

Scrum Alliance Managing Director

The Scrum Alliance, a nonprofit professional association, is seeking a Managing Director to strengthen the organization's services to its 80,000 members, certification and training programs and advocacy of the Scrum approach to changing the world of work.

The genesis of "Scrum" extends back to the 1986 academic work of Hirotaka Takeuchi and Ikujiro Nonaka, and the 1991 work of Peter DeGrace and Leslie-Hulet-Stahl. These teams described holistic approaches to dramatically speed development of products, services and workflows. Based on this and other work, Jeff Sutherland, Ken Schwaber, and Mike Cohn among others, shaped these approaches into an approach that became known as **Scrum**. Scrum is more fully described at <http://www.scrumalliance.org/>.

The Scrum Alliance was founded in 2002, became a corporate entity in 2006, and in 2008 received its status as a 501(c)6 nonprofit professional association. The Alliance organization has grown dramatically in a short time and currently includes over 80,000 members worldwide. The organization has three major functions:

- **Training and Certification** on Scrum including Certified Scrum Practitioners, Product Owners, Coaches, Trainers and ScrumMasters.
- **Advocacy of Scrum** as an approach to changing the world of work. This includes extending knowledge of Scrum to new business sectors, the development and deployment of marketing and communication materials for the use of members and others, and presentation of the benefits of Scrum to existing and new audiences world wide.
- **Member Services**, including development of international and regional Scrum events, management of the Scrum knowledgebase and consultant directory, and build-out of networking and other services to members.

Over the last eight years the trajectory of Scrum community growth has been exponential, and its membership now offers training and services in over 25 countries on 6 continents. Staffing and infrastructure of the Scrum Alliance has also evolved.

The Alliance at times has benefitted from the leadership of founders, full time successor and interim Managing Directors, staff that has expanded and contracted, and various consultants and partners that have developed Scrum's website, training materials and marketing collateral. While the organization itself has changed in a non-linear and somewhat inconsistent fashion, it has continued to grow in membership, capability and sophistication. It is important to note that in any 60-day period Scrum Alliance members offer well over 500 training sessions across North and South America, Europe, Asia and Australia.

Managing an organization funded by membership dues, and working closely with the Board of Directors and other members of the Scrum community, the Managing Director will be responsible for establishing a stable infrastructure and building out a lean staffing model for the Scrum Alliance.

It is critical that the new Managing Director bring to this position steady and mature leadership, strong outreach, and an understanding of how an association can materially benefit a broad community of professional trainers, consultants and practitioners.

BASIC FUNCTION and IMMEDIATE PRIORITIES

The Managing Director's immediate priorities are to:

- Thoroughly understand Scrum Alliance's history and culture; its programs; governance structure, people, advisors, consultants, members and Board; the Scrum framework and training programs; and the organization's operational needs, marketing, finances and funding;
- Develop an operating vision for Scrum Alliance's long-term success; work with the Board, existing staff and consultants to implement standard budgeting and planning practices, a stable staffing model, and a scalable operating infrastructure to achieve this vision;
- Evaluate current staff and consultants, appropriately building out full-time staff to manage the three program areas of training and certification, Scrum advocacy, and member services;
- Ensure that the financial management, the website, marketing and other infrastructure is stable and appropriately managed by a combination of full time staff and subcontracted consultants;
- Enhance the organization's approach to marketing, branding and communication to position the Scrum Alliance and its members internationally as thought-leaders and valued resources for changing the world of work, and for developing software and other products;
- Serve as the Scrum Alliance's most public face; the Managing Director will also help thought-leaders in the community to publically promote Scrum and expand Scrum Alliance's membership;
- Develop short and long term financial plans leading to stability and growth funded through membership dues and other fees.

The primary source of revenue for the Scrum Alliance is membership dues, which are stable and predictable. It is anticipated that the annual budget of the Scrum Alliance will grow from its current level of \$3,500,000 to \$6,000,000 over the next 5 years, with an appropriate increase in staff. There are currently 5 full-time equivalent staff, with finance, web and marketing functions outsourced. Staff is expected to grow to 10 full-time equivalents.

MAJOR RESPONSIBILITIES

LEADERSHIP & MANAGEMENT

- Ensure that the day-to-day operations and programs of Scrum Alliance are smoothly and effectively administered; provide appropriate oversight of program activities and infrastructure;

- Work with Scrum Alliance staff and board leaders to ensure that there is clear and effective communication and coordination between program and administrative areas, and between the Scrum Alliance and its members;
- Work closely with the Finance Director to maintain the organization's fiscal well being; ensure that budgets are balanced, and that there is a relationship between strategic objectives and available resources; develop long- and short-term financial plans and prepare financial and operating reports for the Board;
- Hire, supervise, motivate and evaluate staff to ensure that they are well-suited to addressing the challenges facing Scrum Alliance; ensure that a performance evaluation and review system is in place, with emphasis on well-defined goals, clear responsibilities and levels of accountability for all staff; oversee the articulation of a staff development plan, and encourage staff opportunities for growth.

PROGRAM

- Ensure that the content of training and certification programs are of the highest quality, and are viewed by members as being comprehensive, incorporating the newest thinking on the Scrum framework; provide for delivery of training and certification to a consistent standard world wide;
- Coordinate the development of manuals, articles, training materials and instruments, web content and presentations that explain Scrum, ensuring that the Scrum Alliance retains intellectual property rights to essential training and certification materials;
- Develop a mechanism for regularly engaging with members having different interests and levels of competency in Scrum, to incorporate their feedback into the Scrum framework and materials; develop appropriate member committees to strengthen the organization and advance its message;
- Provide for member services consisting of currently available and new functions, including: a directory of Scrum professionals, a knowledge exchange open to members and/or non-members, a Scrum help desk, scheduling of training and certification programs worldwide, an exchange for collaboration on joint projects sponsored by Scrum Alliance working groups, a publish & subscribe capability for articles and publications, distance learning functionality, on-line real-time collaboration and webinar tools, etc.

MARKETING, COMMUNICATIONS AND ADVOCACY

- Develop a concise organizational vision and mission statement; ensure that the vision and mission statement serves as an exceptional platform for articulating the Scrum Alliance's value proposition and for attracting new members to the organization;
- Review and refine Scrum Alliance's marketing approaches and communication materials, including direct mail, telecommunications, brochures, website, and other written materials to ensure alignment to Scrum Alliance's mission and purpose;

- Continually explore and adopt new and creative communication and marketing strategies that extend Scrum Alliance's footprint to a broader base; actively promote Scrum Alliance and serve as an articulate, visible and effective spokesperson for the organization, in person and in writing, to build Scrum Alliance's reputation in regional markets and internationally;
- Maintain positive relations with leading business groups, nonprofit associations, thought-leaders and other constituencies of influence in the Scrum milieu; collaborate with others in the field to enhance the reputation and stature of Scrum and the Scrum Alliance among the field's key influencers;
- Support members in the promotion of the use of scrum, for example by developing and distributing materials such as white papers and case studies.

BOARD RELATIONS

- Work with the board to develop Scrum Alliance objectives and implement programs to reach them; provide ongoing communication to the Board on critical matters related to Scrum Alliance programs, plans and issues;
- Provide regular updates for the Board; help set Board agendas; prepare reports; develop outbound communications on behalf of the board;
- With the Board Chair periodically review and update governance standards, and recruit new board members whose talents, backgrounds, and personal commitment are congruent with the needs and mission of the Scrum Alliance.

IDEAL EXPERIENCE

The Managing Director will be a creative and entrepreneurial leader with the following experience and qualifications, or its equivalent:

- Proven senior-level executive management experience; personal and successful experience interacting with a broad range of members, boards, and staff;
- Prior experience with training and certification programs; a career trajectory that includes building lean, stable organizations, hiring and firing staff, and responsible financial management;
- Experience in areas such as product development, software development, systems design, which would lead to an appreciation of the utility of Scrum and other Agile processes.
- Outstanding communications skills; a history of communicating effectively and persuasively in both large and small groups; excellent writing and public speaking skills for both formal and extemporaneous presentations;
- Experience managing an evolving environment, achieving organizational development and growth in either the nonprofit or business sector;
- Ability to inspire and lead Scrum Alliance's membership and its team of dedicated professional staff.

- Personal knowledge of different approaches to organizing work, designing workflows and organizations, and for developing products; a good perspective on where Scrum falls in relation to other approaches would be advantageous;

PERSONAL CHARACTERISTICS

The successful candidate should be:

- Committed to and enthusiastic about the mission, services and impact of Scrum Alliance, and able to engage others in support of that vision;
- A consensus builder who can collaborate with diverse board, staff and other partners and constituents; a person who is able to define complementary staff, board and volunteer members roles and instill feelings of mutual respect, energy, ambition and cooperation; a collaborator who continues to innovate and provide the support for each program and staff member to function productively;
- Decisive and resourceful with the ability to envision the organization from the broadest perspective, map out future growth and act quickly to assess and create opportunities;
- An outstanding communicator with exceptional interpersonal skills who will be a strong public face for Scrum Alliance;
- Someone able to work productively with strong personalities; someone that is decisive yet patient, and emotionally mature with a sense of humor.

For more information please contact:

Lisa Grossman
(650)323-3565 or lisag@moppenheim.com

Stacy Brooks
(310)837-7660 or stacyb@moppenheim.com

Mark Oppenheim
(415)283-3256 or marko@moppenheim.com

m/Oppenheim Associates
580 California Street, 5th Floor
San Francisco, CA 94104

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