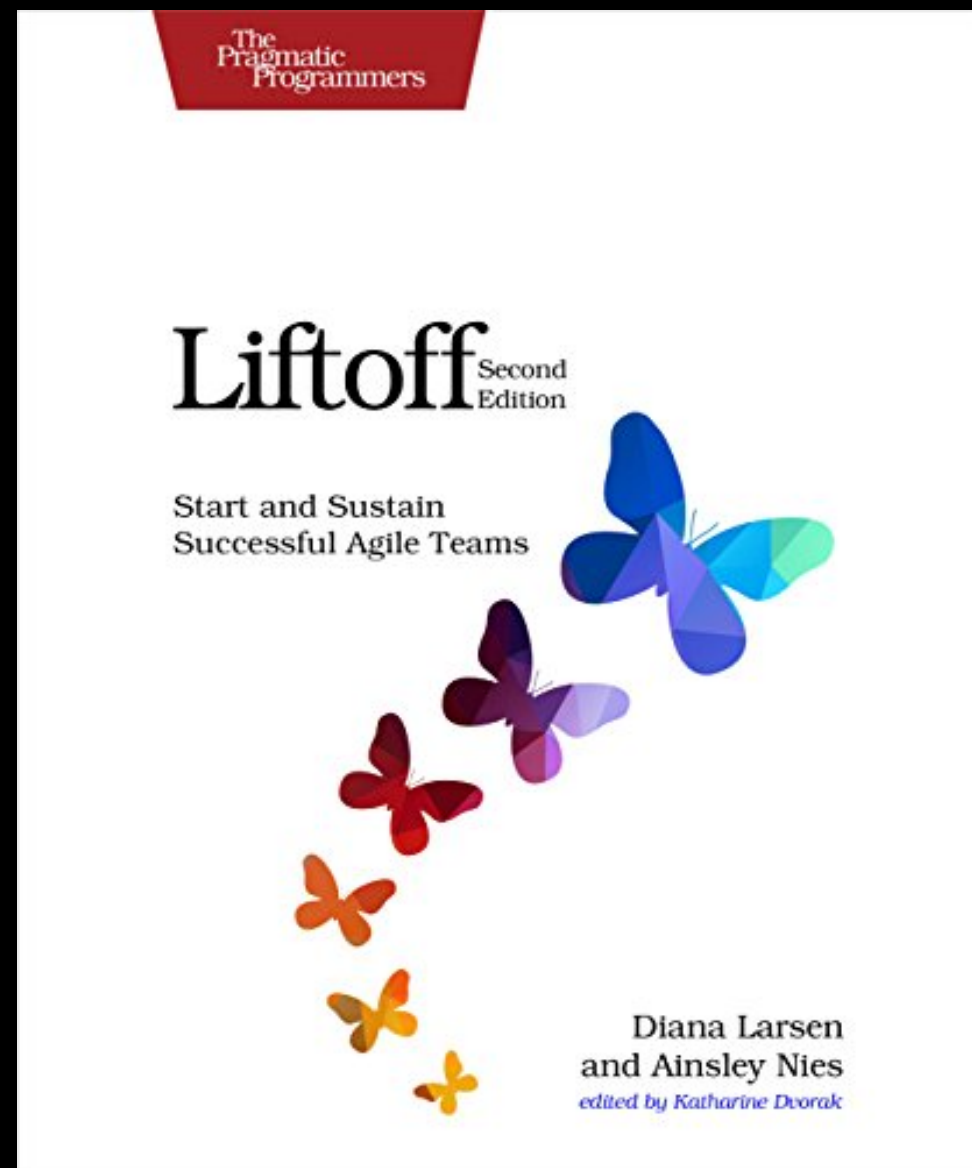
try to appeal  
to  
reason

COMPLETE  
DISREGARD  
OF RESPECT

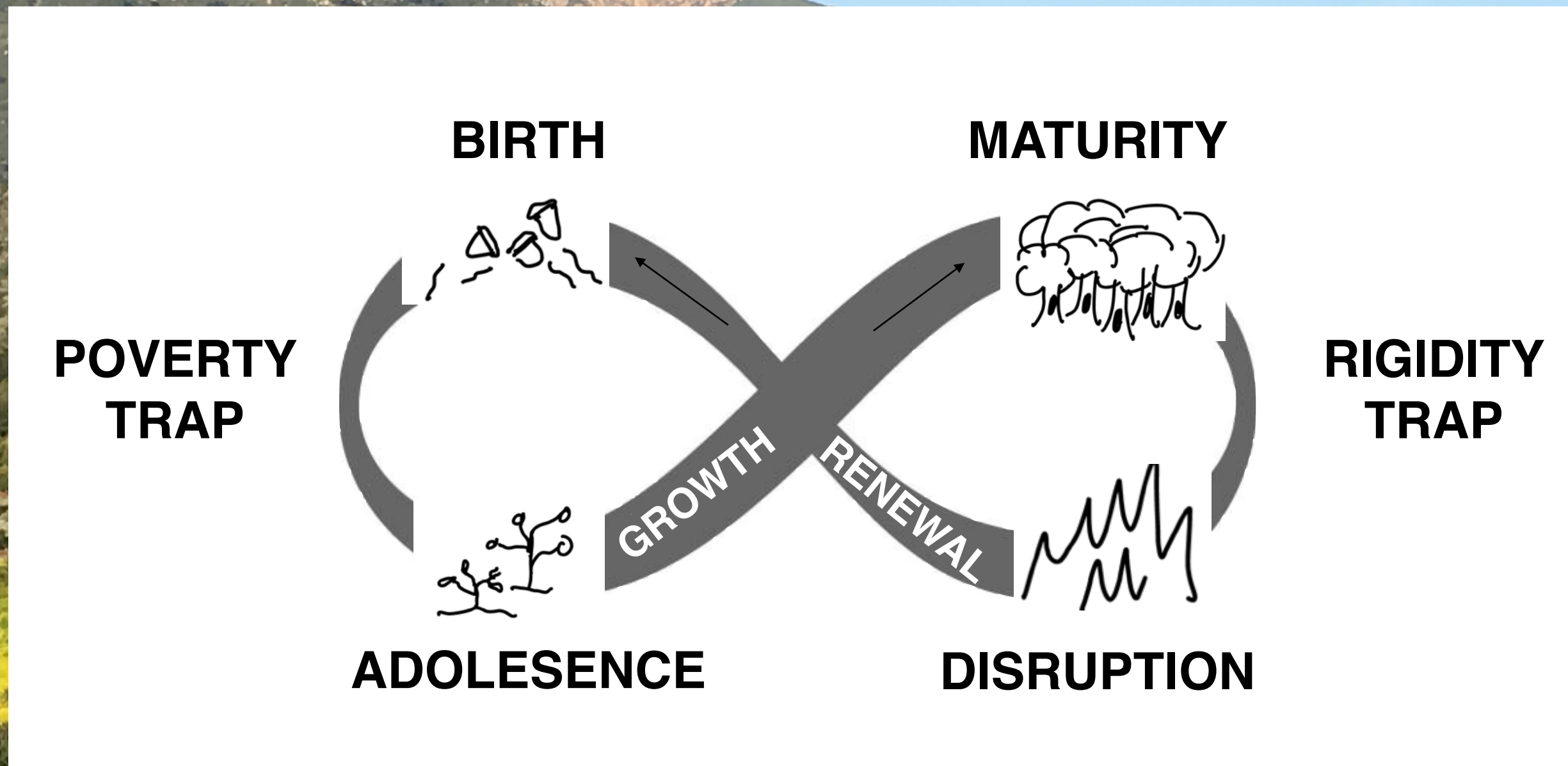
Dis  
person  
aspirations

WALK  
AWAY

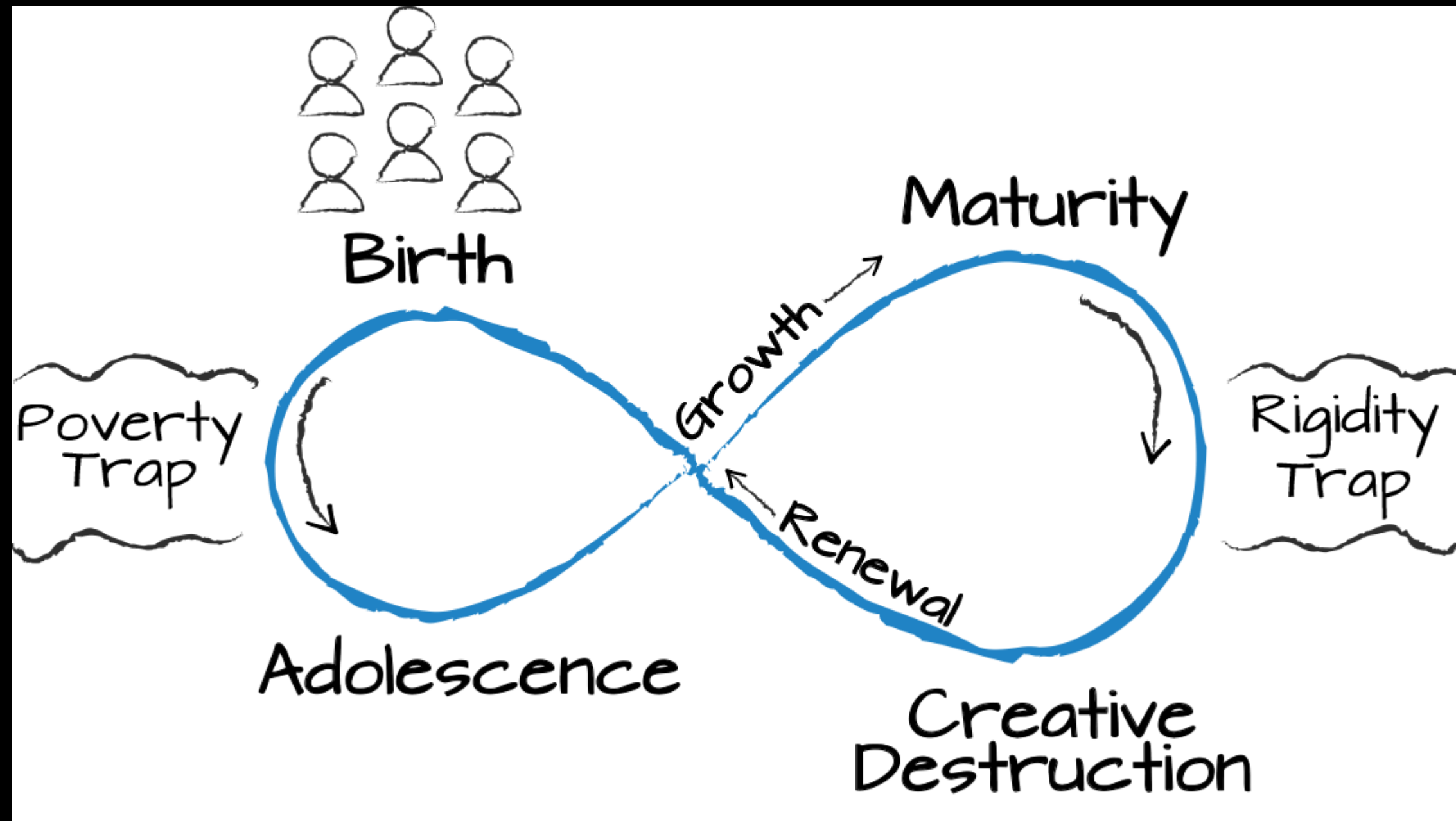
# RELAUNCH THE TEAMS

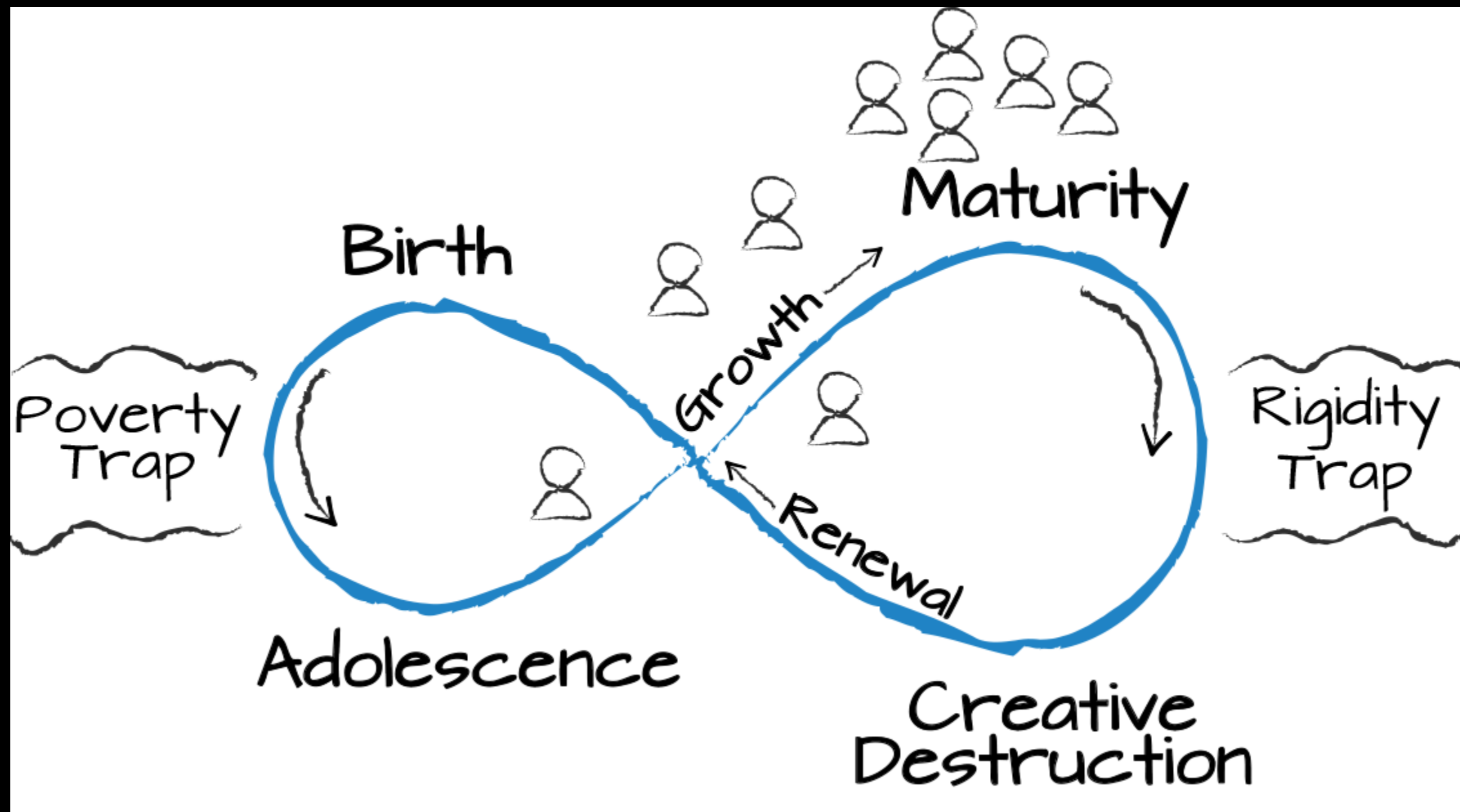


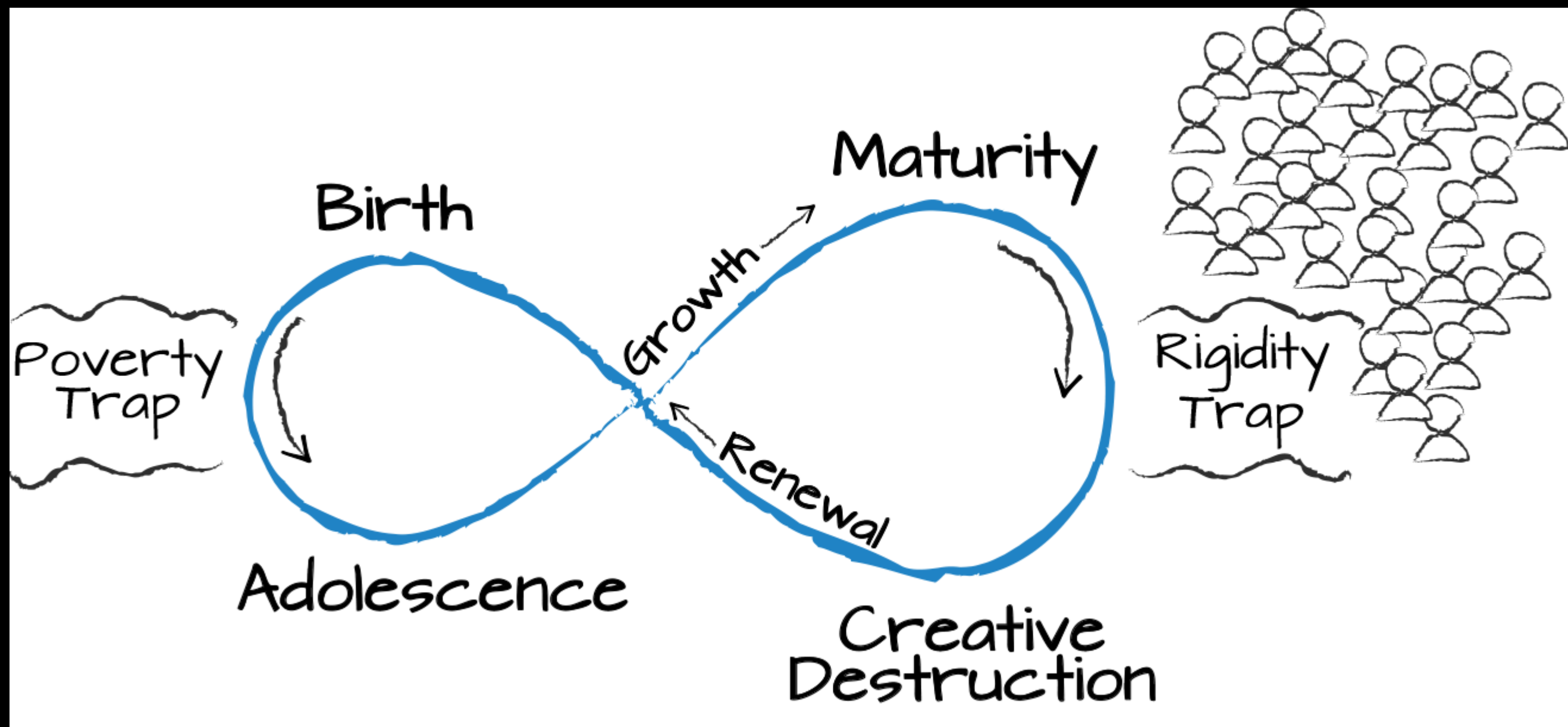
# TEAMS *EVOLVE*

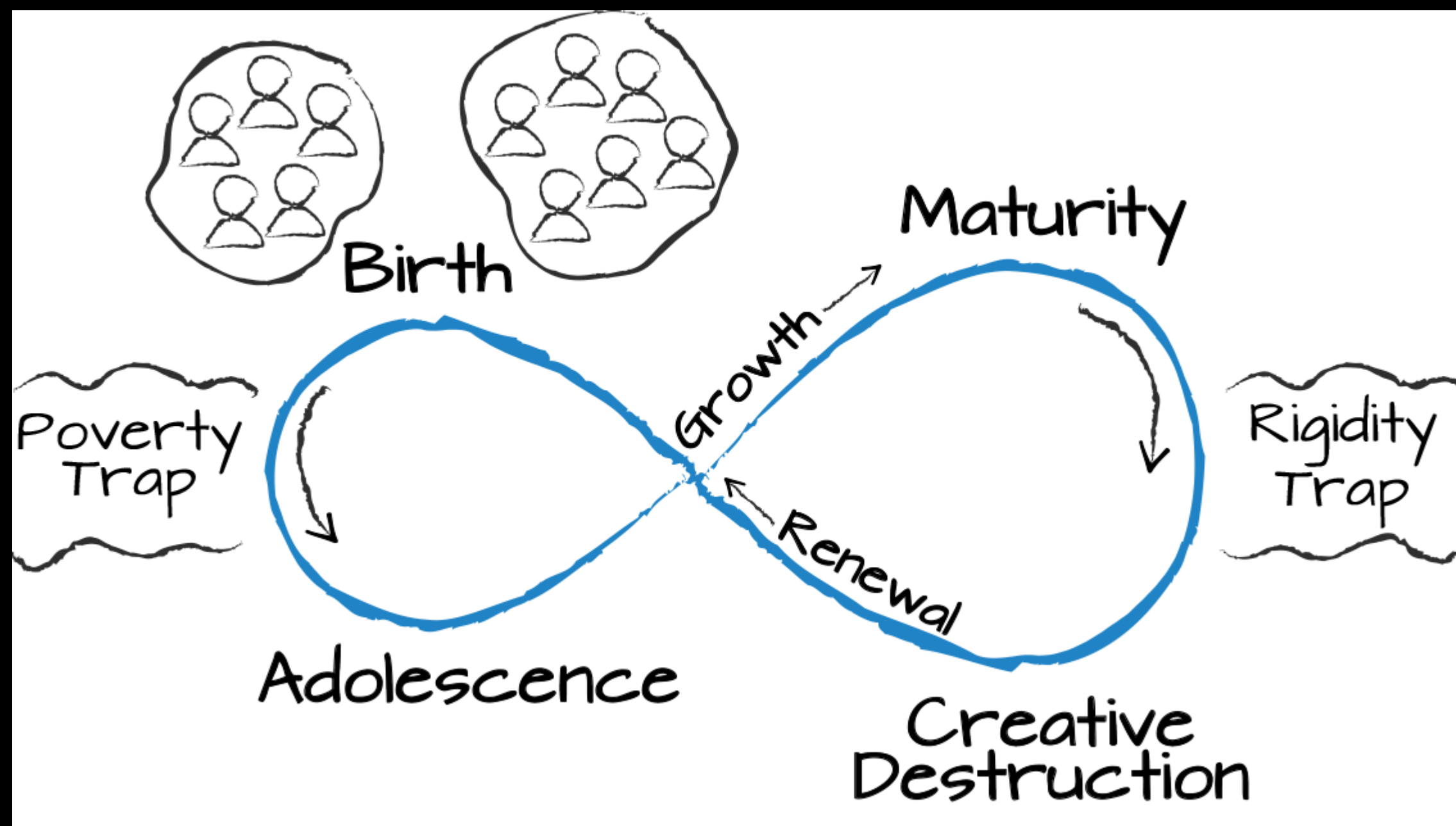


Adapted from Gunderson and Holling, 2003  
Keith McCandless, Henri Lipmanowicz & Fisher Qua, Liberating Structures











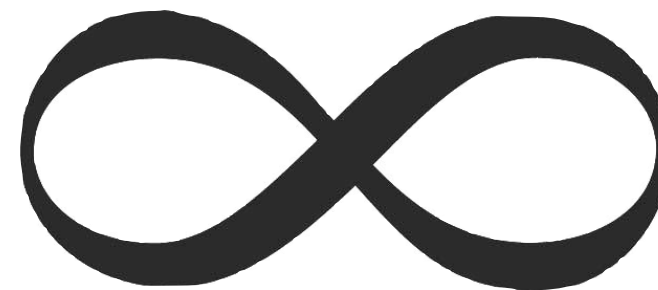
company



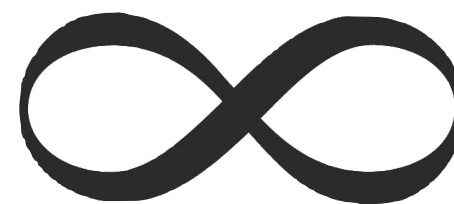
dept



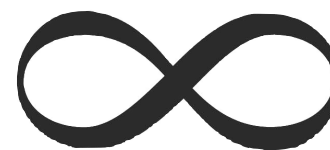
division



team

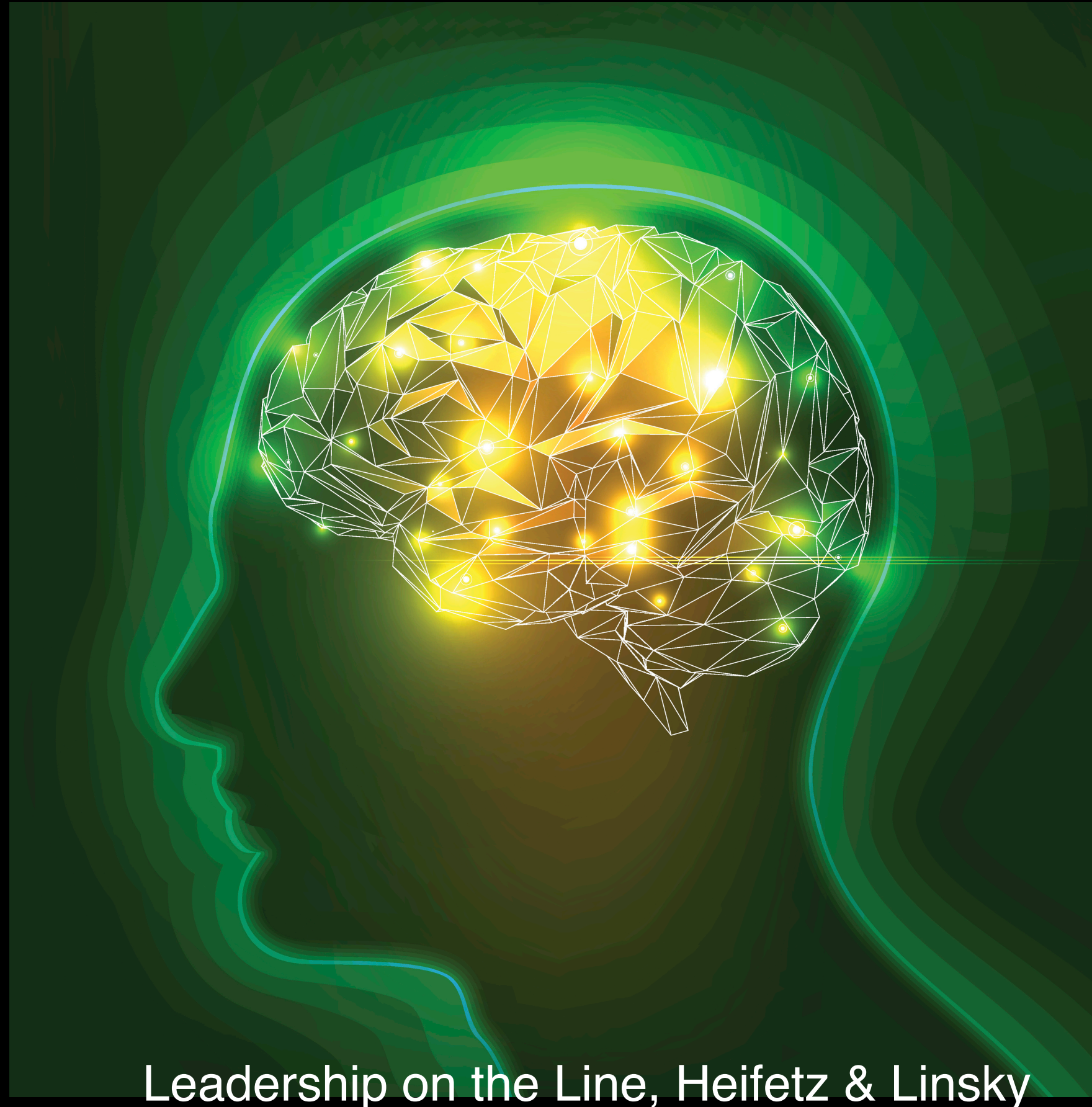


person





# People don't fear change, they fear loss.

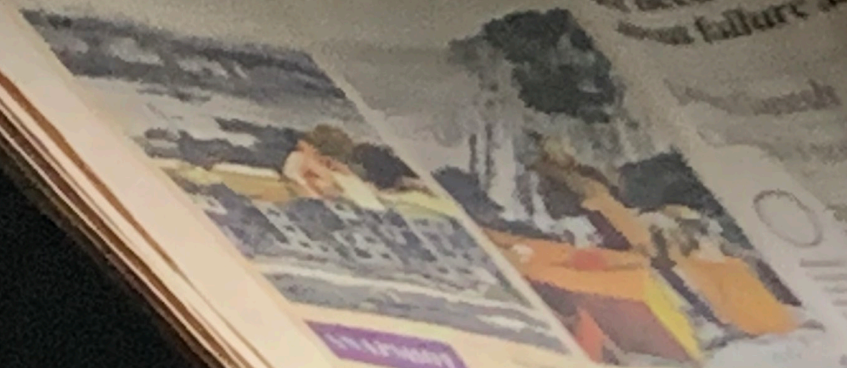
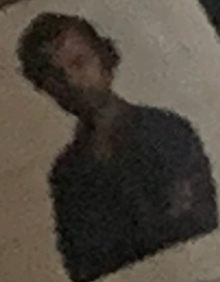


Leadership on the Line, Heifetz & Linsky



# Life & Arts

We need to be honest about failure and success



In Focus

The New York Times

What the dead can teach us about living well



In Focus

Thinking



# VISUALIZE THE BEFORE & AFTER

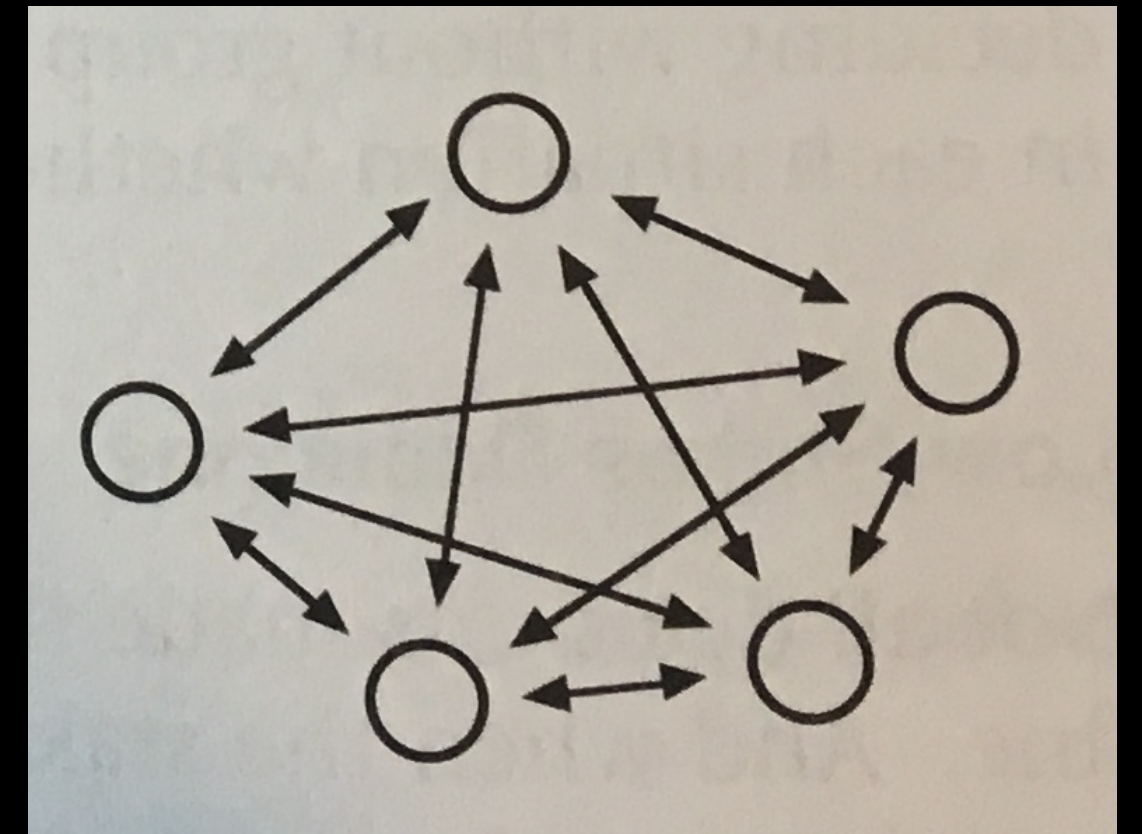
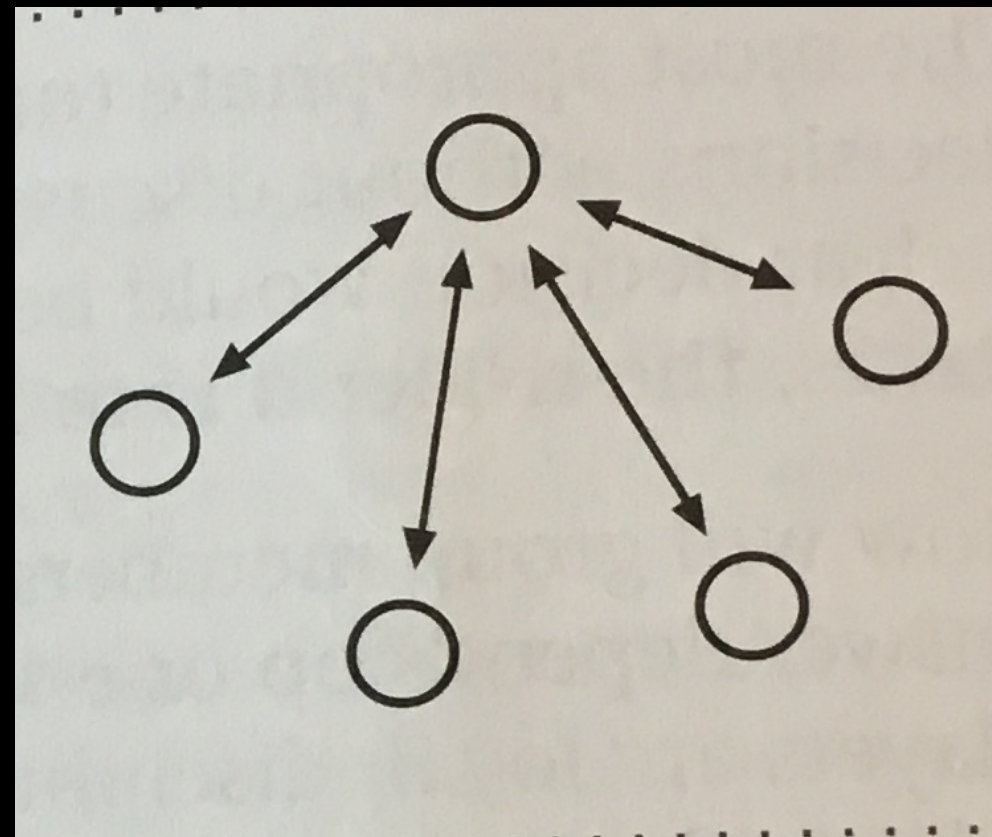
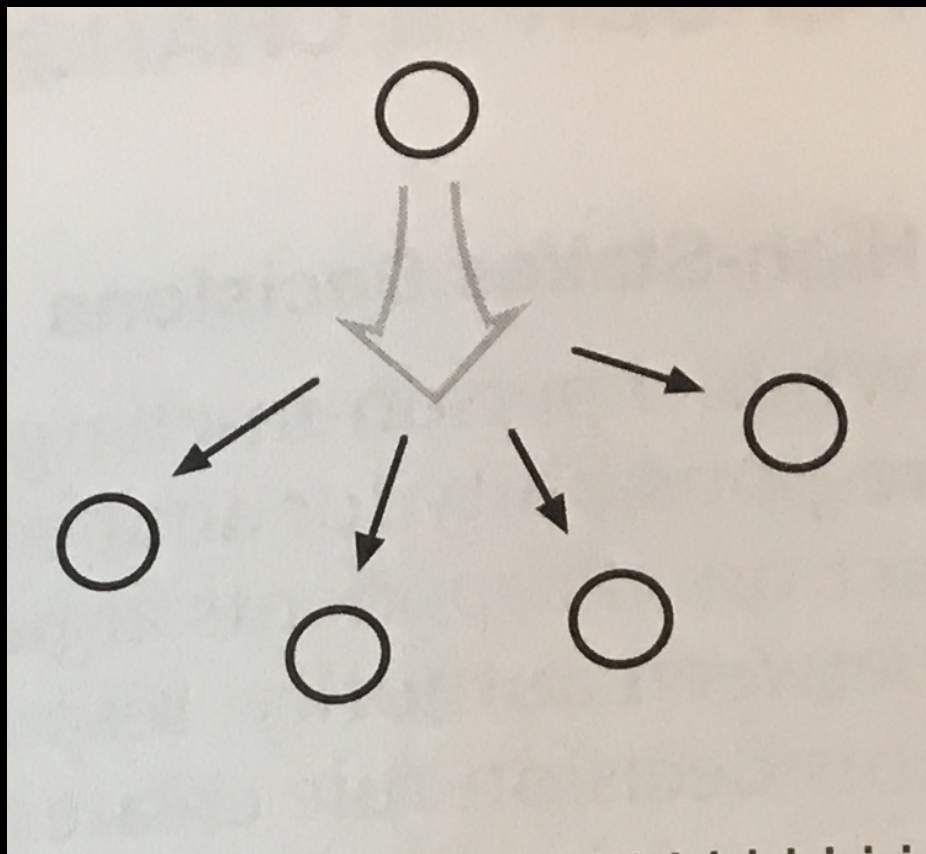
## Engineering Teams

<u>CAFE TRIBE</u>		<u>TEA TRIBE</u>	
<u>OLÉ</u>	<u>LATTE</u>	<u>MINT</u>	<u>ZING</u>
JOE	BETH	RUT	LEE
MARY	SVEINN	JOSH	REX
FRAN	AMR	EVA	FELIPE
VISHAL	QUINN	JAIME	MAX
	CHANG	PAUL	JOE
----- VALERIE -----			

## Engineering Teams

<u>CAFE TRIBE</u>		<u>TEA TRIBE</u>	
<u>OLÉ</u>	<u>LATTE</u>	<u>MINT</u>	<u>ZING</u>
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	CHANG	PAUL	JOE
		----- VALERIE -----	

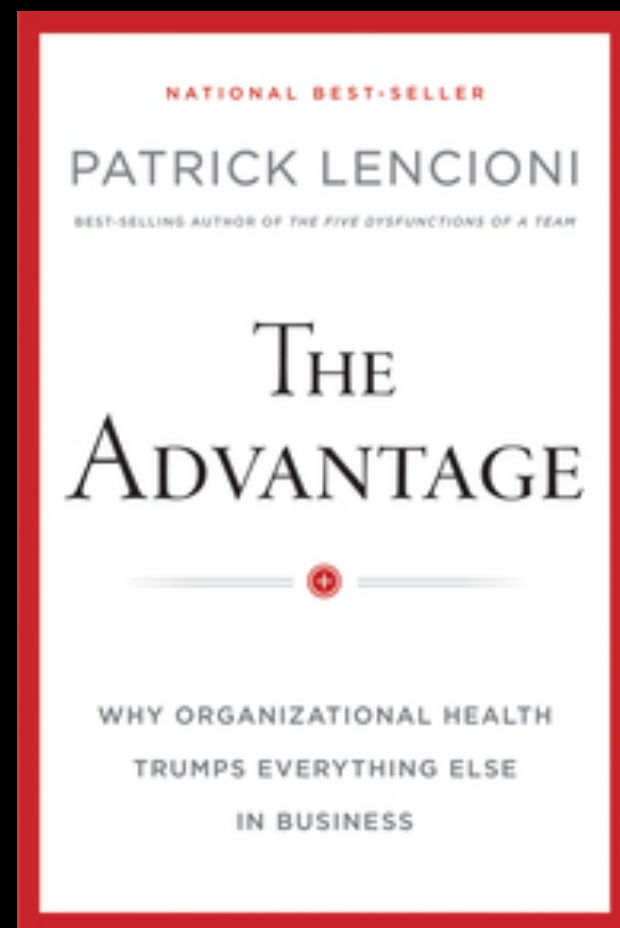
# IT HAPPENS IN DIFFERENT WAYS



# PLAN THE CHANGE TOGETHER



# OVERCOMMUNICATE



**Say it 7  
times!**



# WRITE DOWN & CIRCULATE

- Problem statement
- Before & after team structure (visual)
- Timeline
- Communication plan
- FAQ

# DON'T FORGET "RIDE"

**R - Recommend**

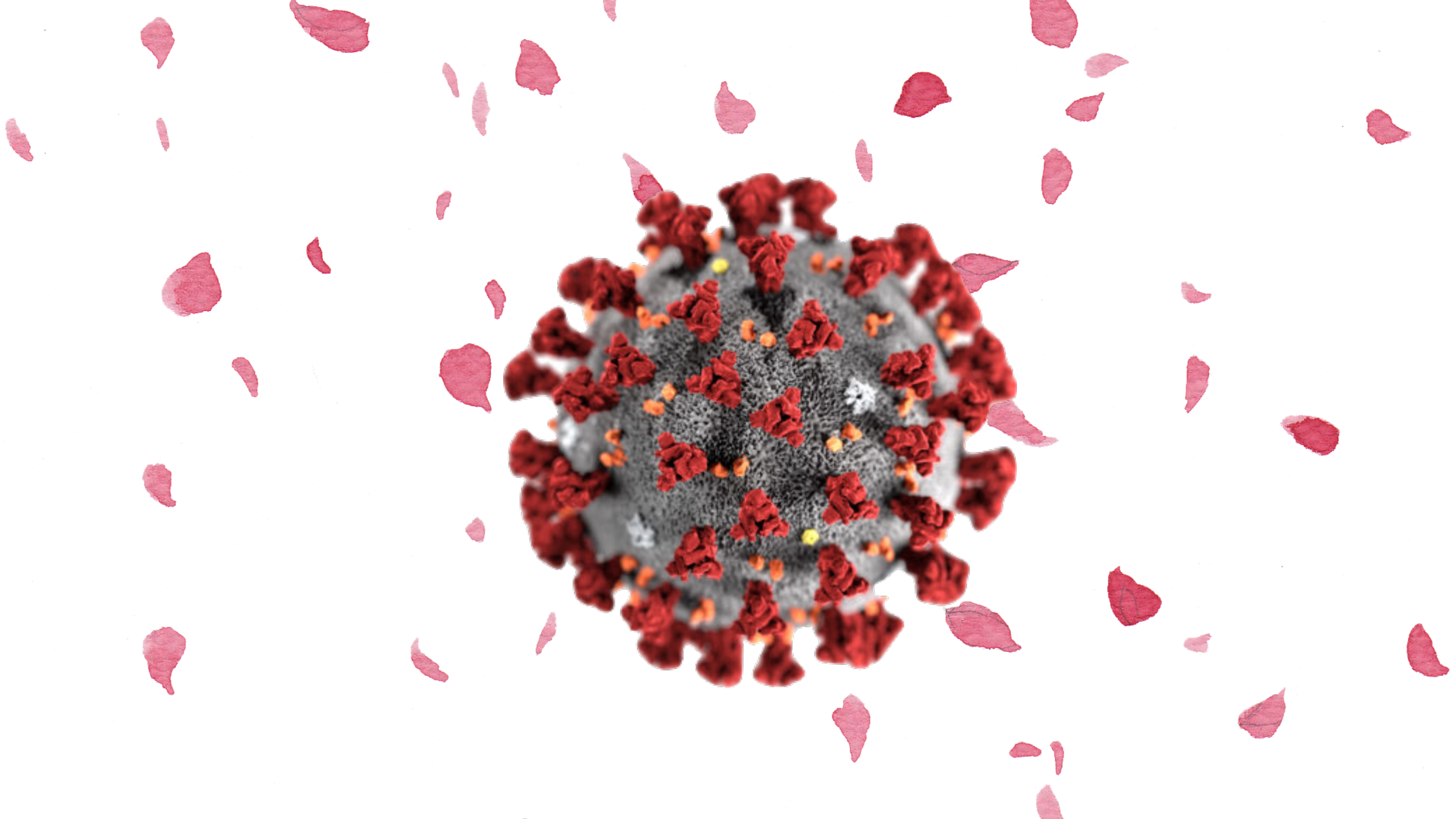
**I - Input**

**D - Decide**

**E - Execute**

**RIDE framework is from Pat Wadors, UKG**

P A T I E N C E

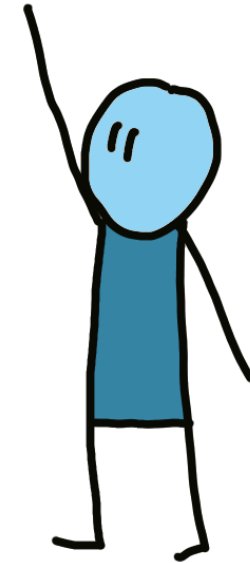
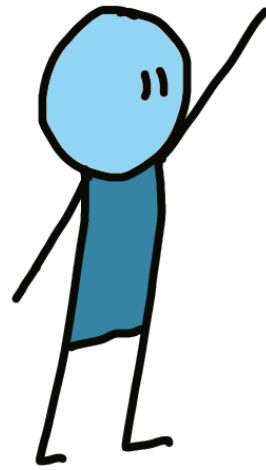




LINDA VAN SINTEN '22

THE

great



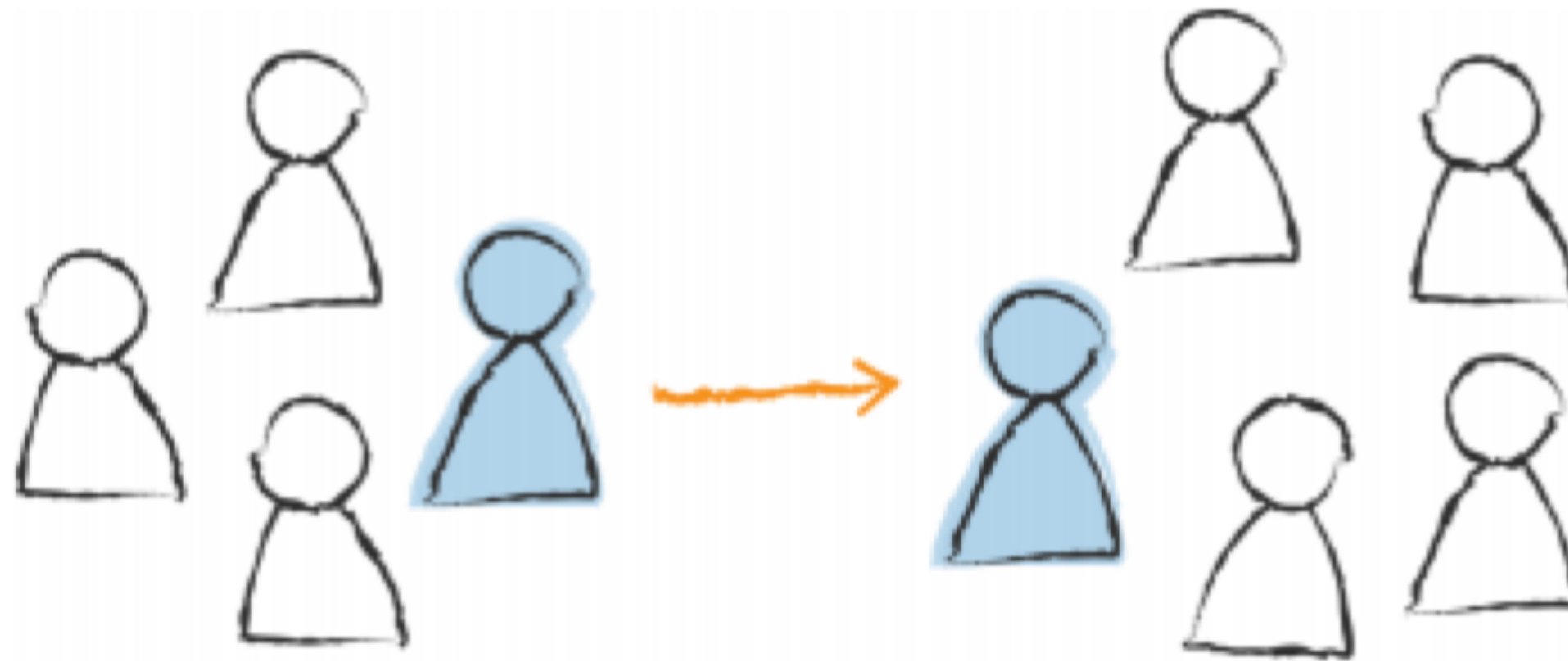
RESIGNATION

LINDA VAN SINTEN ©

DR. ANTHONY KLOTZ

TEXAS A&M UNIVERSITY

# SWITCHING PATTERN



PANDEMIC EPIPHANIES  
PROMOTIONS  
HIGHER PAY

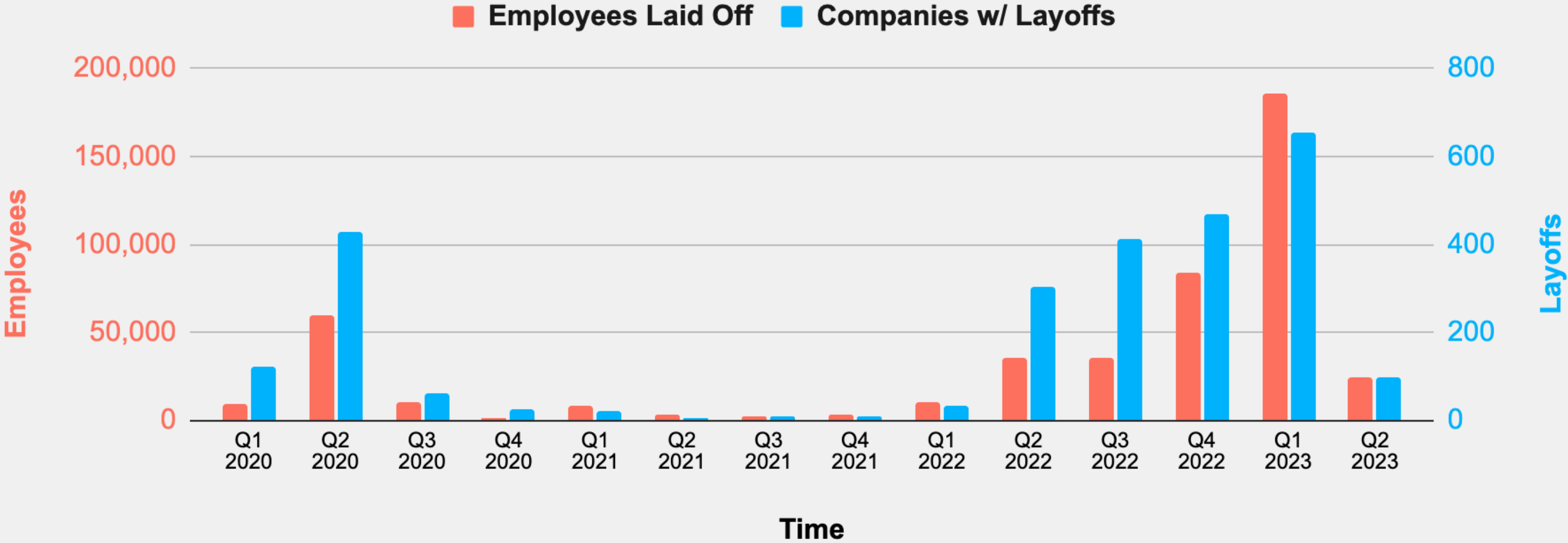




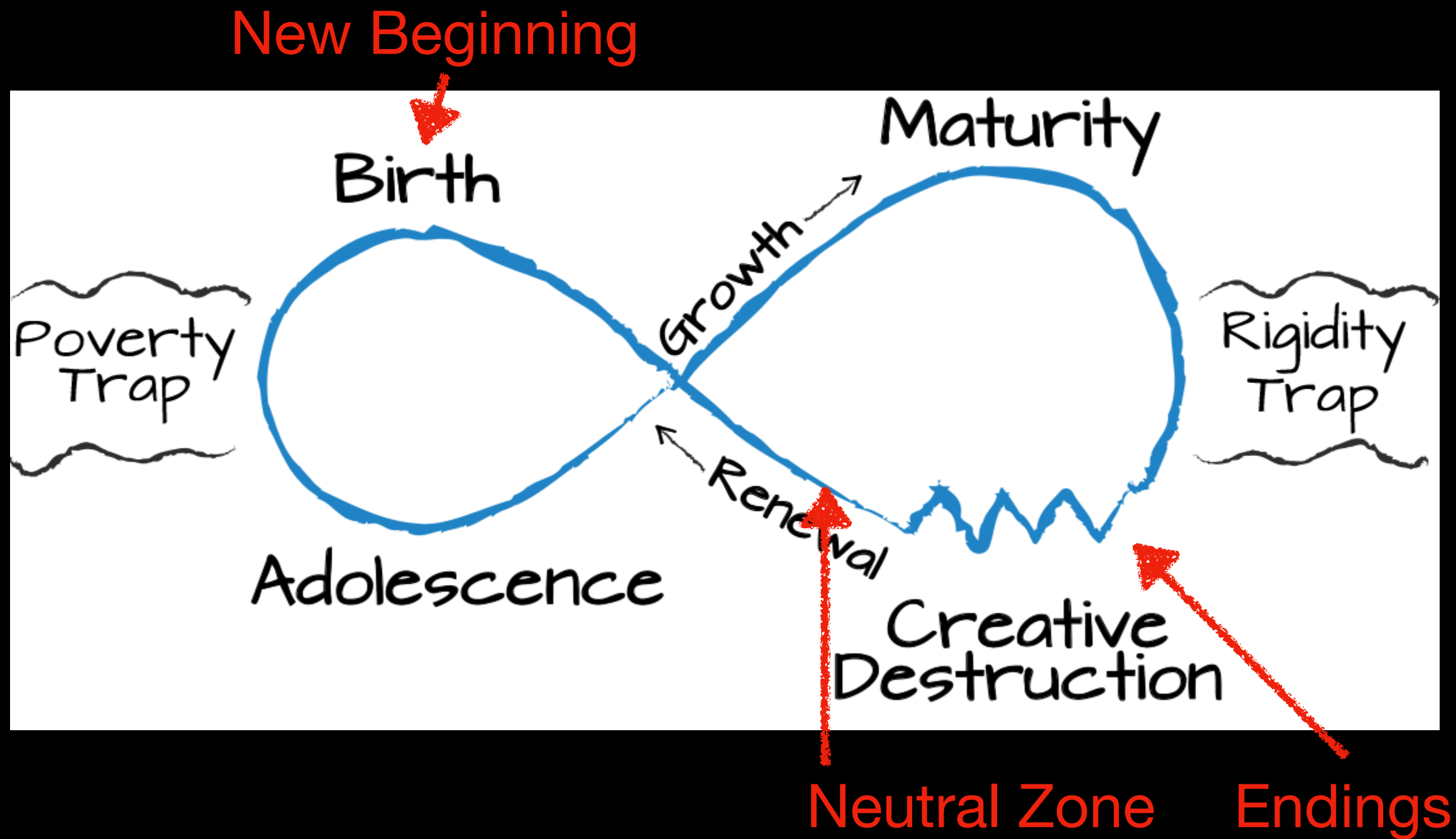
Tech Crunch article on Y Combinator Advice to Startup Founders  
<https://techcrunch.com/2022/05/19/yc-advises-founders-to-plan-for-the-worst/>

# Tech layoffs since COVID-19

Source: <https://layoffs.fyi>



# Help the humans through transition



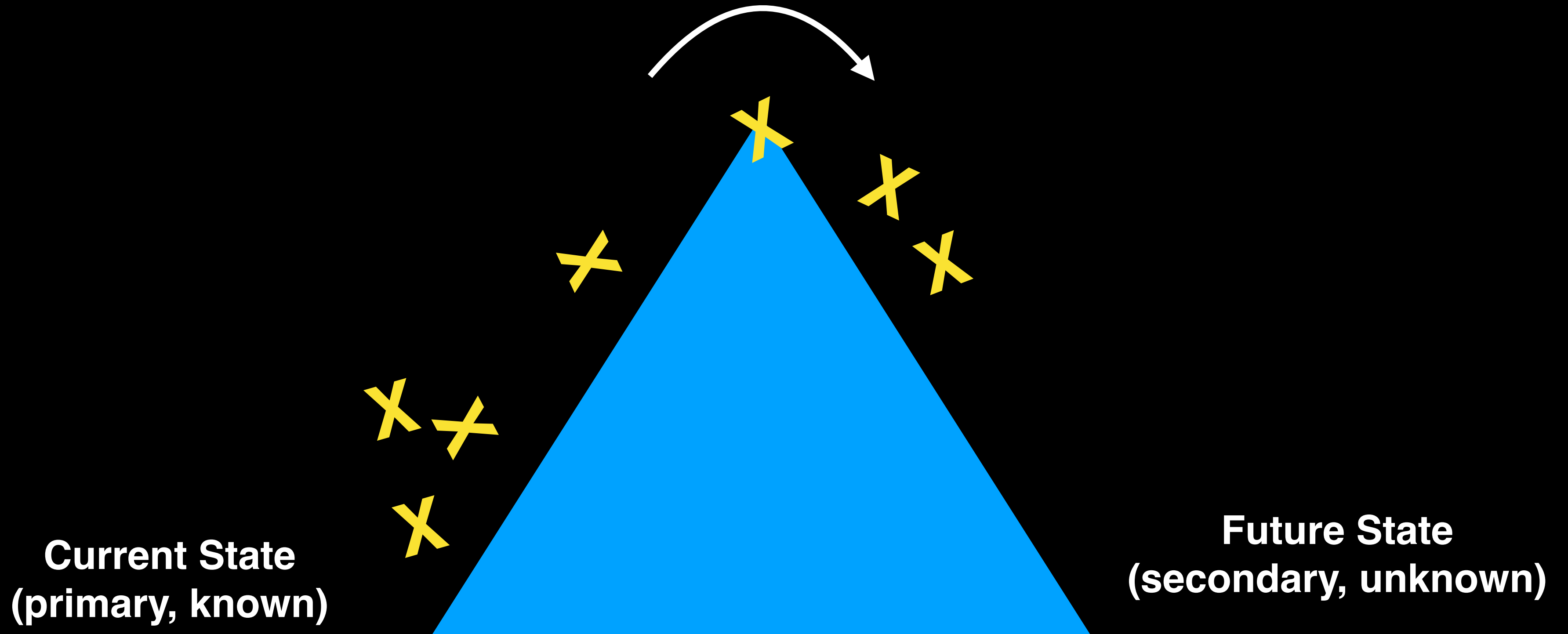
# Processing the Ending Together

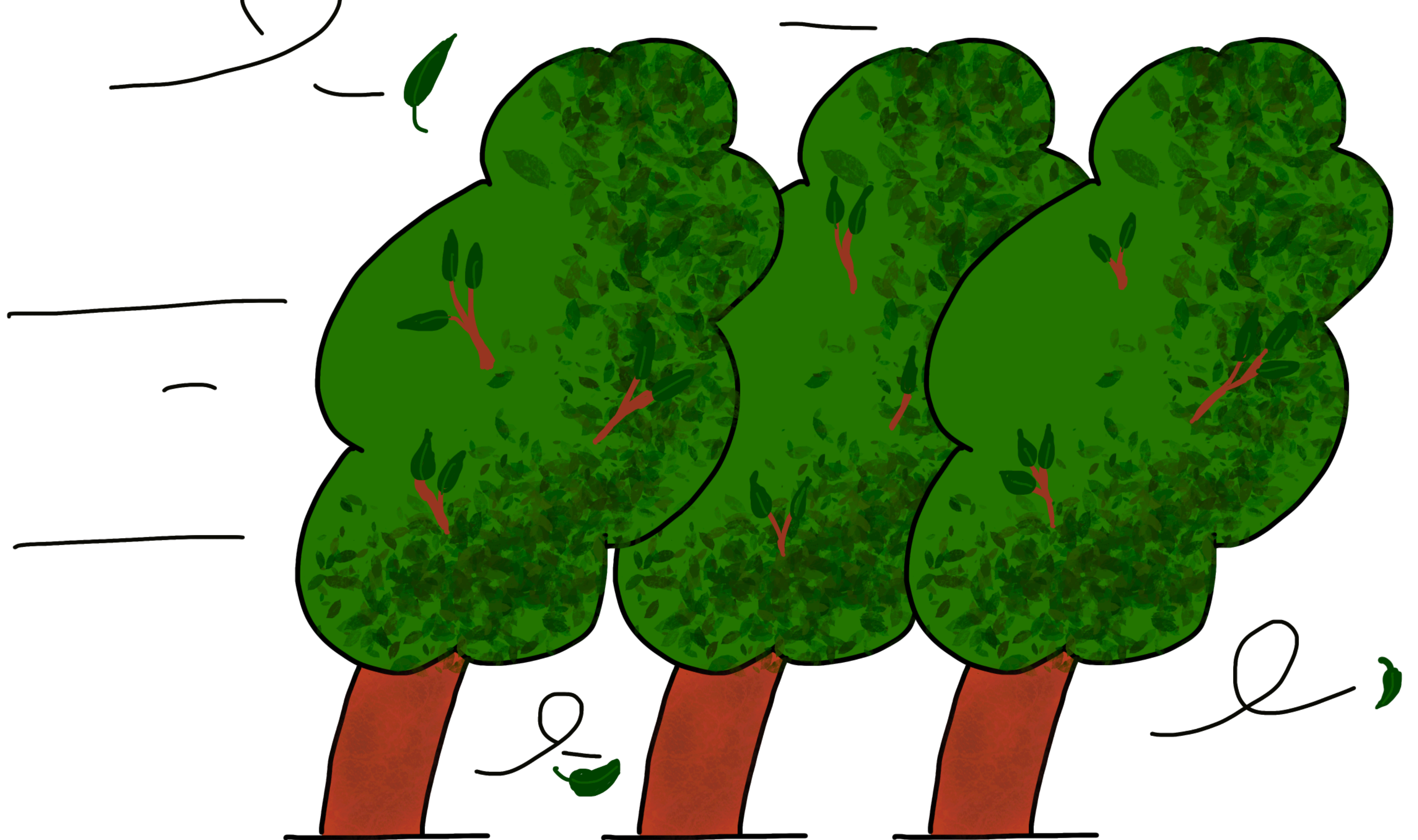
- Talk about the ending with your team not just one on one
- Determine what to bring forward to your next team
- Calibrate/kick off the new team
- Move on

# Offer support

- Support people who are leaving AND the people who are staying.
- Have open door sessions.
- Reach out to people. Tell them that you care.
- Leverage one-on-one and team discussions to get through it.

# WE ALL ADAPT DIFFERENTLY







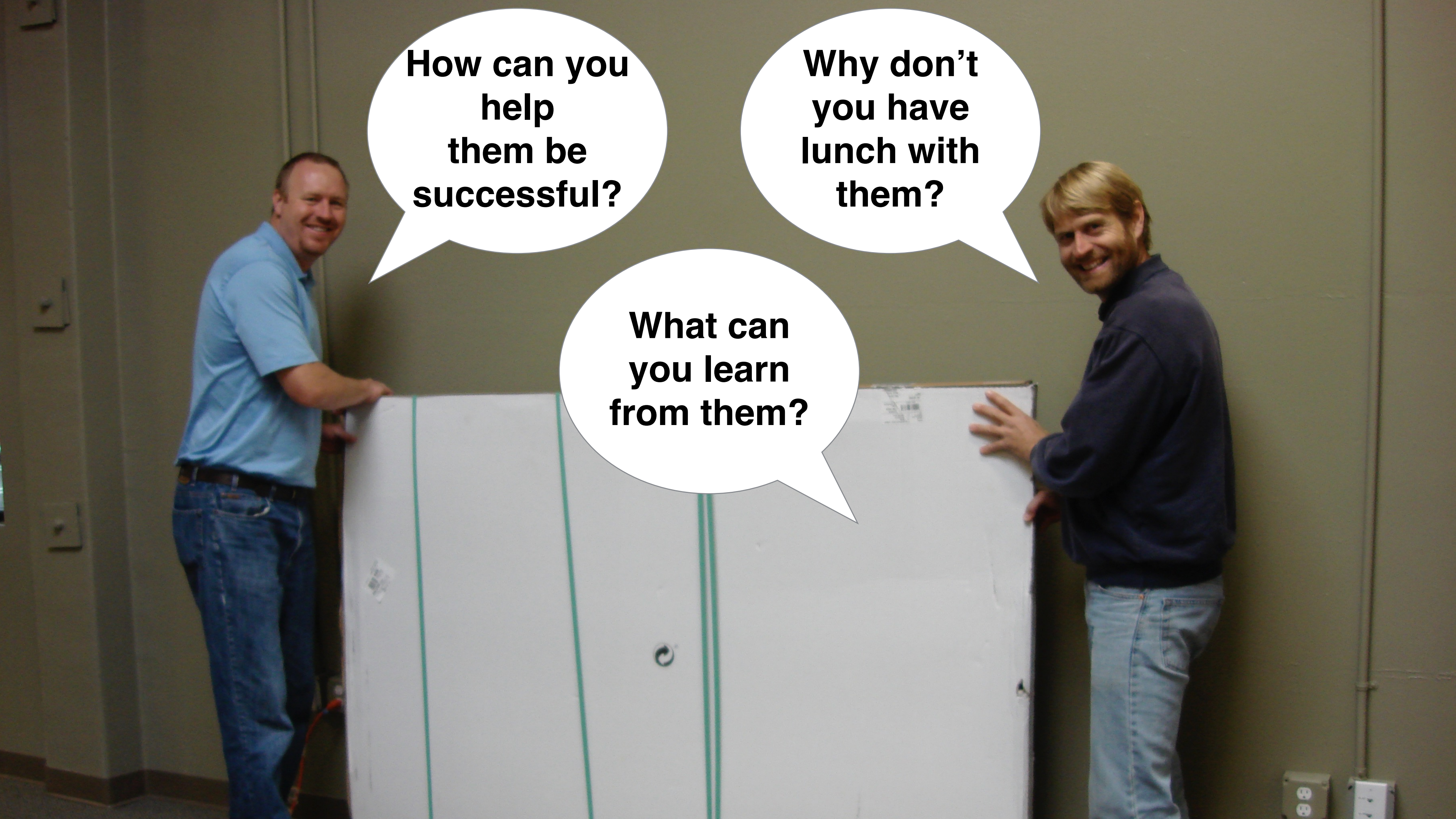




**Pay attention to each other.**

# EQUALIZE LOCAL & REMOTE



A photograph of two men standing on either side of a large whiteboard. The man on the left is wearing a light blue polo shirt and jeans, while the man on the right is wearing a dark blue long-sleeved shirt and jeans. Both are smiling and looking towards the camera. The whiteboard is positioned between them, and three speech bubbles are overlaid on the image. The background is a plain, light-colored wall with some electrical outlets visible at the bottom right.

**How can you  
help  
them be  
successful?**

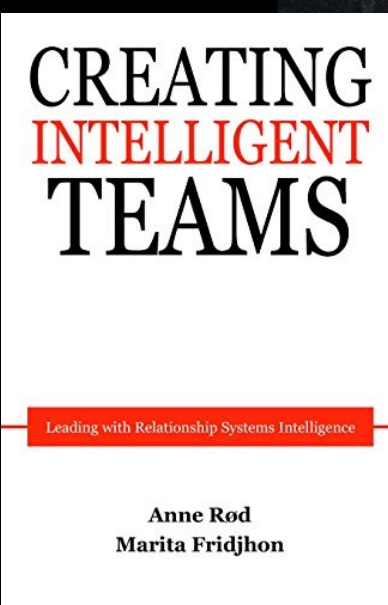
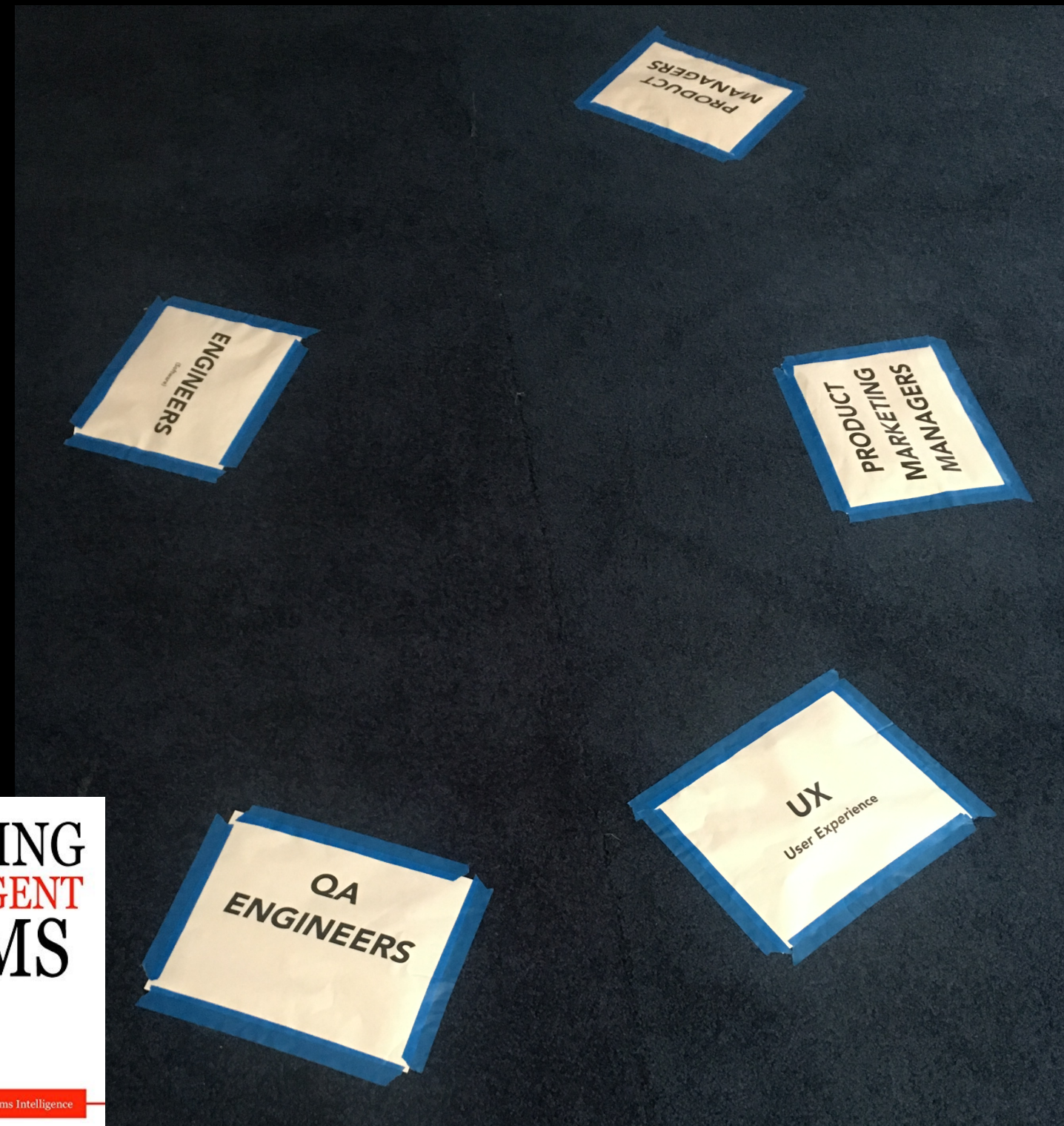
**Why don't  
you have  
lunch with  
them?**

**What can  
you learn  
from them?**

# COACH THROUGH TEAM CHANGE



# BUILD ROLE EMPATHY



# You Catalyze the Change or It Happens

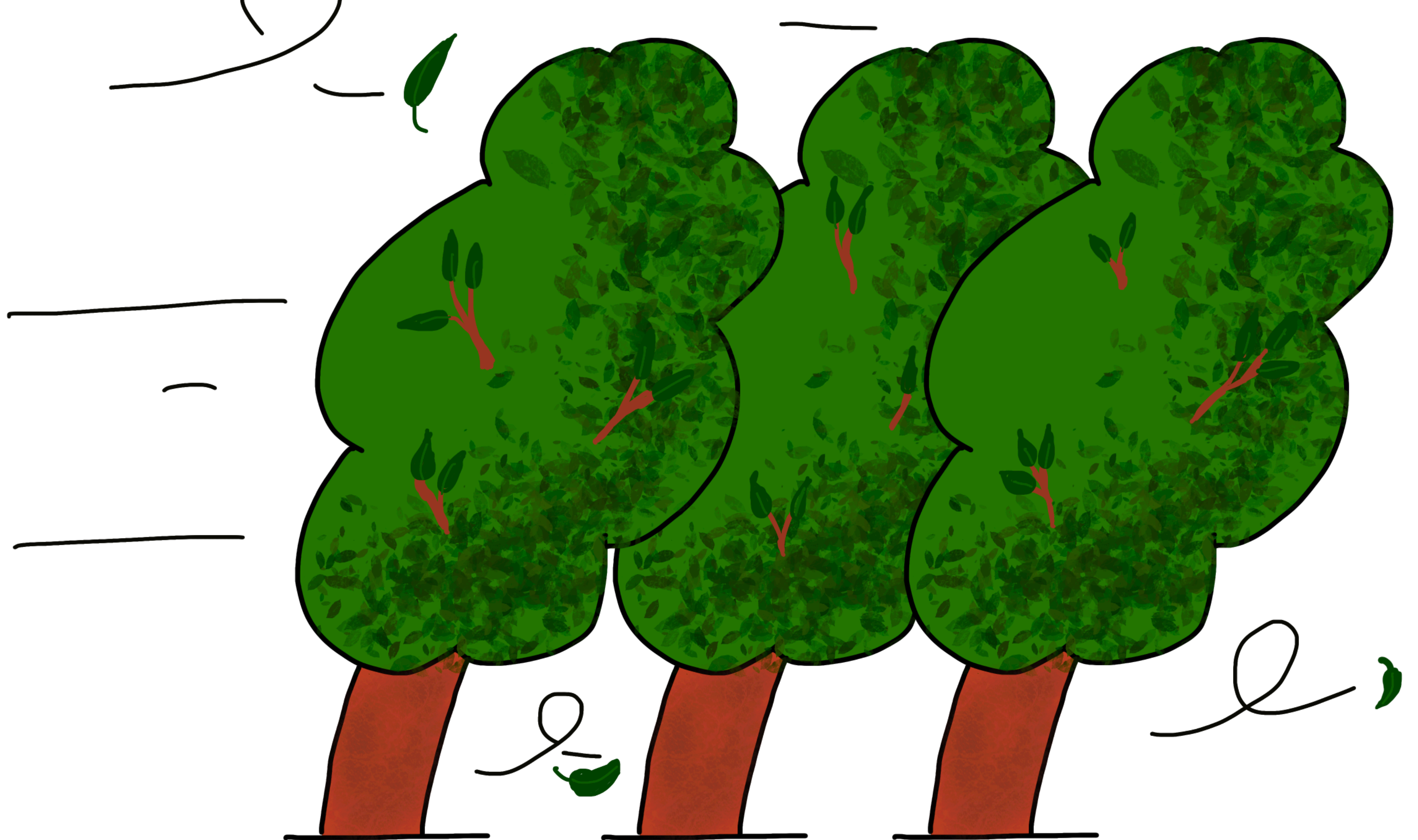


**Expect Both**

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

YOU WILL GET  
CURVE BALLS





# YOU CAN MAKE A BIG IMPACT!

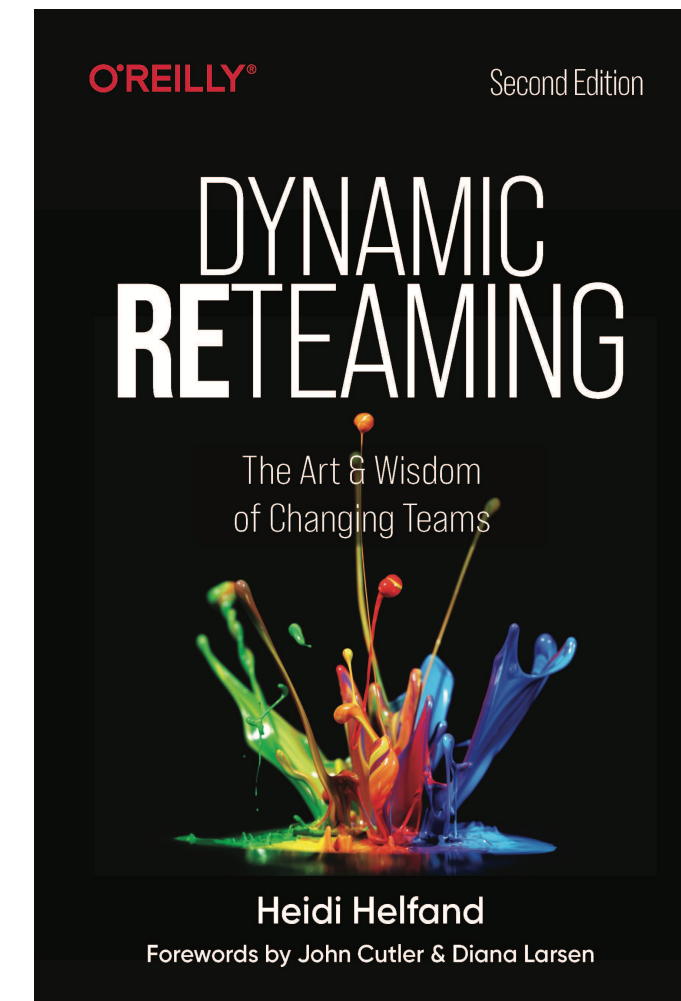


# IT'S ALL ABOUT THE RIDE



# Coaching Teams through Team Change

Heidi Helfand



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