

Putting Agile and Scrum to Work



Want to transform your world of work?

It's possible with Agile and Scrum.

This whitepaper will help you understand **what Scrum is**, **how it works**, and **how it can enhance your own productivity** to increase performance.

What are Agile and Scrum?

Agile is an approach for getting work done by the collaborative effort of self-organizing and cross-functional teams, encouraging flexible response to change.

Scrum is an **Agile** framework that's been used to manage work on complex products since the early 1990s. Scrum is not a process, technique, or definitive method. Rather, it's an outline to refer to while employing various processes and techniques.

Teams complete tasks in set periods of time called Sprints, typically less than 30 days each, with daily reassessments of progress and status. This approach is effective in overcoming obstacles often presented by unexpected challenges, including evolving customer input.

People aren't happy because they're successful. They're successful because they're happy." – DR. JEFF SUTHERLAND, co-creator of Scrum



85% of the 2017-2018 *State of Scrum* Respondents say that Scrum continues to improve the quality of their work life.







What can Scrum and Agile do for me?

тор 3

- You'll be more productive
- You'll find that short-term goals are easier to manage and attain
- You'll have the opportunity to make more money

What can Scrum and Agile do for my company and projects?

тор 3

- You'll produce a higher quality of work at a lower cost (better ROI)
- You'll have higher customer satisfaction
- You'll enjoy increased team collaboration and morale

FUN FACT

The term "scrum" comes from a 1986 *Harvard Business Review* article in which the authors made an analogy comparing high-performing, cross-functional teams to the scrum formation used by rugby teams.

Companies are increasingly realizing that the old, sequential approach to developing new products simply won't get the job done. Instead, companies are using a holistic method — as in rugby, the ball gets passed within the team as it moves as a unit up the field."

 HIROTAKA TAKEUCHI and IKUJIRO NONAKA "New Product Development Game" Harvard Business Review



The "WHY"

Many organizations use a traditional top-down project management approach, also known as **Waterfall**. Despite the name, this technique is not always the most fluid way to go. Waterfall is more of a sequential method; the stages of a project are worked on in a consecutive order, from conception, to design, to implementation. The challenge with the Waterfall methodology is that once one step is complete, it's almost impossible to go back (and potentially improve) without scrapping the whole project. This approach costs time and money.

Enter the Agile approach. As the most widely used framework within Agile, **Scrum** is used to break down complex projects into smaller pieces, thereby allowing your team to continuously deliver value on a more frequent basis. It's a more collaborative and flexible approach, so you can respond to your client's evolving needs and changes in the market. It's common for customer needs to evolve throughout the course of any project, and the Scrum approach enables more adaptability.

Basic Scrum Project Team Roles

The "WHO" ScrumMaster

The ScrumMaster helps the Scrum Team perform at their highest level. They fully understand the underlying principles of Scrum and can effectively apply them in complex, real-world situations. They ensure that goals and scope of projects are clearly understood and work to remove impediments to progress.

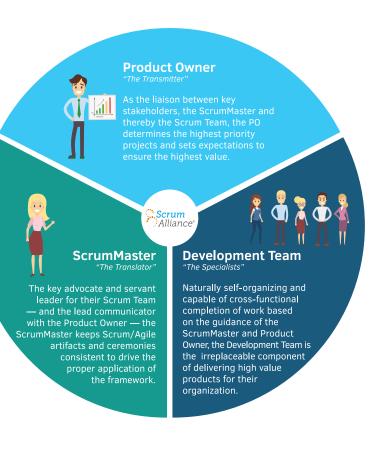
Product Owner

The Product Owner role is typically for those who are closest to the "business side" of projects. They are expected to do the best possible job of satisfying all stakeholders, maintain the Product Backlog, and ensure that everyone knows the priorities.

Development Team

Development Teams are structured and empowered to organize and manage their own work. The resulting synergy optimizes the Scrum Team's overall efficiency and effectiveness.





How Scrum Works



The Scrum Framework

Product Backlog

The Product Backlog is the organization of items that guides what's most important to focus on and build next. The Product Backlog is constantly being updated and refined.

Sprint

At the heart of Scrum is the Sprint, during which a usable and potentially releasable product increment is created. Sprints are usually one week to one month in length, and happen one right after the other to keep projects moving. There are three events (ceremonies) that happen with each Sprint:

SPRINT PLANNING

The team decides what to work on for the current time-boxed period.

SPRINT REVIEW

The team collaborates about what was done and adapts the Backlog as needed.

SPRING RETROSPECTIVE

The team discusses what went right, what went wrong, and how to improve.

Daily Scrum (or Daily Stand-up)

Daily Scrum (think "daily status meeting") is the heart of the framework. Daily Scrums highlight and promote quick decision-making, and they improve the Scrum Team's level of transparency and knowledge. The Daily Scrum is short — averaging about 15 minutes — so the team tends to be highly focused.

The Scrum Alliance® Difference

Scrum Alliance — the largest, most established, and influential nonprofit professional membership and certification organization in the Agile community — exists to transform the way we tackle complex projects, bringing the Scrum framework and Agile principles beyond software development to the broader world of work. Our mission is to guide and inspire individuals, leaders, and organizations with practices, principles, and values that create workplaces that are joyful, prosperous, and sustainable.



Why pursue a Scrum Alliance certification?

We are committed to delivering the highest standards of education. Our more than 200 Certified Scrum Trainers go through an extensive set of peer reviews, testing, training, and interviews. Scrum Alliance training and certification is world renowned for its consistency, quality, innovation, and experienced instructors.

Our certifications are globally recognized as evidence of the highest Agile and Scrum knowledge. They demonstrate your professional knowledge and can lead to higher earning potential. Companies choose Scrum to deliver more value to their customers and their bottom line. They have come to understand the value that a Certified ScrumMaster[®], Certified Scrum Product Owner[®], or Agile Coach brings to their organization. And they're willing to pay a premium.

Improve your organization's bottom line and your own salary.

Professionals who make the decision to adapt to Agile practices – and Scrum in particular – are enjoying a higher income.

According to the 2017-2018 Salary Survey of Scrum Professionals, sponsored by Scrum Alliance, **55% of Scrum professionals saw an increase in their annual base salary from 2016 to 2017**.

In the U.S. alone, salaries usually start over \$100,000 and move upward.

THE REAL BENEFITS OF CERTIFICATION MEAN YOU CAN...

- Change your mindset and have the potential to help your organization succeed
- Minimize wasted effort, duplication, and resources
- Stay relevant and marketable across all industry sectors adopting Agile practices



Average annual base salaries* regionally (in USD)



When an applicant has a Scrum certification, we know that applicant will be collaborative and a strong communicator, while being eager to improve processes or bring new ideas."

TORRIE MICHAUD
 HR Director for BlueCross BlueShield of Arizona

The two foundational certification paths start with Certified ScrumMaster (CSM®) and Certified Scrum Product Owner (CSPO®).

- As a Certified ScrumMaster, you'll help the rest of the Scrum Team work together to learn and implement Scrum. Along with the Product Owner, you will work to protect your team from both internal and external distractions.
- As a Certified Scrum Product Owner, you'll monitor projects, keep tabs on priorities, and make sure the best possible job is done to satisfy all clients (a.k.a. stakeholders).

But it doesn't stop there. You can advance your role-specific skills and evolve as a Scrum professional with an **Advanced Certified ScrumMaster** (A-CSMSM), **Advanced Certified Scrum Product Owner** (A-CSPOSM), **Certified Scrum Professional®-ScrumMaster** (CSP[®]-SM), and **Certified Scrum Professional®-Product Owner** (CSP[®]-PO), and more!

The Path to Certified Scrum Professional®



12 months experience

Advanced Certified ScrumMaster (A-CSM) Learning Areas

- Agile and Lean Values, Principles, and Worldview
- Basic Facilitation
- Coaching Fundamentals
- Self-Organization, Team Dynamics,
- Definition of Done, and Empirical Process Control
- Coaching the Product Owner
 Bomoving Impodimental Section
- Removing Impediments, Scaling, and Organizational Change
- Servant Leadership

12 months experience

Advanced Certified Scrum Product Owner (A-CSPO) Learning Areas

- Stakeholder Discussion Facilitation, Starting New Agile Teams, Managing Stakeholders, Facilitate Roadmapping, and Product Discovery
- Value of Engineering Practices and Technical Debt
- Advanced Product Backlog Item Formulation and Product Backlog Management
- Product Management
- Storytelling
- Scaling Scrum
- Lean Organizations (optional)



12 months experience

Certified Scrum Professional ScrumMaster (CSP-SM) Learning Areas

- Lean Thinking
- Advanced Facilitation
- Team Dynamics and Effectiveness, Conflict Resolution, Starting New Agile Teams, Software Craftsmanship, and Coaching the Development Team

12 months experience

- Coaching the Product Owner
- Organizational Development



Product Owner (CSP-PO) Learning Areas

Advanced Stakeholder Discussion

Certified Scrum Professional

- Advanced Stakeholder Discussion
 Economics of Product Development
 Collaboration Eramoworks
- Collaboration Frameworks
- Facilitate Product Backlog Ordering and Roadmapping at Scale
- Product Launch
- Customer Development
- Entrepreneurship in an Agile Context
- Advanced Product Discovery





Why Scrum Alliance?

- Our global nonprofit association has focused on Agile transformation since 2001
- We have certified more than 750,000 practitioners in the global Agile community
- Our high standards ensure superlative Agile leadership, guidance, and training

How can we help you?

Learn more about certifications and opportunities available to you at scrumalliance.org.

