

Scrum Project Management:

Overview and Business Context



- Course promise: run events with purpose, refine backlogs, forecast probabilistically



- Why now: 84% use AI in delivery, only 49% have governance guardrails



- Scrum is a framework for complex products, not a governance replacement



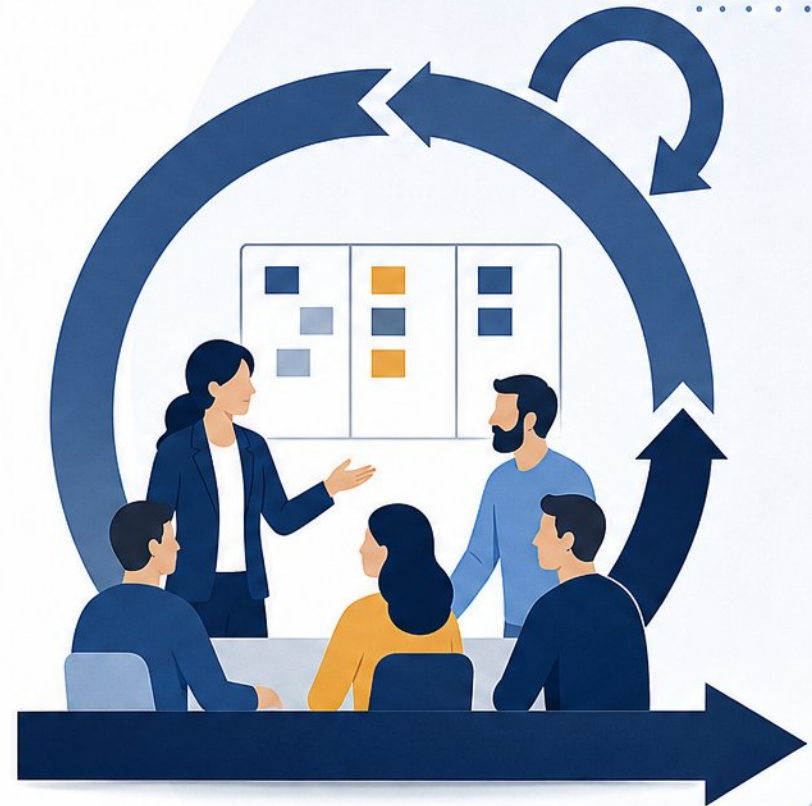
- Roles in the room: PMs, Scrum Masters, product owners, delivery leads, teams



- Tension to resolve: fixed scope, auditability, and distributed teams vs. empiricism



- Agenda: foundations, accountabilities, events, metrics, scaling, adoption, simulation



From Predictive to Empirical: Matching Approach to Context



- Five Cynefin domains: Clear, Complicated, Complex, Chaotic, Confused



- Clear and Complicated are ordered; analysis works before action



- Complex and Chaotic are unordered; understand cause and effect only in retrospect



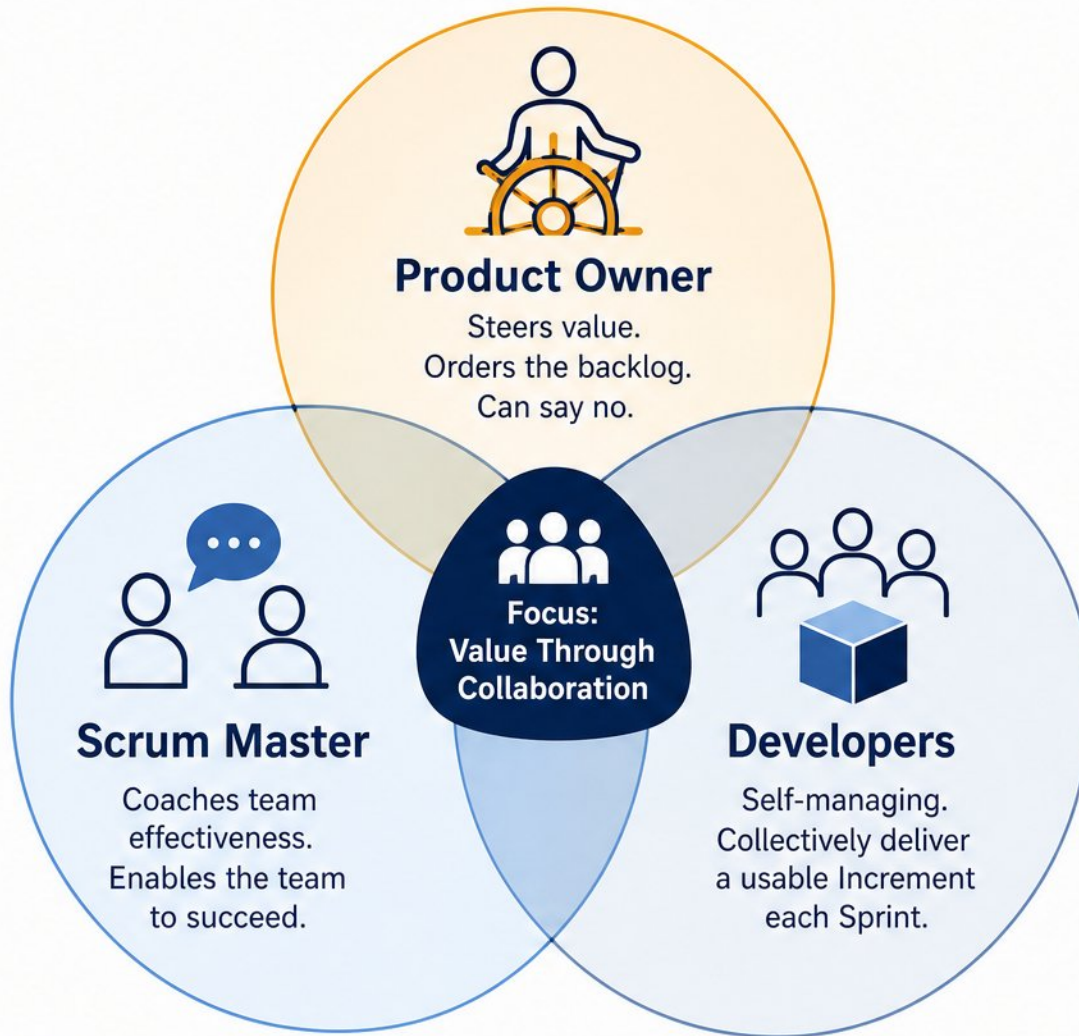
- Match response to domain: categorize, analyze, probe, or act



- Confused programs must decompose into separate domain-specific workstreams



Accountabilities: Product Owner, Scrum Master, and Developers



- **Product Owner:** maximizes value, orders the backlog, can say no



- **Scrum Master:** coaches team effectiveness; no delivery authority, no direct reports



- **Developers:** self-managing, collectively deliver a usable Increment each Sprint



- **Scrum Master** coaches and enables; project manager commits on scope, schedule, budget



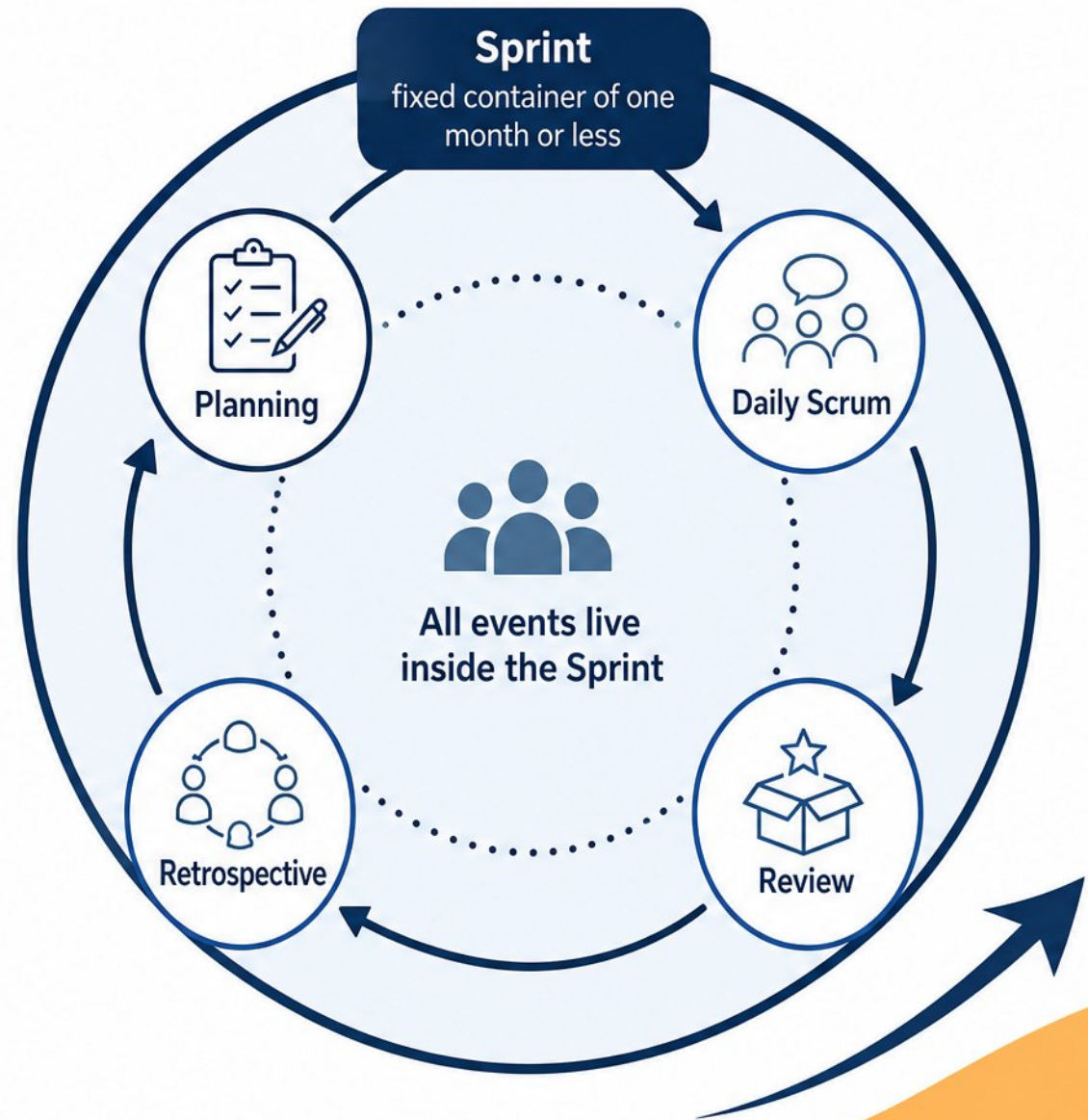
- **Anti-patterns:** proxy PO, part-time SM, command-and-control dressed in Scrum titles



- **Hybrid reality:** delivery lead handles commercial work; boundaries must be explicit

Scrum Events: Cadence, Purpose, and Facilitation

- **Sprint:** fixed container of one month or less; all events live inside
- **Planning:** Sprint Goal, real capacity, forecast; timebox eight hours max
- **Daily Scrum:** 15 minutes for Developers to adapt toward the Sprint Goal
- **Review:** inspect the Increment and adapt the backlog; sign-off checkpoint
- **Retrospective:** one to three owned improvements with check-in dates
- **Refinement** is continuous; the November 2020 Scrum Guide remains current
- **Remote:** prepare asynchronously 24–48 hours ahead, rotate meeting times



Artifacts and the Definition of Done



DoD = quality standards for all work; acceptance criteria = functional needs of one story



Team-created DoD correlates with high performance; imposed checklists do not



Keep DoD at 8–12 testable items; never weaken it under deadline pressure



Estimates must include **DoD** work — review, testing, deployment, not just coding



Commitments bind artifacts to intent:
Product Goal, Sprint Goal, Definition of Done

Estimation, Throughput, and Probabilistic Forecasting



- Planning poker: simultaneous anonymous reveal cuts anchoring bias



- Velocity is a forecast input, never a performance target



- Flow metrics: throughput, cycle time, lead time, WIP, work item age



- Little's Law: no WIP limit means no flow and no predictability



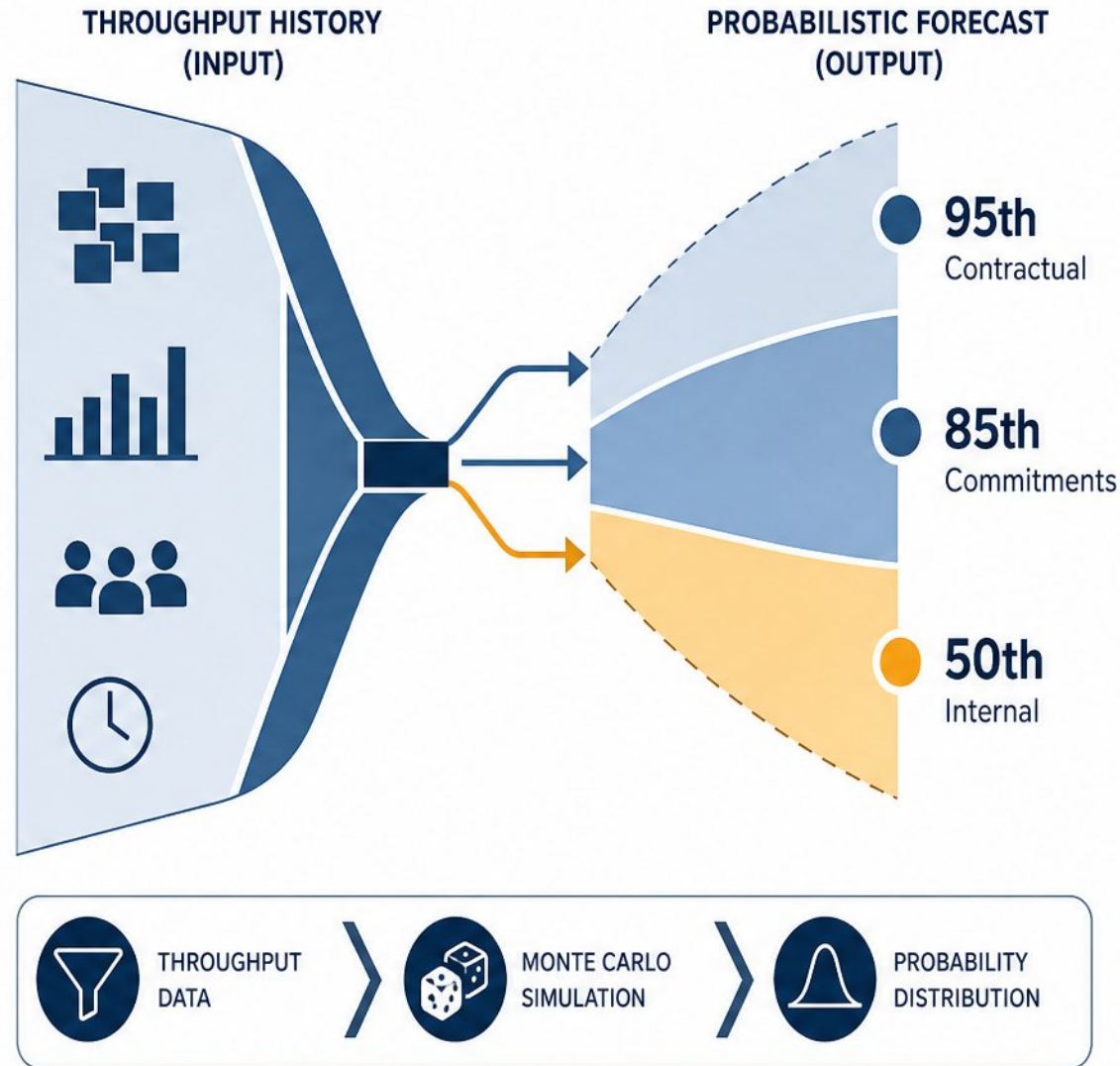
- Monte Carlo runs 1,000–10,000 simulations for a probability distribution



- Percentiles: 50th internal, 85th commitments, 95th contractual



- Hygiene: 6+ sprints, 20–30 items, calendar days, data under six months



Scaling Scrum: Coordination Layers and Framework Choices



- Scale only for a real binding constraint — dependencies, funding flow, or audit evidence



- **SAFe**: prescriptive, portfolio-aware; fits 8+ teams and regulated enterprises



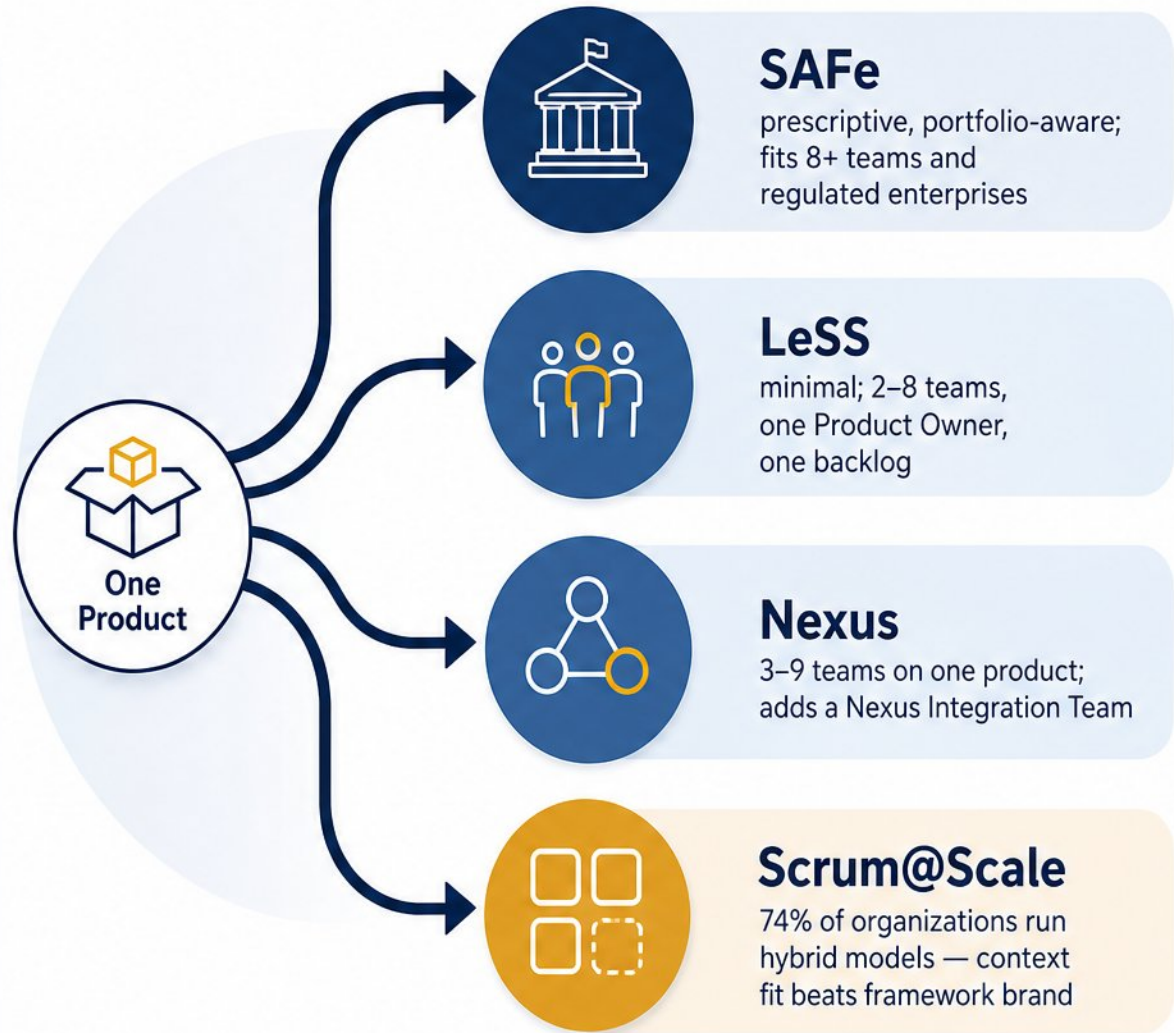
- **LeSS**: minimal; 2–8 teams, one Product Owner, one backlog



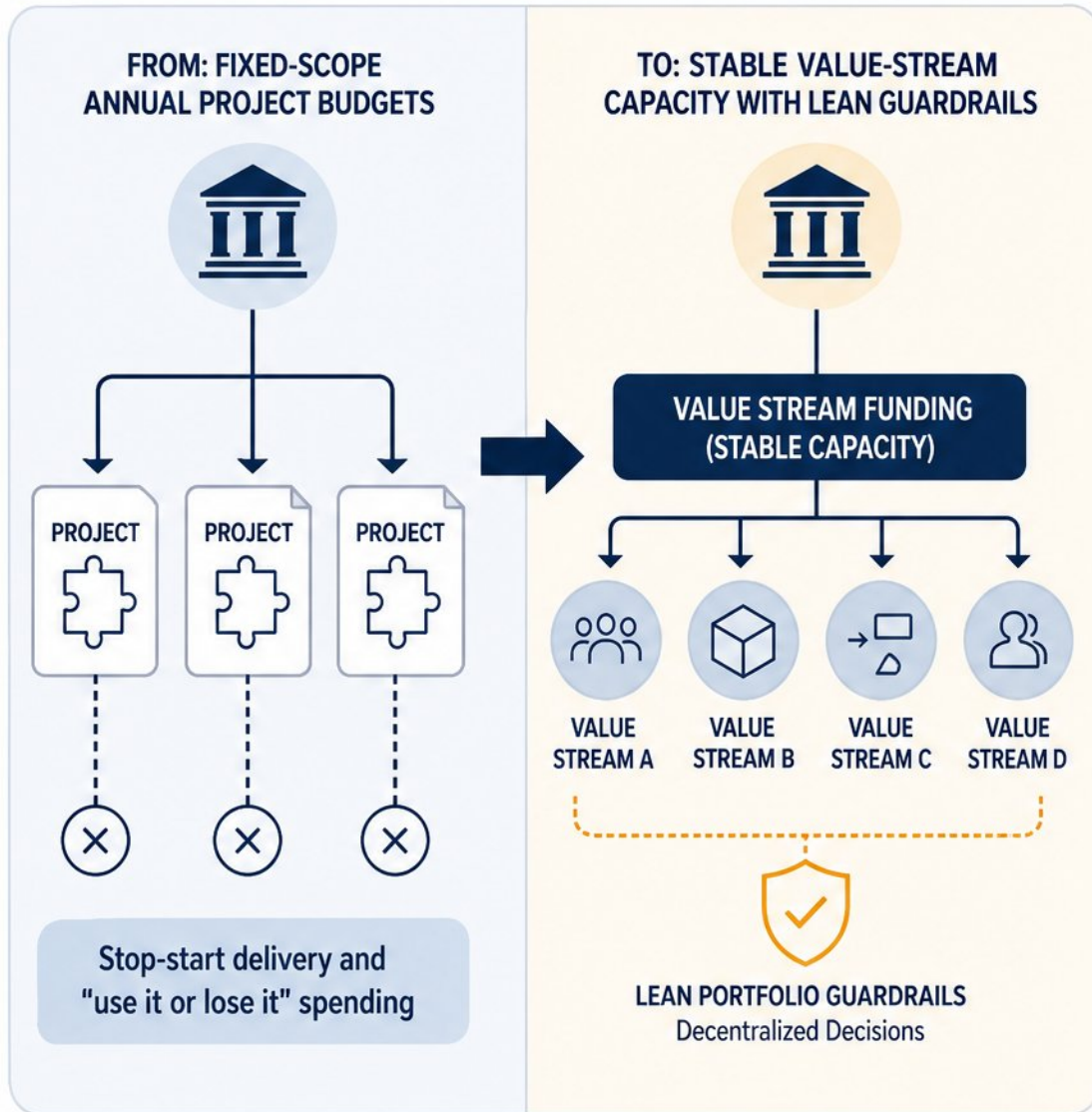
- **Nexus**: 3–9 teams on one product; adds a Nexus Integration Team



- **74%** of organizations run hybrid models — context fit beats framework brand



Governance, Funding, and Portfolio Alignment



- Fixed-scope annual budgets cause stop-start delivery and "use it or lose it" spending



- Fund value streams, not projects: stable capacity where priorities flex inside the budget



- Lean Portfolio Management: value stream funding, Lean guardrails, decentralized decisions



- Cadence: quarterly strategy and budget reviews; monthly portfolio sync and roadmap updates



- Lean governance automates compliance and builds audit evidence into delivery

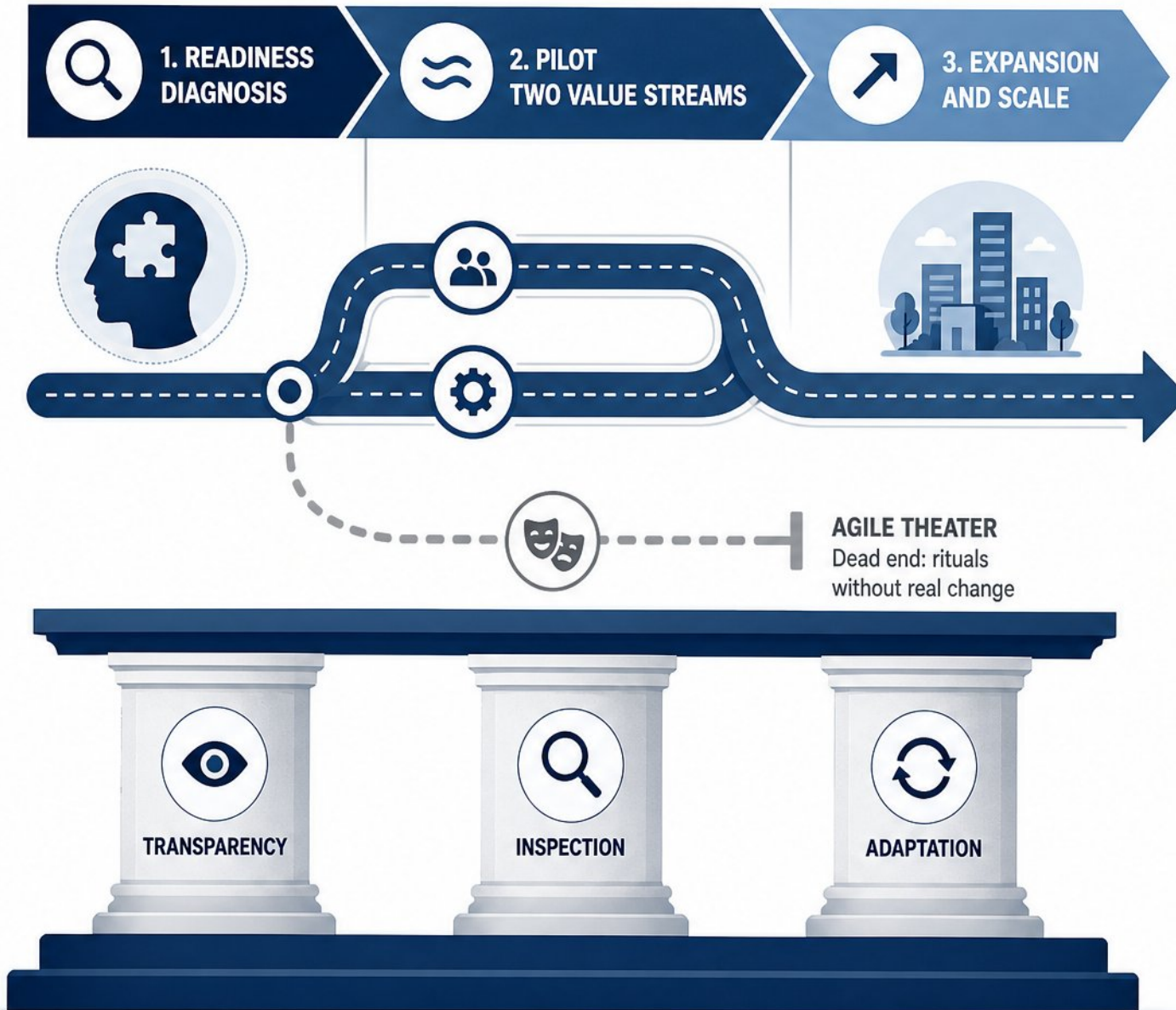


- Track flow efficiency, lead time, throughput, WIP age, and unplanned work against OKRs



- Blocker pattern: agile teams with centralized PMO decisions and siloed budgets

Adoption Roadmap: Readiness, Pilot, and Expansion



- Diagnose first: complexity, trust deficit, contradictory mandates, or uncertainty
- Assess readiness across culture, leadership, funding, structure, and technology
- Pilot two real value streams with empowered Product Owner and real work
- Avoid agile theater: new rituals over unchanged budgets stay command-and-control
- Fix funding, decision latency, and technical capability before coordination roles

Evidence-Based Management: Measuring Outcomes, Not Activity



- **Four Key Value Areas:** Current Value, Unrealized Value, Ability to Innovate, Time to Market



- **Current Value:** customer satisfaction, retention, revenue per employee, product cost ratio



- **Unrealized Value:** satisfaction gap, market gap, time to learn



- **Ability to Innovate:** innovation rate, feature usage, defect trends, cost of obstacles



- **Time to Market:** cycle time, lead time, release frequency, build frequency



- Velocity and story points show capacity, never customer value



- Set customer-outcome goals; inspect evidence at Review and Retrospective



- Only 52% can measure business outcomes — that gap is the opportunity

Practice Lab: Simulating a Sprint Cycle



- Run Planning, Daily Scrum, Review, and Retrospective in one compressed cycle



- Role-play friction: bypassing stakeholder, silent writers, dominant voices



- Refine backlog, write one unifying Sprint Goal, order by cost of delay



- Anonymous planning poker reveal, then Monte Carlo forecast at P50, P85, P95



- Co-create an 8–12 item DoD, re-estimate a story with DoD work included



- Debrief: one event-level change each participant will make next Sprint



Career Paths, Certifications, and Sustained Improvement



- 2026 role shift: admin facilitation shrinking; hybrid delivery, coaching roles expanding



- Surviving leverage: outcome ownership, AI-tooling fluency, systems thinking



- PSM: no training, 85% pass, ~\$200, lifetime valid



- CSM: 2-day course, 74% pass, \$1,000–\$1,400, renews every 2 years



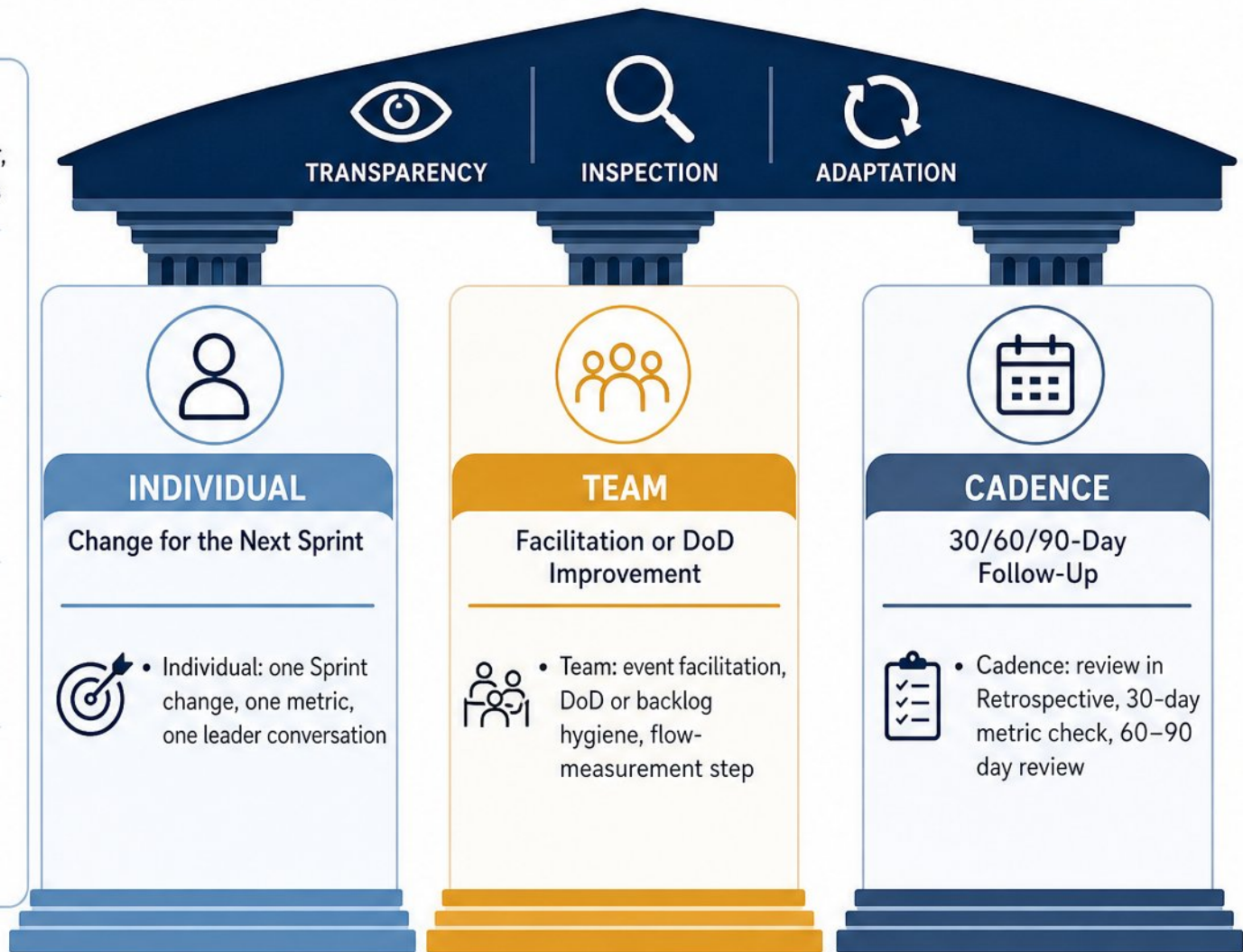
- **Path:** entry cert → 12–18 months practice → advanced → coaching tiers



- Certifications alone no longer differentiate; capability and results do



Knowledge Check, Action Planning, and Next Steps



- **Domain 1:** distinguish Product Owner, Scrum Master, and Developer accountabilities



- **Domain 2:** match artifacts to their owners and commitments



- **Domain 3:** classify the Cynefin domain, pick the matching approach



- **Domain 4:** separate leading delivery metrics from outcome measures



- **Domain 5:** find the binding constraint, choose the lightest framework



- **Resources:** November 2020 Scrum Guide, Scrum.org EBM resources, community forums



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