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The Agile Product Operating Model (APOM) - An Evidence-Based Approach

Traditional operating models are no longer enough in an era of constant change and rising complexity. The Agile Product Operating Model is designed to help organizations deliver value continuously, adapt faster and thrive in uncertainty. Practices like Agile Product Portfolio Management and Evidence-Based Management can help organizations thrive in uncertainty and deliver enduring value.

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Delivering value in the 21st century

If the 21st Century has one word to describe it so far, that word would be “uncertain.” Surprises happen frequently and are often way outside of anyone's scenario-planning activities. Per the book, *Thank You for Being Late* by Thomas Friedman, we have entered the supernova where climate, technology, and globalization are changing so quickly that the energy released into the world is like a cosmic supernova. [1]

Uncertainty over time is nothing new, and we have been building approaches for dealing with uncertainty since the dawn of civilization. Francis Bacon and John Locke founded the ideas of empiricism in the early 1600s in response to rationalism, which could not deal with the unknown. In the modern world, Lean Startup, Agile, and Design Thinking are but three approaches that lean into the empirical method in pursuit of knowledge and value. All three approaches encourage the users of these approaches to define the desired outcome and do small experiments while measuring results and building understanding.

Water-Scrum-Fall still is the reality

Scrum has been adopted throughout many organizations, but at scale, most organizations lean on the incremental delivery capability rather than using Scrum to reduce risk and experiment toward value effectively. Scrum is being used in the context of a larger, sequential, or waterfall approach. Yes, work is broken down, and small chunks of value are delivered frequently, but there is no overall learning or feedback loop. Because of the complexities of scale, organizations often focus on outputs rather than value. This leads to lots of work being done, but value being elusive. It also encourages a heavy investment in middle management, dependency tracking, and integration efforts to ensure that each element fits together and is on track.

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This failure has many reasons, but can be described in three buckets:

- **Business and technology continue to be disconnected** - It seems obvious, but much of the energy of progress comes from applying technology to solve customer problems. As famously described by the CEO of United Airlines, “We are a technology company with wings.” However, for most organizations, technology is a separate organization managed, funded, and arranged as a service to the business. That disconnect leads to confusion, decision latency, and a lack of focus. It also leads to two organizations with different Key Performance Indicators (KPIs), which ultimately results in confusion and too many projects in process simultaneously.
- **Bureaucracy and hierarchy** - The last 100 years have taught us much about organizing work, but those ideas are based on simple or complicated problems. Customers receive improved services or products at the “pleasure” of the company, which leads to customers having certain expectations on speed, quality, and satisfied needs. The focus of organizations is not to satisfy customers but to optimize itself for its own needs. This leads to organizations optimizing for control, with standardization and a focus on local efficiency. These structures do not help to embrace uncertainty and deal with unknowns.
- **Avoiding failure is more important than adding value** - The larger the company with a successful legacy, the less likely risks will be taken, and decisions will be made quickly. Leaders consider failure much more important to avoid than delivering new value and being innovative. That feeds into processes, authority, and strategy, ultimately resulting in overhead, decision latency, and lack of clarity about authority.

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SpaceX vs. Boeing CST 100 Starliner

A great example of the disconnect between traditional approaches to delivering products and approaches designed for uncertainty and value is in the area of human space flight. In 2014, the US government decided to support human space flight. Surprisingly, the contract for almost $7 billion was awarded to two companies: Boeing, an organization with a proven track record of human space flight, and SpaceX, which at the time were only supporting satellite launches in low Earth orbit. Because of their track record, Boeing received a lion's share of the contract with expectations that they would provide the primary launch vehicle. There was one significant difference between this contract and previous NASA contracts. It was fixed-priced based on clear outcome-based milestones. Boeing had little or no experience in fixed-priced contracts, having worked previously in a time and materials or cost-plus contracting model.

The result was a high-profile failure by Boeing, which left astronauts stuck at the International Space Station and incurred many financial penalties. The difference between the two organizations was described by Lori Garver, Former Deputy Administrator of NASA, as:

"The difference between the two company's cultures, design philosophies and decision making structures allowed SpaceX to excel in a fixed-priced environment where Boeing stumbled, even after receiving significantly more funding." [2]

Product: the paradigm for success in response to uncertainty

It is not a surprise that a project approach is not built to respond to uncertainty. Projects, by their very nature, are aligned to work, dates, clear scope, expected milestones, defined deliverables, etc. Uncertainty is the enemy of projects, undermining the ability to plan the work. Products are different because they are focused on satisfying a customer's needs and desires. And with all needs and desires, there is a significant amount of unknown. Uncertainty is at the heart of every product.

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The more innovative the product, the more uncertainty exists. The difference between product and project approaches can best be described in terms of a few keywords:

PRODUCT	PROJECT
Delivers customer outcomes	Delivers expected output
Emergent scope	Fixed scope
Success measured by value	Success measured by time, scope, cost
Long life cycle	Temporary life cycle
Focused, stable teams	Temporary allocated resources
Responsible for delivery, maintenance & customer service	Responsible for delivery
Feedback loops for learning and adapting	Plan driven
Empirical process control	Predictive process control
Collaborative, integrated decision making	Control processes disconnected from delivery processes

Of course, well-managed projects focus on an objective and manage uncertainty and risk. However, the underlying tools that support the approach focus on activities. Products also need to use governance and management tools; however, the mindset, alignment, and investment differ.

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A different approach is required

The SpaceX vs. Boeing Example highlights the need for organizations to embrace a different approach when their situations include a large amount of uncertainty. That approach is best described as adopting a product mindset and using products to align your organization and investment strategies:

- **Product Mindset** - Approach every problem with a view to stakeholders, users, outcomes, dependencies, ownership, and value. Much is written about the product mindset; the common theme is applying a holistic approach to a collection of capabilities serving customers and other stakeholders. Consider the things you create as solving customers' problems and delivering value for the long term. Products exist longer than projects.
- **Alignment** - Organize, structure, and manage products. Most organizations consist of teams aligned to applications, processes, skills, and software lifecycle stages. Aligning with the product is essential for a product-oriented organization. This provides teams and stakeholders with clarity of purpose.
- **Investment** - Plan and invest in products within a portfolio driven by strategy. Step away from the primary focus of investment being work, and embrace product portfolio management. That means longer-term investment cycles, but shorter-term product and portfolio steering. Embrace continuous investment based on value. Funding products rather than work allows organizations to build support for uncertainty by focusing on measuring goals aligned with strategy, allowing teams to decide on the most valuable work, which will change over time.

The mindset is often cited as the primary difference between project and product, and the mindset is perhaps the most important. By looking holistically at a product, teams can build a broader context and understanding. A product serves stakeholders in pursuit of value.

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By making that transparent, it is easier for teams to be motivated and innovative in the problem space. It connects to the ideas of intrinsic motivation described by Daniel Pink in his book *Drive: The Surprising Truth of What Motivates Us*. [3] Pink describes autonomy, mastery, and purpose as providing the context for intrinsic motivation. It is hard to build autonomy without purpose, and purpose directly connects to customers, outcomes, and value.

However, mindset alone does not differentiate a product organization from a project one. The mindset must be connected to organizational alignment and investment approach to make a real difference. Alignment describes how teams are organized, and investment describes how work is funded.

For example, suppose the organization embraces the product mindset but is still organized around skills and funded by projects. In that case, there is a significant overhead when the teams discover something that requires changes. Also, because product work would require multiple teams aligned to different activities, coordination and management would be complex, time-consuming, and require long up-front preparation. A product model simplifies coordination, focusing self-managed teams around products.

What is a Product?

Scrum has always placed products front and center with key artifacts, events, and roles, including the word "product." But before the 2020 release of the Scrum Guide, product was not explicitly defined, relying on a standard definition such as a good or service provided for sale or use. In the 2020 release of the Scrum Guide, more clarity was added.

> *A product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well defined users or customers. A product could be a service, a physical product or something more abstract.*
>
> Scrum Guide 2020

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The definition clarifies Scrum Teams in more abstract domains such as drug discovery and research. Ultimately, a product provides a way of grouping user capabilities in a logical fashion that makes sense to stakeholders and teams.

Product Definition

While the concept of a product might be well defined, applying that definition to establish your specific product boundaries is frequently difficult. Organizations have existing systems, external products, applications, departments, and teams, which makes deciding what should or shouldn't be a product difficult. In addition, existing political power structures provide an added complexity. Imagine telling a manager leading a large department that they will no longer be leading it, as the team will be divided into product teams! Ultimately, the defined products are a choice and will never be perfect. Some things to consider are:

- **Don't be constrained by existing skills or application-based teams** - Products align with user/customer needs rather than system, application, or skill needs. Teams with specialists who work cross-product will need to be broken up to support the product. There are many ways to do this, including creating skill/application guilds, supporting teams with floating specialist resources, and helping each product team embed these specialists into the product teams. If possible, avoid keeping the existing teams and making each product team dependent on them, as this leads to bottlenecks and coordination overheads.
- **Shared services can be products** - An internal shared service can be a product if it has users, clear boundaries, explicit stakeholders, and a straightforward value proposition. If that collection of services is something that many products use, and it makes sense to standardize across multiple products, then it can be a product.

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This is particularly true if the organization wants to use this product to provide additional services to other third parties or sell capabilities. However, if it is difficult to define value, a roadmap, and a business strategy, having it as a separate product might make less sense. A shared, stable service(s) can be fenced off, allowing a team to own it and drive its future outside of the constraints of the products that use it. It could ultimately be an opportunity for innovation in terms of cost or new value.

- **Internal products** - Products only used by internal users can and often should be products. A disciplined product approach with clear roadmaps, service levels, and ownership can provide extra value to internal users. Also, reviewing the product's value vs. cost can clarify whether the organization should build or buy a product to fulfill this capability.

Ultimately, products are not a magic tool for solving all of an organization's problems. They focus on users, value, and encourage stakeholders to align, fund, and approach the work with that compass. It also gives opportunities for organizations to think differently about their services, looking for new ways to extract value or remove cost. Imagine, for example, if Amazon had not considered its shared cloud service a product. Amazon would not be as profitable, and the deployment of cloud services would not be as easy. Every organization should look at its digital portfolio from an opportunity point of view, one of the extraordinary capabilities of the digital age.

Products need an operating model

Products provide the direction for organizations to focus their efforts on delivering value while making strategic decisions. They provide the bridge between business strategy and digital innovation. Because of their importance, building an operating model focused on products is necessary.

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A common definition of an operating model is:

An operating model is both an abstract and visual representation (model) of how an organization delivers value to its customers or beneficiaries as well as how an organization actually runs itself. Source: Wikipedia [4]

At its heart, an operating model is the blueprint that describes how an organization, or part of it in the case of a product line, actually functions to deliver value.

Because each product is potentially different, it may have its own operating model, which is ultimately owned by those working on it. The idea of the people doing the work and owning how they work is a key concept within agility. It allows people to change how they work in response to the environment. Between different products, different ways of interaction: collaboration, contracts, and interventions can exist.

There are many ways to define an operating model and tools for visualization and improvement. Each one has merit and can help an organization build its operating model. This paper uses a model inspired by many sources, including PwC, McKinsey, and Deloitte.

Designed with agility and evidence in mind

The growth of product thinking in organizations is directly connected with the increased opportunities of digital technology. In his 2011 essay, Marc Andreessen describes the importance of software as “software is eating the world”. He explains how every organization must adapt to this new reality and become competent in software and product development. With the increased capabilities of artificial intelligence, the impact of digital technology will only grow. However, digital technology is a double-edged sword, providing opportunity on one side and increased complexity and disruption on the other.

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Organizations such as Kodak, BlackBerry, and Blockbuster are testaments to the impact of technology on established business models. However, what is more challenging for organizations is not the macro impact of business model disruption but the growth in opportunity and value. There are opportunities everywhere, but not every opportunity is real or tangible. Chaos and noise continue to drown organizations as they try to focus on delivering accurate, incremental business value with digital technology.

Agility and evidence are the answers for dealing with complexity and focusing on value.

AGILITY	Feedback loops ensure that the product and working practices are open to change through transparency and ownership. Agility provides an adaptive approach to work.
EVIDENCE-BASED	Each opportunity is described in terms of measurable outcomes, allowing organizations to exploit agility by focusing work on value.

It seems simple. Building agile teams and translating strategy into clear, evidence-based goals is at the heart of any modern approach. The challenge is not the core ideas but their application when scaling and dealing with socio-technical systems. That is why there is a need for an operating model and an environment for that model to thrive. Without an approach to defining and maintaining a product-centric operating model, organizations will find the application of digital technology in solving business problems messy and chaotic.

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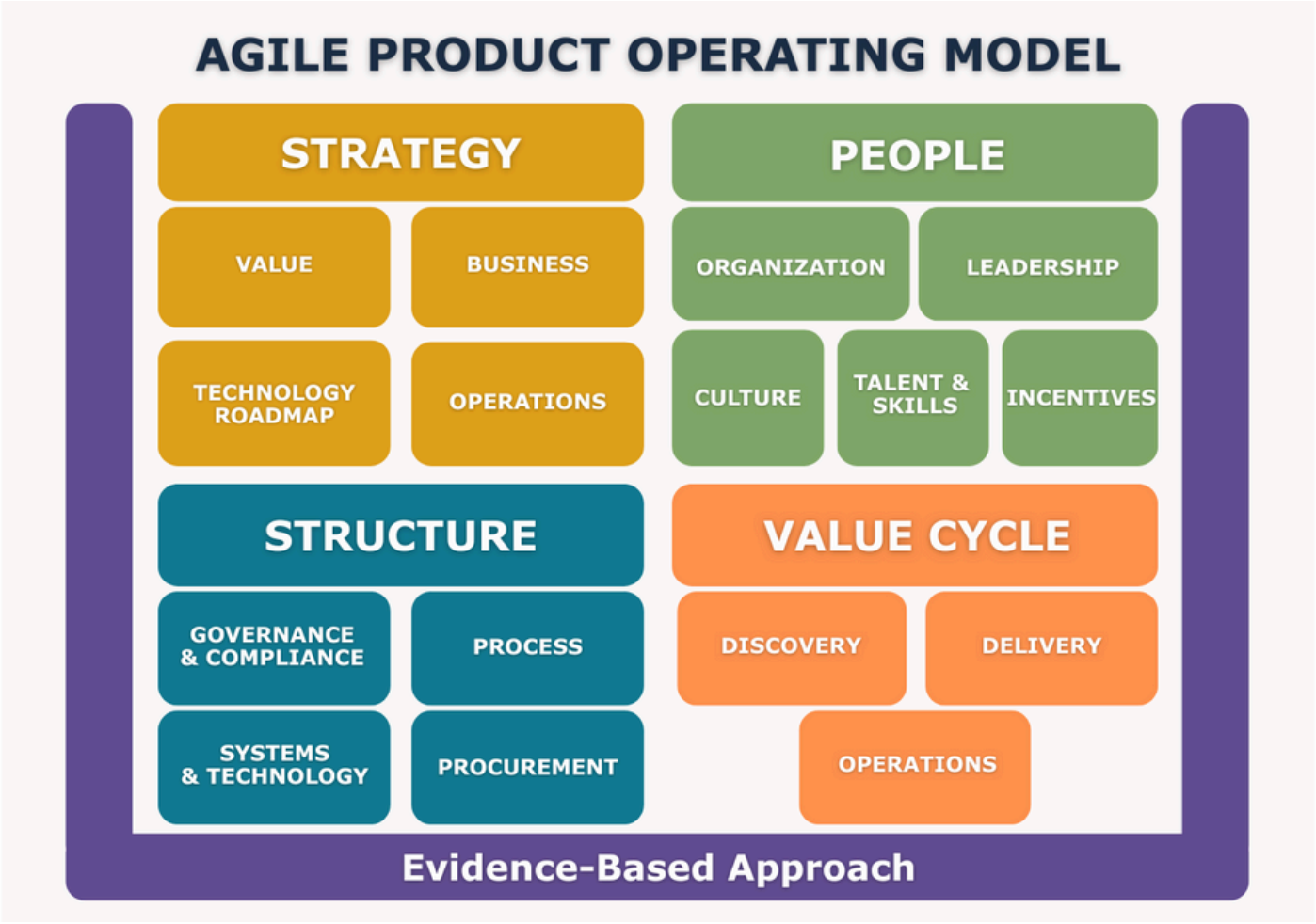
The Agile Product Operating Model: An Evidence-Based Approach

By combining the ideas of modern product management, agile delivery, and Evidence-Based Management, organizations can build a product operating model that aligns clearly with their digital goals. This is where the Agile Product Operating Model comes into play.



The Agile Product Operating Model (APOM) comprises the four areas of:

- **Strategy - The Why** - A clear, transparent description of the elements of value (economics), business, technology, and operations
- **People - The Who** - Defining how people are organized and developed and the culture and incentive model within which they work
- **Structure - The Rules and Tools** - The necessary governance, procurement, process and supporting systems and technology.
- **Value Cycle** - The practices that enable agile discovery, product delivery, and operations and support

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Each element adds to the overall operating model, allowing the organization to build an environment where its products thrive.

Strategy

For many organizations, building a strategy is as simple as defining the vision for the product and getting sign-off for that vision. However, the intersection of business and product strategy requires closer attention for other organizations. One key difference between the project culture in many organizations is the lack of a long-term plan for developing technology capabilities in projects. Therefore, strategy must provide a clear, long-term view of where the product is going. Not in detail and with the idea that change can happen, but by providing the baseline, the rest of the organization has clear expectations and stability.

Each element of strategy provides a perspective of the future state or constraints of the product:

- **Value** - To exist, a product must provide more value than it costs to build and then operate. However, that simple equation of cost vs. value will change over time as the product matures and the nature of the value changes. Tools like benchmarking inform the expectations for the costs and value of the product. For example, early-stage products will require a more significant investment than later-stage products. The value perspective provides constraints in funding and operations.
- **Business** - What business opportunities will this product address, and what is the forecast for changes in the business landscape over the next few years? The business's timeframe depends on the industry that the product works within; for example, the automotive industry has a 5 to 7-year timeframe for its car platforms. For software companies, the timescale is much shorter.
- **Technology** - A clear technology roadmap provides the delivery and operations teams with a clear view of the technology landscape. It provides the assumptions and constraints to help with a fast-moving technology landscape.
- **Operations** - Service and support levels are the bedrock for any product. Users and stakeholders often assume these levels, leading to confusion and surprises when a key system they thought was always available is down for a month. By documenting the expected service, everyone involved can have clarity and discuss issues before they arise.

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A fundamental idea of agility is the ability to inspect and adapt. That means that decisions, assumptions, and plans must be transparent. This allows people working on the product to show the impact of their learning on the strategy that has driven their work. That feedback loop is a key difference between project and product approaches. Many organizations' strategic decisions are not transparent, and they rely on assumptions or “the norm” to set expectations and understand constraints. The operating model must be adequate to get these things out in the open and transparent. This allows inspection and if necessary, adaptation. It also allows for changes when they happen to be reflected in the context of the existing strategy.

People

Complex work requires small, focused teams who deliver, learn, and change. Working in cross-functional teams is the primary way that work is done. A team is a group of people with a common goal, so a team is a perfect vehicle to deliver on strategic goals. Each team has the necessary skills to provide value and works flexibly to support that. Teams are the primary way value is delivered because they provide flexibility and diversity of talent, experience, and thought. However, teams need to be supported in the right environment.

Support teams require:

- **Organization** - This describes how people are organized, communicate, and perform the key roles required. For example, *does the team comprise a set of developers and a coach, or does it only comprise developers? What organizational elements exist to support cross-functional teams, such as skills communities? What managers are required to support the teams?*
- **Talent and Skills** - Digital work is knowledge work, and hiring and developing talent is at the heart of any organization in the digital age. Hiring the right talent, coupled with developing those people, helps create an environment aligned to adapting to customer needs.

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- **Leadership** - Building a culture of curiosity, empowerment and value requires clear leadership that not only supports the environment necessary for success but also demonstrates the values that are important for success. One overarching value or characteristic of leadership in an uncertain world is servant leadership as described by Robert K Greenleaf in his essay “Servant as a Leader”. [5] This approach to leadership encourages leaders to prioritize the needs and growth of their team members over their own personal gain.
- **Culture** - It is often challenging to change or influence culture, but it still plays a key role in APOM. Culture describes the behaviors, shared beliefs, and customs expected of teammates. Like anything within APOM, culture can be inspected and adapted by making it transparent.
- **Incentives** - Visible incentives such as bonuses and promotions, and invisible incentives such as status and authority, can undermine any organization. They can also reinforce behaviors. For example, rewarding people for learning, even if something is not delivered. Incentives must align with the other elements of the operating model.

Structure, culture, incentives, and hiring/development all affect each other. Each element impacts the other; thus, any change must be considered holistically. For example, a shift in the structure may affect the culture. It is also essential that the people working within the operating model feel some level of ownership and responsibility for the systems they use. Transparency in these elements and empowerment of the people within the operating model enable improvement.

Structure

Providing the foundations necessary for people to work effectively on the product requires structure. The structure of APOM offers both guardrails for the agile teams and enables them to improve those structural elements incrementally.

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The structure is comprised of:

- **Governance and Compliance** - Whether balancing regulatory needs or ensuring that money is being wisely spent, every product has to conform to a set of rules and sometimes laws. The product teams must meet these objectives in pursuit of their work.
- **Process** - Unlike the compliance process, it provides a structure that allows teams to work effectively. Processes need to be light enough to allow for flexibility and agility but detailed enough to ensure that teams and teams of teams can effectively work together. Examples of frameworks on which to base an agile approach include Scrum and Nexus.
- **Systems and Technology** - Systems and technology will support how work is documented and the tools used to deliver value. The choices made here can automate compliance and support agile processes.
- **Procurement** - Most large organizations will use third parties to provide value. These third parties could provide skills augmentation or third-party software and services. Ensuring the procurement is product-centric and agile-friendly is an essential choice for APOM.

Value Cycle

The actual product development, maintenance, operations, and support happen here. For most organizations, this is separated into Discovery, Delivery, and Operations, but depending on the nature of the product, these capabilities will be more fluid and integrated. Ideally, the same people are involved in discovering, delivering, and operating the product; however, with large, complex products, these activities might warrant some level of separation.

Consider:

Discovery - Understanding and refining the direction the product is taking requires some level of attention, even in the most mature products. Focusing on outcomes and deliberately experimenting can greatly reduce risks associated with value.

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- **Delivery** - Scrum and agile methods have traditionally been adopted here; however, their value extends into discovery and delivery. By applying empirical process control, empowering teams, and focusing on continuous improvement, all aspects of the value cycle can be improved.
- **Operations** - Operating a product focuses on ensuring that the expectations of all stakeholders are met in a transparent and cost-effective manner, which is the cornerstone of effective product adoption.

In organizations with multiple products, these functions are generalized into departments such as research and development and business operations. The benefit is that you improve the efficiency and cost per product, but the downside is that the flow is interrupted. For products at the start of their lifecycle, it is crucial that these three capabilities are seamlessly integrated, allowing a holistic view of the product.

More than just an operating model

Product teams do not work in isolation but in the context of a broader structure. Each structure will be unique for the organization; for example, sales and marketing or distribution and manufacturing could be external elements that influence and change how product teams operate. Because each organization is so different, it is not possible to determine what those elements look like. However, from experience, there are two that are crucial for most organizations:

- **Product Portfolio Management** is how the organization makes decisions about investing in products and managing cross-product work. The product portfolio approach needs to address questions like ‘how much should we invest in product X’ or ‘how does this cross-product work get done’.
- **Change Management** - Change management, the structured process through improvements, transitions, and transformations, ensures that the operating model and portfolio approach evolve with evidence. No operating model or portfolio approach will be right from day one. As the needs of the product and portfolio change, those two elements also need to change. Change management is NOT a one-time event when APOM is introduced; instead, it is a standard operating process.

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Agile Product Portfolio Management

For most large organizations, the move from project to product will impact how they organize and invest in teams. For most organizations, this is thought of as how they manage the portfolio of investments or product portfolio management. The change from project to product challenges the unit of value, delivery, operation, and discovery. Managing the portfolio ultimately sets the scene for product models to succeed and fail. If, for example, the organization does not focus on investing in products, but instead any product investment is a secondary outcome from cross-product planning, they are doomed to failure.

Transitioning to an Agile Product Portfolio Management (APPM) approach can:

- Improve alignment between investment, release, people, and financial cycles
- Ensure that the product team's backlogs are connected to the strategy
- Balance the challenge of uncertainty with the need to make decisions
- Improve focus and reduce noise for delivery teams
- Build a stronger connection between business and technology

Ultimately, by reducing complexity, APPM can help organizations deliver more value, manage risk, and reduce friction and pain for the people involved. In part, this reduced complexity is because APPM funds products instead of funding work.

The approach comprises two primary activities:

- Defining and funding products is fundamental to any product approach - Understanding each product's value, maturity, and strategic importance will require an understanding of value, maturity, and strategic importance. By applying tools like product benchmarking, the portfolio team can then assign the level of investment.
- Managing cross-product initiatives - Organizations with multiple products will require additional investment and coordination. These initiatives can be treated similarly to products without dedicated teams. A word of caution: if these initiatives are numerous, it may indicate that the organization is trying to do too much or that the product definition is wrong.

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In line with agile thinking, once investment and cross-product initiatives are planned, regular reviews are important to ensure that progress and challenges can be assessed and actions determined.

Change Management

The adoption of APOM requires change management at two levels.

The first is at the product level, ensuring the model is inspected and adapted based on evidence. That means ensuring that teams and teams of teams have time to retrospect and that process improvement discoveries are being taken back into the system for improvement. For a simple one-team, one-product situation, this can be covered by team-based Retrospective and leadership managing escalations, for larger situations that often require a separate capability focused on operating model improvement.

The second is the cross-product, portfolio level. At this level, the organization looks across products to ensure that the environment in which they work is also continually being improved based on evidence. The overall product structure is evaluated at this level to ensure it provides the required value.

A guiding principle for organizations is that the environment within which their products operate will constantly change, requiring some oversight.

> *Change needs to be built into the organization's very fabric, and everyone working with APOM must accept the reality that the environment will change. Of course, humans require some level of stability to be effective, and thus, decisions on the cadence of change and when to change will be very dependent on the organization.*

However, it must be explicit, transparent, and have a regular cadence.

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An Evidence-Based Approach

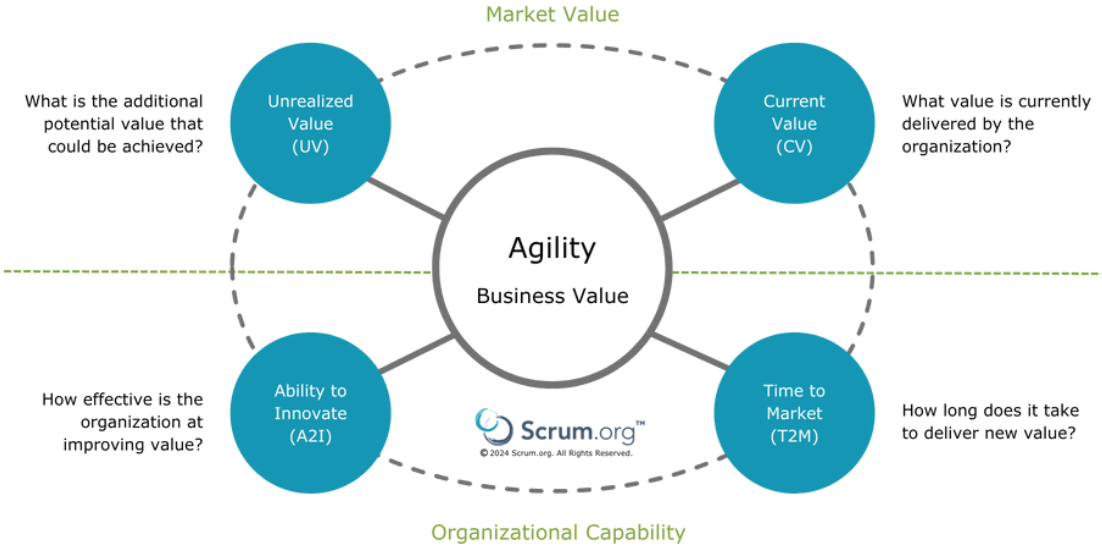
At the heart of APOM is the idea that evidence is used to evaluate product work and how the teams work. Evidence provides the currency to support change, and that philosophy, driven by strategy, ensures that the product is always moving in the right direction.

Evidence-Based Management (EBM)™ was developed by Scrum.org in response to the lack of clarity on what was being worked on and why teams were using Professional Scrum. Work was entering backlogs without context, often missing answering the two questions of "Why are we doing this?" and "How will we know we have done it?".

EBM provides a framework that helps organizations align goals with work at the strategic and operational levels. At the heart of EBM is the idea that executives and teams will work together on defining measurable goals and then incrementally review progress against those goals. Progress will illuminate both the effectiveness of the goal and how the team is working. The EBM framework provides four key value areas that encourage organizations to think holistically about their goals.

The four areas are evenly spread between market value and organizational capability and include:

- **Current Value (CV)** - What value is currently delivered by the organization?
- **Unrealized Value (UV)** - What is the additional potential value that could be achieved?
- **Time to Market (T2M)** - How long does it take to deliver new value?
- **Ability to Innovate (A2I)** - How effectively is the organization improving value?



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Goals and measured outcomes drive all work. This helps ensure that teams have clarity on purpose and direction. It can also help reduce churn when deciding what is more important than other objectives. However, it requires a certain amount of discipline as it can take time and effort to determine effective measures and craft goals that capture the true intent.

Conclusion

Many traditional organizations may ask, “How can we be as effective as digital disrupters like Amazon, Meta, and Google?” Many things make these organizations special, but at their heart is a focus on investing and aligning around products. By applying a product model, they create an environment that allows a clear focus on value and connection to business strategy. By having well-defined products, they better understand the choices they are making. Products also provide teams and teams of teams with the structure that allows them to take holistic ownership of the outcomes necessary to deliver value. Products are not a magical cure for all ills, but they provide simplicity in an increasingly complex world. They can also provide a rallying cry to make exciting, innovative choices.

As artificial intelligence grows in usage, the power that knowledge workers can apply to solving problems and delivering value has grown exponentially. However, that opportunity can only be exploited if knowledge workers are both empowered to make decisions and aligned with the right problems. Product can help shape how organizations use digital technology to deliver more value to users, owners, and the world at large.

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About Scrum.org

Scrum.org, the Home of Scrum, was founded by Scrum co-creator Ken Schwaber as a mission-based organization to help people and teams solve complex problems. We do this by enabling people to apply Professional Scrum through training courses, certifications and ongoing learning all based on a common competency model.

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