Ullizee-Inc

–

Scrum Services
2024

by Gunther Verheyen
independent Scrum Caretaker

Gunther Verheyen

Author of
**- 97 Things Every Scrum Practitioner
  Should Know**
- Scrum – A Pocket Guide
Founder of Ullizee Inc.

"I call myself a
Scrum
Caretaker.

This document contains the description of the various Scrum Services that Gunther Verheyen, independent Scrum Caretaker and Scrum practitioner since 2003, offers:

Gunther delivers the described Scrum Services via his business vehicle Ullizee-Inc, the one-person company that he founded in 2013.

1. Scrum Coaching & Caretakery Services

Gunther Verheyen started practicing Scrum in 2003. Since then he has worked with a multitude of teams and organizations, has published two best-selling books about Scrum and has partnered with Ken Schwaber (co-creator of Scrum). His Scrum Consulting Services build on his accumulated experiences. Ullizee-Inc is his company and the vehicle through which he offers his services to the market and to the communities.

Gunther helps organizations with the adoption of Scrum as a framework to help them deal with their complex challenges. His experience is higher in the type of complex challenges where Scrum has its roots: software as a form of (new) product development.

Gunther knows from experience and observation that maximizing the enterprise benefits realized by the adoption of Scrum takes more than imposing Scrum as a process for teams to follow. Maximizing the benefits envisioned by adopting Scrum typically requires re-imagining Scrum but also re-thinking the structures around Scrum. *Because more Agile teams doesn't make a more Agile organization.*

Gunther's Scrum Consulting Services are firmly rooted in Scrum's DNA of self-organization and empiricism complemented by the Scrum Values. Rather than introducing or copy-pasting fixed solutions, rigid methodologies or cookbook models, Gunther assists organizations to iterative-incrementally uncover better ways of deriving value from their complex challenges (in or beyond software development). *And 'value' (impact, satisfaction) is a very different driver than 'volume' (more, faster) is.* Gunther mirrors and challenges existing ideas, beliefs, practices and organizational constructions. Gunther sees his Scrum Consulting Services as a way to increase the autonomy of an organization's workforce and their ability to think for themselves in terms of Scrum; thereby avoiding that he would take over their work (do it for them) or make them dependent on him or his presence.

Ullizee-Inc offers, through Gunther acting as an **Enterprise Scrum Coach**, following Scrum Consulting Services to support organizations:

✤ Coaching and guiding teams, Product Owners, Scrum Masters and their stakeholders in understanding and enacting Scrum and their specific accountabilities and involvement in its adoption.

❖ Kicking off and guiding specific Scrum development initiatives.

❖ Mentoring leadership and management teams, including the CxO level, towards an improved understanding of Agile and Scrum and the shifting role of management in it.

To optimize for flexibility and the value of the Scrum Consulting Services delivered when engaging with organizations, Ullizee-Inc typically foresees a maximum number of days to be spent and invoiced over an agreed period of time.

Gunther plans and performs the agreed days in consultation and agreement with the organization and its people. Gunther thereby assures that the total of foreseen number of days is not exceeded over the agreed period.

Gunther thereby works primarily on-demand. He acts upon explicit requests for help or input from individuals, teams, stakeholders or leadership. In order to be able to do so in the most flexible way, Gunther typically engages with no more than one organization at the same time. *Besides improving flexibility it also allows him to fully focus.*

Regarding the number of consulting days

Gunther typically spends up to 2 days per week for an organization, remote or on-site. It allows a good balance between challenging an organization towards deeply and fundamentally improving while not taking over the transformational work from the organization's people themselves. It also allows time for everybody involved to absorb the changes introduced by Gunther.

The day rate that applies for Gunther's Scrum consulting services is to be agreed and tuned to context and circumstances.
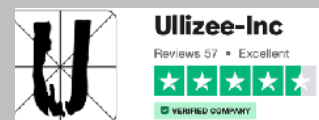
2. Scrum Training Services

Since he started with Scrum in 2003, Gunther has created and delivered various Scrum workshops and classes for diverse audiences and people with different levels of expertise. In 2011 he obtained his license as a *Professional Scrum Trainer* for Scrum.org from Ken Schwaber (co-creator of Scrum). His company, Ullizee-Inc, is a member of the *Professional Training Network* of Scrum.org. Complementary to his *Professional Scrum* classes, Gunther facilitates *Scrum Pocket Classes*, a series of proprietary half-day workshops based on his book *Scrum - A Pocket Guide*.

Ullizee-Inc offers, through Gunther acting as **Scrum Class Facilitator**, following Scrum learning products and services:

✢ The facilitation of the 2-day **Professional Scrum** courses of Scrum.org: PSM ("Professional Scrum Master"), PSM-A ("Advanced Professional Scrum Master"), PSPO ("Professional Scrum Product Owner") and PSPO-A ("Advanced Professional Scrum Product Owner"). These are the official Scrum.org courses that include a voucher for the corresponding Professional Scrum certification assessments. *Find a full description in annex.*

✢ The facilitation of the half-day **Scrum Pocket Classes** ("SPC"): "The Scrum Values" and "Scrum in the Large". They form a series of specific modular learning opportunities based on, and therefore named after, Gunther's book *Scrum – A Pocket Guide ("A Smart Travel Companion"). Find a full description in annex.*

Participants of Gunther's sessions have expressed their satisfaction over the content of his sessions as well as his approach as a facilitator of the participants' learning process.

✢ The creation and facilitation of **custom trainings and workshops** to help teams, leadership and organizations (re-)imagine their Scrum. The duration and content is tuned to specific customer demands and circumstances.

The purpose of these learning products and services is to facilitate the learning, unlearning and understanding of the Scrum framework of people regardless of their role, level or seniority. All can be delivered in **English** or in **Dutch**, **online** or **in-person** and as a **public** or as a **private (in-house)** session, where:

✢ **Public sessions** are open to the general public and can be attended by anyone. All public sessions facilitated by Gunther can be found at our

[webshop](link), unless organized by external training organizations. Pricing is as indicated on the website, unless organized by external training organizations.

✤ **Private (in-house) sessions** are facilitated at the specific request by or organized for a specific organization. Facilities and logistics are arranged by the requestor. Pricing is to be agreed and tuned to context and circumstances.

Join a **Scrum** class of **Gunther Verheyen**, the independent **Scrum Caretaker** on a journey of humanizing the workplace with Scrum.

Long-time Scrum practitioner and author of two best-selling Scrum books

Awesome, interactive Scrum exploration opportunities!
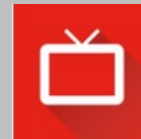
3. Scrum Speaking Services

Upon his demonstrable experience with Scrum since 2003, Gunther became the inspiring force behind some large-scale enterprise transformations in 2010-2011. Since then, Gunther grew into the role of acclaimed speaker at events around the world. His independent position as a Scrum Caretaker since 2016 has contributed to his credibility to share his views, beliefs and observations of Scrum.

Gunther's 'career' as a professional speaker started in 2012, when he worked with Ken Schwaber (co-creator of Scrum) to drive forward the first edition of the Scrum Day Europe event in Amsterdam (the Netherlands). It inspired the emergence of several Scrum Day and other events around the world.

All information about events that Gunther participated in or has scheduled can be found on his website.

(*) All sessions that were recorded can be found on Gunther's YouTube channel.

Since then, Gunther has delivered numerous keynotes at events around the world, has participated in a multitude of podcasts, meetups and panel conversations, and has facilitated many open conversations about Scrum. Gunther has done so **online** as well as **in-person**, **privately** as well as **publicly**, in **English** as well as in **Dutch**.

Following fixed fees apply for speaking engagements and subsequent discussions for a total time of 45-120 minutes:

	Fee
Online session (anywhere)	1 000 €
On-site session (Belgium-Netherlands)	1 500 €
On-site session (Europe)	3 000 €
On-site session (World)	5 000 €

For on-site sessions, **reimbursement of expenses** incurred for travel and lodging remains to be discussed, depending on the location and provisions by the event organizer.

4. General Terms

✤ All offers for services remain valid for 14 calendar days.

✤ All amounts mentioned are exclusive VAT.

- ◉ For customers in Belgium, 21% VAT is added.
- ◉ For EU customers without a registered VAT number, 21% VAT is added.
- ◉ For EU customers with a registered VAT number, no VAT is added.
- ◉ For non-EU customers, no VAT is added.

✤ For assignments in Belgium and the Netherlands meals, lodging and travel are included in the mentioned fees. *Outside of Belgium and the Netherlands such expenses will be invoiced additionally.*

✤ Included in the Professional Scrum courses is a signed copy of the latest edition of Gunther's best-selling book *Scrum - A Pocket Guide*.

✤ Included in the Professional Scrum courses is a voucher for a corresponding assessment. *If participants attempt the assessment within 14 days after the class and do not achieve this certification score, they are entitled to 1 free re-attempt.*

✤ An advance payment of 40% applies. Final invoices will be sent after completion of the agreed services or at the end of the calendar month if delivery of the services is on-going.

✤ The payment term of invoices is 14 calendar days.

✤ Gunther doesn't require specific task descriptions nor a title. He doesn't post any assignments or expose the name of organizations he works with, unless when explicitly allowed or asked to do so.

✤ A Purchase Order (PO), or similar form of agreement, is required before the requested work can start, as well as the legal invoicing data to be used. If these have not been provided no further liability rests on Ullizee-Inc.

Ullizee-Inc

Gunther Verheyen
Jos Craeybeckxlaan 12
2180 Ekeren (Belgium)

e-mail   ullizee@mac.com
vat   BE 0684.676.082
iban   BE63 7370 4756 5308

A1. About Gunther Verheyen

Gunther Verheyen calls himself an _independent Scrum Caretaker_ on a journey of humanizing the workplace with Scrum. He is a long-time Scrum practitioner who started applying Scrum in 2003. Besides having engaged with many teams and organizations, he has published two acclaimed books about Scrum and was the partner of Ken Schwaber (co-creator of Scrum) as Director of the "Professional Scrum" series at Scrum.org.

Gunther ventured into IT and software development after graduating as Engineer in Electronics in 1992. His Agile adventures started with eXtreme Programming wrapped in Scrum in 2003. Until 2010 he gained experience with Scrum with various teams in various organizations and diverse domains. He then became the inspiring force behind some large-scale enterprise transformations. In 2011 he acquired his license as a Professional Scrum Trainer for Scrum.org.

Gunther left consulting in 2013 to establish Ullizee-Inc and partner exclusively with Ken Schwaber, co-creator of Scrum. He managed the "Professional Scrum" series of Scrum.org and shepherded its global network of Professional Scrum Trainers. He co-created Agility Path, EBM (Evidence-Based Management) and the Nexus framework for Scaled Professional Scrum.

Since 2016 Gunther is continuing his journey to humanize the workplace with Scrum as an **independent Scrum Caretaker**; a connector, teacher, writer, speaker. He helps organizations re-imagine their Scrum and re-emerge the organization around it to create a more humane and more productive workplace.

Gunther created his acclaimed book _Scrum – A Pocket Guide_ in 2013, with a 2nd edition published in 2019, a 3rd edition in 2021 and a 4th edition envisioned for 2024. In 2020 he published the book _97 Things Every Scrum Practitioner Should Know_; a collection of essays from field experts across the world. Several translations of his work are available.

Gunther lives and works in Antwerp (Belgium).

Find much more at our website: guntherverheyen.com.

A2. About our Professional Scrum Classes

Gunther started actively following up on the work and the evolving offerings of Scrum.org as soon as Ken Schwaber founded the company in October 2009. In 2010 Gunther achieved the first official "Professional Scrum Master" certifications. In 2011 he became a Professional Scrum Trainer. This marked the start of his (on-going) Professional Scrum journey.

Upon achieving the required PSM certifications, Ken Schwaber accepted Gunther as a candidate-trainer in 2010. Around this time, Gunther also started engaging with large organizations, often in the financials sector, as the global Scrum leader of a large, international consulting organization.

In April 2011 Gunther acquired his license of **Professional Scrum Trainer** to teach Professional Scrum classes. Gunther became the first (external) course steward maintaining the PSM and PSPO courseware for Scrum.org. This work consisted of evolving, proposing, testing and implementing new ideas, new representations and new exercises in the courseware.

In March 2013, Ken and Gunther decided to tighten their collaboration into an official partnership. Gunther left his position as Principal Consultant to establish Ullizee-Inc and take on the role of **Director of the Professional Scrum series** for Scrum.org. Next to maintaining the courseware and the certification assessments, Gunther shepherded the global community of Professional Scrum Trainers and interviewed and trained candidate-trainers.

In April 2016, Gunther stopped his exclusive work for Scrum.org to continue his journey of Scrum as an **independent Scrum Caretaker**.

Still holding his PST license (without interruptions since 2011), he is not just one of the most experienced Scrum practitioners but also one of the most experienced Scrum trainers worldwide.

Find and book a public Professional Scrum course via our webshop.

For students in France: les formations Professional Scrum sont éligibles au CPF, OPCO, FIFPL et Pôle Emploi. Prendre contact à contact@oriions.com.

Professional Scrum Master [PSM]

"Professional Scrum Master" is the official 2-day course of Scrum.org. It is a cutting-edge course to deepen people's understanding of the Scrum framework and the role of the Scrum Master in it. It is *the* class for awesome Scrum Masters and for anyone responsible for or involved in an effective adoption of the Scrum framework. Gunther has been teaching this class since 2011.

Acknowledging the complexity of the challenges we face has profound consequences on how to organize work with Scrum. The Professional Scrum Master class introduces the principles and (empirical) process theory underpinning the Scrum framework. These are foundational insights upon which the rules and roles of Scrum are explored and discussed. The focus on the Scrum Master role includes advanced thinking tools for servant-leadership, coaching and facilitation, product delivery with Scrum, working with people and teams and other aspects of the Scrum Master accountability.

Whether happening online or in-person, a Professional Scrum Master class is a highly interactive experience in which Gunther collaboratively explores with the participants what mastering the Scrum framework entangles, thereby revealing the many aspects of mastering Scrum. Gunther helps people grasp how the framework of Scrum helps practitioners most effectively tackle complex challenges.

Gunther teaches in English and in Dutch. All materials used in the class are in line with the latest, 2020 version of the Scrum Guide.

Included in attending our PSM courses are:

✤ Two attempts on the Professional Scrum Master level I assessment ("PSM I"). *The total value is 2 x 200 $.*

✤ A 100 $ discount on the Professional Scrum Master level II assessment ("PSM II"). *The regular price is 250 $.*

✤ The official course materials.

✤ A signed copy of *Scrum – A Pocket Guide*, the acclaimed book of Gunther.

Professional Scrum Product Owner [PSPO]

"Professional Scrum Product Owner" is the official 2-day course of Scrum.org. It is a cutting-edge course about organizing product ownership in the most effective way. It is *the* class for awesome Product Owners and for anyone responsible for or involved in optimizing the value that products and services maintained with Scrum deliver. Gunther has been teaching this class since 2011.

Products or services are the vehicle to deliver value. Scrum essentially is a state-of-the-art product management framework to support organizations in creating and evolving their products and services. Acknowledging that 'product' is at the heart of Scrum has profound consequences on what the role of the Product Owner actually holds and how to organize product ownership with Scrum.

The Professional Scrum Product Owner course not only covers the role and accountability of a Product Owner on a Scrum Team, but also within the broader organization. The class builds on the core expectation for Product Owners to maximize the value of a product in terms of serving customers, users and the organization. Foundational insights in Scrum are offered allowing the discovery of aspects of product ownership like managing Product Backlog and releases.

Whether happening online or in-person, a Professional Scrum Product Owner class is a highly interactive experience in which Gunther Verheyen collaboratively explores with the participants how to embed product ownership in the wider organization and what being an awesome Product Owner for a Scrum Team entangles.

Gunther teaches in English and in Dutch. All materials used in the class are in line with the latest, 2020 version of the Scrum Guide.

Included in attending our PSPO courses are:

✤ Two attempts on the Professional Scrum Product Owner level I assessment ("PSPO I"). *The total value is 2 x 200 $.*
✤ The official course materials.
✤ A signed copy of *Scrum – A Pocket Guide*, the acclaimed book of Gunther.

Professional Scrum Master - Advanced [PSM-A]

"Professional Scrum Master - Advanced" is the official 2-day course of Scrum.org to deepen people's understanding of the Scrum Master role and accountability as intended and designed in the Scrum framework. It is *the* class for awesome Scrum Masters and for anyone aspiring to grasp the nature of servant-leadership and learn to master different techniques to implement it.

A professional Scrum Master offers various 'services' to the peer roles within the Scrum Team (team of Developers, Product Owner) and to the organization (anyone beyond the Scrum Team who wants to know more about Scrum). The Advanced Scrum Master class introduces not just the type of services that are offered by a professional Scrum Master, but also tools and approaches to deliver these different services. The class thus goes to the essence of the role of a Scrum Master in the sense of being accountability to support and facilitate an ecosystem with a focus on product delivery with Scrum, and to work, coach and facilitate people, teams and the wider organization.

Whether happening online or in-person, a PSM-A class is a highly interactive experience in which Gunther collaboratively explores with the participants what mastering the Scrum Master role entangles. Gunther helps people grasp how the Scrum Master role is designed to help the team and the wider organization most effectively use Scrum, with a focus on the services that a Scrum Master provides to enact this accountability.

Gunther teaches in English and in Dutch. All materials used in the class are in line with the latest, 2020 version of the Scrum Guide.

Included in attending our PSM-A courses are:

✤ Two attempts on the Professional Scrum Master level II assessment ("PSM II"). *The total value is 2 x 250 $.*
✤ A 200 $ discount on the Professional Scrum Master level III assessment ("PSM III"). *The regular price is 500 $.*
✤ The official course materials.
✤ A signed copy of *Scrum – A Pocket Guide*, the acclaimed book of Gunther.

Professional Scrum Product Owner - Advanced
[PSPO-A]

"Professional Scrum Product Owner - Advanced" is the official 2-day course of Scrum.org to deepen people's understanding of the accountability of the Product Owner as defined in the Scrum framework. It is *the* class for awesome Product Owners who aspire taking the next step in their journey of servant-leading their teams, their customers, their stakeholders and their organization.

Even as a decision maker, a professional Product Owner masters different techniques to collaborate with Developers, users and stakeholders. The Advanced Scrum Product Owner class introduces how the stances of a Product Owner translate into actionable behaviors and decisions, with tools and approaches for the interactions of a Product Owner. The class thus goes to the essence of the role of a Product Owner in the sense of being accountable to show leadership through vision and building bridges between development, customers and the wider organization.

Whether happening online or in-person, a PSPO-A class is a highly interactive experience in which Gunther collaboratively helps people grasp in what way the Scrum Product Owner role is designed to help the Scrum Team and the wider organization most effectively use Scrum to iterative-incrementally deliver product and maximize value, with a focus on the tools and behaviors that a professional Product Owner needs to enact this accountability.

Gunther teaches in English and in Dutch. All materials used in the class are in line with the latest, 2020 version of the Scrum Guide.

Included in attending our PSPO-A course are:

✤ Two attempts on the Professional Scrum Product Owner level II assessment ("PSPO II"). *The total value is 2 x 250 $.*

✤ A 200 $ discount on the Professional Scrum Product Owner level III assessment ("PSPO III"). *The regular price is 500 $.*

✤ The official course materials.

✤ A signed copy of *Scrum – A Pocket Guide*, the acclaimed book of Gunther.

A3. About our Scrum Pocket Classes

Gunther has initiated and is evolving a series of half-day workshops called *Scrum Pocket Classes* **("SPC") with a strong focus. The series is based on and named after his book** *Scrum – A Pocket Guide***. These interactive workshops allow Gunther to engage, collaborate and interact with friends of Scrum across the planet and help them move (their) Scrum forward.**

Apparently, it is easy to get stuck at interpreting the rules of Scrum with academic debates over the rules of the game causing (a new incarnation of) 'analysis paralysis'. Gunther observes how the Scrum movement is running around in circles. He deeply misses a sense of progress.

Gunther aspires to help people and organizations get unstuck by regaining focus, start moving (their) Scrum downfield and up their game. Understanding the rules of Scrum is no more than a start. Moving (your) Scrum downfield requires understanding the rules to play by them and then…look beyond them.

In 2021 Gunther developed and launched an online workshop to interactively explore **The Value in the Scrum Values**, thereby offering a perspective on Scrum that goes beyond the rules and roles. As there is more to share on the topic than is possible in a half day, Gunther limited this workshop to a first module, with a second module (obviously building on module 1) to be created.

Next, Gunther developed an SPC called **Scrum in the Large**. Following the pattern of the Scrum Values workshop, Gunther created a module 1 first.
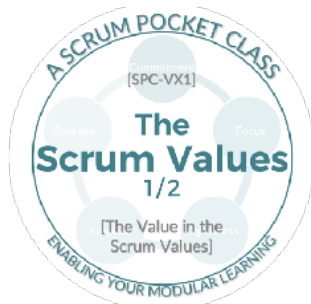
Both workshops take 4 hours and include selected cases from Gunther's *Scrum Caretaker Book of Exercises*. This 'ancient' book collects exercises and practical challenges that Gunther encountered during his 2 decades of experience with Scrum.

Scrum Pocket Classes are in English or in Dutch and are mostly **online**. They are low-tech events with tools like Zoom and Google Jamboard in a virtual learning space on Google Drive, and the occasional use of PowerPoint and a flip chart. They are much case-driven with plenty of room for interaction and conversation.

Find and book a public Scrum Pocket Class via our [webshop](#).

The Scrum Values (module 1) [SPC-VX1]

Gunther stated in his book *Scrum - A Pocket Guide*: "Scrum is more about behavior than it is about process". Gunther developed the Scrum Pocket Class about *The Scrum Values* to explore how its five core values offer a richer view on Scrum: commitment, focus, openness, respect and courage. Because Scrum is a framework of rules, principles and…values. And values drive behavior.

Scrum's DNA consists of empiricism and self-organization. These 'strings' represent respectively the 'process' and the 'people' aspect of Scrum. The empirical process as implemented by Scrum is increasingly replacing the old, traditional predictive management approach. What is more difficult to grasp is that the benefits realized through Scrum largely depend not on the rules, but on the interactions and collaboration of the people employing Scrum. Shifting the balance towards the *people* aspect of Scrum and therefore restoring the people-process balance is one of the major future challenges for the Scrum movement.

At the heart of Gunther's view is that Scrum, actually, is *more about behavior* than it is about process. Values drive behavior. Scrum thrives on five values: commitment, focus, openness, respect and courage. As behavior also mirrors underlying values, Scrum is also expressed through these values. The Scrum Values are the compass to as well as the barometer of a Scrum adoption.

Although these values were not invented as a part of Scrum, and are not exclusive to Scrum, they do give direction to the work, behavior and actions in Scrum. In a Scrum context, our decisions, the steps we take, the way we play the game, the practices we include and the activities we undertake within Scrum should all re-enforce these values, not diminish or undermine them. That however requires understanding these values, and the associated behaviors, in a context of…Scrum, which means to understand them against the background of the combination of people+complexity+empiricism.

Gunther does not aspire preaching or even teaching values. In this interactive workshop, he collaboratively invites people to look at the Scrum framework through the lens of **the Scrum Values** in a context of Scrum. Gunther helps participants grasp how the Scrum Values can help them look beyond the rules of Scrum and enrich their view on the Scrum framework.

Scrum in the Large (module 1) [SPC-XL1]

Gunther developed the Scrum Pocket Class about *Scrum in the Large* to explore how even in the large it is possible to keep the rules of the game intact. The participants explore how the rules are independent of the scale at which Scrum is organized. It is a first step to help people and organizations re-think their structures around Scrum and upgrade their organization accordingly.

Scrum's DNA is empiricism and self-organization and Scrum promotes simplicity, clear accountability and peer collaboration to deal with unpredictability and formulate answers to complex problems. These foundational aspects of Scrum were not at the core of many enterprises when enlarging their organizational and work structures. The main challenge of many organizations wanting to apply Scrum in the large lies not in fitting Scrum into the existing structures, although this is what typically happens. The real challenge is to revise the existing structures via a bottom-up understanding, implementation and growth of Scrum. Because "Scrum is only used effectively if organizations re-think the structures around it".

At the heart of Gunther's view on Scrum 'in the large' is the gradual transformation of an organization towards a networked structure of what he calls 'Product Hubs'. A Product Hub is a mini-organization acting as a start-up within the overarching organization. It is optimally organized for a product (not for functional specializations) as 'product' is the vehicle to deliver value. Because such a product (or service) is managed with Scrum, in this first module of the SPC **Scrum in the Large** the focus is on "Multi-team Scrum", and what is needed to get there. Without any additional scaling frameworks. Just…Scrum.

Gunther does not aspire teaching how to scale Scrum or introduce a new scaling framework. In this interactive workshop, he collaboratively explores with the participants the principles that apply when the need arises to maintain a product with more people than can conveniently work as one team, i.e. move to a "Multi-Team Scrum" setup. Gunther helps the participants grasp how the rules of the Scrum framework don't change and why no additions are needed when having to work with multiple teams (on the same product).

Scrum.

Period