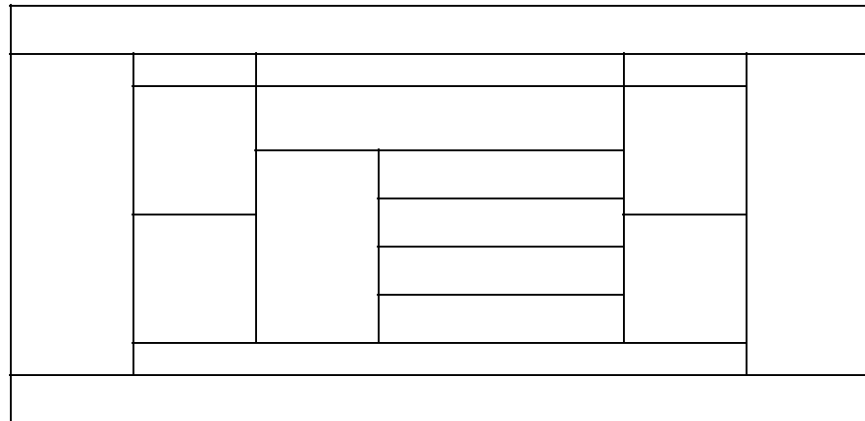
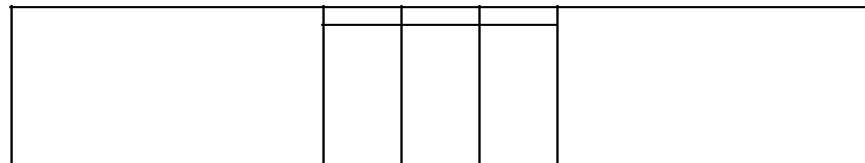


Enterprise Scrum for Business Agility

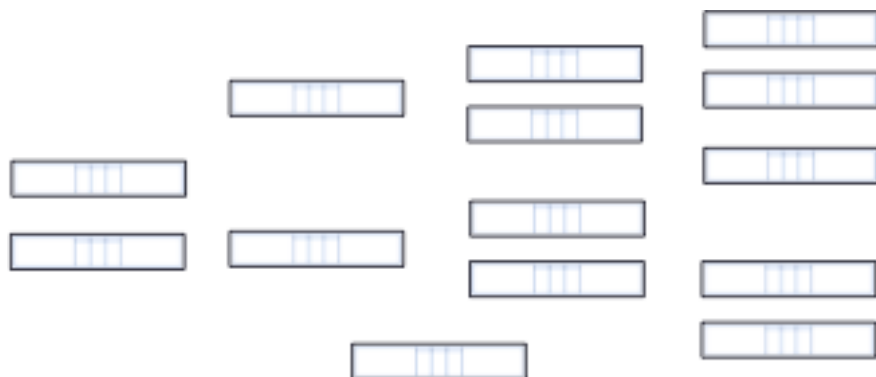
Invite



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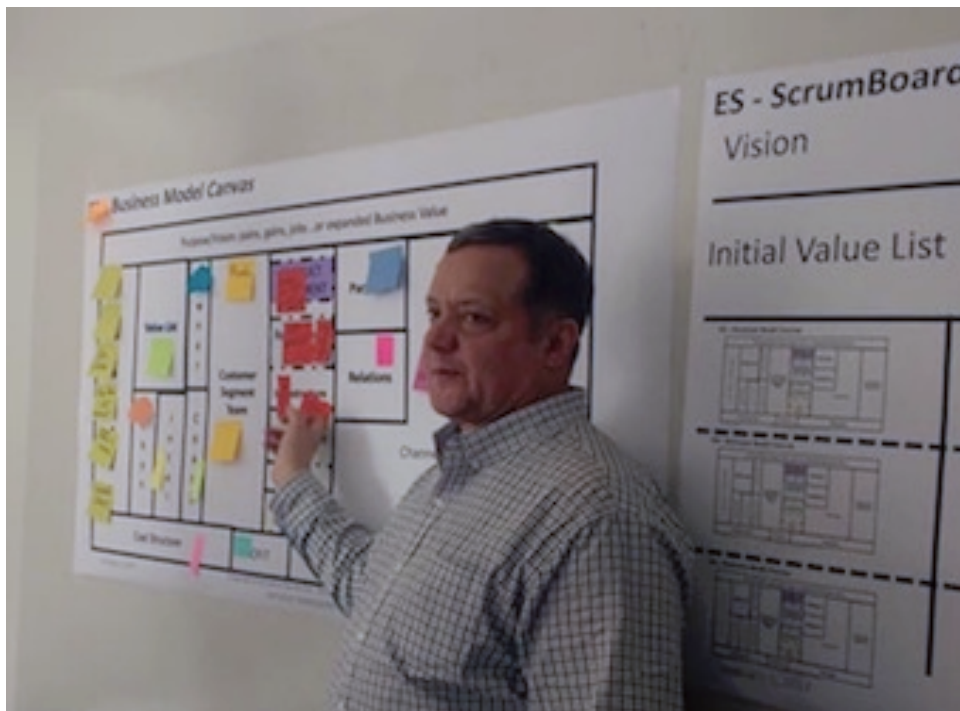
Evolve



For

Mike Beedle

1962 - 2018



Enterprise Scrum for Business Agility: One User's Practice Guide

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What would make this guide better?

Please send questions and comments to michael@michaelherman.com. Thank you!

The Buzz About Business Agility

Twenty-many years on, Agile methods and the Agile movement are a big deal. And we're really just getting started.

A recent KPMG study suggests that 93% of U.S. multinationals are undergoing some sort of company-wide transformation. McKinsey says, "Risk aversion, weak customer focus, and silo'd mind-sets have long bedeviled organizations. In a digital world, solving these cultural problems is no longer optional." And Accenture CEO, Pierre Nanteme, has noted that half of the Fortune 500 have disappeared since 2000.

Business people everywhere are buzzing about getting Agile. Suddenly, every business is a software or technology business, but quite a lot of them don't know how to adopt, practice and evolve agile throughout the enterprise. They're still trying to connect what they hear in business books and magazines, conversations with colleagues, and maybe a conference or training.

What is Agile?

From its beginning, Agile was a practice-based description of how some visionary people were experimenting and learning in their real work, NOT a set of theories and prescriptions. In early 2001, seventeen thought leaders in the software development industry validated, in the Agile Manifesto, the "lightweight" methods they'd pioneered over previous decade.

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

*Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan*

That is, while there is value in the items on the right, we value the items on the left more.

They added 12 principles, formed what they called the Agile Alliance and hoped to sell more and better work. It was an important beginning for the whole software industry. It gave everyone a choice between the old rigid ways and these new flexible ways. It invited experimentation, self-organization, and all the messiness that goes with real learning and improvement.

What is Business Agility?

Today, Agile methods are transforming all kinds of business and community enterprises. As they reach into more and more of our schools, Agile will eventually disappear – as business agility becomes "just the way we do things," everywhere.

And yet, for many, Business Agility is still either a foreign and confusing mess or it's collapsed into a single, simple, strict set of rules. To be fair, there are countless certifications out there but no single, definitive source of knowledge and practice. And

that's probably a good thing. Business Agility has a lot more to do with open questions and experiments than fixed answers and rules.

In 2012, the Project Management Institute (PMI), the world's largest association for project management professionals, documented the importance of organizational agility to overcome turbulence and volatility. In that study, over a thousand project, program and portfolio managers defined organizational agility as:

- Rapid response to strategic opportunities
- Shorter decision, production and review cycles
- Focus on change management
- Customer voice integration
- Focus on risk management
- Interdisciplinary project teams
- Elimination of silos in the organization
- Contingency Planning
- Use of iterative project management practices
- Leveraging technology

A group of us, led by Mike Beedle, an Agile Manifesto co-author, offer a somewhat snappier definition:

***Business Agility** is the ability to adapt quickly and effectively, to all forms of change and disruption, to deliver maximum value and greatest satisfaction – for customers and everyone else involved in an organization's work.*

How to do that? Mike Beedle's Enterprise Scrum framework is one answer, but let's come back to that in a moment. In many ways, Business Agility is something we're all inventing together. It's all very fresh and beginning. And yet, there is some important history, a manifesto, a large body of work, myriad methods and guides, training programs, and more and more overlap with organization development work that goes back at least as far as the middle of the last century.

In 2018, Jutta Eckstein and John Buck distilled the manifesto and myriad agile methods into practice-based set of agile values, for application across whole organizations: self-organization, transparency, customer-centricity and continuous learning. Their BOSSA Nova approach involves crossing multiple practice streams (Beyond Budgeting, Open Space, Sociocracy, and Agile) in a new kind of organizational dance. Enterprise Scrum, as it turns out, borrows much from these and other methods and actively supports these values.

What Business Agility is NOT

Given the level of confusion in the marketplace, let's also notice a few things that are NOT Business Agility. It's NOT just a software thing. Business agility is NOT no planning. It's NOT drifting rudderless, jumping from one approach to another, being bandied about by the winds of change or whims of indecisive leaders. It's NOT an excuse for weak leaders to avoid decisions or strong leaders to wring more effort, value or speed from their people.

Most importantly, business agility is NOT an option. Unless the complexity, uncertainty, ambiguity, and disruption of widespread and accelerating change somehow passes you by, you will soon be choosing between agilizing your work or retiring from it. Agile – and the need for business agility – are NOT going away.

The Purpose of Enterprise Scrum

Enterprise Scrum is a highly configurable management framework for inviting, supporting and evolving true business agility. It was developed over twenty years by Agile Manifesto co-author Mike Beedle, to extend the practice of Scrum to every level and function of any enterprise.

Enterprise Scrum offers you, your teams, and whole organizations, a new way of seeing and working with the full complexity of ALL of your work -- and some simple, powerful practices that will help you get it done.

Enterprise Scrum extends and generalizes Scrum practice (the most popular Agile framework for managing complex work in adaptive teams) and supports its scaling across the entire organization, beyond technology groups. It does this with a simple, powerful, team-based, dynamically-linked, customer-centric, approach to managing everything that matters, all at once.

- Enterprise Scrum extends – and improves – Scrum by providing a way to deal with all kinds of issues and alternatives not directly addressed in the Scrum Guide and common Scrum practice.
- It generalizes Scrum terminology so it makes sense in places that won't have a "scrum master," don't see themselves as having a "product," and might not want to call their work a "backlog."
- Finally, Enterprise Scrum offers a way to visualize everything that matters in fast-growing start-ups, large projects and programs, and even whole organizations: teams of people, working in networks, to serve any number of customer segments.

The purpose of Enterprise Scrum is what Mike Beedle called *true business agility*: the ability to adapt quickly and effectively, to all forms of change and disruption, to deliver maximum value and the greatest satisfaction – for customers and everyone else involved in an organization's work – *in spite of everything*.

The Purpose of this Guide

In January, 2017, Mike Beedle taught the first open, public Enterprise Scrum coaching classes. After briefing the first big simulation exercise, he watched several breakout groups of students flopping around trying to get started. Finally, waving an 8.5x11 copy of a canvas template loudly for emphasis, he bellowed, with a smile: "Look! Guys! It's just a canvas! Don't make it too complicated!"

Fourteen months later, Mike was fatally stabbed in a senseless street crime, so it falls to those of us who knew him, learned from him and cared about him to share the brilliant simplicity of Enterprise Scrum. Yes, it's still Scrum. Yes, it's just a canvas. But that's

just the beginning of understanding and practicing Agile Management, Agile Transformation, Agile Organization Design, Agile Leadership, and developing Agile Culture in any organization, doing any kind of work, at any scale.

Mike's original, definitive writings and video presentations on Enterprise Scrum can be found at enterprisescrum.com. What follows here is my own guide to practicing Enterprise Scrum, adapted from Mike's work, with his support and encouragement, based on my 25+ years of organization development and agile coaching experience.

Before We Begin

In complex, adaptive systems, initial conditions are everything. Framing matters. Configuration matters. Making a good beginning matters. For this reason, this guide emphasizes the initial canvassing practice as a new language for management and organization.

Once you have worked your way through your first few canvases, with real people and real complexity, you will notice the shape of your brain and your team(s) changing. It'll get easier to see the world and describe it with this new language. The subsequent dimensions of practice will make more sense when you get there, with your new brain – so the descriptions here will get shorter as we go along. Remember, "Don't make it too complicated!" ...especially in the beginning. Dive in, iterate and improve as you go.

For those who've grown up in software and project management (and probably almost anywhere else), it might be helpful to notice that Mike developed Enterprise Scrum as a true framework, a language for describing work and options for shaping organization rather than a set of prescriptive rules for driving and controlling. Nothing is excluded. Everything is an option. Everything is allowed. But everything is also reviewed and improved continuously.

The language of Enterprise Scrum allows you to invite everyone who matters in your work to visualize everything that matters to delivering it successfully, including your customers. It allows you to manage iterative, incremental value delivery across any number of teams and domains, business units and customer segments. And, over time, it makes evolving the structure of your organization and transforming your customers' experience easier. This style of management makes your work better, your customers happier, and your organization more profitable – all-at-once.

Enterprise Scrum invites and supports a new kind of management and organization – agile, emergent, and evolving – able to adapt quickly and effectively, to all forms of change and disruption, to deliver maximum value and the greatest satisfaction – for customers and everyone else involved in an organization's work – *but only if you try it, use it, and do the work to learn your way into it, in practice, together.*

Invite, Iterate, Evolve

Enterprise Scrum is an extension of Scrum, so this guide assumes some familiarity with Scrum roles, ceremonies and artifacts. It also includes an appendix with a short review of the basics. For more about Scrum, check the endnotes for links to the Scrum Guide, one of Scrum's most important inspirations, The New New Product Development Game (HBR, 1986), and a number of other sources we'll reference along the way.

Enterprise Scrum introduces the team(s) "canvas." Individual teams, and sometimes many teams working together, use their canvas to visualize "everything that matters," by which we mean, all of their primary work (Scrum backlog) AND all of the other tasks, issues, relationships and outputs they need to manage to deliver their primary product or service. Mike coined the term "Value List" to refer to this expanded, canvas-based view of what Scrum calls the "backlog." Sometimes I just call it a "fancy backlog."

In any organization, we start with one or a few teams, visualizing ALL of their work and most important working relationships, in a Value

The ES ScrumBoard



Manage everything that matters in the Enterprise Scrum ScrumBoard

List Canvas. A team's Initial Value List canvas simply shows everything they think they need to do to deliver value to their customer(s). Iteratively, one short (usually two-week) cycle at a time, the team "pulls" the most important work from their Initial (To Do) Canvas, focuses on that set of tasks and decisions, and works to move them into their Done Canvas by the end of the cycle. Once you get a few teams up and running, you can start to think about the teams around them, even groups outside of technology like finance, marketing, compliance, and human resources.

As we map the units and decision-making relationships in an organization, we can use multiple, linked canvases to visualize every level and facet of the work as an adaptive, evolving whole. This "everything that matters" view enables true business agility and "all-at-once management," to optimize performance across very different, but all important, metrics for customer satisfaction, employee engagement, business profit and shareholder value, and overall impact in society and the world.



The ES "organization chart for the 21st Century" shows the network of teams serving customers.

Author Stephen Denning has defined the "organization of the 21st century" as teams, in networks, focused on customers. I call Mike's linked canvases the "Org Chart of the 21st Century." They show the dynamic network of teams, each with its own canvas, and every one of them aimed at specific customer(s). When we map the organization in this way, the emergent view is of the organization as a portfolio of teams, the emergent structure is organized around customers rather than functions, and the emergent capability is the ability to respond quickly and effectively to any kind of change or disruption.

When Elon Musk showed me his own car for the first time, he had as much to say about the key fob that opened the doors as he did about his overarching vision for how Tesla fits into the broader future of transportation and how important that is to our planet.

– Ray Dalio, Bridgewater Associates Founder (and Self-Made Billionaire)

1. The Enterprise Scrum Canvas: Invite Everyone and Visualize Everything

Teams need to be able to see and synthesize the big picture, the granular details and many perspectives in between. Usually they get to see only one or a few levels and facets of their work. The Enterprise Scrum canvas removes these limits, by bringing people together around bigger, detailed, and shared pictures of the work to be done,

Mike Beedle adapted Alex Osterwalder's Business Model Canvas into more than a dozen different templates, each one specialized for a different area of a typical organization. Some of Mike's templates were very specific, for Compliance or Marketing or Business Start-up. Others were variations on a Portfolio format where a structural Model included a number of Units, held together by a common story or set of information. Think of a Company with a Business Model, Business Units and a Strategic Plan that narrates a common story for the Units.

In biology, *stem cells* are undifferentiated cells of a multicellular organism which can differentiate themselves to specialize into cells for any function. Similarly, I've developed what I call a *Stem Canvas*, from which any of Mike's specialized canvases can be developed and any sort or size of organization can be managed and evolve.

The Stem Canvas makes it easier to get started with any team or piece of work, suggests a helpful three-step progression to filling out a first canvas, and lays the foundation for virtually unlimited adaptation and specialization. What follows here is an introduction to this Stem Canvas and notes on how I use it in Enterprise Scrum for business agility.

Getting Started with Canvases

If you're new to canvassing and visualization of work in general, let's review a few things up front. First, There's a big difference between talking about things and actually writing down what we're all agreeing and understanding as we go. The first value of any visualization work is that it requires us to test for shared understanding and agreement every single step of the way. As we talk, we write things down and organize them in groups and lists. We break them down. We make the whole thing explicit, so that if anyone disagrees or misunderstands, somebody immediately says, "Hey, wait... is that what you meant by...?" In this way, at every step, everyone is clear, aligned, and together. See also, Integrative Complexity in References.

Next, the way a canvas works is you put the big form up on a wall, have the conversations it suggests (in each of it's panels), and write everything that matters on individual sticky notes (commonly, 3x3s or 3x5s), posting all the notes on the wall as the conversation goes along. In Enterprise Scrum, we're interested in getting work done and

delivering value, so the things we put on stickies are almost always "things we need to do" to manage or deliver in each facet of our work, represented by each panel of the canvas. Once the canvas starts filling up, we can prioritize the notes within each panel and start working, but let's look first at how we fill up a canvas.

Generally, it will be easier start using Enterprise Scrum to transform your customer's experience in greenfields first, growing segments next, and more established, mature businesses last. Similarly, transform simpler, independent units before complex platforms that support many, interdependent products or customer segments.

When you do take on existing operations, consider starting with the creation of a Done Canvas. Take a historical view, maybe the last quarter or two. Use the (unfamiliar) canvas format to take stock of all the (familiar) work that you've done in the recent past. Write stickies for everything that matters that's now done and use them to populate your Done Canvas. This can help learn your way around the panels of the canvas, develop agreements and adaptations that fit your work, and give everyone a chance to notice how things are going up until now.

Once you've proven to yourselves that a canvas, adapted as necessary, can hold your work, you can use your (now familiar) canvas form to begin mapping your (less familiar) new work. Sometimes along the way, you'll notice that when you add a finished item to your Done canvas, you're immediately thinking of the several "next steps" that naturally will need to follow that one. Feel free to toss those new items onto your To Do canvas whenever they pop up. You might naturally end up jumping back and forth between To Do and Done canvases. It's all good, as long as all the doings that matter get up on the wall.

Notice that there are many different kinds of work. Lots of software or other work can be left to the discretion of the team, and they pull it when they can. Other work will always be scheduled. Some work is "unselectable" and must be done when the customer chooses. Some work, like monthly reporting, is recurring. Monitoring is another kind of work that might take very little effort, until certain thresholds are met or triggers occur and decisions or actions will be required. Try coding individual stickies for these different types, or using different colors for each.

In every canvas, Enterprise Scrum invites and supports a "parameterization" of your team(s) "configuration." In other words, it offers menus of options and invites active consideration of what might otherwise be invisible or assumed to be unchangeable. Enterprise Scrum doesn't require or exclude any purpose or scope of work, any management style, any delivery or contract type, cycle length, or metrics. It prescribes roles, but they can be filled by individuals or groups, on a fixed or virtual (as needed or on demand) way.

Organize Around	Systems, Products, Functions, or Customers/Segments
Management Style	Centralized, Delegation Collaborative, or Adaptive
Scrum Style	Experimental, Strict (by-the-book), or Advanced/Adapted
Delivery/Deployment	Individual Cycles, Coincident Cycles Continuous Delivery, or Continuous Deployment
Contract Types	Time & Materials, Fixed Price Fixed Date, or Cost+
Cycles	Any length, Recursive (cycles w/in cycles)
Roles	Fixed, Floating, or Shared
Metrics	Velocity, Cost, Revenue UX, CX, and EX Impact in the World

Some of these configuration menus and options will be more readily applied in canvassing and managing software operations, but they can be useful to think about in other domains, as well.

When starting a new canvas, it's common for the first, most obvious items posted to be more descriptive, configuration details,

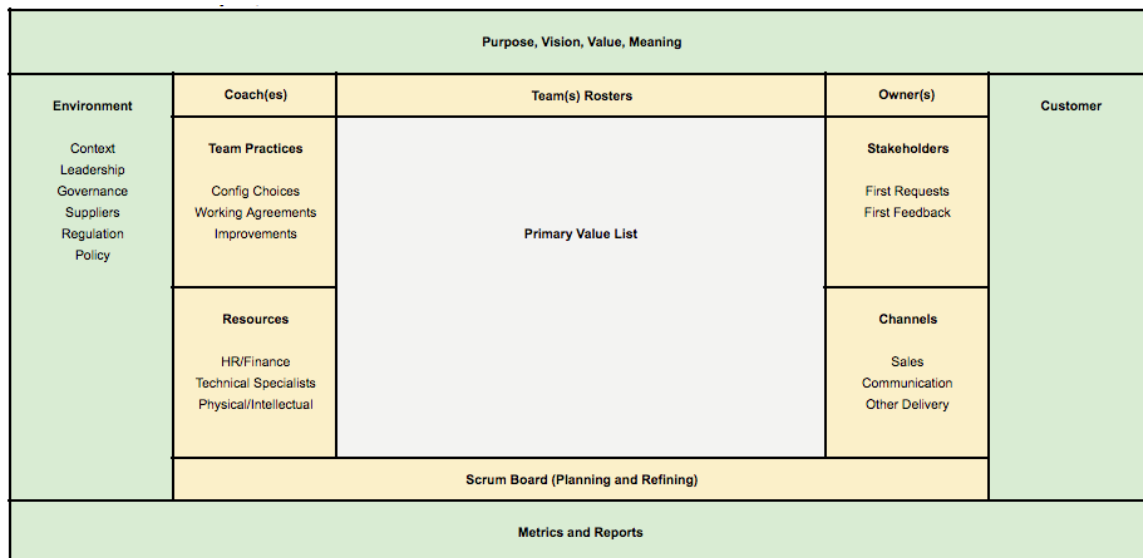
like the names of who will fill each role and team, any context or resource constraints, cycle length, definition of done (more on this later), customer persona(s), metrics and reports, and so on.

In your first pass, you might name a metric to be tracked and reported monthly. The second pass might be a recurring task like "email monthly report." A little while later, once you understand the metric better, you might "create shared spreadsheet dashboard" and then "update shared dashboard." Eventually you might post, "automate dashboard reporting." In this way, you've progressed from a description (report), to a recurring task (send), to an improvement task (create) enabling a lighter (update) task, to another improvement task (automate), to simply a monitoring (the dashboard automation) task.

One final trick, if you can't put up two big canvases on your wall, or maybe you need to be a bit more mobile for some reason, you won't lose too much of the effect if you use a set of flipchart pages (a few per canvas) to stack them up and/or carry your Canvases around with you. That said, truly the ideal is that all of the work is visible, to all of the people, all the time!

Visualize Everything that Matters

When you're ready to start, this Stem Canvas suggests a three-step entry into the basic practice, with options for specializing as needed. Eventually, the canvas will hold everything the team(s) think they will need to do.



The Stem Canvas with Environment Frame (green), Team(s) frame (yellow) and Primary Value List in center, with some possible variations and subdivisions in some panels.

(a) Start with the outer, "Environment" frame. This frame is mostly about why we do the work.

- Start the conversation, get some clarity and post some stickies to define your Purpose or Vision. This is what gives the work meaning and makes it valuable to customers.
- Do the same with whatever boundaries you work within, in the Environment or Context panel. This might be leadership directives, governance rules or budgets,

regulatory constraints, supplier dependencies, or other sorts of boundaries or "givens" we won't soon change.

- Use the customer panel to define together who your customer(s) are, what you know about their needs, what you can do to learn more about them, observe or request better feedback, and so on.
- Finally, in the Metrics and Reports panel, note how you will measure your cycle-by-cycle progress (every two or few weeks) and any sort of reporting you need or want to do. Every team and canvas should have at least one customer-centric metric, but don't forget employee experience, business value, and social impact.

(b) When you've made a good start there, shift to the inner, "Team(s)" or "System" frame. This frame is about how the work gets done.

- Use the Coach, Owner and Team boxes to identify and change who fills these roles. If there are gaps, create tasks to fill them. Change roles/teams as the work requires. Coach and/or Owner can be full-time, part-time, or shared roles.
- Use the Team Practices panel for planned improvements, but also for current configuration choices, e.g. cycle length, to be regularly reviewed for improvement.
- Use the Resources panel to capture any work related to getting or maintaining outside support Finance or HR, any technical specialists the teams might depend on, or maybe there are physical things or intellectual property that are needed.
- Use the Stakeholders panel for work related to key relationships where the team gets first requests and/or first feedback or any other primary links to customers.
- Use the Channels panel for work related to establishing, developing and maintaining whatever channels the team uses to deliver value to customers. In software this might be infrastructure or maybe marketing or sales. Sometimes it might just be a communication channel.
- The bottom of the frame is for the work the team does to maintain the ES ScrumBoard (To Do Canvas, Cycle Work, and Done Canvas together, more in next section). This includes breaking work down into smaller pieces, setting priorities, estimating effort, value, and/or costs, and even adaptations to the board itself. The ScrumBoard is the only required "Report" in Enterprise Scrum.

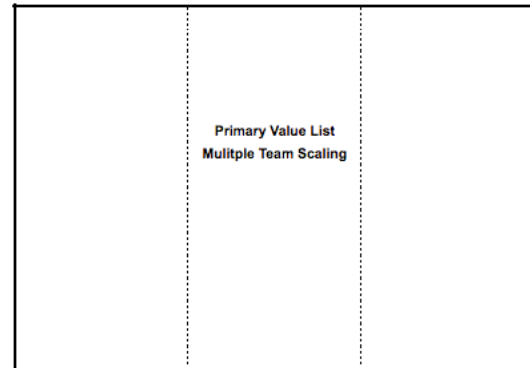
Finally, we come to what we actually do to create and deliver value to customers. This is the "day job." This is what all the work in the other panels is there to support. Mike called the whole To Do canvas the "Value List" and this center space the "Primary Value List" (PVL). It can take three main forms:

- The Portfolio PVL is defined by some sort of structural Model, some kind of research, information or narrative, and some number of units. Company portfolios have Business Units, which are themselves portfolios of Customer Segments, often served by portfolios of Products or Value Propositions. Transformations or Incubators can be mapped as a portfolio of initiatives or investments. Software organizations might be developing a portfolio of applications.

Portfolio Model/Structure	
Research	Portfolio Unit #1
	Portfolio Unit #2
	Portfolio Unit #3
	Portfolio Unit #4

The Primary Value List (PVL) module for Portfolio Canvases.

- The Scaling PVL is useful when a number of teams might work together to release a product or service together, like a phone (hardware) will ship with several (software) apps. They might have parallel teams working on architecture, infrastructure, documentation, marketing, compliance. This PVL form lets many teams work in parallel and coordinate their contributions to a larger delivery and outcome. Use one column and one PVL per team.
- Other Specialized forms can be dropped in as well, for work in functional areas like Compliance, Marketing, HR, Finance that can't or won't often be integrated into the teams and PVLs above. Notice, too, that any other ways you might have of visualizing your primary work, like the story maps often used in software, will serve just fine in the PVL core of your canvas, as you get started.



PVL module for Scaling Canvases (multiple teams serving same product or segment).

Got technical or other debts? That is, do you have a bunch of work that should have been already been done, but was ignored in the name of expediency? Technical debt. Learning debt. Cultural debt. Decision debt. Research debt. Almost any kind of work that gets deferred or ignored, will eventually pile up as a kind of debt that will have to be worked off and paid down.

These debts can be added to your canvas, as they are discovered. The same goes for any other open issues, impediments or improvements. It should all fit somewhere on your To Do canvas so it can be prioritized, pulled into a cycle, and addressed. The more we catch up on our debts, impediments and improvements work, the more flexible, adaptive, resilient we become.

If you're working with an existing strategic plan or spinning up an other new approaches, any and all of the work related to executing those plans and methods can and should be detailed in your canvas(es). ALL of your work, everything that matters to do, should be represented in your canvas. And everyone who matters should be invited into the crafting and updating of a canvas.

Don't expect everything to fit neatly and obviously into place. In a business, marketing could be a technical Resource, a communication or delivery Channel, or maybe they are Stakeholders with responsibility for requests and feedback, for instance? Thinking about municipal government, you might put employers, residents and/or visitors in your Customers panel, but some of those folks might also be voters in an election cycle that's included as part of Context, Environment or Governance.

Your canvas is a language for describing the whole of this complexity, from vision (above) to measurable results (the bottom line), from inputs and production (left) to output and consumption (right). As with any language, there are many ways to express the same ideas. Always and everywhere, use the canvas, put things in this box or that box, adjust the boxes and labels – in whatever ways makes the most sense to the people involved.

Don't worry about getting it exactly right. It's all supposed to keep moving and developing. It's just a canvas. Don't make it too complicated. It's the conversations, understandings and agreements that add value and help you get things done together.

More About the Stem Canvas

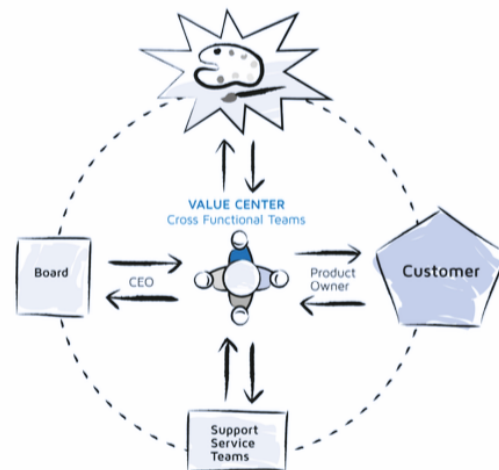
Before we move on, it's worth noting several connections between this Stem Canvas and some important pioneering work. First, the distinction made in the two frames (Environment and Teams) of the Stem Canvas echoes the Environment/System distinction made by Fred Emery and Erich Trist, who pioneered self-management in industrial settings in the 1940s, 50s and 60s.

Next, the symmetry of Coach and Owner panels in the Team(s) frame is an adaptation inspired by Jeff Sutherland's Scrum@Scale. I suspect that the Enterprise Scrum canvas will be a valuable, and perhaps essential, artifact for the practice of Scrum@Scale.

Finally, Jutta Eckstein and John Buck have published their own approach to "company-wide agility" and suggested a new kind of organizational chart. Theirs looks completely different from the "Org Chart of the 21st Century" shown earlier – but it looks strikingly similar to the overall shape of Enterprise Scrum canvases.

They put cross-functional value delivery teams in the center, as the Stem Canvas details in the Team(s) frame and Primary Value List. They draw a CEO linking to a Board on the left and Product Owner linking to Customers on the right, in line with the sides of the Environment Frame I've suggested. They show support services teams, who run the programs and systems often focused on specific metrics and reporting, on the bottom. At the top, they put "art and spirit," which maps easily to purpose, vision, meaning in Mike's canvases.

In all cases, the Enterprise Scrum framework helps manage all of the details and connections required for practical business agility.



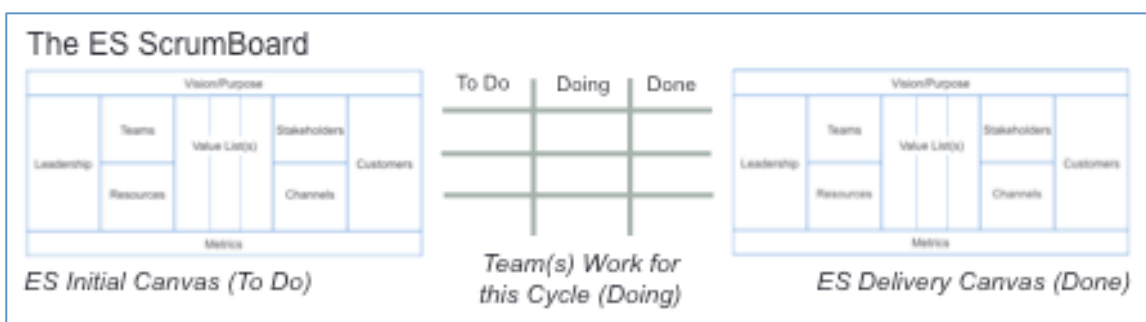
The BOSSA Nova organization chart, Eckstein and Buck.

*...the thing that keeps me up at night is the amount of change that's happening in our business and being able to continue to make the change that we need to have happen, to stay ahead of **where the customer is taking us** and be able to continue to execute at the level we've been executing at.*

– Craig Menear, HomeDepot CEO (emphasis added)

2. The ES ScrumBoard: Deliver Incremental Value

Returning to our practice, now we can look at what Enterprise Scrum calls the Plan, Collaborate, Review and Improve (PCRI) Cycle. This is how all the work visualized in the Initial Canvas is decomposed, selected, delivered, evaluated and how everything is continuously improved. All of which is managed in the ES ScrumBoard.



The ES ScrumBoard is the only required report in Enterprise Scrum. It includes the equivalent of the three artifacts specified in the Scrum Guide.

The PCRI Cycle and the ES ScrumBoard

In Enterprise Scrum, planning includes populating and updating the Initial Canvas, noting the type of work (one-time, recurring, scheduled, unselectable, monitoring, decisions, etc.), estimating effort and costs, and prioritizing. Once the Initial, To Do, canvas is populated, prioritized and estimated, the team(s) can pull work into short (weekly, bi-weekly, monthly, or sometimes even quarterly) cycles. Large tasks can be broken down.

Collaborating includes managing the flow of that work in the center of the ScrumBoard, and strive to move all (or at least most) of that to Done column by the end of each cycle. When the work is accepted by Stakeholders, it can be moved to the Done Canvas. Then every team should take some time to Review and Improve everything on their To Do canvas, before pulling new work for their next cycle.

Original Scrum	Enterprise Scrum
Product Backlog (Items)	Value List (Items)
Product Owner	Business Owner
Scrum Master	Coach
Review and Retrospective	Review and Improve
Ceremonies or Events	Meetings
Sprints	Cycles
Single Teams	Multiple Teams
	Many more adaptations...

Enterprise Scrum generalizes a number of terms from the Scrum Guide to make them easier to apply in non-software situations.

Those familiar with Scrum will recognize the Initial Canvas as a more robust version of a "backlog" and the center columns as the sprint backlog and task board. Enterprise Scrum suggests the new, more general terms Value List for backlog (meaning everything we need to do to add value) and Cycle for sprint (emphasizing sustainable practice and continuous learning over the connotation of speed).

Similarly, Scrum's Sprint Planning and Refinement ceremonies are subsumed into simply a Planning function. This work is visualized in the ScrumBoard panel in the Stem Canvas, but it's up to the team to decide how much of it should be done during a cycle versus in the gap between cycles.

Scrum's Review and Retrospective ceremonies become a Review and Improve meeting (looking back, but also looking forward). In many kinds of work there is no "product" to demonstrate, so the focus is on Reviewing and Improving everything on the Canvas(es). The split between Reviewing and Improving is softened, so there is more flexibility in who can be invited to each part of this conversation. But, like Scrum, it is essential that teams Review and consider Improving everything on the canvas in every cycle.

The Initial Value List (To Do Canvas) in the ES ScrumBoard will normally record many of the "configuration parameters," including roles, team rosters, team practices, reporting requirements and so on. As a result, these things are consciously decided up front. After that, in every cycle, "reviewing and improving everything" means that these most basic parameters can be actively re-negotiated and optimized.

The ES ScrumBoard is the only "required" report or artifact in Enterprise Scrum. It includes everything that Scrum includes as backlog, sprint backlog, and the product increment AND now includes tracking and reporting on any number of metrics that matter to the team(s), stakeholders, leaders, and customers.

Some Additional Adaptations

In large projects and programs, it's common for several teams to share a Primary Value List and to coordinate their efforts on a common purpose, tracking shared metrics, for the same customer or delivery. The hardware of a phone might ship with a number of pre-installed apps or a city government might want a coordinated surge of multiple services in one neighborhood. In such cases, and/or with different kinds of work, we sometimes make additional adaptations.

Daily Scrum: It's common for software teams to work in two-week cycles and hold daily scrum ceremonies to review progress and coordinate each day's work. In many instances of Enterprise Scrum – the nature of the work, the configuration of teams, and/or the length of the delivery cycle – holding daily scrums may not be useful. Teams working in monthly or quarterly cycles might consider weekly scrums, which might last longer than the usual 15 minutes. When many teams are working together in Enterprise Scrum, the daily or weekly scrum meeting is followed by a Scrum of Scrums. Each team sends one or two representatives to coordinate their team's work with the other teams.

Dependencies: In both cases, the purpose is to resolve dependencies within and across teams. The meetings should be only long enough to do that. When dependencies are many and can't be eliminated by adjusting the structure of the work and/or the teams, charting them can be helpful for tracking. List the teams across the top and down the sides of a matrix, marking one list as "dependent" and the other as being "depended on."

Definition of Done: In software, it's common for team(s) to set a globally shared Definition of Done. It's essential that everyone knows and agrees on what is to be delivered, even more so when many teams are working together. And then, every team needs to be able to hit that mark. Mike loved to say, "If you have many teams working together and some of them aren't hitting their Definition of Done, you don't have a technical problem – you have a POLITICAL problem!" In different situations, teams will establish a global Definition of Done, local Definitions for individual pieces of work, and sometimes both. Make – and meet – whatever agreements are necessary to deliver value together.

Finally, a single-team variation on the ES ScrumBoard can be introduced when a new, single, standard scrum team is created. In this instance, we've wrapped many of the panels of the Initial Canvas around a team's sprint backlog task board. In this way, the team focuses their efforts during the sprint on moving tasks across their board. As issues arise, often during daily scrums, they are written on stickies and posted into whatever canvas panel makes sense. Sometimes, these are impediments for their Scrum Master to work on. Otherwise, during their retrospective, the team "relaxes" their focus to examine these issues and make adjustments. Meanwhile their backlog is managed in the usual Scrum ways.

Some interesting things happen when we visualize everything, even for a single team. First, we get to establish and update a meaningful purpose atop the team's board. Then, issues with leaders and managers, outside resource groups, stakeholders get visualized. It's a very different (and better) kind of conversation when the leader sees himself or herself on the board and comes to the Scrum Master to initiate the conversation about how they can make things better.



An example of a minimum viable single-team starter canvas.

Finally, if there's ever any need for the team to scale or otherwise coordinate with additional teams, the essentials of the Enterprise Scrum canvas are already in place. Just add the teams, reconfigure the board, and carry on.

All-at-Once Management

Enterprise Scrum and the ES ScrumBoard support Agile Management, the delivery of incremental customer value in short, iterative cycles. This is what allows quick and effective responses to change and disruption. Easily and naturally, we plan, collaborate, review and improve everything that matters, which is to say everything on your canvas, in every cycle.

Mike called this "All-at-Once Management" because everything that matters is in the canvas AND because teams optimize performance across customer experience, employee engagement, business value and wider social impact metrics. Beyond this, any combination of structural, funding, deliver cycle, reporting, scale, product and service delivery elections is allowed and supported by Enterprise Scrum.

A minimum viable form of agile management can be established immediately at any level of an organization, with any team or group of teams, directly on top of existing

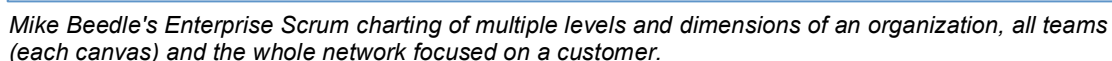
cadences. Any team can visualize all of their pending work in a canvas and – continuing with whatever cadence(s) they already use (from weekly meetings to quarterly reviews) – begin to pull specific work (decisions, tasks, etc.) into each new cycle.

At the end of each cycle, they need only take some time to Review and Improve everything on their canvas, before beginning their next cycle. None of this is radical stuff, but most teams aren't usually this rigorous. BUT... every team must select and monitor their performance against at least one customer-focused metric.

As we'll see next, all-at-once management works top to bottom, end-to-end. Plan, Collaborate, Review and Improve works from the C-suite to the showroom floor, and everywhere in between. Even the business agility transformation itself can be managed in an agile way. The driver is this requirement that every team and group be focused on delivering measurable value to a customer. Already, this is satisfied in every canvas. Now it can guide the reshaping of the entire organization.

– Francisco Varela, Biologist, Philosopher and Neuroscientist introduced the concept of "self-organization" in living systems

We can think of the various canvas panels as "inboxes" that allow customer teams and specialized functions to visualize their exchanges of "to do" items. In this way, the Enterprise Scrum language allows us to describe, and manage directly, the real work of any organization, instead of trying to force it into idealized rules, arbitrary groups, and meaningless labels.



Even when starting with just one or a few teams, buried somewhere inside of a large organization, it can be useful to start from the top of the organization and chart our way down (or across) to the teams we're working with. At this point, we don't need to put every detail in every canvas. Just sketching them roughly in this form gives us important context and begins to shift the focus from a hierarchy of individuals to a network of teams.

The easiest way to start charting is with existing, traditionally organized, functional groups. There is real value in charting the organization as it is now. BUT... the real value is in supporting work and outcomes that require crossing and connecting existing silos. This doesn't mean the silos need to be smashed and reorganized. They can be invited to evolve.

Organize Around Customer Segments

Enterprise Scrum puts the Customer Experience at the center of Business Agility, because nothing drives this kind of organic, emergent agility than focusing on customers and what they value most. A business exists to serve a customer need, not the other way around. Without a customer there is no business.

Stephen Denning likens this fundamental shift to the Copernican revolution, when humans realized that the sun rather than the earth was at the center of the solar system. Traditional silos are organized around the functional parts of an organization and serve the convenience of the business. In Business Agility, everything else emerges from and revolves around what customers need and want, what adds value and delights them.

All-at-Once Management can be introduced within one or a few teams and expand organically from there. The canvassing practice lets you bring together one or more cross-functional teams, focused on a single customer segment. This might be done on some sort of experimental, taskforce basis.

Such a group can begin working more closely together, review and improve as they go, and see what further adjustments are needed. When they come back asking to sit together or to report to the same person, you'll know it's time for some structural changes. When the teams they interact with come asking for their own canvases, you'll know a new customer-centric view is taking hold.

Scale Collaboration with Portfolios of Portfolios

Working like this, the Agile Organization emerges as portfolios of portfolios. The company is a portfolio of business units, each of which serves a portfolio of customer segments, any of which might be delivering on a portfolio of value propositions. Each portfolio is managed, in a cycle, by a team, with a coach and an owner – and its own canvas.

Generally, we'll use portfolio canvases for operations, scaling canvases for projects and programs, and more specialized canvases for support groups like finance, marketing, HR and Compliance.

All of these canvases are linked, with decisions, requests, resources, feedback and more being exchanged through those connections. The "org chart of the 21st century"

maps all the teams, canvases and connections, including all the various supporting functions needed to deliver value to customers.

When linking the various groups, the canvases for any specialized functional groups will be linked to other team, program, and unit canvases of the teams they serve and support. In the same way, the decisions (outputs) that are the primary "work" of company leaders, managing a portfolio of business units, become the environment/leadership inputs of each of those units.

Portfolios implies investment, from business units, to customer segments, all the way down to tasks. Portfolios are sets, grouped together for a reason, for a purpose, like the purpose of serving a particular customer segment. It defines the whole of that work, even as it simultaneously demands focus, because we can't do everything at once. Focus requires prioritization – and makes individual investments possible.

At the company level, senior leaders manage a group of business units, prioritizing and focusing to allocate investments of time, energy, capital, etc. At the team level, individual members go to the ScrumBoard and pull the next tasks, and invest their next few hours in those specific tasks. Top-to-bottom, end-to-end, the agile organization manages itself as portfolios of portfolios, each one prioritized, focusing and coordinating every kind of investment. Portfolios support true scaling. They scale the collaboration rather than a rigid set of rules.

Manage Transformation and Innovation

Once we understand the organization as a portfolio of portfolios, all focused on specific groups of customers, what is normally called Agile Transformation emerges as simply the management of that highest level portfolio, where business agility IS the purpose. And then we dissolve that into the work of every canvas, enterprise-wide.

We can chart as a network of teams and ES ScrumBoards, as a portfolio of portfolios, the oldest, most rigid hierarchies, the most agile start-ups, and any organization in between. Once charted, we can create and prioritize an Initial Canvas for making that organization more agile. In that Canvas, we'll configure a team (likely the senior team), with an owner (commonly the CEO), a suitable coach, a cycle, and whole range of possible investments in business agility.

The work of that team, mostly in the form of decisions, will be delivered incrementally, according to the team's establish cycle. Those decisions, and the investments directed by them, will inform the priorities of other portfolios, first and the business unit level, and then diffusing from there. The implication is that ALL the work in an organization is decisions.

The purpose of Agile Transformation is NOT to transform the organization. That would be arbitrary and meaningless, but of course this is very common. No, the point of Agile Transformation is to transform the experience of the customer. This makes the work meaningful. It grounds, in value and purpose, whatever personal challenges, changes and learning will be required of the people who do the work.

Focus on ONE customer segment at a time. Transform greenfields before growing segments, saving the largest, most established businesses for last. Create an innovation portfolio to incubate new ideas and a separate canvas for each initiative or

customer segment to be served. Transform simpler, independent segments before platforms that support multiple products and/or segments. Every investment is incremental and iterative and every transformation should help make fast feedback, learning and adaptation "just the way we do things around here."

The goal of business agility transformation is that every decision, at every level and corner of the organization, is taken to serve a customer. Every decision changes the world, even if only just a very little bit. Enterprise Scrum helps make them more visible and more positive, because all those little bits add up to satisfaction, engagement, profit and the world we all share.

Leaders Go First

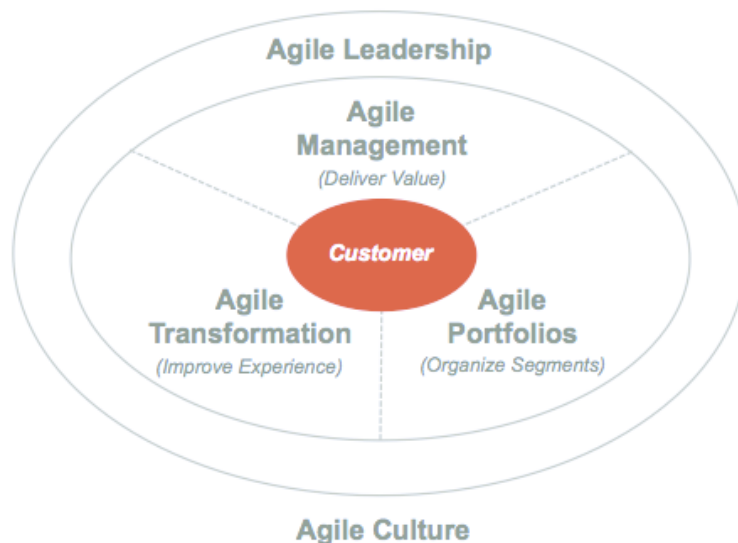
We've defined Agile as inviting transparent, iterative, all-at-once Management, delivering customer value, viewed Organization as portfolios of customer segment portfolios, and suggested that Transformation of the customer experience should be the work of the whole organization.

Agile Leadership defines, shapes and holds the space for all of that. In Enterprise Scrum, Agile Leadership invites and supports Agile Management, Agile Organization and Agile Transformation. Agile Leadership articulates vision, frames purpose, sets priorities, supports focus and commitment, removes obstacles, monitors results and invites feedback, review and improvement.

Most leadership teams will already be operating within established cadence(s), weekly or monthly meetings, quarterly reviews, annual budgeting, for instance. Annual cycles are long, but the others can be useful starting points. Within those existing cycles, create an ES ScrumBoard for the senior team, and make the flow of work more visible, purposeful and collaborative. Make sure the canvas has at least one customer-focused metric. Then simply Review and Improve everything on the canvas, every cycle.

Agile Leadership is practice made visible. Leaders go first. In Enterprise Scrum, the senior leadership team works in an ES ScrumBoard, managing at the level of the whole. The CEO is Owner. The officers are the team, but those officers are also the owners of their own business unit teams/scrumboards. As the team models and shares agile practices, in action, Agile Leadership expands to engage and include everyone in the organization.

The Agile Organization



Dimensions of Organization Agility.

Culture Follows Practice

Culture is the field in which all of this, the old work and the new, happens. Culture is the sum of what everyone knows is good and right and true in and about an organization. Consider it this way: every person in the organization sets the culture in 20 square feet. Or, as Willis Towers Watson's industry-leading employee engagement survey practice tells clients, "Engagement is a choice. It can't be driven or mandated, by leaders and managers. They can only make it easier (or harder) for people to choose engagement for themselves."

Invitation is the essence of agile leadership and engagement. In Enterprise Scrum, purpose, priorities and boundaries are "offered" to teams, who "pull" work that matters rather than having it sold, pushed, mandated or assigned to them. This allows people to work in service rather than simply to survive. Agile leadership strives to support vs. control, to appreciate vs. motivate, to get feedback vs. win followers. Inviting leadership invites more leadership.

As suggested my diagram of the Agile Organization, Agile Leadership "holds a space" for customer-centric agile practices. Initially, that means providing a supportive buffer between the established culture and the new practices and inviting more and more people from the established organization into a new, customer-centric agile one. As business agility grows and matures, leadership supports the diffusion of the agile mindset and practices to invite a more agile culture throughout the organization.

Current culture always supports current practice – that's what it's for. Sometimes this makes inviting business agility difficult – but look for and leverage any aspects of current culture that can support agility now. Culture often changes slowly, indirectly – except when it doesn't. Leverage (external) disruptions to accelerate learning and evolution. Articulate new and larger purposes. Invite and make canvases with coalitions of the willing. Invest in silo-crossing, customer-focused, experiments. Leaders go first and model the way. Expect progress to be messy and incremental, but eventually it becomes more awkward to choose the old ways and easier to choose agility.

Evolve Toward Subsumption

A truly agile organization, one that understands itself in the simple, dynamically-linked and transparent portfolio of canvases suggested by Enterprise Scrum's "organization chart of the 21st century," will operate in a state of "subsumption."

This strange word, and likely unfamiliar concept, is borrowed from the world of robotics. Essentially, it means that the organization and each of its constituent teams are allowed and expected to learn directly from feedback they get from their environment and each other. In subsumption, individuals and their teams are subservient to the enterprise vision and mission, not another individual or role.

In 1990, Professor Rodney Brooks launched the company now known as iRobot in space leased from Scrum inventor, Jeff Sutherland. Brooks' robots ran on subsumption architecture, using simple rules to produce highly intelligent behavior from complex adaptive systems. Each part of those robots probed, sensed and learned from its

actions in an environment, rather than being "pre-programmed" with knowledge and rules. This made the robots light and adaptable.

In the same way, teams working in subsumption can work directly with whatever is showing up in their environment, sensing and adapting in real time. They work in coordinated ways, within a set of boundaries and relationships. They are self-organizing, guided by broader, meaningful customer-centric purposes – rather than following pre-approved scripts and managerial mandates that may or may not fit new and complex conditions.

Working in subsumption, an agile organization learns and evolves together. Every part and every level is lighter and faster, adapting informed by a clear, shared commitment to serving people better. Each one determines what serves that goal best, moment to moment, *in its own context or environment*. Mike Beedle used to say, "If you don't understand subsumption, you don't understand Scrum." Subsumption implies collaboration between layers, dimensions, or facets of awareness and action.

Simple, clear purpose and principles give rise to complex and intelligent behavior. Complex rules and regulations give rise to simple and stupid behavior.

– Dee Hock, Founder of VISA Inc.

Where to Start?

Start by inviting Agile Management in one or a few teams. Start with the people around you, as far out and up and across as you can reach. Start at the top if you can. Leaders go first!

Start with existing departments, functions, and silos, but start thinking in terms of customer segments and portfolios, too. Probably you're already managing and delivering value to customers in a variety of weekly, monthly and quarterly cycles, but Enterprise Scrum will help you articulate and make sure you really agree on existing parameters like team purpose, members, cycle length, and key activities.

Start in a canvas, customized for your work, team and environment. Focus and actively commit to the work you choose to deliver in each cycle. Establish, monitor and validate performance metrics, making sure to include at least one meaningful measure of customer experience. Strengthen your plan-collaborate-review-and-improve cycle – don't skip those last two steps!

Start by mapping your current organization into a portfolio of portfolio canvases. Think about how your organization is currently structured. Chart it as portfolios of portfolios to understand your context freshly. Visualize the relationships between business units, customer segments, value propositions and supporting units. Notice where you're currently organized around functions vs. customer segments.

Start Identifying and exploring together the issues and opportunities for strengthening customer focus. Consider sketching all or part of a customer-centric, canvas-based org chart and the most important moves (decisions and investments) required for getting there. Maybe that's the beginning of an Agile Transformation team with their own ES ScrumBoard.

Anywhere you start, the work is the same: Invite, Visualize, Plan, Collaborate, Review and Improve. Then invite nearby groups to understand your canvas and help them make their own. In this way, you can use the language of Enterprise Scrum to agilize anything.

Agilize Anything

Enterprise Scrum is a true framework to invite and support a simple, powerful kind of business agility. It offers more open questions, options and choices than answers, but it's rigorous enough to be effective throughout any kind of organization and light enough to avoid provoking immune responses. It's a language for describing the most complex practical realities in organization, shaped and tested by Mike Beedle for over 20 years.

It helps surface and sort myriad possibilities and connections, without collapsing into rigid prescriptions. In this way, it invites and supports what Jutta Eckstein and John Buck have proposed as the core values of company-wide agility: emergent self-organization, transparency, customer-centricity and continuous learning. These values, NOT some set of fixed rules, are what we need to be scaling. Enterprise Scrum makes this easier.

Agilizing everything was Mike Beedle's dream. Enterprise Scrum was his way of extending and expanding the benefits of Scrum to whole, even huge, organizations. For all their value and power, Enterprise Scrum and Business Agility are surprisingly easy to begin. Simply map what you're already doing into one or more canvases.

There is no risk (and likely considerable value!) to the business in visualizing, aligning, and agreeing about how the business currently functions. There is no risk to the business in putting delighting customers at the center of those conversations. There is no risk in creating a canvas full of adjustments, improvements and/or transformations to serve them better. No risk in exploring and prioritizing those ideas and opportunities. And THEN... take them only as fast as makes sense.

Enterprise Scrum will help you visualize and manage everything. Use it as a language for describing your work, rather than a set of prescriptions to follow. Put items where they make sense – e.g. sometimes cycle length is set by leadership, other times by the team. Use the framework to focus on and organize around your customers' experiences and business value. Evolve iteratively, incrementally. Review and improve everything, relentlessly. It can be a bit messy in the beginning, but then doing great work can get to be quite a lot of fun, too.

A Call to Greatness

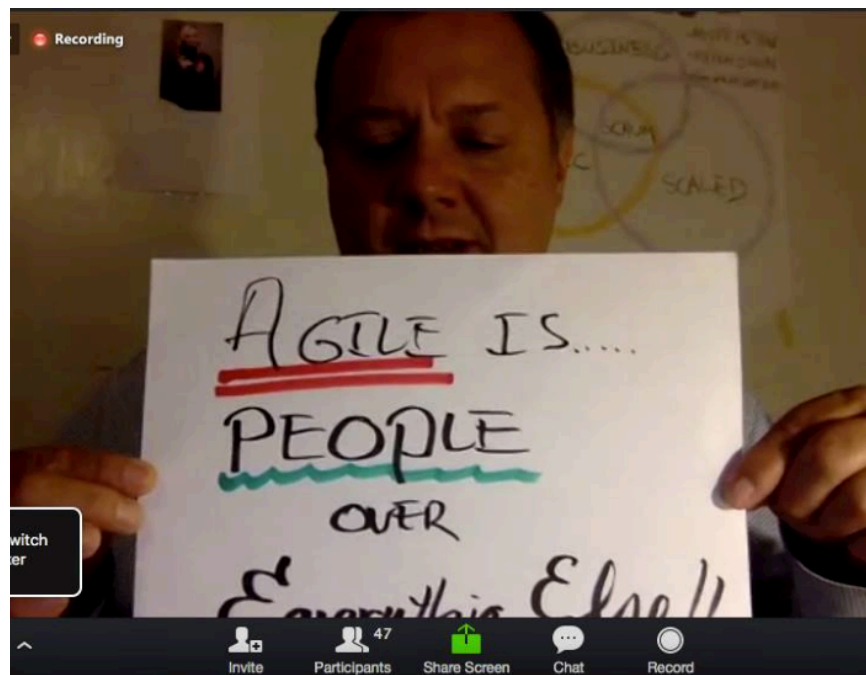
Mike Beedle saw Enterprise Scrum as a call to greatness. He developed it as an invitation and a challenge to improve employee engagement, business performance and value, and our overall impact in society and the world – All At Once – by focusing rigorously on continuously improving our customers' experience and making a difference *for people*.

Enterprise Scrum is an invitation and a challenge, to everyone in any kind of organization, to bring out everything they know and can think of doing, to achieve important and meaningful purposes, to sort it all out with their colleagues and even their customers, and to get it done together – across silos and functions, and in spite of all obstacles.

Enterprise Scrum suggests that leadership, management, the delivery of great products and services, and even organization transformation are fundamentally the same shape: a set of options and choices that can be visualized transparently, prioritized dynamically, tested collaboratively, and reviewed and improved continuously. Every choice, at every level, is an experiment in making the world better for ourselves and others.

Finally, Enterprise Scrum holds that culture is driven by practice, so if we want a new, different and better organization and world, we need to do the hard work of practice. That starts with invitation – responding to this one and issuing your own – inviting colleagues to experiment with Enterprise Scrum. Make a beginning. It's just a canvas. Don't make it too complicated. But don't give up, either. Keep reviewing and improving, wider and deeper in the organization, evolving and transforming, together.

It's just a canvas, but it changes everything.



Mike Beedle teaching ES online: "Agile is People over Everything Else!!"

About Mike Beedle

Mike Beedle was a co-author of the Agile Manifesto and co-authored the first book and some of the earliest papers on “Agile” and “Scrum.” He was the co-founder and CEO of three Scrum-managed companies, including Enterprise Scrum, Inc., and trained thousands in his Scrum certification classes. On March 23, 2018, Mike was killed on the street in an apparent robbery.

In the words of Scrum creator Jeff Sutherland, "Mike was an amazing and magical guy who could take a new idea like Scrum and not only build hyper-productive teams but deliver a hyper-productive company! He is irreplaceable in the Scrum community and he will be missed greatly."

It's fair to say that his passion for learning and improvement, for all kinds of people and work that mattered, touched and helped transform the lives of millions of people. His passion lives on in the practices he pioneered, the people he taught and the materials archived at enterprisescrum.com.

About Michael Herman

Michael Herman has been inviting agility, responsible self-organization, and evolution in organizations since 1990. He's coached teams, trained facilitators, and supported leaders on six continents, having started as a financial and project management consultant to hospitals and a course instructor for Outward Bound USA.

Michael introduced the Inviting Organization in 1998 and introduced Open Space to the Agile community in 2002. Since then, he's contributed to a number of Agile practice innovations, including Enterprise Scrum, Open Space Agility, and BOSSA Nova. He's been certified by the Scrum Alliance as a Scrum Master and Scrum Professional and by Mike Beedle as an Enterprise Scrum coach and trainer.

Michael is based in Chicago and travels as needed, to support business agility in all kinds of organizations. Find him online at michaelherman.com

About Basic Scrum

Scrum is one of the “lightweight methods” that inspired the Agile movement. The definitive Scrum Guide, weighing in at less than twenty pages, articulates a few roles, artifacts and ceremonies (meetings), but that's enough to enable increases in quality, speed, learning, and engagement, while decreasing risk and waste.

When people talk about “doing Agile,” 70-80% percent of the time they’re talking about Scrum. It's been proven around the world in software development and applied to dozens of other domains.

Scrum works by addressing change, complexity and uncertainty directly, in small iterative bites, commonly in two week cycles called Sprints. Team autonomy is high, but bounded by transparency, with everyone focused on delivering the greatest customer value. Cross-functional teams are created with all the skills they need to deliver whole, “vertical slices” of work, meaning they have a little bit of everything required in the end result. Feedback comes directly and frequently and teams learn quickly. Forecasts and budgets improve from wishful thinking or wild guesses to mathematical projections based on real and recent team performance.

The Scrum Guide specifies three Scrum roles, three artifacts and five ceremonies:

Roles: In Scrum, a Product Owner is responsible for setting priorities: making sure the team is building the right things and building the most valuable things first. The Team that does the work is self-organizing, meaning they have direct responsibility for figuring out the best ways to deliver the desired results. The Scrum Master or Coach is responsible for facilitating the ceremonies that help the team plan, collaborate, review and improve.

Artifacts: The first artifact is the Backlog, which starts with a high-level vision that is then sliced into smaller and smaller pieces of work to be delivered. This is how the Product Owner communicates to the team what is needed and the team figures out how to build it. Every Sprint, the team commits to deliver a small slice of the Backlog, this list is the second artifact, the Sprint Backlog. As they do the work in the Sprint, many teams will opt to track their project in a Burndown Chart, to check their pace toward delivering everything promised for that sprint. The third (official) Scrum artifact is the potentially shippable product increment, the slice of working software that is delivered at the end of each Sprint.

Ceremonies: Every Sprint starts with a Sprint Planning meeting, where the team decides how much of the top priority work they can do this Sprint. Then they meet for 15 minutes every day to check each other's progress, identify obstacles, and manage dependencies. At the end of the Sprint, they deliver and demonstrate their finished work for their Stakeholders and/or Customers. The most important meeting in Scrum is the Retrospective, where the Team designs and tests ways to make their work process better.

Taken together, these characteristics create the potential for what Jeff Sutherland calls hyperproductivity: doing two to four (or more!) times the work, with a fraction of the time and resources required with traditional project management.

Additional Resources

The New New Product Development Game

An important inspiration for Scrum, Nonaka and Takeuchi, 1986. “A group possesses a self-organizing capability when it exhibits three conditions: autonomy, self-transcendence, and cross-fertilization.” The NNPDG explains the essence of Scrum much better than the Scrum Guide, which is more of the mechanics of Scrum.

Enterprise Scrum is a derivative of Scrum... NOT the Scrum Guide.

<https://hbr.org/1986/01/the-new-new-product-development-game>

The Manifesto for Agile Software Development

The original Agile Values and Principles, drafted and shared by seventeen software development thought leaders, 2001.

AgileManifesto.org

The Scrum Guide: The Rules of the Game

Still under 20 pages and revised every few years by Scrum originators Sutherland and Schwaber, since 2010.

ScrumGuides.org

The Scrum@Scale® Guide

Jeff Sutherland and Scrum Inc.'s guide to scaling scrum, revised since 2006.

ScrumAtScale.com

Enterprise Scrum

Mike Beedle's definitive papers and video presentations (2010-2018) and links to supporting materials, coaches, and practitioners around the world.

EnterpriseScrum.com

Company-wide Agility with Beyond Budgeting, Open Space, Sociocracy and Agile

Eckstein and Buck, 2018.

AgileBossaNova.com

Integrative Complexity

Why do canvases make teams and organizations smarter? Research suggests vision and details. <https://medium.com/the-mission/studies-show-that-people-who-have-high-integrative-complexity-are-more-likely-to-be-successful-443480e8930c>

See also

[Beyond Budgeting](#)

[Business Model Canvas](#)

[Design Thinking](#)

[Radical Management](#)

[Zone To Win](#)