Agility is an organization’s ability to respond to opportunities and challenges. Like any other business investment, initiatives to gain agility need to be managed. Organizations attempting to become more effective and more agile usually start by implementing Scrum. They are then faced with the issue of how to get the most out of their investment in Scrum and wonder how to manage its scaling throughout the organization.

Based on the years of experience that Scrum.org partners and practitioners have helping organizations gain agility, we have created the Continuous Improvement Framework (CIF). Using suggested practices and procedures that can be customized, applied, and managed for your organization, CIF provides an effective way for you to continuously improve your current position to one of competitive advantage. CIF will help you answer the following questions:

- What has the return been on your investment?
- How much more agile is your organization than last year?
- How effectively is the value of your products being managed?
- What next steps will bring your organization the greatest return on investment?
- What practices should you begin mastering at this time?
- Which testing practices increase your quality most?

What Are CIF’s Components?

CIF consists of two interacting processes: product development and continuous improvement. The product development process implements progressive change through new practices from the CIF practice database. With the continuous improvement process, the utility of the practices and resulting metrics are periodically measured and saved in the CIF metrics database. They are analyzed, patterns captured, and upcoming changes adjusted to maximize value and control risk.

Learn more at Scrum.org/CIF
Product Development Process
The CIF product development process lays out the flow of work through the major product development functions of product management, program management, and product development, based on Scrum. These are then integrated into portfolio and product family management for multiple products and systems. The work flows into and out of the Product Backlog.

Continuous Improvement Process
The CIF continuous improvement process implements new agile practices into the product development process. It periodically captures metrics and practice usage. Patterns of metrics and practices are assessed for dysfunction and effectiveness. Your overall agility is compared to that in other organizations. Ways to increase the effectiveness for continuous improvement are devised and applied.

Process Interaction
The CIF process queues up next practices to be applied to the product development process and supporting functions. Functional management teams implement best practices from the CIF practice database. Metrics and practice effectiveness are periodically captured and reviewed to enforce accountability, show progress, and decide on the next steps to optimize overall results.

What Tools Does CIF Provide?
CIF is oriented around two databases:

• Metrics
Metrics are implanted in the product development process and a baseline is created. Processes are periodically sampled to measure change in productivity, quality, value, agility, and key performance indicators. These metrics are related to costs to help you measure the effectiveness of your investment.

• Practices
Best practices that maximize value and eliminate waste are applied to change your current processes. They are organized by the business functions of product development, sales, marketing, finance, human resources, and customer support. These practices are ordered and tracked in the practice backlog so their progressive adaptation and implementation continuously improve your organization, as reported by the metrics. Practice details are referenced from a practice database.

Whether you are already on the path to agility, or contemplating starting, the Continuous Improvement Framework™ (CIF™) provides a path to manage the effort with maximum benefit and payback for your investment while controlling underlying risk.

How Can I Learn More?
Visit Scrum.org/CIF to learn more about how the Continuous Improvement Framework can improve your organization.

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