Free Playbook

AI Transformation For Scrum Teams

A step-by-step guide for Scrum Masters on how to serve their team to migrate from a classic to an AI-native Scrum Team.

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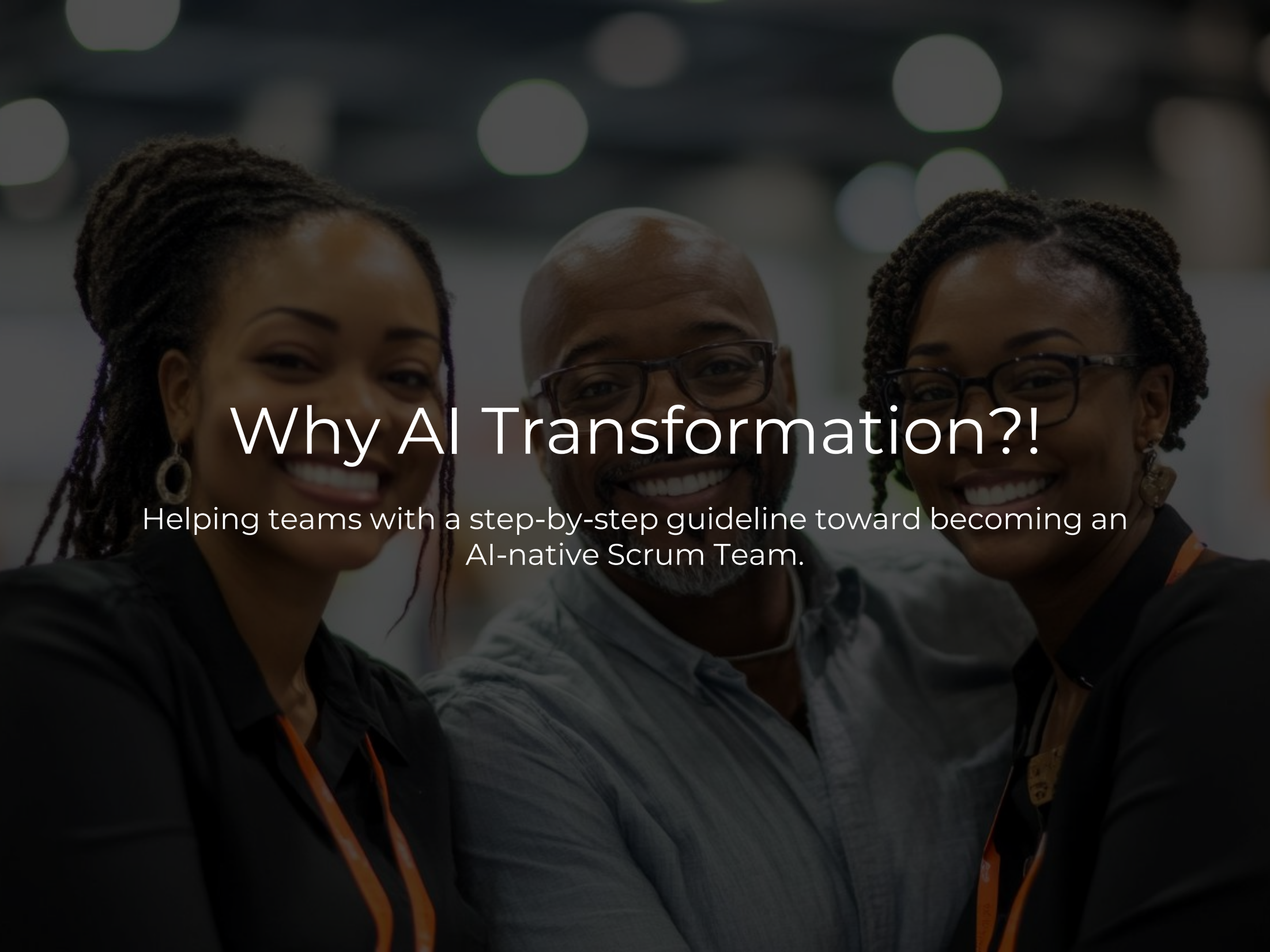
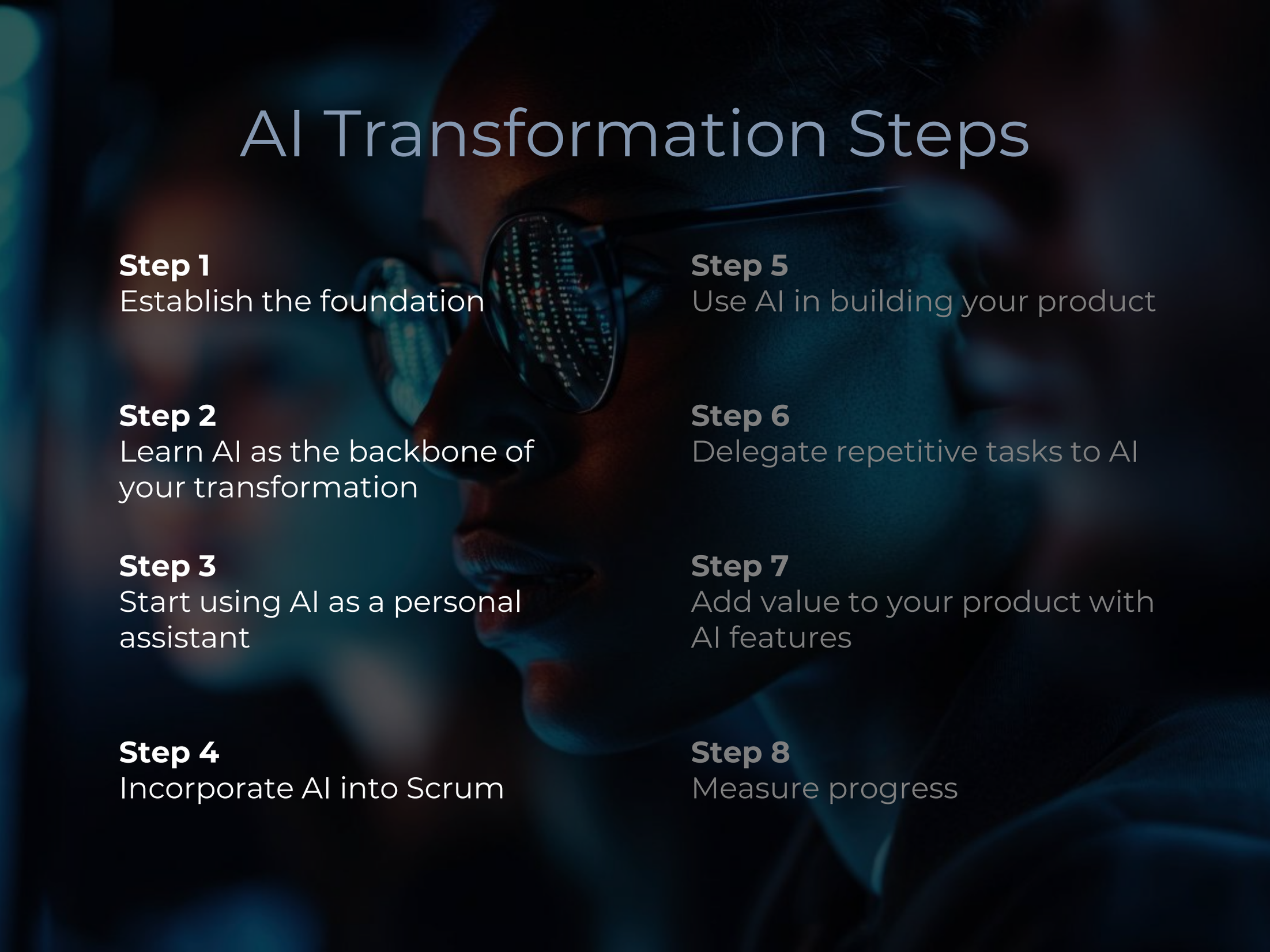


Why AI Transformation?!

Helping teams with a step-by-step guideline toward becoming an AI-native Scrum Team.



AI Transformation Steps

Step 1
Establish the foundation

Step 2
Learn AI as the backbone of your transformation

Step 3
Start using AI as a personal assistant

Step 4
Incorporate AI into Scrum

Step 5
Use AI in building your product

Step 6
Delegate repetitive tasks to AI

Step 7
Add value to your product with AI features

Step 8
Measure progress

Step 1

Establish the Foundation

AI Transformation Outcomes

- Reduced cost in value creation and delivery
- Building product is no longer the bottleneck
- Higher productivity
- Shorter Sprints and more experimentations
- Shorter Time-to-Market
- More available time for innovation & strategic work

An AI-native Scrum Team is not simply a Scrum Team that just uses AI tools. It is a team that incorporates AI capabilities into how it plans, builds, delivers, collaborates, and learns while still preserving Scrum's core principles.

AI-native Scrum Team Characteristics

1. AI is embedded in all aspects of their Scrum way of working.
2. AI is part of how the team thinks, plans, creates, delivers, validates, and learns.
3. Work shifted from production to evaluation.
4. Team focus shifted from Definition of Done (DoD) to Definition of Value (DoV).
5. Team members have a strong AI literacy.
6. Team has a balanced collaboration with AI.
7. Team significantly delegates repetitive work to AI, but keeps itself accountable for the outcomes.
8. Team adds AI capabilities to the product to create new value for customers.

Case Study: JobNext Team

JobNext is a job listing platform that helps candidates find their desired jobs easily. These are the JobNext Scrum Team members:

Sara
Product Owner

Ted
Scrum Master

Jack
Back-End Developer

Brayan
Front-End Developer

Kate
UI/UX Designer

JobNext Scrum Team decided to start their AI Transformation journey.
All the content of this playbook is around the journey of this team.

Kick-off Meeting

The JobNext team started the work with a kick-off meeting to define how they want to approach the AI Transformation journey and set up the prerequisites. This is their conversation:

Sara: *"Ok, guys. We know that AI is real, and we can't ignore its potential. AI is the future of how we work. Let's make it our team advantage. This meeting is to make some agreements on how we want to go through our AI Transformation journey."*

Ted: *"It's promising. I am fully ready to experience the new generation of Scrum powered by AI."*

Jack: *"I believe we need someone to take ownership of the transformation journey."*

Kate: *"Fully agreed. I think we can call it AI Facilitator."*

Ted: *"I am deeply ok to pick this job."*

Brayan: *"Ted, facilitation is your expertise. We have seen how powerfully you facilitate our collaboration. So, I believe it is a perfect fit for you. Thanks for accepting this responsibility."*

Ted: *"Then I think we need a Backlog for our AI Transformation. I will create it."*

Sara: *"Yes, it is itself like a project. So, why shouldn't we have a backlog for it?!"*

Jack: *"Guys, I have got a piece of content showing the AI-native Scrum Team characteristics. We can use it as our north star."*

Brayan: *"Where did you find it?"*

Jack: *"On the Scrum.org website, in the blog post section."*

Brayan: *"Then that's credible. Let's use it."*

Kick-off Meeting

Ted: *"I believe we should start with getting the AI literacy. I mean, learning the basics and theory of AI. What do you think?"*

Kate: *"That's true. Every one of us has a level of AI knowledge. But we don't know if it covers all the basics of AI, or whether we all have the same level of knowledge. Because it is important to move with the same level of AI awareness and a common shared AI language."*

Ted: *"Then I will find a source to learn the basics and theory of AI."*

Sara: *"One more thing is that we need to run a workshop to define our current status."*

Ted: *"That's brilliant. I will organize a workshop for this week."*

Jack: *"What about having a team agreement document about all the agreements that we make for our AI Transformation journey?"*

Brayan: *"Yes, why not? Transparency is crucial. Let's do it."*

Ted: *"Ok, I will prepare that."*

Jack: *"And one more thing is that we need to have retrospectives along the way to inspect how we are moving. What about having a monthly AI Transformation retrospective?"*

Kate: *"Wow, that's nice. It helps us to learn from the past month and adapt our steps for the next month. I'm in."*

Ted: *"I will arrange that one as well. I think we have enough work on our plate now. So, let's get to work."*

AI Transformation Backlog

This is the backlog that the team created and started their AI Transformation journey with.

To Do	In Progress	Done
Finding a source to learn the basics and theory of AI (Ted)		
Organizing a workshop to understand the team current status (Ted)		

AI Transformation Team Agreement

Team Agreement (AI Transformation)

Team: **JobNext**
Version: 1.0 Date: 2026/06/10

- Ted is the AI Facilitator.
- We will use AI-native Scrum Team characteristics as our north star.
- We will have monthly AI Transformation retrospectives.

Workshop: Understanding Current Status

This is the result of the workshop that the team ran to understand their current status.

Individual Level

Low 0 1 2 3 4 5 High

Row	Item	Sara	Ted	Jack	Brayan	Kate
1	At minimum, I regularly use AI tools like Chat GPT, Google Gemini, …					
2	I know the definition of various types of AI, like ANI, AGI, and ASI.					
3	I know the difference between AI and Generative AI.					
4	I know the definition of Machine Learning, Deep Learning, and Neural Networks.					
5	I know the difference between an AI Agent and Agentic AI.					
6	I know what an AI Model is.					
7	I know what an Algorithm is.					
8	I know how an AI Model is built.					
9	I know the definitions of Supervised Learning, Unsupervised Learning, and Reinforcement Learning that are used to train AI Models.					
10	I know what a Large Language Model (LLM) is.					
11	I know the definition of Multimodal.					
12	I know how an image is generated by AI.					

Row	Item	Sara	Ted	Jack	Brayan	Kate
13	I know what a Token is and how our AI usage is calculated.					
14	I know how to write effective prompts.					
15	I know what Prompt Engineering is.					
16	I know how to create dynamic, reusable prompts.					
17	I know what Few-shot Prompting is.					
18	I know what Retrieval Augmented Generation (RAG) is.					
19	I know what Chain-of-Thought (CoT) is.					
20	I know what Fine-tuning is.					
21	I know what Role-based Prompting is.					
22	I know what the AI Fluency Framework is.					
23	I know what Ethical & Responsible use of AI is.					
24	I know AI laws like the EU AI Act.					
25	I know how to protect my data when I use AI.					
26	I know what hallucination is.					
27	I know that AI systems can generate biased answers.					
28	I know various aspects of Ethical AI, like Transparency, Accountability, Fairness, Safety, Human Oversight, Privacy, Non-discrimination, Environmental Impact, …					

Workshop: Understanding Current Status

As the team has not started its AI Transformation, most of the team-level items got a 0 score.

Team Level

Low 0 1 2 3 4 5 High

Row	Item	Sara	Ted	Jack	Brayan	Kate
1	We run AI-enhanced Scrum Events.					
2	We use AI for Product Backlog Refinement.					
3	We use AI to powerfully transfer our messages to our audience (stakeholders, leaders, investors, …).					
4	We use AI in market research & product discovery.					
5	We use AI to design experiments.					
6	We use AI to write user stories.					
7	We use AI to write Acceptance Criteria.					
8	We use AI to create mock-ups & prototypes.					
9	We delegate a significant amount of repetitive tasks to AI.					
10	We use AI to order Product Backlog.					
11	We use AI for presentations.					
12	We use AI for analyzing product data & metrics.					
13	We use AI to create the user persona.					
14	We use AI for strategic roadmapping.					

Row	Item	Sara	Ted	Jack	Brayan	Kate
15	We use AI for Release Planning & Writing Release Notes.					
16	We use AI for customer understanding.					
17	We use AI for feedback management.					
18	We use AI to create insights.					
19	We use AI as the decision-making support.					
20	We use AI to analyze team performance metrics.					
21	We use AI to facilitate meetings.					
22	We use AI to create Product Goals & Sprint Goals.					
23	We use AI to remove impediments.					
24	We use AI for teaching, coaching, and mentoring.					
25	We use AI in building our product.					
26	We use AI for coding.					
27	We use AI for code reviews.					
28	We use AI for refactoring.					
29	We use AI for security checks.					
30	We use AI for writing unit tests, …					
31	We use AI for documentation.					
32	We use AI for the product quality check.					

Row	Item	Sara	Ted	Jack	Brayan	Kate
33	We know how to build AI Agents.					
34	We know when, what, and how to setup Agentic AI.					
35	We use AI for brainstorming.					
36	We know which part of the work we can delegate to AI and which part should stay on the human side.					
37	We are in a state where we enrich our product by adding AI features to it to deliver new value to our customers.					
38	We have a guideline on how an AI tool can be approached to be used in the team.					
39	We regularly measure our AI maturity level and adapt our way based on the learnings.					

Professional Scrum Master™ – AI Essentials

Now, it is decision time. If you want to go further and prepare yourself as a Scrum Master to lead your team in their AI Transformation journey, join my upcoming Scrum.org official **PSM-AI Essentials** class.

Enroll Now

See the Hot Offer on the next slide ...

July 2026 PSM-AI Essentials Class Offer: Your Ultimate Rebirth Party as a New AI Scrum Master for Only €695

- **8 Hours Training**: Exceptional 8 hours of live PSM–AI Essentials training with a certified trainer (PST) with Scrum.org.
- **An Exclusive Tour:** Showing you how we are deeply using AI to develop a real, commercial software product.
- **2 Exam Attempts:** Two attempts at the PSM-AI Essentials exam are included.
- **3 PDF Playbooks**: Three high-quality complementary PDF playbooks that you cannot find anywhere else to deepen your AI skills as a Scrum Master.
- **8 AI Tools**: Practical exercises with 8 specific AI tools beyond just prompting, which you can use the very next day at your work.
- **Pre-Class Onboarding:** You will go through a specific onboarding process before the class to warm up your mind.
- **Full Refund Guarantee**: If the class doesn't satisfy you, you can ask for a full refund up to 6 hours after the class ends. Zero risk for you. Period.
- **No Hidden Fee**: The price is tax-inclusive and exactly what you pay at checkout. (No shock at checkout because of Tax, VAT, etc.)
- **Flexible Class Date**: After registration, you are allowed to change your class date if needed. Relax your mind.
- **Limited Seats**: Capacity is too tight. Reserve now, before all the capacity is gone.

Enroll Now

Step 2

Learn AI as the Backbone of Your Transformation

You need two levels of learning:

1- Basic AI Literacy for all team members

2- AI Training for Scrum Masters to lead the AI transformation

1

Basic AI Literacy for all team members

20 AI Keywords All Agilists Must Know

Basics of AI

Here are 20 key basic terms of AI that you should know:

1 AI (Artificial Intelligence)

A technology that enables computers to simulate human intelligence and problem-solving capabilities.

2 Generative AI

Generative AI refers to artificial intelligence models that can create new content, such as text, images, audio, or video.
Examples are ChatGPT or DeepSeek.

3 ANI (Artificial Narrow Intelligence)

A type of AI designed to perform a single specific task.
Examples are self-driving cars or defect detection in a factory line.

4 AGI (Artificial General Intelligence)

The futuristic potential form of AI that can perform any intellectual task a human can. We are not there yet.

5 Agentic AI

AI systems designed to autonomously make decisions, plan, and execute tasks to achieve goals with minimal human intervention.

6 AI Model

An AI system that has been trained on a dataset to recognize patterns, make predictions, or generate new content.
Examples are GPT-4 model by OpenAI or Gemini 1.5 Flash model by Google.

7 Algorithm

A set of rules or instructions designed to enable machines to learn from data, make decisions, or perform tasks.

8 LLM (Large Language Model)

A type of AI trained on vast amounts of text data to understand and generate human-like language.

9 Multimodal

Models that can process and generate multiple types of data, like text, images, audio, and video.
An example is Gemini 1.5 by Google that can process and generate text, images, audio, video, and code.

10 ML (Machine Learning)

A subset of AI that enables systems to learn from data, identify patterns and make decisions or predictions.

Basics of AI

Here are 20 key basic terms of AI that you should know:

11 DL (Deep Learning)

A subset of machine learning that uses multi-layered neural networks to learn complex patterns and create highly accurate outputs.

12 Prompt

A text input given to an AI model to guide its response or generate desired output.
Example: Write an email to stakeholders, inform them of the scope and goal of the Sprint, and invite them to the upcoming Sprint Review.

13 Prompt Engineering

The process of designing effective prompts to generate better and desired responses.

14 Supervised Learning

A model training approach to learn from paired input-output labeled data to predict outputs for new, unseen inputs.

15 Unsupervised Learning

A model training approach where a model discovers patterns and structures within unlabeled data.

16 Reinforcement Learning

A model training approach where a model learns to optimize decisions based on receiving rewards and penalties for actions. An example is when computers learn to play chess.

17 Diffusion Model

A generative AI technique that learns by iteratively adding noise to data and then denoise it to create new outputs like images. An example is that most AI images are generated by Diffusion Models.

18 RAG (Retrieval-Augmented Generation)

An AI technique that enhances large language models by retrieving information from external sources to generate more accurate and context-aware responses.

19 Fine-tuning

The further training of a pre-trained AI model on a smaller, domain-specific (like medical or legal domains) dataset to enhance its performance for a particular domain.

20 Token

The fundamental unit of text that an AI model processes, which can be a word, part of a word, or even a single character.

To learn more about the basics of AI,
watch this short video

Watch Video

Responsible & Ethical AI

Responsible & Ethical AI Principles

Transparency & Explainability

Privacy, Security, and Data Protection

Fairness, Non-Discrimination (Bias mitigation)

Inclusiveness, Sustainable Development and Well-being

Safety, Robustness, and Reliability

Human Oversight & Control

Accountability & Responsibility

Environmental Impact

1 Transparency & Explainability

Transparency in Ethical AI refers to openly sharing how AI systems are developed, trained, and deployed, ensuring stakeholders understand the processes and data involved.

Explainability focuses on making AI decisions interpretable to users, providing clear reasons for outcomes to build trust.

AI systems should not operate like a "black box." Instead, users and stakeholders should understand how and why an AI system makes its decisions or predictions.

Example:
You are a bank using AI to decide whether a customer is eligible for a loan or not. In one case, a customer asks you for the reason why you rejected their loan request, but you cannot explain it because you don't know how your AI system evaluates loan requests.

In this case, are you upholding the Transparency & Explainability principle of Ethical AI?!

2 Fairness, Non-Discrimination (Bias mitigation)

Fairness ensures that AI systems treat all individuals and groups equitably, avoiding favouritism or harm based on attributes like race, gender, or age.

Non-Discrimination (Bias mitigation) involves actively identifying and reducing biases in data, algorithms, and decision-making processes to prevent unjust or prejudiced outcomes.

Example:
Imagine your company uses an AI screening tool for hiring, but you notice it consistently recommends men for engineering roles more often than equally qualified women. When a highly skilled female candidate is rejected without clear justification, you question the system's decision.

In this case, are you upholding the Fairness, Non-Discrimination principle of Ethical AI?!

3 Safety, Robustness, and Reliability

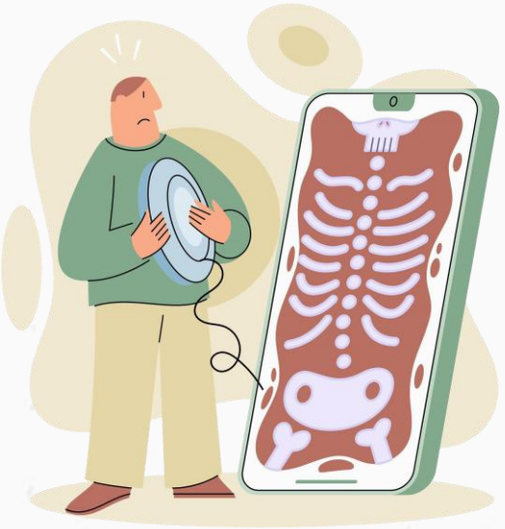
Safety in Ethical AI ensures that AI systems operate without causing unintended harm to users, society, or the environment.

Robustness means the AI performs consistently under varying conditions, including adversarial attacks, edge cases, or noisy data, without failing unpredictably.

Reliability guarantees that the system functions accurately and dependably over time, maintaining correct and stable outputs to prevent errors that could lead to mistrust or dangerous outcomes.

Example:
A healthcare diagnostic AI used to detect cancer from X-rays initially performs with high accuracy. However, over time, it starts misclassifying cases because it was trained mostly on data from one hospital's imaging equipment.
When deployed in a new clinic with different machines, the AI fails to adapt, producing inconsistent and incorrect diagnoses.

In this case, are you upholding the Reliability principle of Ethical AI?!



4 Accountability & Responsibility

Accountability in Ethical AI ensures that organizations and individuals behind AI systems are answerable for their outcomes, including errors or harms, with clear mechanisms for redress.

Responsibility mandates that developers, deployers, and users uphold ethical standards throughout the AI lifecycle—from design to deployment—by proactively addressing risks and biases.

These two address the critical question of who is ultimately answerable when an AI system causes harm or makes errors. This principle ensures that humans maintain control and ownership over the outcomes generated by autonomous systems.

Example:
Imagine you work in a self-driving car product development company. One of your self-driving cars, operating under AI control, causes an accident resulting in pedestrian injuries. Who is primarily accountable for the incident?

In this case, Accountability for your AI systems lies with its creator (your company), who must ensure safety, ethical design, and compliance with regulations.

5 Privacy, Security, and Data Protection

Privacy in Ethical AI ensures that personal data is collected, used, and stored with respect for individual rights, minimizing unnecessary data exposure and obtaining informed consent.

Security involves safeguarding AI systems and their data from breaches, attacks, or misuse through robust encryption, access controls, and threat monitoring.

Data Protection guarantees compliance with legal standards (e.g., GDPR), ensuring data is handled transparently, retained only as needed, and anonymized where possible to prevent harm or re-identification.

Example:
With ChatGPT, you can change the settings of the tool to align it with your expectations as follows:

- Prevent your data from being used in the model training and improvement by turning off the "Improve the model for everyone" option.

- Use Temporary Chat to prevent storing your data.

6

Inclusiveness, Sustainable Development and Well-being

Inclusiveness in Ethical AI ensures that AI systems are designed for and accessible to diverse populations, including underrepresented groups, to prevent exclusion and promote equitable benefits.

Sustainable Development means AI solutions should support long-term environmental, social, and economic health, avoiding harmful shortcuts like excessive energy use or exploitative labor practices.

Well-being emphasizes that AI must prioritize human dignity and flourishing, safeguarding mental/physical health.

Example:
Imagine your company is developing a voice recognition AI tool that has been initially trained mostly on accents from one region, causing it to fail for users with different accents or speech patterns, like older adults, non-native speakers, or people with speech impairments.

In this case, are you upholding the Inclusiveness principle of Ethical AI?!

7 Human Oversight & Control

Human Oversight & Control ensures that humans retain ultimate authority over AI systems, with the ability to intervene, override, or stop decisions, especially in high-stakes scenarios like healthcare or criminal justice.

It mandates that AI operates as a tool to augment human judgment, not replace it, with clear protocols for monitoring outputs and addressing errors.

Example:
A hospital uses an AI diagnostic tool to recommend treatments for cancer patients. While the AI analyzes data quickly, doctors must review and approve every recommendation before it's applied.

If the AI suggests an aggressive treatment with high risks, the doctor can reject or modify the plan based on their expertise.

8 Environmental Impact

Environmental Impact addresses the ecological footprint of AI systems, from energy-intensive training processes (e.g., large language models) to hardware waste, urging sustainable practices like renewable energy use and efficient algorithms.

It emphasizes minimizing harm—such as reducing carbon emissions from data centers or avoiding e-waste from obsolete AI hardware—while ensuring AI advancements align with global climate goals.

Example:
Training a single AI model can emit as much CO_2 as 300 round-trip flights.

AI Fluency Framework

AI Fluency Framework*

An AI-aware Scrum Team member leverages AI within the boundary of the 4D AI fluency framework to ensure their interactions with AI are effective, efficient, ethical and safe.

This framework has four aspects:

* Developed by Anthropic

1 Delegation

Setting goals and deciding whether, when and how to engage with AI.

2 Description

Effectively describing goals to prompt useful AI behaviors and outputs.

3 Discernment

Accurately assessing the usefulness of AI outputs and behaviors.

4 Diligence

Taking responsibility for what we do with AI and how we do it.

Case Study: JobNext Team

JobNext is a job listing platform that helps candidates find their desired jobs easily. These are the JobNext Scrum Team members:

Sara
Product Owner

Ted
Scrum Master

Jack
Back-End Developer

Brayan
Front-End Developer

Kate
UI/UX Designer

During learning AI basic literacy, Ted, Scrum Master, realized that he needs to know more about AI specifically for his role to effectively guide the team transformation.

AI Training for Scrum Master

The JobNext team had another conversation to support Ted, Scrum Master, to learn more about AI to be able to effectively lead the team transformation. This is their conversation:

Ted: *"Guys, what I see is that I still see some blind spots in my knowledge of AI. Even it is possible that there are some AI topics that I don't know that I don't know."*

Sara: *"That's true transparency. What can we do, Ted?"*

Jack: *"Probably, you need to put aside some time and energy to go deeper and learn about all the aspects as part of our AI Transformation."*

Kate: *"Maybe you can watch some YouTube videos. "*

Ted: *"Yes, it can be a good starting point. But the huge volume of content is overwhelming, and there is a lack of structure. I think it is truly time-consuming, and at the end, I will not be sure if I learned everything I should have learned."*

Brayan: *"That's a fair idea. What about buying low-priced recorded video courses? Like on Udemy, Coursera, etc.?"*

Ted: *"I have checked it a bit. There aren't too many alternatives specifically for AI and Scrum Masters. But I will continue searching."*

Sara: *"I have a creative idea. We are going to have AI Transformation. What about learning AI by AI itself?"*

Ted: *"That can be an option. But it will be time-consuming, while we want to get the results fast. In addition, there is no feedback from an expert along the learning. However, I will check this option."*

Brayan: *"Then how about taking a live training class with an expert, experienced trainer? Then not only is it fast, but also you can ask your questions if you have any problems with topics."*

Ted: *"That's brilliant. Let me check all the options, and then I will inform you which solution I will use."*

2

AI Training for Scrum Masters to lead the AI transformation

Why do Scrum Masters decide to learn AI for their AI Transformation?!

These are some answers that my students gave me as I asked them to fill out a questionnaire after their class registration to get to know them better:

- "*Learning real-world, concrete, tangible, and hands-on examples and use cases of using AI that I can apply the very next day, beyond just prompts.*" **Michael Sieron (Scrum Master / Delivery Lead)**

- "*Keep up to date with the last AI trends and learn how to help the teams I serve the best way I can.*" **Erika de Assis Cavalari (Scrum Master)**

- "*Investigate the potential areas I can improve with AI and to integrate AI into our Scrum processes and way of working.*" **Gizem Engin (Scrum Master)**

- "*The main motivation is to add value to the organization. Maximizing ROI through Agility, Operational Efficiency with AI and Scalability & Governance.*" **Mauro Sebastián Martínez (Strategic Project Manager)**

- *"To get some inspirations, ideas and a heads-up on how to use AI tools as a Scrum Master."* **Daniel Greiner (Scrum Master)**

There are four practical sources for Scrum Masters to learn AI.

Solution 1: Self-study with free sources

This is the most available solution. Let's check the various options:

1-1- YouTube Videos & Podcasts

There are great videos on YouTube that you can use to start your AI journey, keep yourself up to date about the latest AI trends, and get basic AI literacy.

- **Kevin Stratvert Channel**

  He shares nice videos about AI, but on diverse topics. It can be a great starting point. But you need to search and find related videos on his channel.

- **Jeff Su Channel**

  You can find a lot of informative videos about AI on his channel. He shares videos about how to improve your productivity at work with the help of AI. However, you need to search and find related videos on his channel.

- **Silicon Valley Girl Channel**

  It is a weekly AI and technology podcast hosted by Marina Mogilko. Every week, Marina interviews the global tech leaders, CEOs, and founders building the future of AI. It is worth watching her videos to get ideas and keep yourself up to date about the latest changes in the AI landscape.

2-1- MOOC (Massive Open Online Course) Solution

It is possible that this concept could be new to you. So, let me give you a little explanation of it:

A MOOC is an online course that is open to anyone with an internet connection and often free to audit, with an optional paid certificate. The MOOC letters stand for:

Massive: Designed for an unlimited number of participants (thousands or even millions of students can take the same course at once).

Open: Usually free (or very low-cost) to access. There are no formal entry requirements like a high school diploma or college entrance exams.

Online: Delivered entirely over the internet, so you can take it from anywhere in the world.

Course: Structured like a traditional class, with video lectures, reading materials, assignments, quizzes, and often discussion forums.

The best MOOCs that I discovered and used are on the following four platforms. DeepLearning.AI and Coursera were founded by Mr. Andrew Ng. He is one of the top AI leaders and thinkers in the world. I myself learned a lot from him. Be aware that for most platforms to use MOOCs, you need to log into the platform.

2-1- MOOC (Massive Open Online Course) Solution

1-2-1- DeepLearning.AI company

- **Generative AI for Everyone**

  It is free to watch its videos. But you can pay for it, and then you will get its certificate and 6 graded assignments. Let's be honest, your main goal is usually learning. So you have free access to its videos.

- **AI Prompting for Everyone**

  This is another free MOOC by Mr. Andrew Ng. It gives you a great foundation for how to effectively communicate with AI.

2-2-1- Coursera

Coursera is another great MOOC platform where you can find valuable courses on it.

- **AI Foundations for Everyone (IBM)**

  It helps you build basic job-ready AI skills to enhance your career. Of course, you can find paid courses on Coursera as well.

2-1- MOOC (Massive Open Online Course) Solution

3-2-1- OpenAI Academy

OpenAI is the builder of ChatGPT and several pioneering AI Models like GPT-5.5. They offer great courses:

- **AI Foundations**

  It helps you build practical skills for working with AI.

4-2-1- Microsoft Learn AI Training

Microsoft has a lot of great options to start your AI journey. Here is an example:

- **Introduction to AI concepts**

  It introduces you to the world of AI. They leveraged an AI avatar to teach you.

3-1- Blogs & Articles

This option is a great one to deep dive into very narrow topics. Here are some great options:

- **Scrum.org AI Blog Posts**

  You can find truly valuable AI blogs on Scrum.org as they are written specifically in the context of Scrum. Don't miss it. I myself regularly write AI blogs on the Scrum.org website.

- **Scrum Alliance Blog Posts**

  There aren't too many blog posts about AI on the Scrum Alliance website. But the existing ones are valuable and informative.

- **The AI Teammate Framework: A Four-Step Framework for Product Teams Article**

  (By Scrum.org)

Pros & Cons for Solution 1

Pros

1.It is free and immediately available.
2.It gives you the basics and theory of AI.
3.It is a good starting point to step into the AI world.
4.You can keep yourself up to date about the latest AI news.

Cons

1.Information overload and lack of structure: The huge volume of content is overwhelming. Finding signal in the noise is the biggest challenge. You'll spend a lot of time finding reliable videos and articles, and run the risk of picking up outdated or incorrect information.
2.They usually give you just a high-level explanation and impractical content. In addition, the depth of content is limited regarding the Scrum concepts.
3.Scattered learning with no cohesive learning path.
4.At the end, you are NOT sure if you learned everything that you needed to learn as you don’t have a crystal-clear picture of the complete set of topics.
5.You need a high commitment to stick to the learning process for a relatively long time.
6.There is no feedback from an expert along your learning.
7.It is truly time-consuming, and you don’t know where the end is.
8.No or little credibility (Usually there is no certificate, …). So, you cannot prove to the job market that you have taken the learning steps.

Solution 2: Self-study with low-price sources

1-2- Books

If your learning style is to learn by books, this is a great option. Let me introduce some great books:

- **The Layman’s Guide to Artificial Intelligence**

  (by Hiren Doshi) This book breaks down the most common and pressing questions about AI into easy-to-digest answers. Forget the complicated algorithms and obscure terms; this book focuses on what you, the everyday person, truly need to know.

- **Generative AI in a Nutshell**

  (by Henrik Kniberg) This book gives you input on how to survive and thrive in the age of AI.

1-2- Books

- **Moral AI: And How We Get There**

(by Jana Schaich Borg, Walter Sinnott-Armstrong, and Vincent Conitzer)

A balanced and thought-provoking guide to all the big questions about AI and ethics.

- **Be the Mirror**

(by Lois Wortley, Ajay Ghanagam, and Hiren Doshi) A Change Agent's Guide to Transformation for an AI World.

2-2- Self-paced Recorded Courses

To use this option, you need to pay a low price for the courses. There are several great platforms for this option. Let me give you some options:

1-2-2- Linkedin Learning

To use this option, you should buy a subscription with the 29.98 EUR / month price tag.

- **AI Essentials for Project Managers**

  (by Doug Rose)

- **From Tool to Teammates: Working Smarter with AI**

  (by Brice Challamel)

2-2-2- Udemy

To use this option, you should buy a subscription with around 20 EUR / month price tag or you can buy each course individually.

- **AI for Agile Project Managers and Scrum Masters**

  (by HK School of Management – LSP) – This course is presented by a speaking AI.

Pros & Cons for Solution 2

Pros

1.It is low-priced and immediately available.
2.It goes deeper compared to solution 1.
3.It usually gives you the basics and theory of AI and sometimes deeper Scrum concepts.
4.It is another good starting point to step into the AI world.

Cons

1.You have to pay a little to use this solution.
2.There aren’t too many alternatives specifically for AI and Scrum Masters.
3.It is seriously time-consuming if you use books to read and learn.
4.The depth of content is still limited regarding the Scrum concepts.
5.You need a high commitment to stick to the learning process for a relatively long time.
6.There is no feedback from an expert along your learning.
7.No or little credibility (Usually there is no or just a course completion certificate). So, you cannot prove to the job market that you have taken the learning steps.

Solution 3: Self-study with AI assistance

With the advent of AI, the learning landscape has also changed. Now, you can leverage AI to learn about AI itself. Here, I introduce two options:

1-3- Learn with an LLM (Large Language Model)

You can leverage AI as your learning assistant. These are good options:

ChatGPT, Google Gemini, Microsoft Copilot, DeepSeek, Claude, etc.

Let's use ChatGPT. You can ask it to be your instructor. Use a prompt like this:

"I am a Scrum Master with zero knowledge about AI. I have decided to learn AI and see how it can evolve my role to serve my team with new values. Imagine you are my instructor. Create a plan for how you want to teach me and a learning agenda."

1-3- Learn with an LLM (Large Language Model)

Paste this prompt into ChatGPT and see the result. This is what I got:

A 12-Week Learning Journey

Goal

At the end of this course you should be able to:

- understand what AI is (without becoming a programmer)
- use AI as your daily work partner
- improve Scrum ceremonies with AI
- coach teams on AI adoption
- recognize AI opportunities in products
- understand the risks and limitations
- become the person in your organization who bridges Agile and AI

...

It is not bad. It can be a good starting point. It gave me a 12-week plan, which is long, but you can ask it to give you a shorter plan. It is obvious that keeping yourself committed to the plan for 12 weeks is a serious challenge.

1-3- Learn with an LLM (Large Language Model)

Two caveats

1- If you want to learn the highly accurate version of Scrum (which is called Professional Scrum), the instructor should not use a word like “Ceremony” (see the third bullet point). In Professional Scrum, it is called “Event,” not “Ceremony”. But if you are a beginner, you cannot find these differences. It is because of the data that the AI model has been trained on. So, although using AI as an instructor can be a good option, don’t rely on it 100%. You need a mechanism to make sure you are learning the right thing.

2- What I see is that the agenda that ChatGPT gave me doesn’t cover the whole story. I am aware of it because I am a Scrum trainer. But how about you? You are not aware of the all topics that you should learn. So, this is the second risk. Again, you need a mechanism to make sure that you are learning all the pieces of the puzzle.

2-3- Learn with NotebookLM

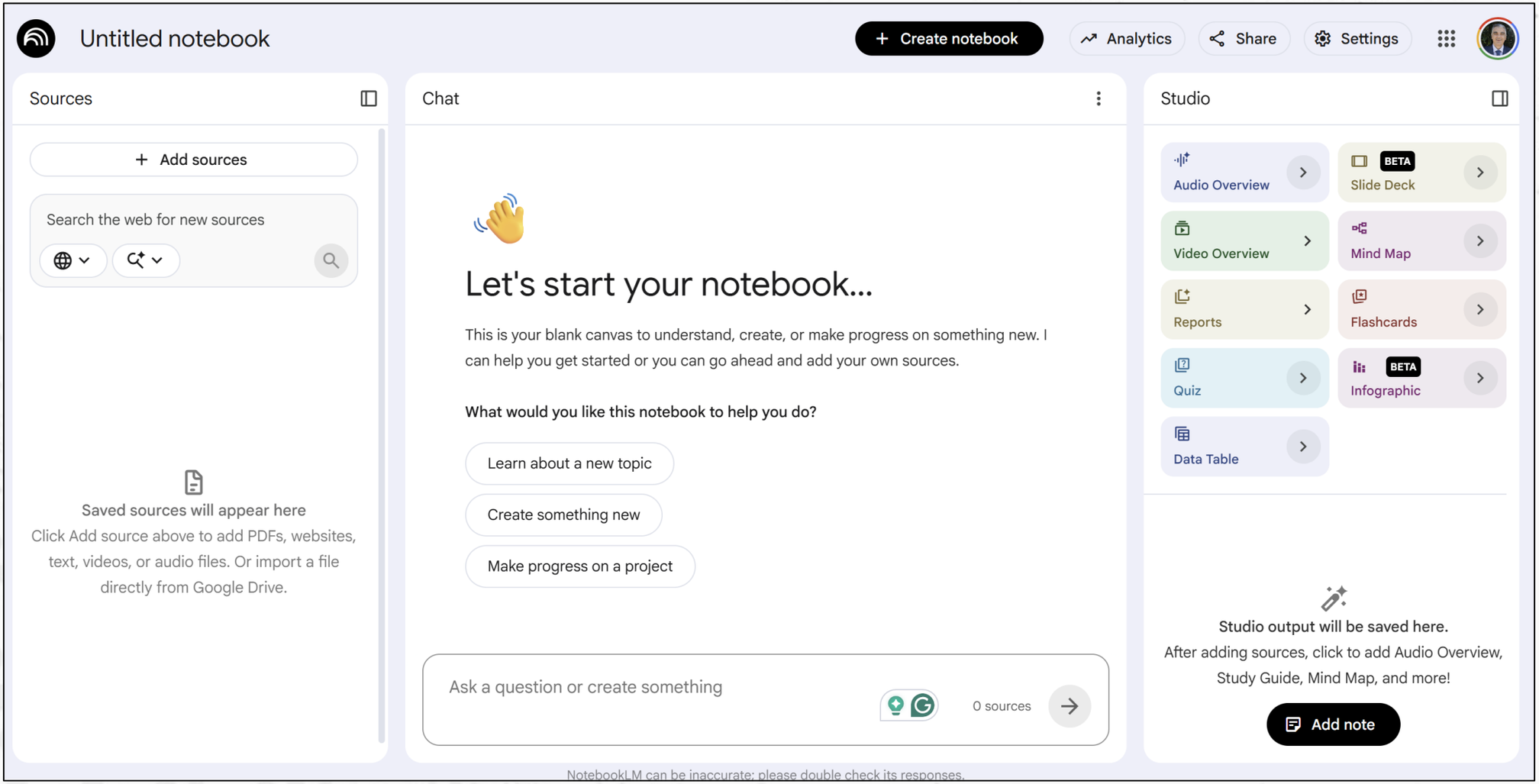
NotebookLM is an AI tool created by Google. On its website, it says:

- Your research and thinking partner, grounded in the information you trust, built with the latest Gemini models.
- With all of your sources in place, NotebookLM gets to work and becomes a personalized AI expert in the information that matters most to you.
- Gain confidence in every response because NotebookLM provides clear citations for its work, showing you the exact quotes from your sources.

2-3- Learn with NotebookLM

NotebookLM Panel Structure

It has three columns:



2-3- Learn with NotebookLM

Sources: You can add various sources, including PDFs, websites, YouTube videos, audio files, Google Docs, Google Slides, and more.

Chat: You can communicate with your sources to process, digest, and understand them. It gives you a conversational window to communicate with your sources. You can say summarize sources, create a bullet list of the most important parts, …

Studio: You can convert your findings and sources to other types of content, helping you use them more effectively, like converting them to flashcards, quizzes, mind maps, reports, infographics, audio, …

For learning AI, you can first add all your sources to NotebookLM, including all your YouTube videos, blogs, articles, PDFs of books, playbooks, booklets, …

Then you can start communicating with your sources. For example, you can ask to:

- Give you a high-level overview of all the added sources.
- Give you a list of important things that you need to learn
- Give various AI aspects that a Scrum Master should learn
- …

2-3- Learn with NotebookLM

In addition, you can convert your findings into other types. For example, you can ask it to:

- Convert it to a podcast. Then, when you are driving, you can listen to it.
- Create a set of flashcards to repeat your learnings.
- Create a mind map to have a visual overview of your learnings.
- Create a quiz to evaluate your learning.
- …

Caveat

The quality of your learning depends on the quality of the materials and sources that you add to NotebookLM. So, you need a mechanism to make sure that you are learning from quality sources.

Pros & Cons for Solution 3

Pros

1.It is free and immediately available.
2.You leverage AI as your learning assistant, which is a new way of learning.
3.It can reveal your blind spots.
4.It is another good starting point to step into the AI world.

Cons

1.It is generally time-consuming and needs a lot of effort.
2.You need a high commitment to stick to the learning process for a relatively long time.
3.It doesn’t guarantee that you will learn the most accurate version of Scrum (Professional Scrum).
4.You don’t know if you are learning all the pieces of the puzzle.
5.There is a risk of learning outdated or even wrong things.
6.There is no feedback from an expert along your learning.
7.No credibility (There is no certificate, …). So, you cannot prove to the job market that you have taken the learning steps.

Solution 4: Trainer-led classes

This is the highly credible and most effective way to learn AI as you learn directly with an expert trainer, do practical exercises, and hear the experience from other classmates.

Scrum.org designed a high-quality trainer-led course named Professional Scrum Master – AI Essentials (PSM-AI Essentials). It is an 8-hour live class that is taught by a Professional Scrum Trainer (PST).

Professional Scrum Master ™ – AI Essentials

The Why and What of the PSM-AI Essentials Course

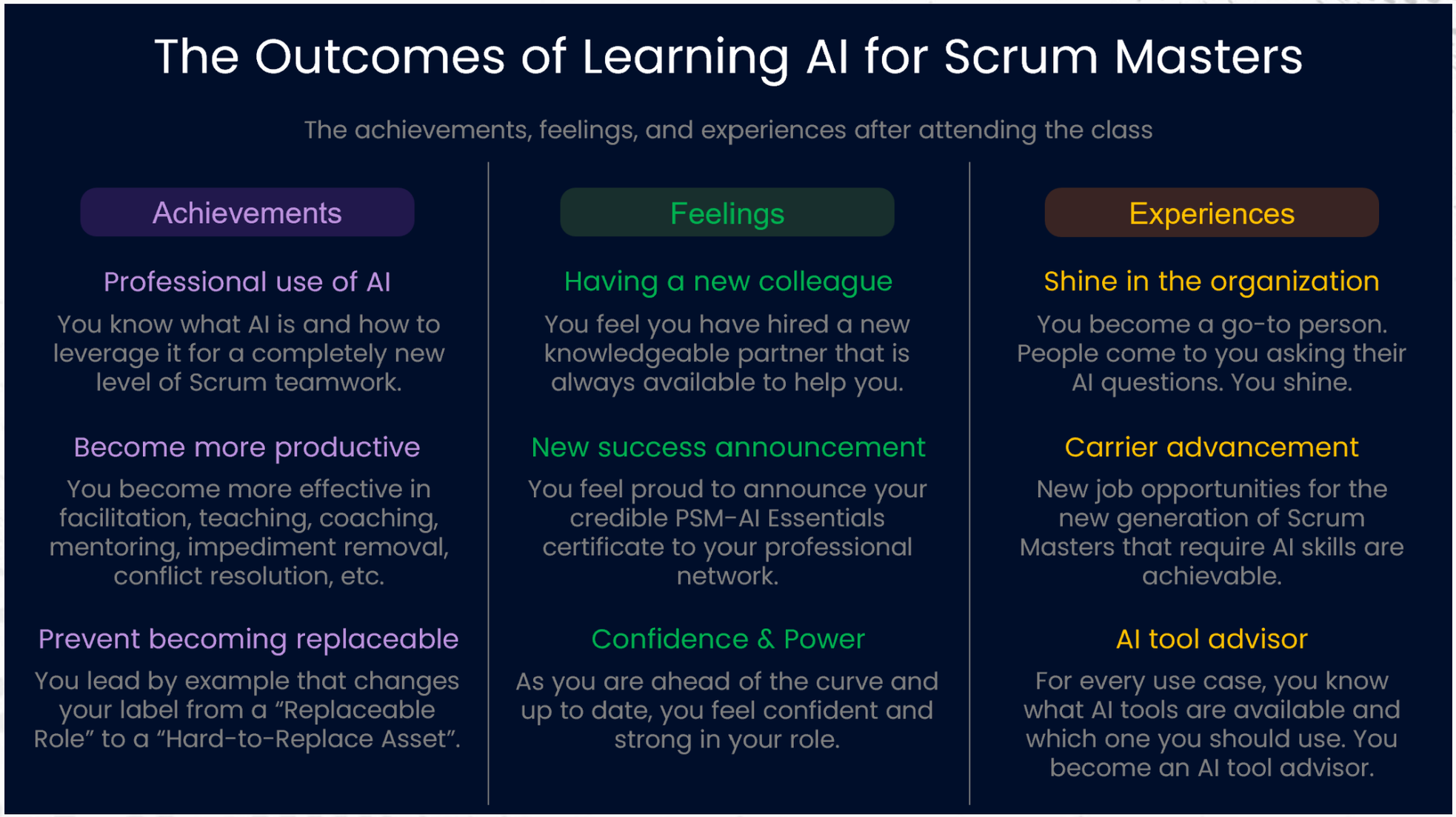
Watch Video

Your sweet social status shift

By participating in this class, with the transformation you get, others perceive you differently in your professional network. This image shows how your social status changes.

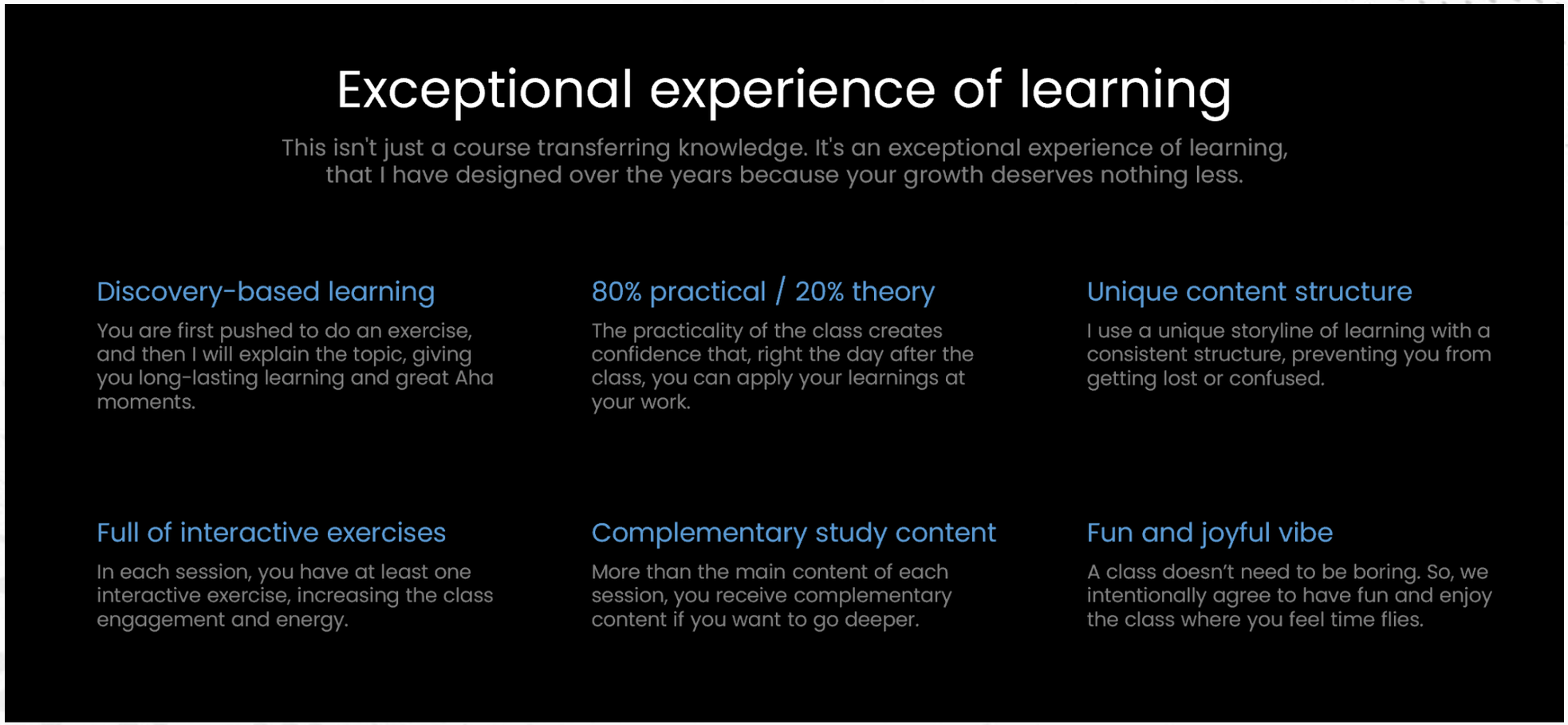
Class Outcomes

The achievements, feelings, and experiences after attending the class:



Exceptional experience of learning

This isn't just a course transferring knowledge. It's an exceptional experience of learning, like a dance.



PSM-AI Essentials Certificate

All participants completing the Professional Scrum Master TM – AI Essentials (PSM-AI Essentials) training receive a password to take the PSM-AI Essentials exam.
The industry-recognized PSM-AI Essentials certification requires a minimum passing score of 85%. Class participants who attempt the PSM-AI Essentials exam within 14 days of receiving their first password and do not pass it will be granted a second attempt at no additional cost.

Scrum.org
The Home of Scrum

PROFESSIONAL CERTIFICATION

PROFESSIONAL SCRUM MASTER™
AI ESSENTIALS

Mehdi Hoseini

has demonstrated essential knowledge in applying Artificial Intelligence as a Professional Scrum Master. They have shown an understanding of the use of AI tools and practices to enhance Scrum Team effectiveness. They have demonstrated practical capabilities leveraging generative AI to facilitate collaboration and transparency in Scrum Teams and also a commitment to responsible and ethical AI usage and its impact on the Definition of Done.

In recognition of this achievement, Scrum.org is pleased to award this certification.

Ken Schwaber, founder Scrum.org

February 19, 2026
Certification Date

PROFESSIONAL SCRUM MASTER
Scrum.org
PSM-AI
ESSENTIALS
AI ESSENTIALS

https://scrum.org/certificates/1297488

What you will do & learn in the class

In each session, you have one practical exercise that you will do with other classmates + explanation of the topic.

Session 1: Scrum Master & AI

Exercise:

- Using a robust process for Scrum Masters to communicate with AI effectively.

Learnings:

- Writing effective prompts
- How to inject your personality (soul) into your new partner, AI
- How to deal with bias in AI responses
- Learn how to embrace AI as the role-conscious, constraint challenger, structurist, experimenter, mirror & bias spotter, and team tuner.

Session 2: Basics of AI for Scrum Masters

Exercise:

- Discovering the primary function of some AI tools for Scrum Masters and how they work.

Learnings:

- AI, ANI, Generative AI, and AGI
- How AI systems are built
- Machine Learning, Neural Networks, and Deep Learning
- How AI Models are trained and Tokenization
- RAG, Fine-tuning, Chain-of-Thought, ...

Session 3: AI for Facilitation, Sprint Planning, and Daily Scrum

Exercise:

- Using AI to design a workshop for the Scrum Team and facilitate their collaboration.
- Running a brainstorming session with AI to improve the Daily Scrum.

Learnings:

- Learn how to leverage AI for better facilitation
- How to improve Sprint Planning with AI
- How AI helps with the Teaching stance of the Scrum Master, ...

Session 4: AI for Sprint Review, Sprint Retrospective, and the Definition of Done

Exercise:

- Creating a visual roadmap with AI to be used in the Sprint Review.
- Using AI to evolve DoD to reflect the use of AI in product development.

Learnings:

- Learn how to leverage AI for coaching and mentoring
- How to improve Sprint Review and Sprint Retrospective with AI
- Navigate the AI impact on the Definition of Done
- Learn how to better serve the Product Owner with the power of AI, ...

Session 5: AI adoption on the organizational level

Exercise:

- Exploring how AI impacts the roles in the organization.

Learnings:

- Navigate the Change Agent stance of the Scrum Master
- Explore AI impact on the Scrum Master, Product Owner, and Developers
- Learn what AI CAN and CANNOT do, ...

Session 6: AI Ethics & AI Agents for Scrum Masters

Exercise:

- Creating an AI Agent to generate insights and inputs for the Daily Scrums based on the team's conversations throughout the day.

Learnings:

- Various aspects of Ethical AI: bias, fairness, transparency, accountability, and environmental impact
- AI shortages: deepfakes, hallucination, toxicity, and knowledge cut-off
- How your data is stored + security and data privacy
- Getting familiar with the existing AI laws and regulatory rules
- Understanding what AI Agents are and how to create them, ...

Pros & Cons for Solution 4

Pros

1.You learn with an experienced, expert Scrum trainer (PST) within just one day.
2.You learn from other real Scrum Masters, your classmates, specifically from sharing experiences.
3.You do a lot of practical exercises with the supervision of the trainer.
4.It guarantees that you will learn AI concepts within the boundaries of the most accurate version of Scrum (Professional Scrum).
5.You will learn all the pieces of the puzzle that you should learn. No blind spots left.
6.You will make your hands dirty by using various AI tools beyond just prompting, which makes you ready to use them the very next day at work.
7.There is NO risk of learning outdated or wrong things.
8.You learn advanced topics that you cannot find anywhere else.
9.There is great feedback from the trainer along your learning.
10.High credibility. After the training, you will take the exam and get the PSM-AI Essentials certificate. So, you CAN prove to the job market that you have taken the learning steps.
11.The trainer gives you complementary PDF playbooks to deepen your learning after the class, like “The Ultimate AI Toolbox for Scrum Teams”.

Cons

1.It is not free, nor low price.

Comparing solutions for learning AI for Scrum Masters

Parameter \ Solution	Solution 1 Self-study with free sources	Solution 2 Self-study with low-price sources	Solution 3 Self-study with the AI assistance	Solution 4 Trainer-led classes
Payment Status Is the solution free or paid?	Free	Paid	Free	Paid
Time The amount of time you need to spend to learn AI.	Long	Long	Long	Short
Effort The amount of effort you need to put into learning AI.	High	High	Medium	Low
Learning Level The level of learning the solution gives you.	Beginner	Beginner / Intermediate	Beginner / Intermediate	Intermediate / Advanced
Credibility Proof (Certificate) The possibility of earning a credible certificate.	None	Low	None	High
Efficiency The level of efficiency to learn AI.	Low	Low / Medium	Low / Medium	High

Professional Scrum Master™ – AI Essentials

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- **An Exclusive Tour:** Showing you how we are deeply using AI to develop a real, commercial software product.
- **2 Exam Attempts:** Two attempts at the PSM-AI Essentials exam are included.
- **3 PDF Playbooks**: Three high-quality complementary PDF playbooks that you cannot find anywhere else to deepen your AI skills as a Scrum Master.
- **8 AI Tools**: Practical exercises with 8 specific AI tools beyond just prompting, which you can use the very next day at your work.
- **Pre-Class Onboarding:** You will go through a specific onboarding process before the class to warm up your mind.
- **Full Refund Guarantee**: If the class doesn't satisfy you, you can ask for a full refund up to 6 hours after the class ends. Zero risk for you. Period.
- **No Hidden Fee**: The price is tax-inclusive and exactly what you pay at checkout. (No shock at checkout because of Tax, VAT, etc.)
- **Flexible Class Date**: After registration, you are allowed to change your class date if needed. Relax your mind.
- **Limited Seats**: Capacity is too tight. Reserve now, before all the capacity is gone.

Enroll Now

Step 3

Start Using AI as a Personal Assistant

AI Transformation For Scrum Teams Series

JobNext Team Way

JobNext Team Conversation

JobNext is a job listing platform that helps candidates find their desired jobs easily. These are the JobNext Scrum Team members:

Sara
Product Owner

Ted
Scrum Master

Jack
Back-End Developer

Brayan
Front-End Developer

Kate
UI/UX Designer

Awareness About the AI Personal Assistant

The JobNext team discussed starting their journey by using AI as a personal assistant first. This is their conversation:

Ted: *"Ok, guys. In the previous step, we got the basic literacy of AI. Now, let's discuss how we want to continue our AI Transformation journey."*

Jack: *"I think we should start with a small step. We don't want to bring chaos by taking big steps."*

Kate: *"What about starting our work by using AI individually? It will be kind of experimentation for us."*

Brayan: *"That's a nice idea. When we use AI individually, each of us will experience it from our own point of view. Then, when we share our findings, we will have a large pool of lessons learned. It boosts our collective awareness."*

Sara: *"But, what is AI capable of doing?!"*

Jack: *"That's a great question. Maybe we need some content to get a solid understanding of what AI is capable of doing. Then we can have a meaningful experimentation with using it individually."*

Ted: *"You are right, guys. I can search and prepare some content for the team to become aware of the AI capabilities. If you give me a few days, I will prepare it."*

Kate: *"Sounds like a plan."*

Brayan: *"Ted, I am really happy that we have you on the team. You are truly leading our AI Transformation journey. Looking forward to receiving your content."*

Ted: *"Sure. So, let's get to work."*

Effective Communication with AI

Effective Communication with AI

To benefit from the AI capabilities, the first step is to learn to effectively communicate with it. It happens through writing prompts.

A Prompt is a text input given to an AI model to guide its response or generate desired output.

Prompting is like talking with a robot driver.

If you say '**Drive**,' the results will be random, and at the end of the day, you will be nowhere.

But if you say '**I am in a hurry as I have an important meeting. Go to the office through the fastest route**,' the result improves dramatically.

AI doesn't "think", it predicts within the context you provide. So, the more accurate the context, the better the result.

Aspects of an effective prompt

Context

What is the background?

Format

What output style do you want?

Reason

Why do you want this?

Source

What data or materials should it consider?

Audience

Who is this for?

Role

From whose standpoint should it generate the result?

An example of an effective prompt

Issue with Product Backlog Management

Ted is the Scrum Master of the JobNext Team. Sara, Product Owner, has created a detailed Product Backlog with over 150 items, each labeled as high priority.

Developers are struggling to understand the overall direction. Sprint Planning feels chaotic because priorities shift frequently and there is little connection to a broader Product Goal.

Developers have stopped challenging selections and instead pull in whatever appears at the top of the Product Backlog.

The Product Owner insists that everything is important and she cannot ignore them.

As a Scrum Master, use AI to help you overcome this situation.

An example of an effective prompt

This is the result of thinking about all aspects of an effective prompt.

Context: You are working in a Scrum Team that has a Product Backlog with 150 items, each labeled as high priority. Sprint Planning feels chaotic because priorities shift frequently, and there is little connection to a broader Product Goal.

Reason: The team is always late and can't meet deadlines, and the Product Owner says everything is important and she cannot ignore them. Because of that, all items are high priority, and Developers are losing their motivation to collaborate and question the decisions. The result is that the team is going toward an unhealthy state.

Audience: The Scrum Team

Format: A bullet list of actions to help the team create a reliable Product Backlog.

Source: Use the Scrum Guide document as the source of the Professional Scrum Guideline to generate your response.

Role: Imagine you are an experienced Scrum Master.

An example of an effective prompt

This is the final prompt

You are working in a Scrum Team that has a Product Backlog with 150 items, each labeled as high priority. Sprint Planning feels chaotic because priorities shift frequently, and there is little connection to a broader Product Goal.

The team is always late and can't meet deadlines, and the Product Owner says everything is important and she cannot ignore them. Because of that, all items are high priority, and Developers are losing their motivation to collaborate and question the decisions. The result is that the team is going toward an unhealthy state.

Use the Scrum Guide document as the source of the Professional Scrum Guideline to generate your response.

As an experienced Scrum Master, create a bullet list of 6 actions to help the Scrum Team create a reliable Product Goal and Product Backlog.

20 Tips to Write Effective Prompts

1. Be clear & specific	Tell me about history	Can you summarize the causes of World War I?
2. Provide Context	Explain photosynthesis	Explain photosynthesis to a 10-year-old student.
3. Use Step-by-Step Instructions	Write a story	Write a short story about a detective solving a mystery in a small town.
4. Ask for a Specific Format	List the benefits of exercise	List the top 5 benefits of exercise in bullet points.
5. Set Constraints or Boundaries	Explain quantum physics	Explain quantum physics in 100 words or less.
6. Use Examples	Draw a painting	Draw a painting in the style of Picasso about autumn.
7. Ask for Multiple Perspectives	What are the pros of renewable energy?	What are the pros and cons of renewable energy from both an economic and environmental perspective?

8. Iterate and Refine	If the answer is too technical	Can you explain that in simpler terms?
9. Use Open-Ended Questions	Is climate change real?	What evidence supports the reality of climate change, and what are its potential impacts?
10. Leverage Role-Playing	Explain blockchain	As a financial analyst, explain how blockchain technology could disrupt traditional banking.
11. Ask for Sources	Tell me about the benefits of meditation	What are the scientifically proven benefits of meditation? Please provide sources.
12. Use Conditional Statements	What is the impact of AI on jobs?	What would be the impact of AI on jobs if automation were to increase by 50% in the next decade?
13. Ask for Summarization	Explain the Scrum Guide	Summarize Scrum Guide in one paragraph.
14. Use Analogies	Explain how a neural network works	Explain how a neural network works using an analogy.
15. Ask for Pros and Cons	What are the benefits of remote work?	What are the pros and cons of remote work for both employees and employers?
16. Use Follow-Up Questions	What is machine learning? then ask	Can you give me an example of how machine learning is used in healthcare?

17. Ask for Predictions or Future Trends	What is AI?	What are the potential future trends in AI over the next 10 years?
18. Use Humor or Creativity	Tell me a joke	Tell me a joke about AI that a computer scientist would find funny.
19. Ask for Comparisons	Explain Python	Compare Python and JavaScript in terms of ease of use and applications.
20. Use Positive Reinforcement		After receiving a good response, you could say, "That was a great explanation! Can you now elaborate on X?"

AI Capabilities as a Personal Assistant

AI Capabilities as a Personal Assistant

AI can assist you with your work, life, learning, and decision-making.
The following list gives you a complete list of AI capabilities that you can leverage. It increases your awareness about what AI can do.

Capability	Examples
1- Information & Research Assistant AI can quickly gather, organize, and explain information.	• Summarize articles, reports, books, and meetings • Answer questions and explain complex topics • Compare options (products, services, careers, investments)
2- Writing & Communication Assistant AI can draft, edit, and improve communication.	• Emails • Reports • Presentations • Proposals • Social media posts
3- Planning & Organization Assistant AI can help structure goals and projects.	• Daily planning • Project breakdowns • Goal tracking
4- Decision Support Assistant AI can help evaluate options and think through decisions.	• Pros/cons analysis • Risk assessment • Comparing options
5- Learning & Coaching Assistant AI can act as a tutor, coach, or study partner.	• Explain concepts • Create quizzes • Practice interviews • Language learning • Skill development • Personalized study plans

Capability	Examples
6- Creativity Assistant AI can help generate and refine ideas.	• Brainstorming • Content ideas • Product concepts • Marketing campaigns • Naming and branding
7- Productivity Assistant AI can take over repetitive work.	• Meeting summaries • Task extraction • Workflow automation
8- Data Analysis Assistant AI can help interpret information and identify patterns.	• Metrics interpretation • Spreadsheet analysis • Trend identification • Dashboard explanations
9- Technology Assistant AI can help with technical tasks even for non-programmers.	• Writing code • Debugging • Writing tests cases • Building automations • Creating scripts
10- Personal Knowledge Manager AI can act as an external brain.	• Organize notes • Build knowledge bases • Create summaries of conversations • Retrieve information from documents • Connect ideas across sources
11- Administrative Assistant AI can support routine administrative work.	• Drafting forms • Scheduling assistance • Expense management • Reminder generation
12- Automation Assistant When connected to tools, AI can become an active assistant rather than just a chatbot.	• Read and send emails • Extract user stories from support emails • Manage calendars

AI Categories By Functionality

AI Categories By Functionality

You can categorize AI based on various factors. One of them is by functionality.
This list introduces five categories of AI based on their functionality.

Capability	Examples	Real-world Products
1- Perception AI This category understands and interprets the world. Humans use eyes and ears; Perception AI uses cameras, microphones, and sensors.	• Face recognition • Object detection in self-driving cars • Medical image analysis	• Phone face unlock • Quality inspection in factories • Security cameras
2- Predictive AI This category predicts what will happen next. This is the most widely used AI in business.	• Demand forecasting • Fraud detection • Customer churn prediction	• Credit scoring • Netflix recommendations • Supply chain forecasting
3- Generative AI This category creates new content. Instead of perceiving or predicting, it generates something that didn't exist before.	• Text generators • Image generators • Music generators	• ChatGPT • Coding copilots • Content marketing tools
4- Decision-Making AI This category chooses the best action. It goes beyond prediction by recommending or selecting actions.	• Route optimization • Dynamic pricing • Inventory optimization	• GPS navigation • Airline pricing systems • Warehouse optimization
5- Autonomous AI (Agentic AI) This category takes actions independently. This is currently one of the fastest-growing areas. Unlike Decision AI, which recommends actions, Autonomous AI can actually execute them.	• AI customer service agents • Autonomous vehicles • AI research agents	• Self-driving systems • Autonomous drones • Robotic process automation

AI Categories By Capability

AI Categories By Capability

You can categorize AI based on various factors. One of them is by capability.
This list introduces three categories of AI based on their capability.

Category

1- Artificial Narrow Intelligence (ANI) - Weak AI

Currently exists all around our lives. ANI is designed and trained to perform one specific task or a narrow set of related tasks. It operates within a predefined, limited context and cannot generalize its abilities to unrelated domains.

- No genuine understanding or consciousness.
- Excels at its specific job, often surpassing human performance within that narrow scope.

Examples:

- Facial recognition on your phone (can't also drive your car).
- Chatbots like customer service bots (not capable of playing chess).

Every single AI application you interact with today, from Siri to self-driving cars to medical diagnosis tools, is ANI.

2- Artificial General Intelligence (AGI) - Strong AI / Human-Level AI

Theoretical. Many researchers believe it may emerge in the future, but we are not there yet.
AGI would have the ability to understand, learn, and apply intelligence across a wide range of tasks at a level comparable to a human being. It could reason, plan, solve problems, think abstractly, comprehend complex ideas, and learn from experience just like a person.

3- Artificial Superintelligence (ASI)

Purely hypothetical and speculative. ASI refers to an intellect that vastly surpasses the best human minds in every field, including scientific creativity, general wisdom, social skills, and strategic planning. It would be as far above a human genius as a human is above an ant.
Most AI researchers consider ASI a distant possibility, if achievable at all, and a major focus of AI safety research is to ensure that if ASI ever emerges, it remains aligned with human values.

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- **Full Refund Guarantee**: If the class doesn't satisfy you, you can ask for a full refund up to 6 hours after the class ends. Zero risk for you. Period.
- **No Hidden Fee**: The price is tax-inclusive and exactly what you pay at checkout. (No shock at checkout because of Tax, VAT, etc.)
- **Flexible Class Date**: After registration, you are allowed to change your class date if needed. Relax your mind.
- **Limited Seats**: Capacity is too tight. Reserve now, before all the capacity is gone.

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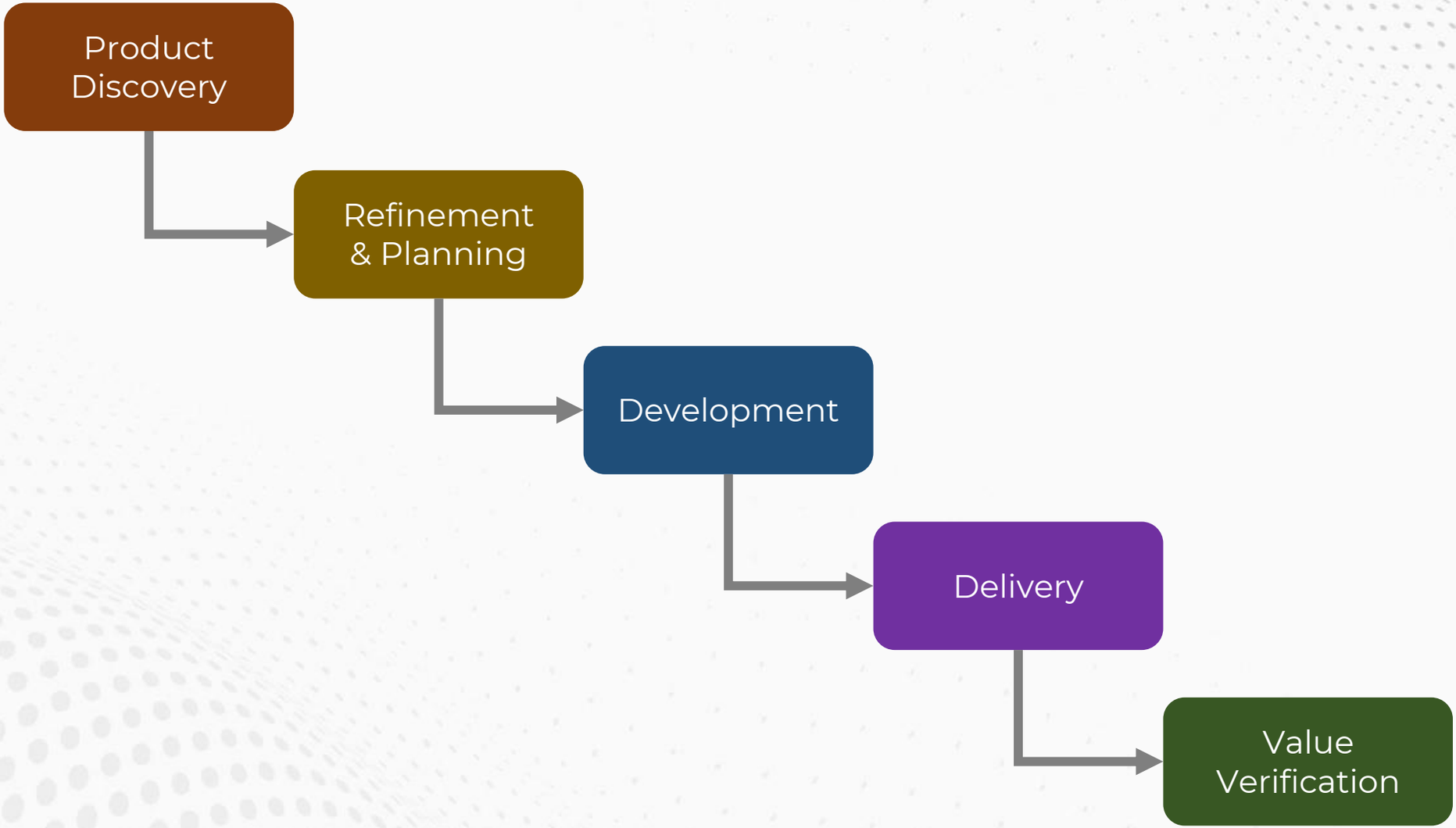
Step 4

Incorporate AI into Scrum

AI Transformation For Scrum Teams Series

Product Delivery Lifecycle

Incorporating AI into Scrum means how you can leverage AI in each step of the product delivery lifecycle.



JobNext Team Way

JobNext Team Conversation

JobNext is a job listing platform that helps candidates find their desired jobs easily. These are the JobNext Scrum Team members:

Sara
Product Owner

Ted
Scrum Master

Jack
Back-End Developer

Brayan
Front-End Developer

Kate
UI/UX Designer

Incorporate AI into Scrum

After using AI as a personal assistant for a while, the JobNext team gathered and discussed how they can incorporate AI into their Scrum way of working as the next step of their AI Transformation journey. This is their conversation:

Jack: *"Well done, team. It has been around one month since we have been using AI as our personal assistant. I think we have learned a lot. So, this is the time to think of the next step."*

Ted*: "I agree. Now that we have the fundamental AI literacy and have used AI as a personal assistant, we should go to the next step."*

Kate: *"Let's think of the whole Product Delivery Lifecycle."*

Brayan: *"That's a good idea. In the product delivery lifecycle, we have five steps: Product Discovery, Refinement & Planning, Development, Delivery, and Value Verification. So, should we think of all of them?"*

Sara: *"I don't think so. Because it creates chaos, I believe, we should start with one of those steps."*

Jack: *"Yes, confidence is important. If we start with all steps of the product delivery lifecycle, we will encounter a lot of unpredictable things. So, let's choose one step."*

Ted: *"Then I think it is better we start with a step that sometimes we have some problems with. But now we want to improve it with the help of AI. I mean the Refinement and Planning. What do you think, guys?"*

Kate: *"Nice. We always have this process. So, that would be great if we could start with this step. But, how?"*

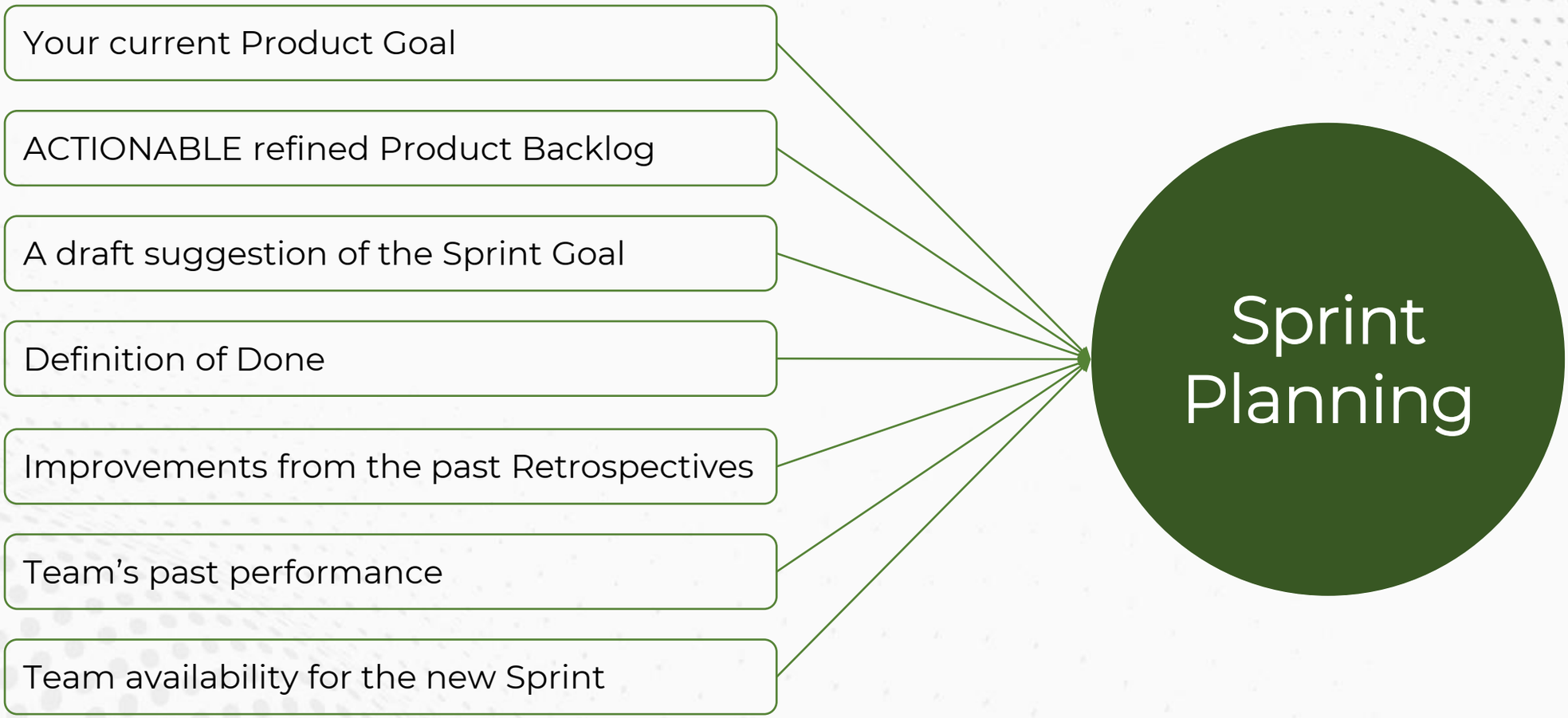
Ted: *"I will research it and create a proposal to improve our refinement and planning process. At the beginning of the next Sprint Planning, I will present it to tune and finalize it."*

Sara*: "Wonderful. Looking forward to hearing from you, Ted. Thanks"*

Improving Refinement & Planning with AI

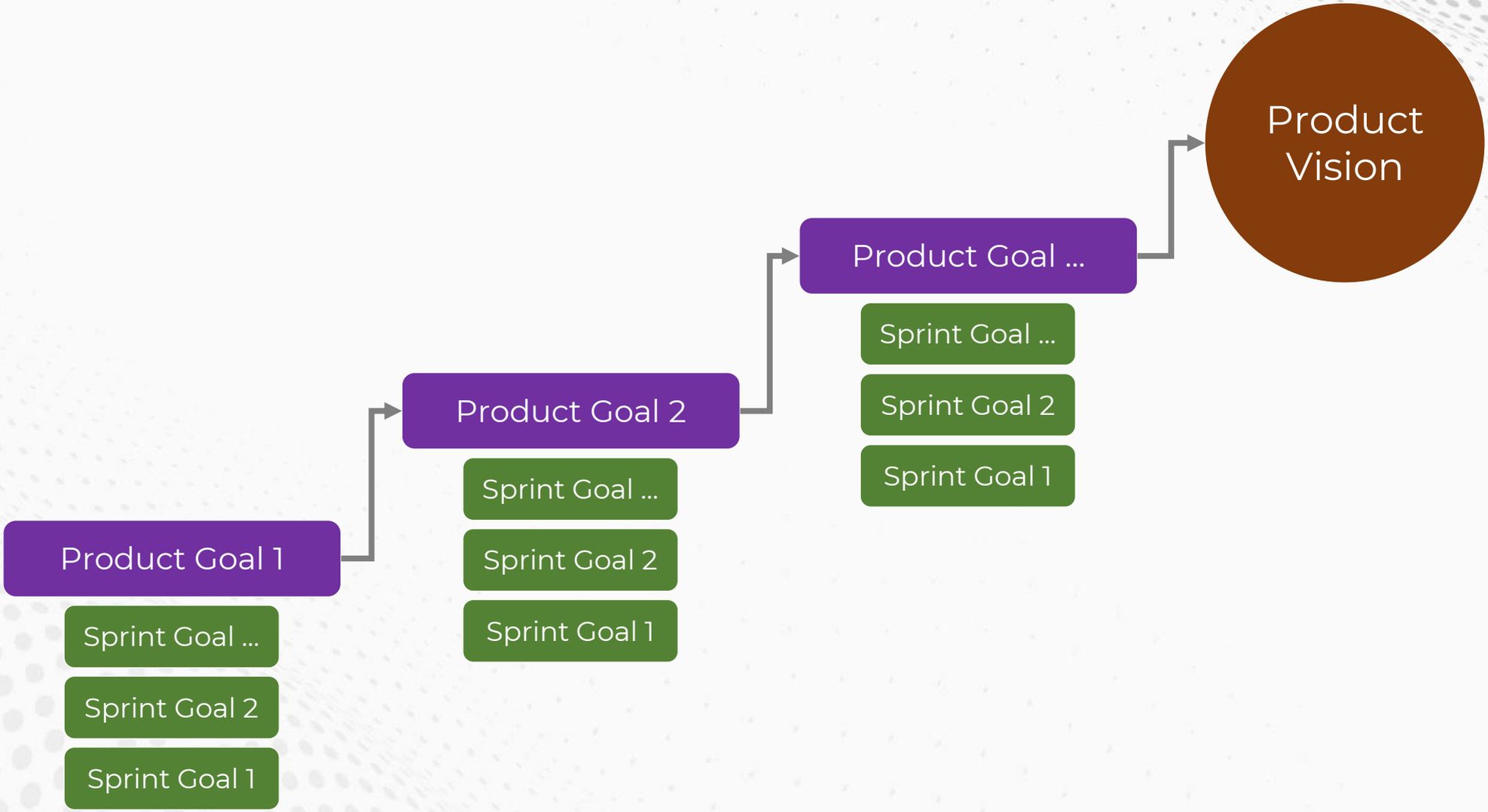
Improving Refinement & Planning with AI

To get prepared for Sprint Planning, you need to prepare several inputs.
For most of them, AI can help you a lot.



Improving Refinement & Planning with AI

Whatever you plan to implement should support your goals.
This is the relation between 3 levels of goals.



Improving Refinement & Planning with AI

Product Goal

Bring a concrete Product Goal to the Sprint Planning. Product Goal is the future state of your product. Although the duration of the Product Goal depends on your context, using a quarterly Product Goal is a good choice. Leverage AI with the following instructions to create your Product Goal.

Copy this prompt, paste it into an AI system like ChatGPT, fill in the brackets with the specific data of your product, and create your Product Goal:

*We are building **[Your Product]**. The Product Vision is **[Your Product Vision].***
[Give it a little bit of context by explaining the high-level concept of your product and how it is going to create value].
*We use Product Goals as the mid-term goals. So, break down the Product Vision into several smaller mid-term goals and create the first Product Goal (mid-term goal) within the **SMART** model boundaries as follows:*
***Specific**: The goal should be clear and specific, avoiding any ambiguity about what is to be achieved.*
***Measurable**: The goal should have criteria for measuring progress and success, so you can track your achievements.*
***Achievable**: The goal should be realistic and attainable.*
***Relevant**: The goal should matter to you and your stakeholders and align with other relevant objectives, ensuring it is worthwhile.*
***Time-bound**: The goal should have a clearly defined deadline to create a sense of urgency and focus.*

Improving Refinement & Planning with AI

Product Backlog Content

You can leverage AI as a thought partner to help you manage your Product Backlog by creating PBIs.

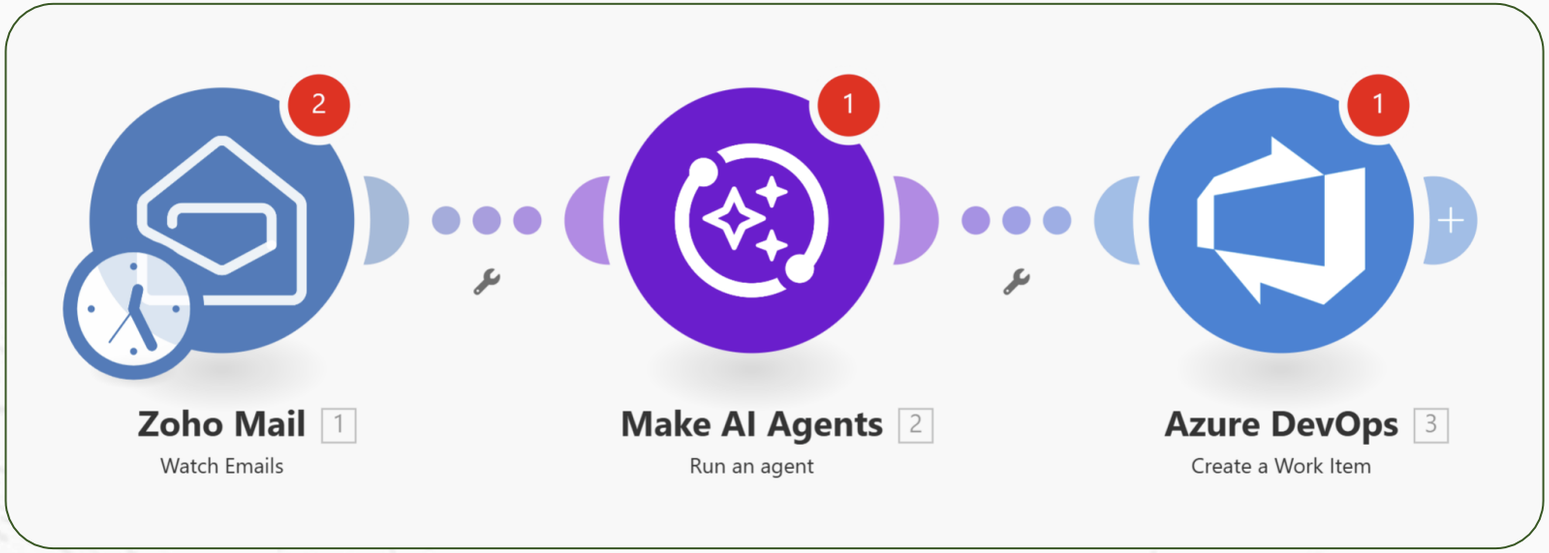
As an example, I used Miro AI to initiate a Product Backlog for an Electric Vehicle product. The prompt is:

Create 6 User Stories for an Electric Vehicle car product from the Driver actor's point of view.

Improving Refinement & Planning with AI

Product Backlog Content

Create an AI Agent to watch the incoming support emails from customers on Outlook, Gmail, Zoho, etc., to discover new features and add them to the Product Backlog on Jira, Azure DevOps, Trello, etc.



*** You can use Make.com, n8n, Zapier, etc. to create your AI Agents.

My recommendation is Make.com, which is simple and user-friendly.

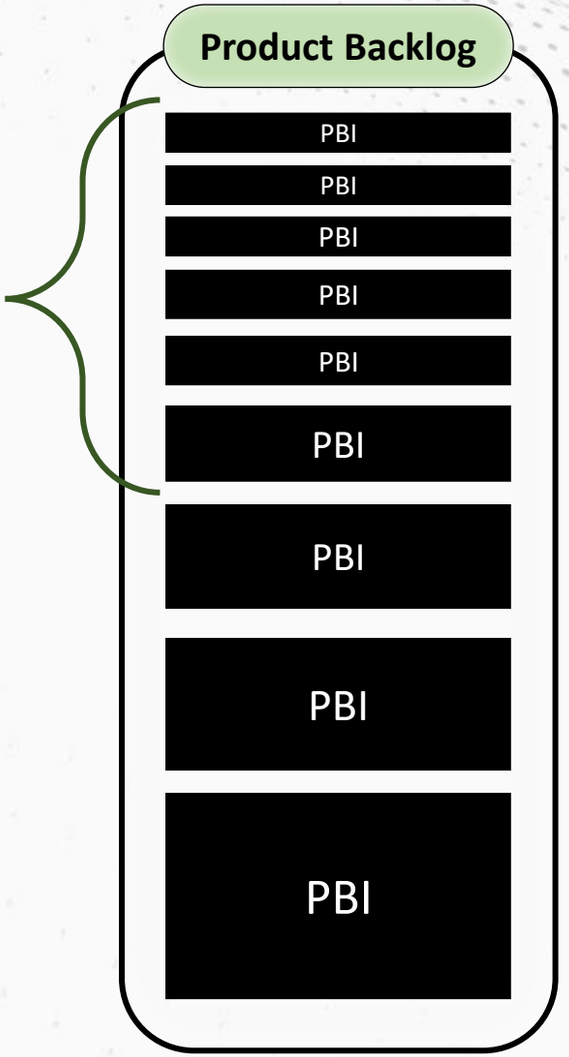
Improving Refinement & Planning with AI

Actionable Product Backlog

A Product Backlog is actionable when it has the following characteristics:

- The PBIs on top of the Backlog are related and coherent.
- They follow a shared objective that guides your Sprint Goal.
- The PBIs on top of the Backlog are refined.
- The Product Owner has consciously ordered the PBIs on top of the Backlog to follow one shared objective.
- The PBIs should support achieving your current Product Goal.
- Keeping the Product Backlog in the Actionable state is the Product Owner's accountability.

These PBIs are coherent following a shared objective.



Improving Refinement & Planning with AI

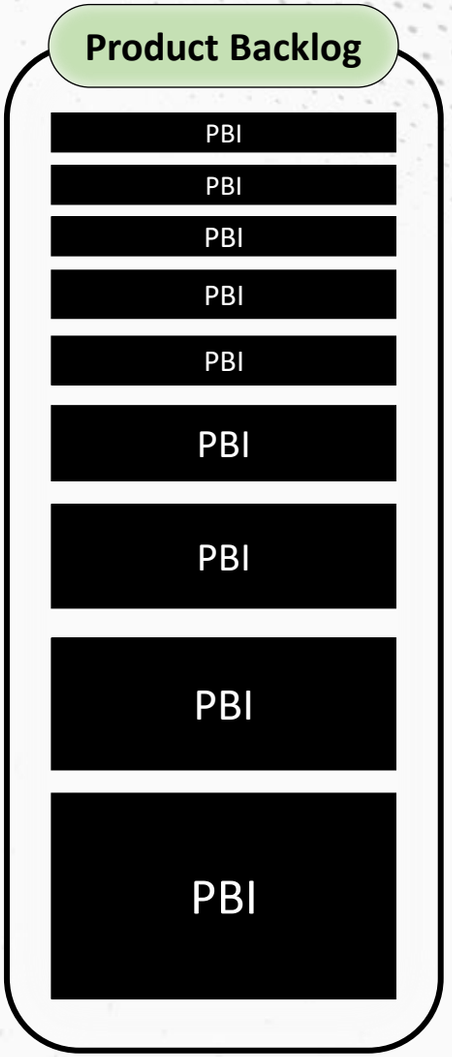
Product Backlog Refinement

It gives the team enough understanding of a PBI to start the implementation.

The bare minimum refinement for a typical software product includes preparing two things:

Visual Design

Acceptance Criteria



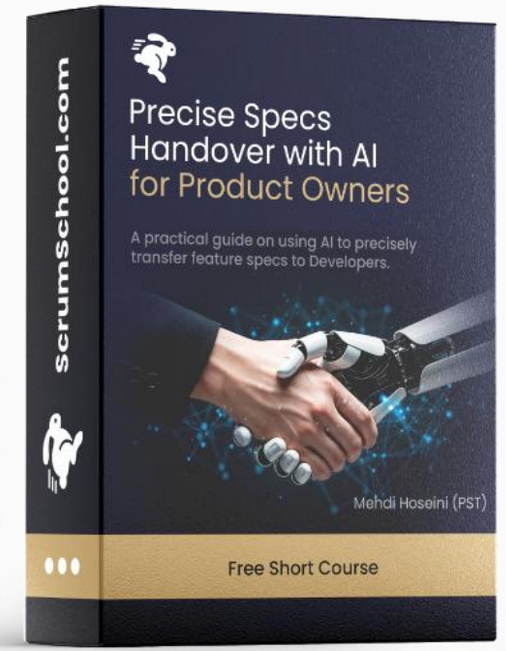
Improving Refinement & Planning with AI

Product Backlog Refinement – Visual Design

A great AI tool to create visual designs (Sketch, Mockup, Prototype) is Visily.
Just with prompting, create polished designs. It increases your productivity dramatically.

If you want to learn how to use Visily, watch my free short video course, **Precise Specs Handover with AI for Product Owners.**

Visily.ai



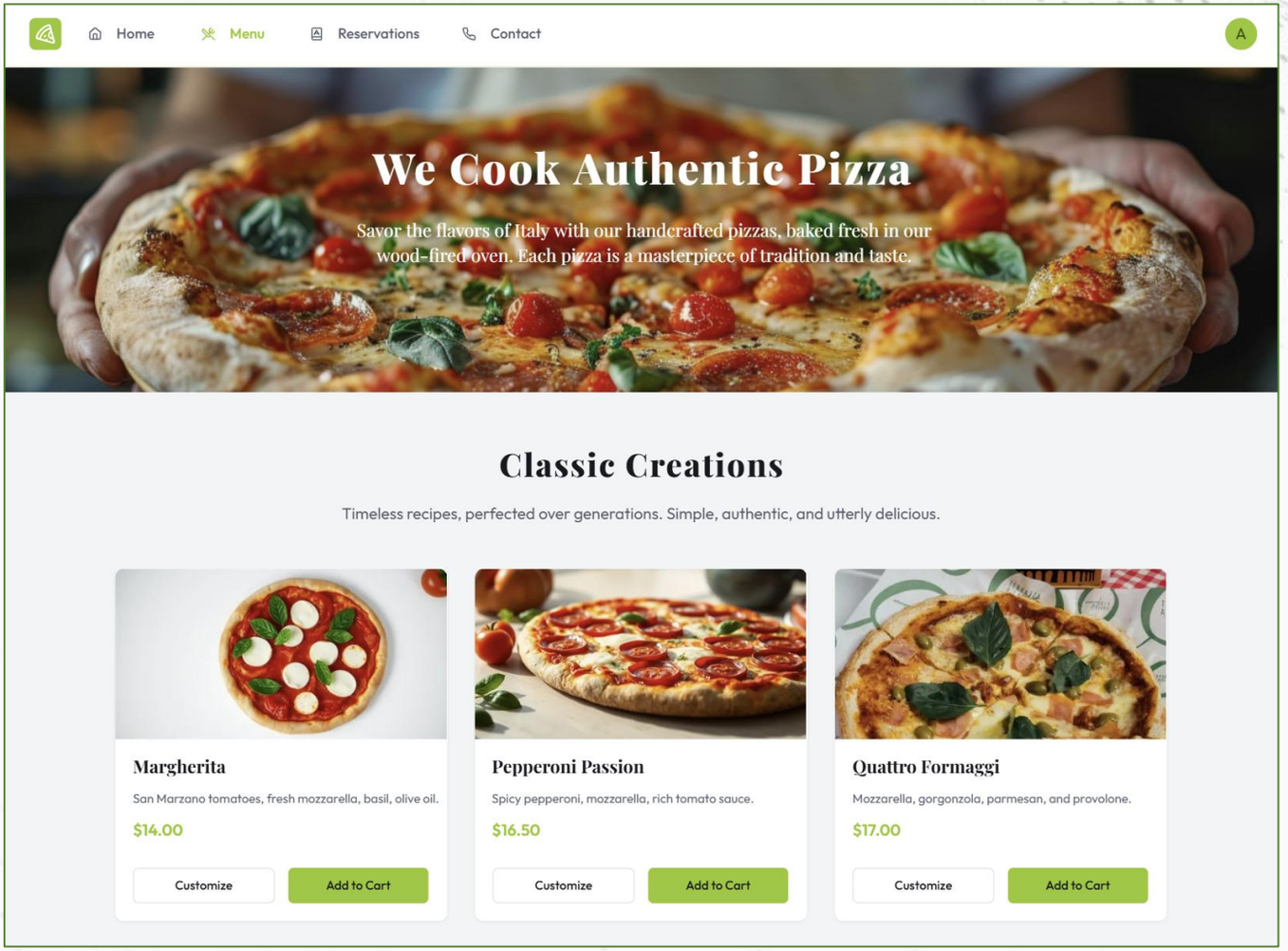
Watch Video

Improving Refinement & Planning with AI

Product Backlog Refinement – Visual Design Sample

I used this prompt with Visily, and it created this outstanding result:

Create a website for an Italian restaurant that just cooks original pizza with a homepage, menu, reservation form, and contact. Use a modern olive green color palette.



Improving Refinement & Planning with AI

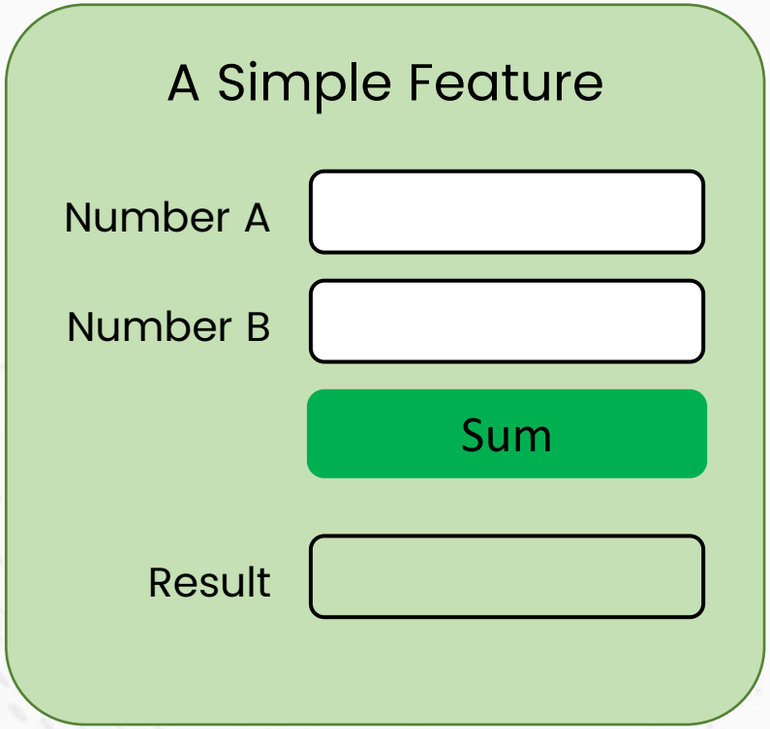
Product Backlog Refinement – Acceptance Criteria

Acceptance Criteria is a set of test scenarios that a feature must pass to be considered complete and work as intended. It is a non-negotiable mechanism for creating quality features.

You can use Given-When-Then (GWT) format, to write effective test scenarios.

See this example:

Given
Preparation
When
Action
Then
Expectation



Given
Number A: 2
Number B: 3
When
Click “Sum”
Then
Result should be 5

Improving Refinement & Planning with AI

Product Backlog Refinement – Acceptance Criteria

You can leverage AI to generate Acceptance Criteria for PBIs.

Copy this prompt, paste it into an AI system like ChatGPT, fill in the brackets with the specific data of your PBI, and create a draft version of the Acceptance Criteria and then tune it:

*We are building **[your product high-level concept]**.*
*One of the features of this product is **[your feature].** Create Acceptance Criteria for this feature based on the Gherkin language with the Given-When-Then (GWT) format and show the result in a table with these columns: Scenario Title, Given, When, Then.*

This is an example prompt to create Acceptance Criteria for a feature of an online banking system. See the result on the next page:

We are building an online banking system.
One of the features of this product is that a user can transfer money from one bank account to someone else's bank account. Create Acceptance Criteria for this feature based on the Gherkin language with the Given-When-Then (GWT) format and show the result in a table with these columns: Scenario Title, Given, When, Then.

Improving Refinement & Planning with AI

Product Backlog Refinement – Acceptance Criteria

Scenario Title	Given	When	Then
Successful transfer to saved beneficiary	I am logged into my online banking account, I have a saved beneficiary "Jane Smith" with account #987654321, And my checking account balance is at least $500.	I transfer $250 from my checking account to beneficiary "Jane Smith".	The transfer is processed successfully, My checking account balance is reduced by $250, I see a confirmation message with reference #TRX-2024-789, And I receive an email confirmation.
Attempt transfer with insufficient funds	I am logged into my online banking account, And my checking account balance is $100.	I attempt to transfer $200 to any beneficiary account.	The system prevents the transfer, I see the error: "Insufficient funds. Your available balance is $100.00", And my account balance remains unchanged.
Transfer exceeds daily limit	I am logged into my online banking account, My account has a $1,000 daily transfer limit, And I have already transferred $900 today.	I attempt to transfer $150 to a beneficiary.	The system prevents the transfer, I see the error: "Transfer would exceed your daily limit of $1,000. You have $100 remaining today."
Immediate transfer between own accounts	I am logged into my online banking account, I have a checking account with $2,000 balance, And I have a savings account.	I transfer $750 from my checking to my savings account.	The transfer completes immediately, My checking balance is $1,250, My savings balance increases by $750, And both accounts show the transaction.
Schedule a future-dated transfer	I am logged into my online banking account, And I have sufficient funds in my checking account.	I schedule a transfer of $300 to a beneficiary for next Friday's date.	The transfer is scheduled successfully, I see a confirmation: "Transfer of $300 scheduled for [date]", The funds remain in my account until the scheduled date.
Cancel a scheduled transfer	I am logged into my online banking account, And I have a transfer scheduled for tomorrow.	I cancel the scheduled transfer from my pending transactions.	The transfer is removed from scheduled transactions, I see: "Scheduled transfer has been canceled", And the funds remain available in my account.
Validate invalid account details	I am logged into my online banking account.	I enter an invalid account number (only 5 digits) for a new transfer.	The system shows: "Invalid account number. Please enter a valid 9-12 digit account number", And the "Continue" button remains disabled.
Transfer with exact balance	I am logged into my online banking account, And my checking account balance is exactly $150.	I transfer $150 to a beneficiary (my entire balance).	The transfer is processed successfully, My checking account balance becomes $0.00, And I receive a confirmation.
Business day vs. weekend transfer	I am logged into my online banking account, And today is Friday afternoon.	I initiate a standard transfer (not instant) to another bank.	The system displays: "This transfer will be processed on the next business day (Monday)", And the expected completion date shows as Monday.

Improving Refinement & Planning with AI

A draft suggestion of a Sprint Goal

It is better to bring a draft suggestion of the Sprint Goal to the Sprint Planning. It pushes the Product Owner to order PBIs on top of the Product Backlog in a way that they follow a shared objective, making the Product Backlog actionable.

Copy this prompt, paste it into an AI system like ChatGPT, fill in the brackets with the specific data of your product, and use the result as the draft suggestion of your Sprint Goal:

*We use **[Sprint duration like two-week]** Sprints to build **[Your Product].** The Product Vision is to **[Your Product Vision].** We use **[Product Goal duration like quarterly]** Product Goals as the mid-term goals. The current Product Goal is to **[Your current Product Goal].** This is the **[Sprint number like first]** Sprint of the current Product Goal. So, break down the current Product Goal into smaller short-term goals and use them as the base to create a Sprint Goal for the **[Sprint number]** Sprint aligned with the Product Vision and the current Product Goal through the FOCUS model as follows:*
Fun: come up with a memorable title and try to inject an element of fun.
Outcome-oriented: The goal should achieve a common understanding of what you are trying to accomplish.
Collaborative: The whole Scrum Team creates the Sprint Goal together.
Ultimate: The Sprint Goal should include a why, the ultimate reason behind what we are trying to achieve.
Singular: The Sprint Goal should consist of a single common objective instead of multiple competing objectives.

Improving Refinement & Planning with AI

Definition of Done

The DoD is the shared clear understanding of what Done means. The more stringent the Definition of Done, the more quality product. It should include expectations from the following 6 main categories:

- Process Expectations
- Technical Expectations
- Delivery Expectations
- Industry Standards
- Organization Expectations
- Non-Functional Requirements

Definition of Done

Product: _____

Version: 1.0 Date: 2026/01/01

- [x] The PBI has passed all the Acceptance Criteria expectations
- [ ] The PBI has been integrated with other components
- [ ] Regulatory compliance
- [ ] Security test has been passed
- [ ] Works in various devices desktop, mobile, tablet (Responsiveness)
- [ ] Help documentation has been updated
- [ ] ...

Improving Refinement & Planning with AI

Definition of Done

You can leverage AI to create and enhance your Definition of Done.

Copy this prompt, paste it into an AI system like ChatGPT, fill in the brackets with the specific data of your product and create the Definition of Done:

*We are building an application for **[The high-level concept of your Product].** The product name is **[Your Product name].***
The Definition of Done is the common shared understanding of the criteria that must be met for an Increment to be considered complete. It is the commitment of the Increment artifact to enhancing transparency and focus.
*Create a Definition of Done document containing all required expectations for the **[Your Product name]** product.*
The Definition of Done should be like a checklist including the following main categories of expectations:
1- Process expectations
2- Technical expectations
3- Delivery expectations
4- Industry standards & expectations
5- Organization expectations
6- Non-Functional Requirements

After improving the Refinement & Planning step, the JobNext team continued improving other steps of the Product Delivery Lifecycle.

Professional Scrum Master™ – AI Essentials

Now, it is decision time. If you want to go further and prepare yourself as a Scrum Master to lead your team in their AI Transformation journey, join my upcoming Scrum.org official **PSM-AI Essentials** class.

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See the Hot Offer on the next slide ...

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- **Flexible Class Date**: After registration, you are allowed to change your class date if needed. Relax your mind.
- **Limited Seats**: Capacity is too tight. Reserve now, before all the capacity is gone.

Enroll Now

What is next? ...

I believe the content so far is enough to powerfully start your AI Transformation journey.
In the future, I will publish another playbook for the last 4 steps of the AI Transformation.

Remember: Continuous learning is the backbone of a successful AI Transformation. Keep learning ...