



**Gunther Verheyen**, independent Scrum Caretaker  
Regional Scrum Gathering | In-person event  
Belgrade (Serbia) | 28 & 29 October 2024



ScrumAlliance  
**REGIONAL SCRUM  
GATHERING™**  
28-29 OCTOBER 2024 | BELGRADE

# “Scrum Downfield”

The Future State of (your) Scrum



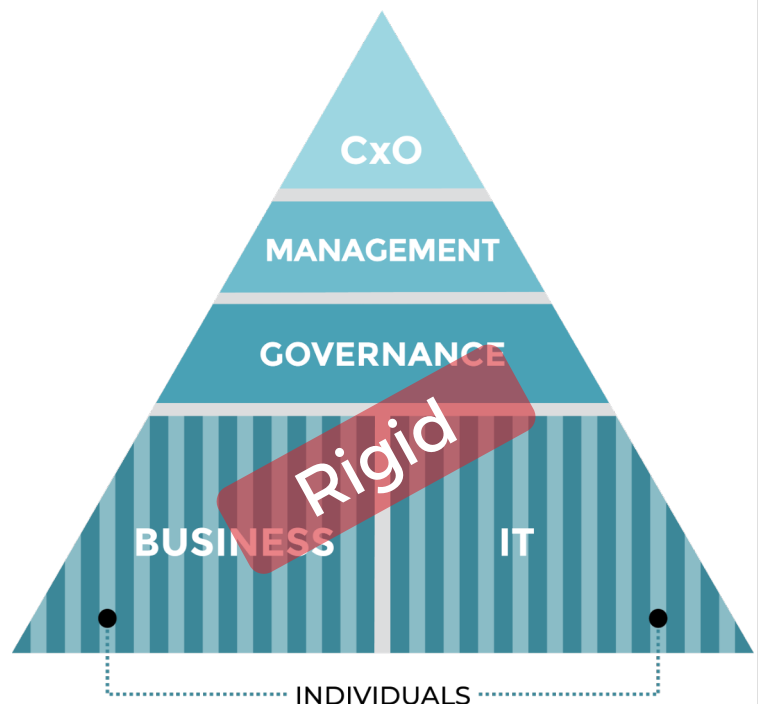
**#RSGBelgrade2024**

28 & 29 October 2024

**Gunther Verheyen**, Ullizee-Inc  
independent Scrum Caretaker

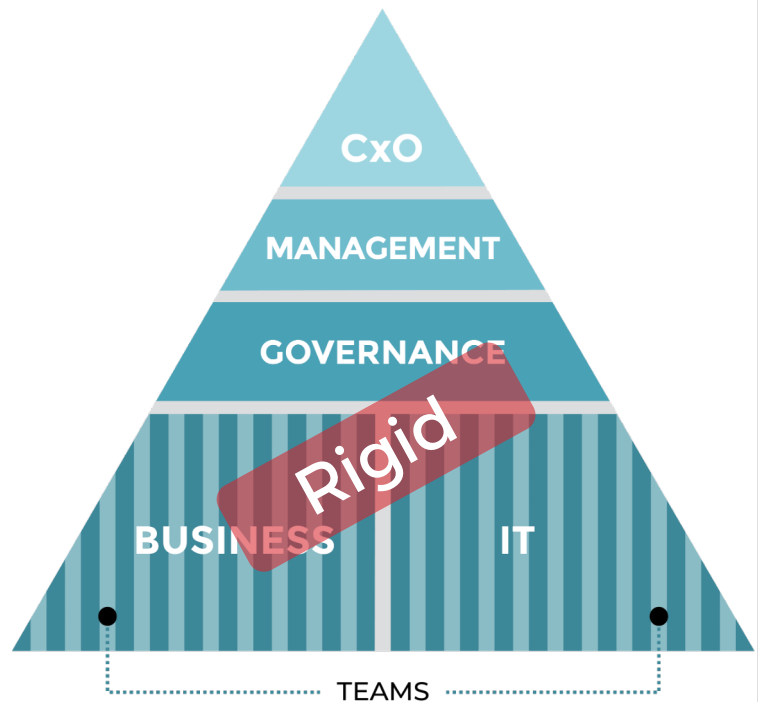


We were not  
organized for  
impact  
(but for  
utilization)





We are not  
organized for  
impact  
(but for  
utilization)



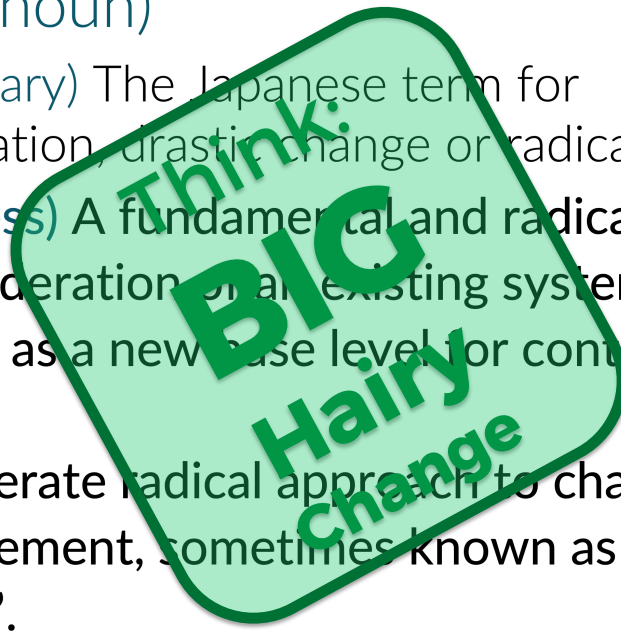
” More Agile teams does not  
make a more Agile organization.



## Kaikaku (noun)

/改革/

1. (dictionary) The Japanese term for reformation, drastic change or radical change.
2. (Business) A fundamental and radical reconsideration of an existing system, often serving as a new base level for continued Kaizen;  
A deliberate radical approach to changes and improvement, sometimes known as “System Kaizen”.



(Gunther Verheyen – Ullizee-Inc)

“Scrum is only used effectively if organizations re-think the structures around it.”

Gunther Verheyen  
independent Scrum Caretaker



## Scrum (n)

/skrʌm/

1. (dictionary | noun) An ordered formation of players, used to restart play;  
(dictionary | verb) Form or take part in a Scrum.
2. (Scrum) An empirical framework that enables people to derive value from complex challenges.

(Gunther Verheyen – Ullizee-Inc)

” ‘Product’ is the vehicle  
to deliver value.

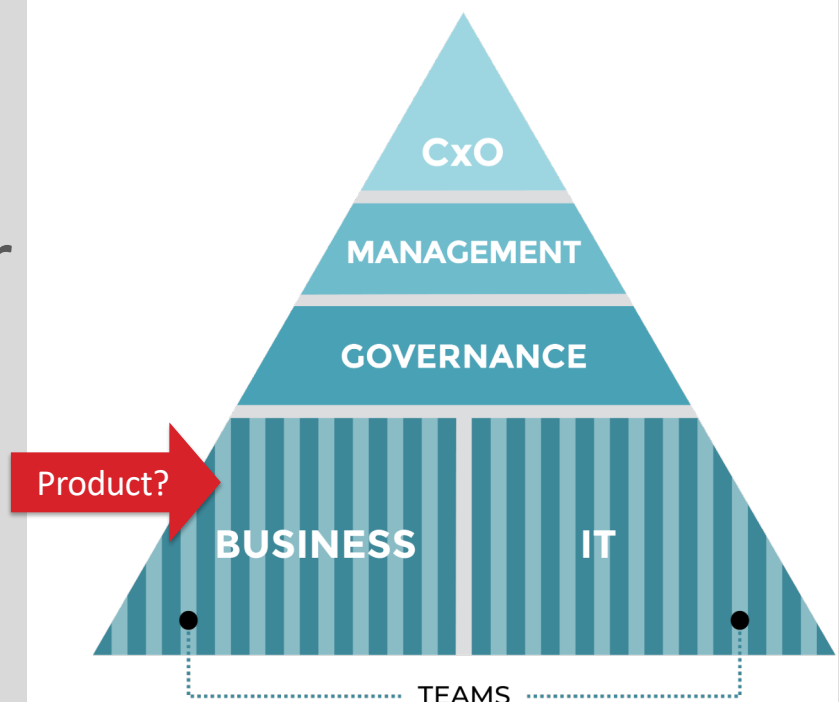


## Product (noun) /'prɒdʌkt/

1. (dictionary) An article or substance that is manufactured or refined for sale;  
A thing or person that is the result of an action or process.
2. (Scrum) A tangible or non-tangible good, device, service or experience providing value to identified consumers

(Gunther Verheyen – Ullizee-Inc)

We are not  
organized for  
impact  
(but for  
utilization)





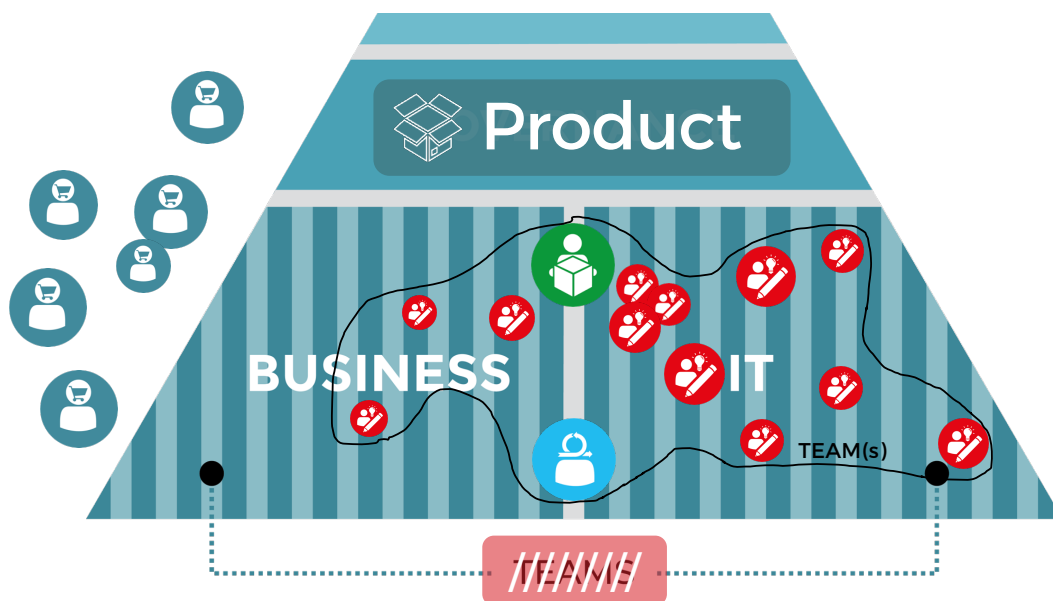
## 1/ Re-imagine your Scrum

### Know your Product

Product defines “Done”

“Done” defines team (skills)

## Picturing a Scrum Team in the organization





## Team (noun) /ti:m/

1. (dictionary) A group of people who play a particular game or sport against another group of people;  
A group of people who work together at a particular job.
2. (Scrum) A cross-functional collective of people committed to the shared purpose of creating valuable Increments of product.

(Gunther Verheyen – Ullizee-Inc)

## When defining 'value', consider all beneficiaries of value

Value is...



The benefit to the **CONSUMERS** of a product or service resulting from using it.



The benefit to the **SPONSORS** resulting from the availability of a product or service.



The benefit to the **CREATORS** of a product or service resulting from its development.



# What do you mean, a 'special' beneficiary of value?

When defining 'value', consider ALL beneficiaries of value

Value is...



The benefit to the **CONSUMERS** of a product or service resulting from using it.



The benefit to the **SPONSORS** resulting from the availability of a product or service.



The benefit to the **CREATORS** of a product or service resulting from its development.



The benefit to **SOCIETY**, the **ENVIRONMENT** or the **PLANET** resulting from the creation and use of a product or service.

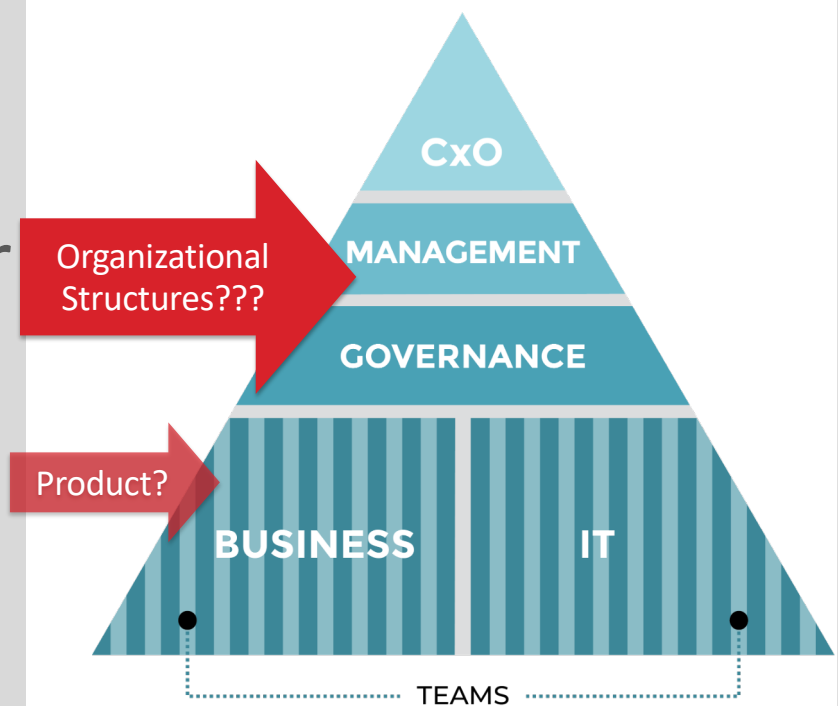




“Without a clearly identified  
‘product’, a Product Owner is  
hardly effective in delivering  
value.”

Gunther Verheyen  
independent Scrum Caretaker

We are not  
organized for  
impact  
(but for  
utilization)





**Conway's Law:** Any organization that designs a system (defined broadly) will produce a design whose structure is a copy of the organization's communication structure.

—*Melvin E. Conway (1967)*—

*The challenge is to optimize the organization's 'communication structure' for producing the best possible product architecture.*

*(Gunther Verheyen – Ullizee-Inc)*

## 2/ Re-organize around Scrum

Know your Product

Product defines Scrum

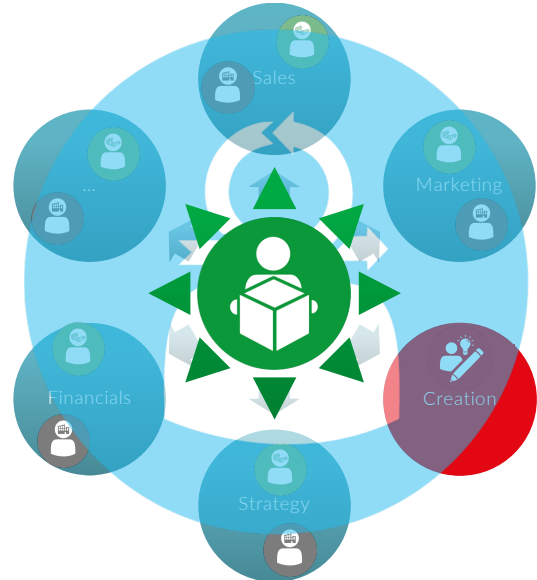
Scrum defines structure



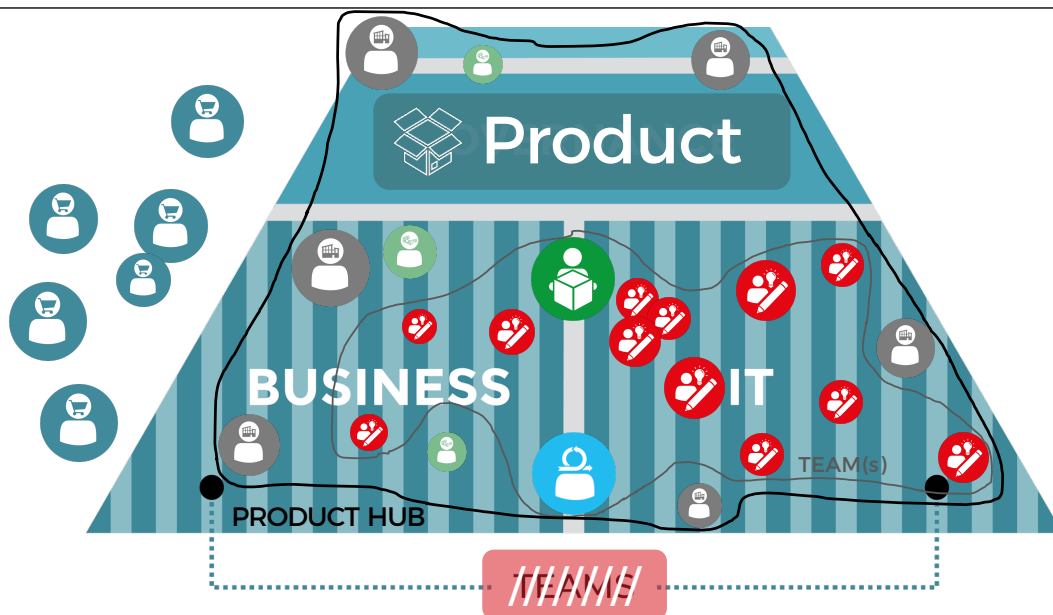
## Forming Product Hubs around Scrum

A **Product Hub** operates like a **start-up**, setting its own agenda and taking its own initiatives.

- **Management** acts as an **investor**, not intervening on a daily base but rather providing guidance, money and moral support at the outset.
- Authority is moved down the line, so **leadership** becomes a **distributed** quality instead of an expression of individual assertiveness and dominance.

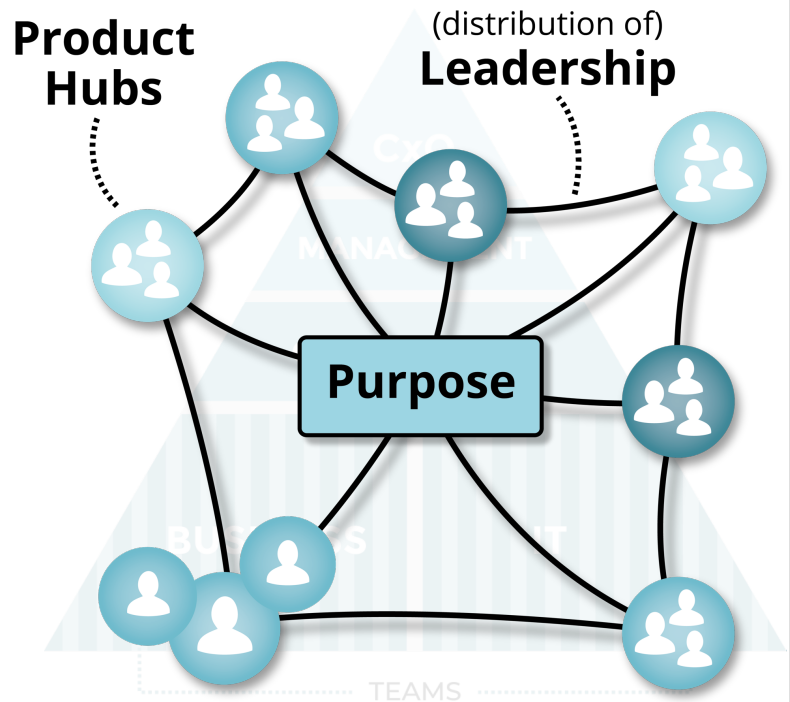


## Picturing a Product Hub in the organization





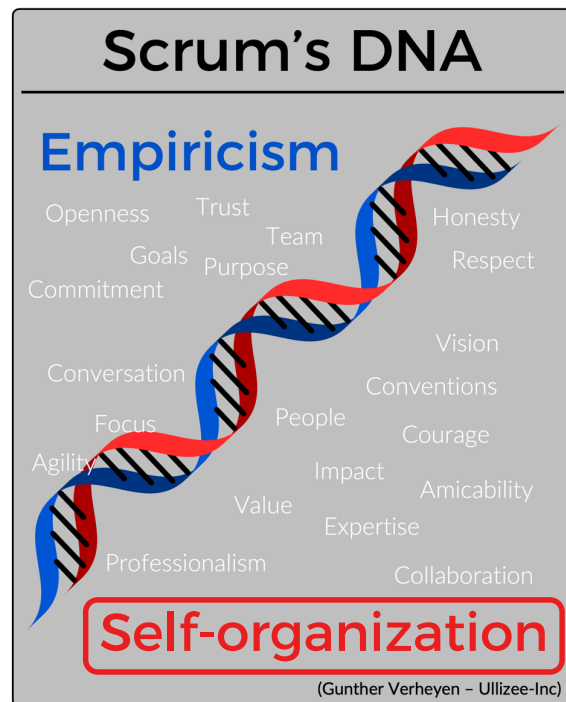
We are  
organized for  
impact  
(not for  
utilization)



What do you mean?  
In the end, it's still  
all about...people?



What is  
needed to  
address  
complexity



## Self-organization /ˌself'ôrgənə'zāSH(ə)n/

1. (dictionary) (noun) ---;  
(dictionary) (verb) To form an organized group without external guidance or direction.
2. **(Scrum)** The process of people forming organized groups around problems or challenges without external work plans or instructions being imposed on them.

(Gunther Verheyen – Ullizee-Inc)





## Why we need to focus on the people aspect

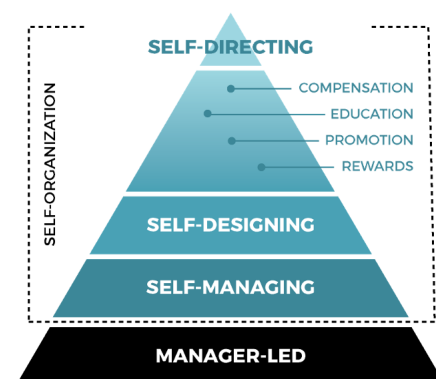


## 3/ Humanize the Workplace with Scrum

Scrum invokes engagement through self-organization:

- Self-organization is more constrained by organizational constructs than by people's intrinsic abilities.
- Scrum provides boundaries for self-organization to be more effective.
  - Accountabilities, minimal rules, time-boxing and focus.
- Self-organization works better against a purpose, vision & goals.
  - At the organizational, product and Sprint level.

### Areas of Self-organization



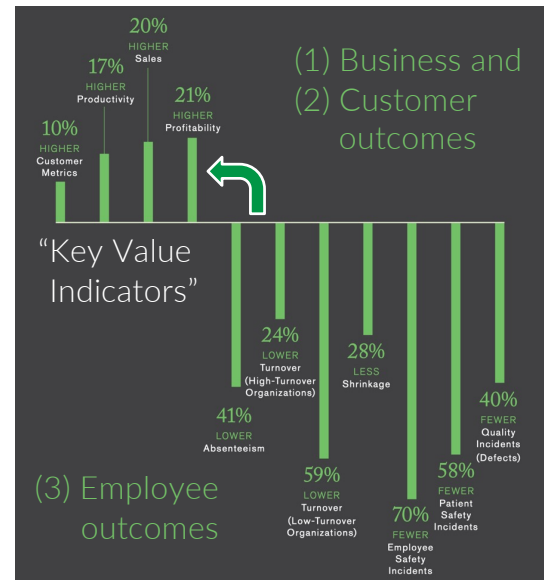
(Gunther Verheyen – Ullizee-Inc)



## Humanizing the Workplace is worthwhile

“Businesses that orient performance management systems around basic human needs for psychological engagement get the most out of their employees.”

[Source: Gallup - State of the global workplace, 2017]



“Employees who are engaged actually care a lot more.”  
(about team, customer and enterprise outcomes)

Gunther Verheyen  
independent Scrum Caretaker



“Organizations need to adopt a **management style** that promotes this process (Scrum).”

[source: The New New Product Development Game]

### Scrum's DNA

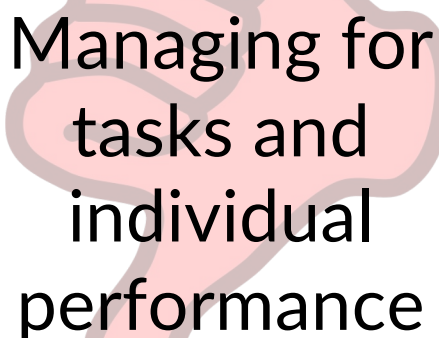
**Empiricism**

Trust  
Team  
Honesty  
Respect  
Vision  
Conventions  
Courage  
Amicability  
Expertise  
Collaboration

**Self-organization**

(Gunther Verheyen – Ullizee-Inc)

## Humanize your workplace (upon Scrum)



Managing for  
tasks and  
individual  
performance



Fostering an  
environment that  
inspires people to  
engage





**Spin up your  
Scrum**  
(to move  
your Scrum  
downfield)



THANK YOU



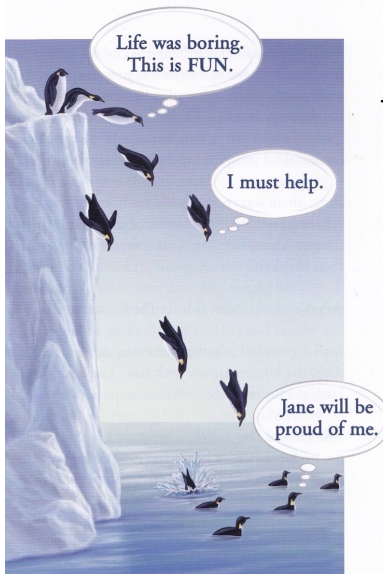
# Gunther Verheyen, independent Scrum Caretaker

## Regional Scrum Gathering | In-person event

### Belgrade (Serbia) | 28 & 29 October 2024



## About Gunther Verheyen



### independent Scrum Caretaker for Ullizee-Inc (on a journey of humanizing the workplace with Scrum)

- eXtreme Programming and Scrum since 2003
- Professional Scrum Trainer since 2011
- Shepherded Professional Scrum and co-created Agility Path, EBMgt, the Nexus framework for Scaled Professional Scrum at Scrum.org (2013-2016)
- Author of “Scrum – A Pocket Guide” and “97 Things Every Scrum Practitioner Should Know”



mail [gunther.verheyen@mac.com](mailto:gunther.verheyen@mac.com)

LinkedIn [@Ullizee](https://www.linkedin.com/company/ullizee)

web <http://guntherverheyen.com>