

2015 Strategy

SCRUM ALLIANCE[®] raises awareness and promotes, at all levels of the organization, innovative management and business practices using the goals, practices, and values of Scrum. It serves those eager to innovate and improve business results. SCRUM ALLIANCE[®] partners with the most elite group of EDUCATORS and TRANSFORMATION PROFESSIONALS in the Agile community, and together WE are ready to support you in your efforts as you transform your world of work!

2015 is a pivotal year! SCRUM ALLIANCE[®] has been pursuing its mission for years by providing access to superior training and by certifying practitioners. Our membership has reached over 370,000 and is growing at a rate in excess of 5,000 members per month. We recognize that practitioners need our help beyond the team level. In 2015, we will increase our support to organizations and help them overcome the counterproductive management practices that inhibit them from adopting Scrum principles, practices, and values.

SCRUM ALLIANCE[®] is transforming from an organization whose central activity is certification to one in which certification is just one of several pillars that enable organizational transformation.

Values

All work performed in Scrum needs a set of values as the foundation for the team's processes and interactions. By embracing these five values, the team makes them instrumental to its health and success.

Focus

Because we focus on only a few things at a time, we work well together and produce excellent work. We deliver valuable items sooner.

Courage

Because we work as a team, we feel supported and have more resources at our disposal. This gives us the courage to undertake greater challenges.

Openness

As we work together, we express how we're doing, what's in our way, and what our concerns are so they can be addressed.



Commitment

Because we have great control over our own destiny, we are more committed to success.

Respect

As we work together, sharing successes and failures, we come to respect each other and help each other become worthy of respect.

As an organization applies Scrum, it discovers its benefits. At the same time, it understands how these values inherently contribute to the success of Scrum and why they are needed, and bolstered, by Scrum.

Vision

"Transforming the World of Work"

The vision has not changed. We are a membership organization of more than 370,000 elite educators, transformation professionals, and passionate practitioners; together, we can "Transform the World of Work"!

Mission

The mission of SCRUM ALLIANCE® is to transform the world of work by **guiding organizations** to become prosperous and sustainable, to **inspire people**, and to **create value for society**. Scrum is at the heart of all our products, services, and solutions.

Our mission is ambitious—it will take time to "Transform the World of Work"—but if we focus on that mission and encourage each other to take part in achieving it, we are confident we can make progress one step at a time.

SCRUM ALLIANCE® will transform from an organization whose central activity is certification to one in which certification is just one activity that enables organizational transformation.

We will lead an alliance of those who exemplify best practices and join us in our mission to transform the world of work.

We will build the premier community of Scrum practitioners.

We will be the best place for people to come and learn how to do Scrum.



We will encourage the ongoing training and education of our trainers and coaches, raising their proficiency to that of an elite force.

We will target and achieve wins at the team level, at every level of the organization, and in every part of the business that produces a work product, not just in IT and software development.

We will activate, equip, and motivate our 370,000-and-growing membership to be change agents and influence their leadership to consider organizational transformation.

We will reach out directly to select leaders in industry-leading organizations so that we can educate them on the benefits of innovative management and business practices using Scrum and Agile.

We will strengthen the capacity of SCRUM ALLIANCE® to achieve its mission and support its membership through operational excellence.

In support of our expanded mission and transformation, we have added the Product Development pillar to our current structure of Advocacy, Community, Education, and Sustainability.

Product Development | Innovation

The product development team will focus on just that: generating new product ideas and programs to support our goal of organizational transformation. Our first initiative is very exciting. We are exploring ways to engage business leaders to explore innovative management and business practices such as Scrum. We aim to provide opportunities to learn from each other and have introduced the idea of a Learning Consortium as one way to accomplish this. Read more about the Learning Consortium [here](#).

We will continue our efforts by conducting brainstorming sessions with key stakeholder groups, vetting them, and running a few experiments. We welcome any ideas sent to support@scrumalliance.org with the subject line “Organizational Transformation.”



Advocacy | The Voice

SCRUM ALLIANCE® advocates for the effective practice of Scrum, for the value of education through SCRUM ALLIANCE®, and on behalf of our members or anyone using Scrum.

Extending the reach of SCRUM ALLIANCE® and driving awareness and interest in Scrum is always a priority. We focus our efforts on solidifying the SCRUM ALLIANCE® brand as a public platform and promoting its message and programs in its ongoing mission to transform the world of work.

Community | The Place

SCRUM ALLIANCE® has more than 370,000 members worldwide. It is our goal to further engage and grow the global Scrum community, strengthen stakeholder relations, and deliver a stellar member experience. By doing this, we believe SCRUM ALLIANCE® will be the place that people go to talk and learn about Scrum. We are committed to ongoing efforts to improve the content, functionality, and presentation of our website. In 2015, we plan to promote online communities, forums, and clinics to allow site users to engage easily with the online community. We will continue to deliver and sponsor in-person community-building activities. We will also increase the number of Global Gatherings and expand our support of Regional Gatherings and local User Groups.

Education | The Knowledge

It is a known fact that Scrum certification is valuable, in demand, and of growing importance and that SCRUM ALLIANCE® has a unique brand and highly recognized set of certification programs in the industry. We are committed to providing practitioners access to superior learning opportunities and will continue to strengthen our certification and renewal requirements in an effort to provide a program that promotes continuing education and personal development and fosters the effective practice of Scrum.

Certified ScrumMaster® (CSM), Certified Scrum Product Owner® (CSPO), and Certified Scrum Developer® (CSD) certificates are introductory certifications. As such, they mark just the beginning of the journey and the knowledge required to become a Certified Scrum Professional® (CSP) and be successful in the effective practice of Scrum.

That means a renewed focus on the journey of education and improvement, and on providing a progressive path of superior Scrum and Agile education through the Scrum Education Unit (SEU) program that was introduced in 2013. This program is designed to



encourage continuing education and personal development and growth that will foster the effective practice of Scrum. Today the combination of a foundation certification, SEUs, and experience are required to apply for the CSP, and SEUs are required to renew the CSP. Starting in 2016, SEUs will be required to renew all certifications.

SCRUM ALLIANCE® engages its members and encourages them to take the journey, offering opportunities to display and track progress through continuing education, volunteer activities, community involvement, and more. CSM, CSPO, and CSD are just the beginning!

In 2015 we are expanding the education program with Added Qualifications. Added Qualifications are complex, industry-relevant topics—such as scaling Scrum, Agile leadership, or mentoring distributed teams—that build on the foundation certifications such as CSM. Added Qualifications will have a set of standard learning objectives and an online assessment requirement. That is what sets Added Qualifications apart from Extended Education. Watch for Scaling Scrum Fundamentals—it will be the first Added Qualification introduced in 2015.

Our members have spoken, and they are eager to learn outside of the classroom as well as within it. The significant growth in attendance at Global Gatherings has been amazing. Attendees have the opportunity to learn from those who are practicing Scrum, hear dynamic keynote speakers, attend the Coaches Clinic, participate in Open Space, and network with other community members. It is a great way to share experiences and learn from each other. Attendance doubled in 2014, Global and Regional Gatherings sold out, and new User Groups popped up everywhere. In 2015, we are increasing the number of Global Gatherings and expanding our support of Regional Gatherings and local User Groups.

Sustainability (Operational Excellence) | The How

Over the past 3 years, SCRUM ALLIANCE® staff has grown to 18 full-time professionals and several contract staff. 2015 is gearing up to be another year of tremendous growth, and we are planning to hire another 8 to 10 full-time employees to support our membership and achieve our goals.

We continue to develop our member service organization and pride ourselves on providing superior service. We are committed to responding to requests within 48 business hours. However, on average, most requests are acknowledged and first contact is made much more quickly, thanks to our dedicated staff. Please send a message to support@scrumalliance.org.



A major part of our commitment is to fully adopt Scrum practices into the operational management of SCRUM ALLIANCE®. We will have a full organizational backlog, a road map laying out our intended events and programs over the year, and a series of release plans to help us focus on top priorities. In keeping with the Scrum value of openness, we will be publishing at least a summary of these at regular intervals.

SCRUM ALLIANCE® has, until now, been a completely virtual team. In February we look forward to opening a physical office at 7401 Church Ranch Blvd. #210, Westminster, CO 80021. The office includes workspace for the Denver staff and hoteling capacity for remote staff and guests visiting the office. An open office design was developed to reflect Scrum values and principles in the physical space where we collaborate. Be sure to stop in and see us when you are in the area!