

Global SCRUM GATHERING® Phoenix 2015

Talking Stick Resort, Phoenix, Arizona, 4-6th of May 2015



Reporting from Phoenix: **Theofanis Giotis**, MSc, Ph.D. C., PMP, CSM/CSP, PMI-ACP, CTT+, PRINCE2 Trainer
Global Correspondent at <http://pmworldjournal.net/> and CEO at [12PM Consulting](#)

It took me 25 hours fly time from Athens to Phoenix, Arizona through Istanbul and New York. When I arrived at **The Talking Stick Resort at Phoenix** late on Saturday night, 2nd of May, I was feeling that this event would be a great **Global SCRUM GATHERING®** event. Global SCRUM GATHERING® events take place three times per year (America, Europe and Far East). In 2015, **Talking Stick Resort at Phoenix, Arizona** was hosting the North America event between **4th and 6th of May 2015**.



The five star hotel was magnificent. More than 700+ participants gathered there from all over the world (I was the only participant from Greece)



More than **300** papers were submitted from experts for this Global SCRUM GATHERING event at Phoenix and **50** of them were selected to be presented on the event in the following three tracks:

- Starting Down the Path [BEGINNER]
- 401: Secure Your Footing [INTERMEDIATE] and
- 601: The Scrum Mountaineer [EXPERT]

Also there were a dozen of **PechaKucha** sessions - short presentations with total duration 6 minutes and 40 seconds (**20 slides with 20 seconds per slide**). Participants at this Global SCRUM GATHERINGS® event earned Category A SEUs towards CSP certification.



<https://www.scrumalliance.org/courses-events/events/global-gatherings/2015/phoenix-2015>

Phoenix Co-Chairs

The event started on Monday morning, 4th of May with welcome remarks from the **two co-chairs** and Scrum Alliance CEO **Manny Gonzalez**. The co-chairs for the Global SCRUM GATHERING® at Phoenix 2015 were:



- **Daniel Gullo** [@danielgullo](https://twitter.com/danielgullo), Certified Scrum Coach (CSC), Certified Scrum Trainer (CST), Principal at Apple Brook Consulting, and
- **Stephen Forte** [@worksonmypc](https://twitter.com/worksonmypc), Certified Scrum Master (CSM), Certified Scrum Professional (CSP), PMP, Managing Director at Fresco Capital.



The **opening Keynote** was sponsored by **IBM** and was delivered by **Mike Cohn**. The title of the opening speech was: "*Let go of Knowing: How Holding onto Views May Be Holding You Back*"



Presentation outline: You undoubtedly have a firmly held set of convictions about what is necessary to do agile well. These convictions have served you well—your teams have delivered better products more quickly and more economically than before they were agile. But could some of your firmly held convictions be holding you back? And have you ever wondered why some of your most agile friends are similarly firm in their own opinions—even ones that are the exact opposite of your own?

In this session, you'll see ways that biases may be preventing you from questioning your assumptions, why being open to new views is hard but vital, and why beginners so often think they know it all.

After this session, you will know how to discern the inviolate rules of Scrum from its merely good practices. You'll know why you feel certain of some aspects of agile, less so about others. You'll leave with the confidence to let go of knowing. And when we let go of knowing, we open ourselves to learning, which is the heart of agile.

Biography: **Mike Cohn** is a Certified Scrum Trainer and a co-founder of the Agile Alliance, Scrum Alliance and Agile Leadership Network. Through his company, Mountain Goat Software (<http://www.mountaingoatsoftware.com>), Mike teaches and coaches on Scrum and agile development.

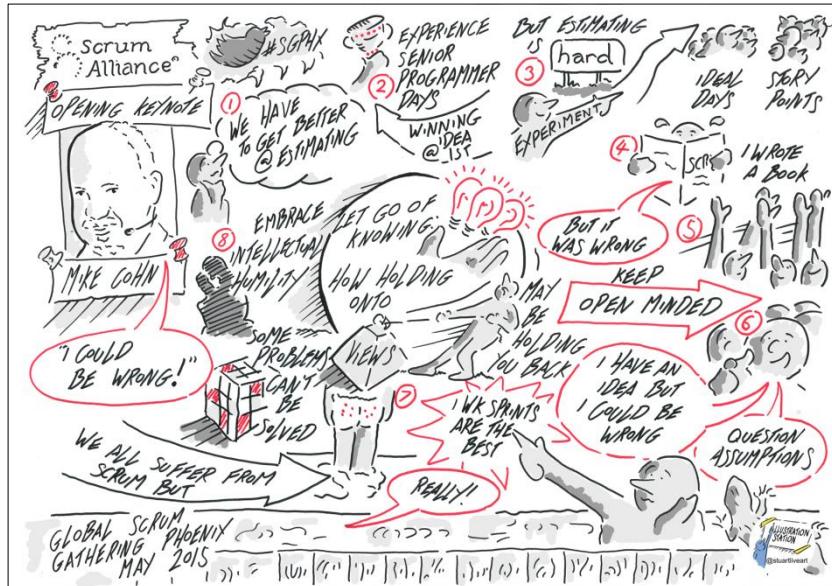
He is the author of *Succeeding with Agile: Software Development with Scrum, Agile Estimating and Planning, and User Stories Applied for Agile Software Development* as well as four books on Java and C++ programming.

Mike is also the founder of Front Row Agile (<http://www.frontrowagile.com>) through which he and other leading trainers offer affordable video training on agile and Scrum. Mike's video courses include the *Scrum Repair Guide* and *Agile Estimating and Planning*.

With more than 30 years of experience, Mike has previously been a technology executive in companies of various sizes, from startup to Fortune 40.

Stuart Young's graphic illustrations of Mike Cohn's Keynote

<https://www.scrumalliance.org/scrum/media/ScrumAllianceMedia/Global%20Scrum%20Gatherings/2015%20Phoenix/Presentation/Mike-Cohn-opening-keynote-v-2.png>



Theofanis Giotis, ScrumGreece, Mike Cohn and Ralf Nelson from IBM (Platinum Sponsor)

Interview with Manny Gonzalez, CEO of ScrumAlliance



Theofanis Giotis CEO of 12PM.biz and Manny Gonzalez, CEO of ScrumAlliance.

Q: Could you tell me, Manny, how you got to Scrum Alliance® as the new CEO?

I have spent most of my life looking at different leadership models. I spent 37 years in the corporate arena, theme parks, water parks, cruise lines, in a very untraditional type of leadership model. And then I spent my last 5 years in an organization called the **National Society for Hispanic MBAs**. One of my passions is education, so that's what got me there. And there we were looking for ways to enhance and increase the value proposition for our members. We were familiar with **Six Sigma** certification, we were familiar with **Project Management** certification, and we were looking at how we could either develop our own certification or partner with someone that had unique certifications to help individuals differentiate themselves when looking for jobs or promotions.

And as I was doing my research, I came across Scrum, a new way of thinking, and to be honest with you I had no idea what Scrum was. I have read five books about Scrum in the last few months and I've found that, surprisingly, Scrum is very similar to the way I have always operated in my business and my life. Scrum is very much aligned with what I believe. As I continued my research, I learned that **Scrum Alliance was looking for a CEO**. So I applied for the position, and that's how I got connected. The next thing I remember, I got a call from them and I went through the selection process.

Q: How big is Scrum Alliance today? How many members and certified people do you have?

The membership has grown rapidly just in the last years to about 400,000 members. In the last couple of years, Scrum Alliance doubled its size. Very rapid growth globally was intriguing, and the second thing that attracted me to Scrum Alliance was its incredible potential. Today corporations are going through huge challenges in needing to change how they do business. Scrum is about implementing change, and it is perfectly aligned with what corporations and individuals need. It is going to be a bright future. This is only the beginning with 400,000 members!

Q: Do you know how many of these members come from America?

More than half of our members come from America, and obviously this is why Scrum Alliance started here in North America.

Q: What are your plans for the future?

Obviously I have to learn more. **First**, my personal plan or backlog is that I need to learn about my clients. For the first few months I am going to be travelling like crazy, trying to learn what the consumers' needs and wants are and what the challenges are in the market.

Second, we cannot stop work for me to learn everything. We have to continue working. I call it "continue riding the bicycle while changing one of the tires!" I am very Agile on the ways of doing my work, so as I learn, if there are ideas that are well aligned and strategically ready to be implemented, we will act on them. The Scrum Alliance team has done excellent work on building our **value proposition** for our customers. We are going to continue that work to build even more value.

Third, we are looking into strategic areas of growth. We believe that in order to impact and transform the world of work, one area we have not strategically tapped into is the education area. And I am not talking just about formal educational institutions like universities and high schools. Yes, these are included, but I am talking about all educational institutions and models. Even to primary schools. I think that there is a huge opportunity for Scrum Alliance to go to the education sector and help them transform the way they educate. That's where we haven't played a role ourselves yet, and that's a new market for us to explore.

Q: How many people do you have on staff and how many volunteers worldwide?

Right now we have about 17 full-time people on staff and hundreds of volunteers worldwide. Volunteers vary according to event, gathering, project, etc.

Q: What is the competitive advantage of Scrum Alliance?

As a nonprofit organization, we don't see other organizations as "competitors." We have a few differentiators:

- **The first differentiator** is our size. We have 400,000 members. And it's not only the size but the speed of growth that is exponential. We expand at a rate of 6,500 new members a month -- almost 30% per year! This means two things: One, we have **critical mass**, and two, we have **momentum**. And when you have these two, you have something unique!
- **The second differentiator** is that we have a group of passionate and experienced individuals as trainers and coaches who **impact strategically**. They impact not only through **individual trainings** but **they impact the whole market**.
- **The third differentiator** is our **brand equity**. Our brand is well known and well respected. Scrum and/or Agile is required in most places in the information technology sector. This helps explain the exponential growth of Scrum Alliance, because the demand creates the supply, not the opposite. This is what differentiates **Scrum Alliance** in the market. This is the competitive advantage I believe will take the organization to a whole new level.

Q: Do you have any specific plans for education (primary or secondary schools)?

Yes. It's a new market for us and we are going for it. We haven't done it strategically, but now we have decided that it is an arena where we can help and truly make an impact.

Finally, for me, the important thing is the process: **First**, I am going to do the research; **second**, I am going to develop the relationship; and **third**, we will agree on the plan together. | *End of interview*



Theofanis Giotis CEO of 12PM.biz and Manny Gonzalez, CEO of ScrumAlliance.

Manny Gonzalez short CV

Manuel Gonzalez is a strategic leader with more than 37 years of experience, encompassing a diverse range of business arenas. Starting his career in the hospitality hotel, food, and beverage industry, he worked his way from behind the scenes to become a leader in the cultural events business. Manny has spent time in marketing, finance, and operations both domestically and internationally and has a broad range of expertise in the nonprofit and corporate sectors in a global context. - See more at: <https://www.scrumalliance.org/about-us/press-room/press-releases/scrum-alliance%C2%AE-announces-manuel-gonzalez-as-its-n>

Other presentations

One of the most impressive presentations was delivered by **Joe Justice** and was titled: «**Scrum for full-scaling manufacturing: a groundbreaking agile discipline that combines Scrum with modular architecture and Lean/XP practices**». This presentation explained the use of Scrum in projects outside software. Joe has designed a ne car in 6 months consuming 1 gallon per 100 miles (www.wikispeed.org).



Theofanis Giotis, Stephen Denning and Joe Justice.

Stephen Denning is the author of «*The Leader's Guide to Radical Management*» and «*The Leader's Guide to Storytelling*». Also Stephen is a member of BoD of Scrum Alliance and has said in the past: “*If there was a Nobel Prize for management, and if there was any justice in the world, I believe that the prize would be awarded, among others, to Jeff Sutherland, Ken Schwaber and Mike Cohn for their contributions to the invention of Scrum*”

The event closed with the closing keynote delivered by **Jim McCarthy**. The title of the speech was: “*Freedom, Culture Design and Our Possible Destiny*”



Presentation outline: A culture is the set of shared attributes, values, goals, and practices that both describes and shapes a group. Our era is increasingly characterized by an emergent "software culture." Not only is software itself creating much of our global wealth, but the unique challenges of creating our software have demanded wholly new types of engineered corporate culture from us. Various high tech development disciplines have been articulated and "packaged up." In response to the demands of software, we have created several seminal management "movements" (such as Agile, Scrum, XP, etc.). These movements represent the birth of culture design. Culture hacking is a distinct kind of culture design. Culture hacks express a particular hacker ethos, an ethos originating in freedom and the world of software hacking. Good culture hacking will tend to promote freedom, extend openness, and embody rationality and design elegance. As our culture becomes increasingly and fruitfully hacked, we will grow in effectiveness and ambition and will bring more and more problems into scope. This could trigger an unprecedented Golden Era, an age of unparalleled magnificence.

That will depend on whether we few early adopters of culture design accept our greatest challenge: to live freely

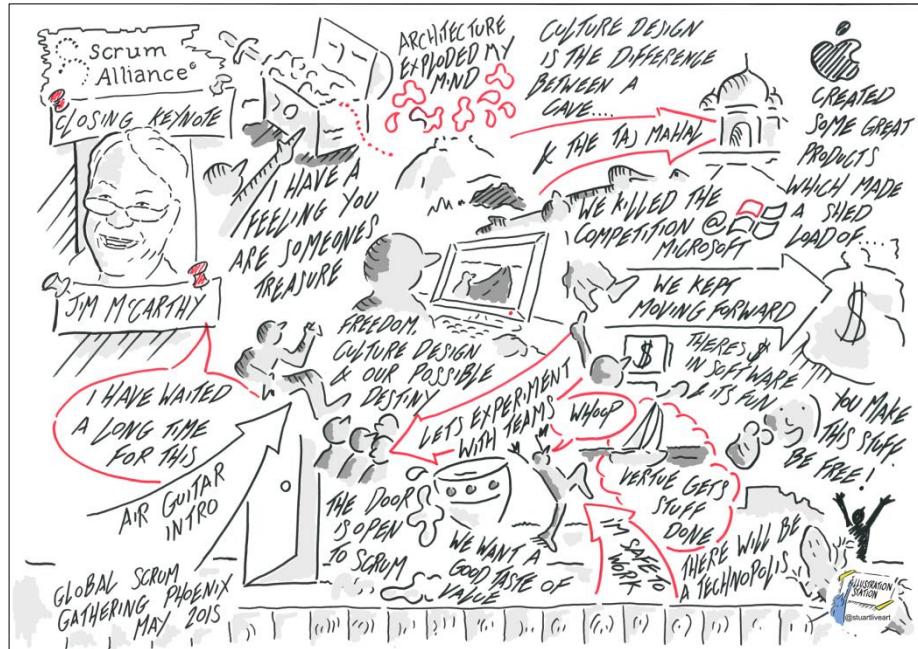
Biography: Jim McCarthy began his career as a software/high tech guy 35 years ago. Over the years, he has synthesized what he has learned from his software development and executive corporate experience and applied it to solving the riddles of team dynamics. Jim has had responsibilities in programming, development management, testing, marketing, program management, user education, and executive level management. Jim has led large software development, business and marketing efforts at Bell Labs, The Whitewater Group, and Microsoft Corporation.

Since 1996, Jim has devoted himself to researching groups and how they created products and organizations. Jim uses a teamwork lab (McCarthy BootCamp, a product development simulation) and *in situ* research at corporations worldwide. Jim wrote the best-selling and influential "Dynamics of Software Development" in 1995 (2nd ed. 2006). With his wife, Michele McCarthy, Jim created the Core Protocols (now available in version 3.0), a tight collection of interpersonal protocols that support results-oriented behavior,

the efficient aggregation of individual qualities into a greater whole, and the development and realization of shared visions. Together, they authored the "Software for Your Head," 2002, Addison-Wesley, and they now host a podcast show on team and other business issues. Jim can be reached at jim@mccarthy.net, or via his website, www.mccarthyshow.com. @mccarthyshow

Stuart Young's graphic illustrations of Jim McCarthy's Keynote

<https://www.scrumalliance.org/scrum/media/ScrumAllianceMedia/Global%20Scrum%20Gatherings/2015%20Phoenix/Presentation/Jim-McCarthy-closing-keynote-v2.png>



Various photos



Joe Justice and Stephen Denning



Mike Cohn presenting



Ralf Nelson from IBM (Platinum Sponsor)



Alexander Brown presenting "Scrum at Scale – Free yourself from the myth of one-size-fits-all scaling"



Bob Hartman presenting at “How to have “agile” conversations with managers and executives”



Manny Gonzalez, CEO of ScrumAlliance presenting.



Theofanis Giotis at Scrum “wall”

About the Author



THEOFANIS GIOTIS

Athens, Greece



Mr. Theofanis Giotis (BA, MSc, Ph.D. C., PMP, PMI-ACP, PRINCE2 Practitioner, PRINCE2 Trainer, CTT+, CSM) is CEO of ITEC CONSULTING ([12PM CONSULTING](#)) (1988-now), Co-Founder and first President of [PMI-GREECE Chapter](#) (2005-2014) and Deputy BoD member of [PMI-GREECE Chapter](#) (2014-2016).

Theofanis has 27 years of professional experience in Project, Program and Portfolio Management, Economics and Management. As an entrepreneur, consultant, international speaker and trainer, Theofanis has worked in different cultural environments in EMEA region. Since 1992, he was heavily involved in Project Management as part of a team to setup the first PMO in Greece for managing a €200 million programme with 16 projects.

Since 1987 he has managed hundreds of projects in the EMEA region using **plan driven (waterfall)** and **change driven (agile)** approaches. He has envisioned, planned, designed, developed & implemented hundreds of projects with 22.000+ consulting and training hours.

He has given 150+ presentations worldwide in ICT & Project Management and has passed more than 80 professional certifications. Since Sept. 2005, he has published more than 150 articles for Project Management.

Theofanis holds a BA in Economics from University of Athens, Greece, a MSc in Management (O.R.) from Lancaster University, UK and he is a Ph.D. candidate in Project Management at University of Piraeus. Also he holds a Computer Programming/Systems Analysis degree from ACE College, Greece. He was certified as a PMP in 2004 and graduated from PMI Leadership Institute Masters Class (LIMC) in 2007.

Theofanis serves as the International correspondent of PM World Journal and PM Ambassadors in Greece. Also he is a member of PMI, IEEE, ISACA & AMACON.

Since 2001, he has taught 200+ Project Management courses (PMP, Agile, Scrum) with 2000+ attendees. As of July 2010, he has trained over 35% of all Greek PMPs.

He is an adjunct professor at four Greek Universities teaching Project, Program and Portfolio Management at MBA level. Also he represents Greek Standardization Organization (ELOT) at ISO TC 258 for Project, Program and Portfolio Management Standard. Theofanis can be contacted at Theofanis.Giotis@12pm.biz