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Scrum in the GenAI Era: *Balancing Speed, Empathy, and Ethics*

A paper written jointly with EPAM Systems

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Introduction

For more than 25 years, Scrum has empowered teams to navigate complexity through continuous inspection and adaptation. While initially applied to software delivery, it has grown to extend far beyond this domain. Scrum is a framework that embodies an agile way of working—anchored in empiricism, collaboration, and an unwavering commitment to delivering value.

Agile is a broader mindset and set of principles emphasizing flexibility, customer collaboration, and responsiveness to change. Scrum is the most widely adopted agile framework that operationalizes Agile values through defined accountabilities, events, and artifacts designed to facilitate iterative delivery and continuous improvement.

As organizations across industries face the rapid advancement of Generative AI (GenAI), it becomes increasingly important to view Scrum not just as a team framework but as a catalyst for enterprise-

wide agility. Agility has emerged as a strategic imperative, with McKinsey's 2023 report on the State of AI and Business Agility highlighting that 89% of executives consider agility essential to maintaining competitiveness in the next five years.

With GenAI beginning to automate and augment knowledge work in unprecedented ways, Agile teams across IT, HR, marketing, and operations must learn to integrate intelligent tools thoughtfully, preserving the core of human-centered collaboration. This white paper explores the evolving role of Scrum in the era of AI, highlighting the transition from tactical practices to strategic mindsets that empower organizations to thrive amid rapid change.

What Scrum Offers: A Refresher

In an era defined by speed and disruption, Scrum's timeless principles continue to drive focused, high-impact execution.
Scrum is built on three pillars: transparency, inspection, and adaptation. It operates through short, iterative cycles called Sprints, enabling teams to frequently review and improve both the product and the process. At its heart, Scrum is based on an empirical process designed to foster responsiveness in the face of uncertainty, making it uniquely suited for dynamic environments.

However, Scrum is an empirical process where true power lies in its values, commitment, courage, focus, openness, and respect. These are not mechanical steps, but cultural principles that, when internalized, drive resilience and innovation. Scrum's emphasis on self-managing teams empowered people, and stakeholder collaboration creates a culture of

ownership and learning. As Ken Schwaber, co-creator of Scrum and Chairman of Scrum.org says: “Scrum is a mindset, an approach to turning complex, chaotic problems into something that can be used.”

While historically tied to software engineering, Scrum has increasingly been adopted to build any type of product as well as by non-technical teams. Marketing departments use Scrum to manage campaign iterations. HR teams apply to Scrum to recruitment workflows. Biotech project teams have used Scrum, and leadership teams apply Scrum to improve strategic alignment. Organizations have scaled the framework horizontally thanks to its adaptability.

This expansion is a testament to Scrum’s core promise: enabling teams of any kind to deliver value incrementally, transparently, and with agility. As a mindset, it transcends tooling and artifacts. It is about how people work together to solve complex problems, especially in a world where problems are changing faster than ever.

Generative AI: An Agile Enabler or Disruptor?

GenAI has quickly moved from novelty to necessity. With the ability to write code, compose content, generate images, and analyze data at scale, GenAI is revolutionizing how organizations operate. Gartner predicts that by 2026, over 80% of enterprises will have used GenAI APIs or models in production environments—up from just 5% in 2023. This technology promises to reduce cycle times, automate low-value tasks, and supercharge productivity.

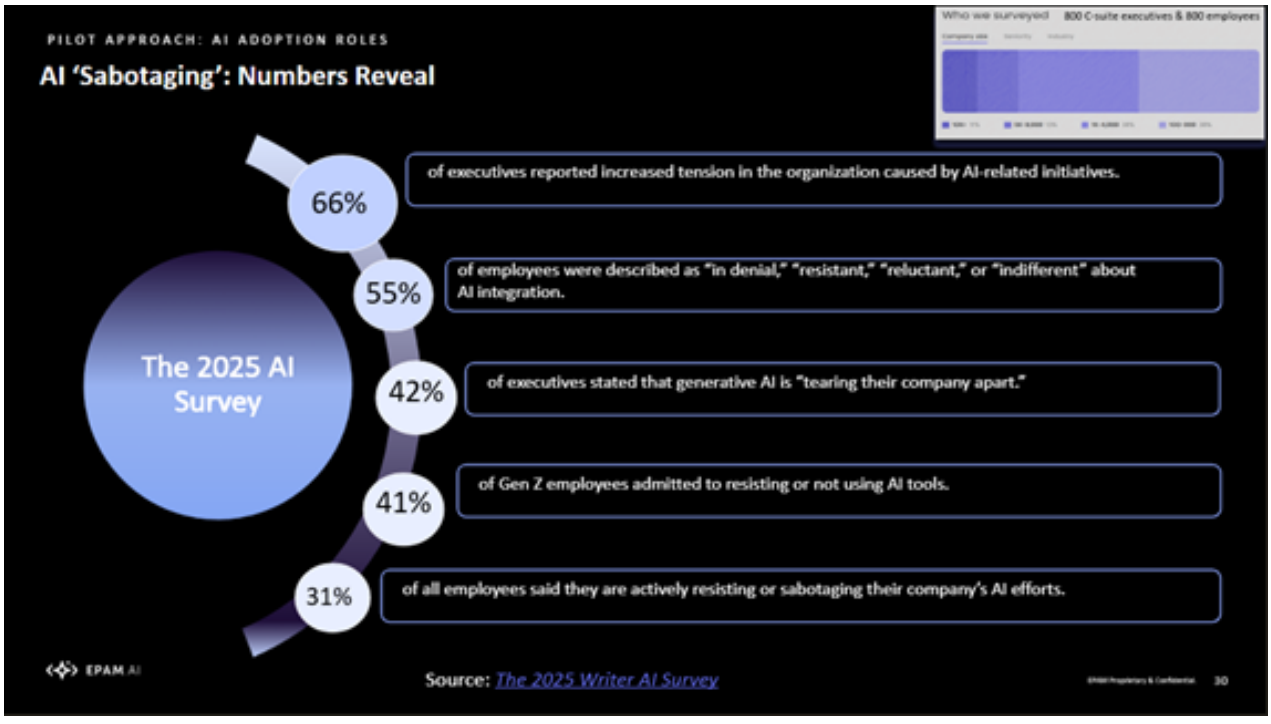
In Agile contexts, GenAI is already assisting with user story generation, Sprint Planning, risk analysis, Product Discovery and Validation and Sprint Retrospectives just to name a few. Tools like GitHub Copilot

suggest code completions and unit tests. Atlassian's Jira Assist uses machine learning to predict issue severity and recommend assignees. GenAI tools can summarize meetings, draft documentation, and forecast delivery timelines based on historical sprint data.

However, these benefits come with trade-offs. As Agile teams begin to lean on AI for insight and execution, they must remain vigilant. Scrum thrives on human insight, context, and collaboration—qualities that AI cannot replicate. GenAI can suggest a Sprint Backlog, but it cannot understand customer empathy. It can summarize a Retrospective, but it cannot feel psychological safety. AI is not a human; it is a tool. And tools must be used thoughtfully.

As Agile thought leader Lyssa Adkins puts it, "Agility is about being conscious and deliberate." If organizations deploy GenAI without clarity, they risk undermining the very values that make Agile successful. Look at AI as a member of the Scrum Team that others collaborate with. The goal is not just to automate, but to augment—using AI to elevate human potential, not replace it.

Opportunities: The Positive Impact of GenAI on Scrum



Source: https://apple.news/AIt4Aj4ZASrSs_j2yfdwOjw

When integrated with care, GenAI presents many opportunities to strengthen the Agile mindset and enhance Scrum delivery. AI-powered analytics improve forecasting, backlog prioritization and risk mitigation, helping teams confidently navigate complexity. Perhaps most immediately, it will reduce cognitive and operational overhead. Routine works such as writing the acceptance criteria for user stories, generating tests, or creating Sprint reports—can be offloaded to AI assistants. This enables team members to focus on high-value activities such as innovation, stakeholder engagement, and problem-solving.

Product Owners gain access to AI-driven insights that inform prioritization and drive better decisions. By analyzing historical usage data, customer feedback, and market trends, AI tools help refine backlogs in ways that reflect real-world impact. Scrum Masters can use AI-generated dashboards to track Sprint health, identify bottlenecks, and facilitate more productive Retrospectives. Developers benefit from AI-powered code suggestions that accelerate delivery and reduce rework. Automations streamline the development lifecycle, allowing teams to focus on higher-value tasks and increase productivity across roles.

The benefits extend well beyond software teams. In marketing, GenAI helps craft campaign variations, personalize messaging, and analyze A/B test results. In HR, it supports resume screening and onboarding process design. In finance, AI automates forecasting and compliance reporting. By integrating AI within Scrum Teams, organizations foster cross-functional alignment and democratize data-driven decision-making.

AI-driven analytics empower Scrum Teams with enhanced forecasting, prioritization, and risk identification capabilities. Product Owners use AI tools to analyse historical sprint data, customer feedback, and usage metrics, improving backlog prioritization. AI-generated simulations estimate team capacity and forecast delivery timelines, enhancing predictability and Sprint Planning. Scrum Masters and Developers benefit from dashboards identifying bottlenecks and hidden dependencies, allowing timely interventions. Product Owners use AI to

detect potential requirement gaps and compliance issues early in the lifecycle. This analytical support leads to better-aligned decision-making and a more stable delivery cadence.

Key Insights and Metrics

Accountability	Benefit	Tool Example	Impact Metric
Product Owner	Backlog prioritization using historical data	GitHub Copilot, Atlassian Jira Automation with AI, Azure DevOps AI plugins	55% increase in task completion speed and backlog throughput
Scrum Master and Developers	Bottleneck and dependency analysis	Atlassian Jira Advanced Roadmaps, GitHub Copilot, Azure DevOps Boards with AI	Sprint predictability improved by up to 20% through early risk detection and dependency mapping
Product Owner	Early gap detection in requirements	IBM Engineering Requirements Management, Microsoft Azure AI, Requirements	Missed requirements reduced by ~15–18% through AI-driven analysis and validation

AI significantly reduces manual overhead for backlog refinement, documentation, and requirements definition. Business Analysts use GenAI to convert high-level goals into structured epics, user stories, and acceptance criteria. Developers benefit from AI-generated commit messages and documentation suggestions that maintain traceability and audit readiness, especially in regulated domains such as FinTech. Developers use AI to generate detailed test cases and data scenarios based on functional descriptions, enhancing test coverage with minimal manual input. These automations streamline the development lifecycle, allowing teams to focus on higher-value tasks and increase productivity across roles.

Key Insights and Metrics

Accountability	Benefit	Tool Example	Impact Metric
Product Owner	Automated story creation, prototyping and refinement	Atlassian Jira Assist, Azure DevOps AI Extensions, OpenAI GPT	Time saved in backlog refinement: ~25–30%Time saved in refinement: ~30%
Developer	Auto-generated documentation	GitHub Copilot	Documentation completeness improved by ~25% Commit documentation improved by ~25%
Developer	Test case generation	AI test generators (e.g., Testim, mabl)	Increased test coverage by ~22%

AI enhances cross-functional communication through automated summaries, updates, and reminders. Product Owners and Scrum Masters use AI tools to create concise sprint reports and stakeholder updates, reducing time spent on manual reporting. AI-powered assistants help team members track dependencies and coordinate with external stakeholders more effectively. During Sprint Planning, Retrospectives, and Daily Scrums, AI summarization tools capture key decisions and action items, ensuring alignment and shared understanding. These improvements foster smoother collaboration and more cohesive team dynamics.

Key Insights and Metrics

Activity	Benefit	Tool Example	Impact Metric
Daily Scrum & Retrospectives	Automated summaries	AI Meeting assistants (e.g., Otter.ai, Fireflies.ai) Meeting transcription	Reduced meeting time by ~20%
Stakeholder updates	Auto-generated reports	AI assistants (e.g., Microsoft Copilot, ChatGPT for Business) AI assistants	Improved stakeholder satisfaction (qualitative feedback) Improved stakeholder satisfaction (qual)
Dependency coordination	Visibility into blockers and delays	AI-driven project management tools (e.g., Jira Advanced Roadmaps, Microsoft AZURE DevOps)	Dependency resolution time reduced by ~15%

AI tools analyse team feedback and Sprint data to surface recurring issues and improvement opportunities. For example, AI may highlight frequent unplanned work or delayed reviews, prompting targeted discussions in retrospectives. These insights support Scrum Masters in coaching teams and refining workflows. By identifying trends across Sprints, AI facilitates continuous improvement. Teams can proactively address inefficiencies, reduce defect retention, and manage technical debt more effectively. Retrospective analytics ensure teams evolve based on data-driven insights rather than merely reacting to problems.

Key Insights and Metrics

Accountability	Benefit	Tool Example	Impact Metric
Product Owner	Backlog prioritization using historical data	EPAM DIAL, GitHub Copilot	Reduction in rework by ~15% (internal)
Scrum Master	Bottleneck and dependency analysis	DIAL Dashboards	Improved sprint predictability by ~20%
Product Owner	Early gap detection in requirements	NLP-driven analysis	Lower missed requirements by ~18%

Despite AI's advantages, maintaining human oversight is critical. AI suggestions must be verified by domain experts to ensure alignment with business goals, regulatory constraints, and ethical considerations. Developers and testers validate code and test artifacts, while Business Analysts and Product Owners review AI-generated requirements and priorities for accuracy and relevance. This human-in-the-loop approach mitigates risks associated with AI hallucinations or flawed assumptions. In FinTech, where compliance and trust are paramount, this validation step ensures outputs meet the highest standards. AI augments but does not replace human judgment—preserving accountability and quality in every Sprint.

Key Considerations and Safeguards

Risk Area	AI Limitations	Human Oversight Required	Safeguard Metric
Requirement generation	Context misinterpretation	Product Owner review	100% manual validation
Code generation	Incorrect logic or bias	Developer peer review	PR rejection rate for AI code: ~8%
Compliance adherence	Missed regulations	Compliance checklists	Post-deployment audit pass rate: ~99%

Moreover, AI can help reinforce empirical learning. When used to synthesize insights from Retrospectives, track Sprint metrics, or simulate project outcomes, GenAI supports continuous improvement. A Forrester study in 2024 reported that teams using AI to support Agile rituals saw a 28% increase in Sprint predictability and a 19% reduction in cycle time.

But to truly harness these benefits, AI must be framed as a collaborator, not a controller. AI suggestions must be verified by domain experts to ensure alignment with business goals, regulatory constraints, and ethical considerations. Developers and testers validate code and test artifacts, while Business Analysts and Product Owners review AI-generated requirements and priorities for accuracy and relevance. This human-in-the-loop approach mitigates risks associated with AI hallucinations or flawed assumptions. As one Agile coach at Spotify noted, “The goal isn’t to have AI tell us what to do—it’s to have it challenge us to think better.”

Ready-to-use prompt

Prompt 1:
I want you to act as an Agile and AI expert. Please provide a detailed explanation of how Generative AI (GenAI) positively impacts Scrum Teams and Agile delivery. Your response should cover the following points:

1. How GenAI strengthens the Agile mindset and enhances Scrum delivery by improving forecasting, backlog prioritization, and risk mitigation
2. The way automating routine tasks like writing acceptance criteria, generating test cases, and creating Sprint reports reduces cognitive and operational overhead, allowing team members to focus on innovation, stakeholder engagement, and problem-solving
3. Specific benefits of GenAI for key Scrum Accountabilities:
    - Product Owners (AI-driven backlog insights using historical data, customer feedback, and market trends)
    - Scrum Masters (AI dashboards to monitor Sprint health, identify bottlenecks, and facilitate retrospectives)
    - Developers (AI-powered code suggestions that accelerate delivery and reduce rework)
    - Developers and Product Owners (AI-assisted requirement gap detection and automated test generation)

4. How GenAI extends benefits beyond software teams into Marketing, HR, and Finance by enabling campaign personalization, resume screening, onboarding automation, financial forecasting, and compliance reporting
5. Examples of AI tools supporting these benefits (e.g., GitHub Copilot, Atlassian Jira Automation with AI, Azure DevOps AI plugins, Testim, mabl, Otter.ai)
6. Key metrics demonstrating AI's impact on Scrum: increased task completion speed, improved sprint predictability, reduced missed requirements, time saved in backlog refinement and documentation, and increased test coverage
7. The importance of maintaining human oversight to mitigate risks like AI hallucinations or misinterpretations, ensuring all AI outputs are reviewed by domain experts to comply with business goals, regulations, and ethical standards
8. How GenAI supports continuous improvement by synthesizing retrospective insights, tracking Sprint metrics, and simulating project outcomes to improve sprint predictability and reduce cycle times

Prompt 2: Accountability-Based Benefits of Generative AI in Scrum Teams

Prompt:
Act as a Scrum Master and AI strategist. Explain in detail how Generative AI benefits each Scrum Accountability: Product Owner, Scrum Master, Developer. For each role, include specific AI tools they use, how AI improves their efficiency and decision-making, and measurable impacts such as increased backlog throughput or improved sprint predictability.

Prompt 3: Cross-Functional Impact of GenAI in Agile Organizations

Prompt:
You are an expert on AI integration in Agile enterprises. Describe how GenAI extends its benefits beyond software teams into functions like Marketing, HR, and Finance. Provide examples of AI-driven campaign personalization, automated resume screening, onboarding process design, financial forecasting, and compliance automation, highlighting how these fosters cross-functional alignment and data-driven decision-making.

Prompt 4: AI-Driven Analytics Empowering Agile Teams

Prompt:
Explain how AI-powered analytics empower Scrum Teams with better forecasting, backlog prioritization, and risk identification. Discuss how AI simulations estimate team capacity and forecast delivery timelines, and how Scrum Masters use AI dashboards to detect bottlenecks and dependencies, enabling timely interventions and improving Sprint outcomes.

Prompt 5: Automating Routine Tasks Using GenAI

Prompt:
Explain how GenAI automates routine Scrum tasks such as backlog refinement, documentation, test case generation, and reporting. Describe the impact of these automations on team productivity, quality of deliverables, and the ability of team members to focus on innovation and stakeholder collaboration.

Prompt 6: Human Oversight and Ethical AI Use in Agile

Prompt:
Discuss the importance of human oversight when integrating GenAI into Agile workflows. Highlight risks such as AI hallucinations, bias, and compliance gaps. Explain how Product Owners, Developers, and Scrum Masters must validate AI-generated outputs to maintain quality, regulatory compliance, and alignment with business goals.

Threats and Challenges: Risks of Introducing GenAI to Scrum

Despite its promise, GenAI introduces significant risks if deployed without intention and oversight. One of the most immediate dangers is over-reliance. Agile teams are built on critical thinking, dialogue, and shared accountability. When teams defer too readily to AI-generated

suggestions—whether for backlog items or estimation, they risk disengaging from the reflective practices that make Agile work.

Another risk is the erosion of transparency. Scrum promotes clarity through events like Sprint Reviews and Retrospectives. If AI-generated outputs—such as decisions, reports, or stories—are not clearly sourced or explained, teams may lose trust. Worse, they may struggle to understand the rationale behind decisions, creating opacity in what should be open processes.

Bias and ethics present additional concerns. GenAI models are trained in historical data, which may reflect and reinforce existing inequities. If used to write job descriptions or prioritize customer segments, AI may inadvertently perpetuate bias. According to a 2023 IBM survey, 68% of enterprise leaders cited ethical governance as a primary challenge in deploying AI tools on scale.

Moreover, AI introduces new compliance challenges. In regulated industries such as healthcare or banking, AI-generated artifacts must meet rigorous standards for traceability and auditability. If documentation is generated by AI but not reviewed by humans, organizations may face legal and reputational risks.

Finally, productivity metrics can become distorted. Teams leveraging GenAI may show rapid gains in throughput or velocity—but without corresponding increases in actual value delivered. This can lead to misaligned expectations, stakeholder dissatisfaction, and burnout.

To mitigate these threats, teams must uphold Scrum's core values. Human validation, psychological safety, and ethical awareness must remain at the forefront. AI may support agility, but only humans can sustain it. Scrum Masters and organizations must actively assess risks and establish boundaries and best practices for AI adoption within Scrum.

Scrum with GenAI: Key Considerations

Integrating GenAI into Scrum requires more than new tools—it demands a shift in how teams operate and make decisions. The first step is clarifying roles. Scrum Masters must evolve into AI facilitators—guiding ethical usage, validating tool outputs, and coaching teams to strike the right balance. Product Owners become AI-informed strategists, leveraging data-driven insights while maintaining customer empathy and business context. Developers become AI collaborators, accelerating delivery while preserving quality and integrity.

Organizations should establish clear governance policies around AI usage in Agile contexts. These may include review checklists for AI-generated work, escalation paths for questionable outputs, and training modules on responsible AI practices. Cross-functional reviews involving legal, compliance, and risk officers can help ensure safe deployment.

How teams work within the Scrum Events should also evolve. In Sprint Planning, AI may propose Product Backlog items or forecast capacity, but final decisions must remain human-led. Daily Scrums can incorporate AI-generated updates but still prioritize team dialogue. Retrospectives may use AI to surface patterns in feedback but must be anchored in team conversation and shared learning.

Most importantly, teams must adopt a mindset of continuous experimentation. GenAI tools should be treated as hypotheses—introduced iteratively, assessed regularly, and adjusted based on impact. Teams might run AI pilots within specific Sprints, conduct A/B testing on AI-assisted features, or rotate AI tooling responsibilities to ensure shared understanding. Just as Scrum promotes adaptation in response to change, it must now extend this principle to the evolving relationship between human judgment and machine intelligence.

Organizational support structures are also vital. Leaders must model responsible for AI usage and encourage open dialogue about its implications. Agile coaches should facilitate workshops on GenAI capabilities and limitations, while teams co-create working agreements on how and when to incorporate AI into their daily routines. This ensures AI integration is not top-down, but co-owned and continually refined by those closest to the work.

The language of Scrum may remain consistent—but its application must become more fluid. The team or organization's "Definition of Done" might now include validating AI-generated content. If using a "Definition of Ready" it might encompass criteria for AI input validation. Team norms may need to evolve to account for new feedback loops, asynchronous collaboration with AI agents, and hybrid human-AI decision-making models.

Scrum's future is not about replacing its Events or Accountabilities. It's about enriching them with new capabilities while anchoring them in timeless values and adding GenAI as a member of the team. As GenAI becomes a ubiquitous part of knowledge to work, the integrity of Agile lies in how intentionally we wield its power. Scrum's strengths lie in its adaptability, collaborative focus, and incremental value delivery, making it ideal for fast-changing environments and complex projects.

Striking the Balance Between Agility and Automation

In the race to adopt GenAI, many organizations risk tipping the scales too far toward with automation—mistaking speed for agility. True agility is not about doing things faster; it is about learning faster. While GenAI can accelerate delivery, it cannot dictate the purpose. It can support execution but not substitute for the intention.

Leveraging both agility and automation optimizes business processes. Automation streamlines tasks for efficiency, while agility enables rapid adaptation to changing needs and markets. A balanced approach ensures innovation and responsiveness without sacrificing operational excellence.

The key is balance. Teams must embrace GenAI as a productivity multiplier without abdicating their creative and ethical responsibilities. This means preserving space for ambiguity, curiosity, and dissent—elements that automation struggles to accommodate. An overly automated process may appear efficient on the surface, but without human insight, it can drift toward mediocrity or even harm.

Agility relies on dedicated time for reflection, inspection, and adaptation. In contrast, automation inherently emphasizes compression and efficiency. To balance these dynamics, workflows must intentionally include opportunities for human judgment, such as exploratory work, collaborative design sessions, and retrospective learning. For example, while an AI-generated user story can initiate development, it should be refined through team discussion and customer feedback. Likewise, Sprint Reviews should not only showcase deliverables but also critically evaluate how Generative AI influenced decisions, acknowledging both its benefits and drawbacks.

This evolution also calls for a shift in how we measure progress. Metrics also require rethinking. Traditional indicators like velocity or throughput may become inflated in the presence of GenAI. Agile leaders should complement them with measures of learning and outcomes.Questions such as “What did we learn this Sprint? or “How did GenAI help us serve our customers better?” become essential indicators of success.

Ultimately, agility and automation are not opposites, they are collaborators. The organizations that thrive will be those that harmonize both: leveraging GenAI to remove friction while elevating human potential to make meaning from what remains.

For C-suite leaders, this is a strategic imperative: balance operational efficiency with long-term adaptability. Resist the allure of short-term gains that undermine innovation. Empower your teams not just with tools, but with trust and time to think.

For product leaders, the mandate is to steer AI-enhanced workflows without losing sight of customer value. Use GenAI to widen your lens, not to narrow your focus. Elevate discovery alongside delivery.

For Scrum Teams, this is a cultural opportunity. Make space in your Sprints for exploration, dissent, and learning. Don’t just inspect and adapt your product—inspect and adapt how you work with GenAI. As AI agents are integrated as team members, Scrum teams may shrink by offsetting partial responsibilities of roles like SREs or QAs. AI agents don’t replace individuals 1:1 but can offload ~25% from multiple roles, allowing smaller teams to sustain velocity—especially with T- or M-shaped members.

In the end, GenAI will not replace people, it will replace teams that fail to evolve. The future belongs to those who can automate the mundane, amplify the meaning, and keep humanity at the heart of how value is created.

Conclusion: Evolving how Scrum Teams Work Without Losing Its Soul

Scrum is not an artifact of a pre-AI era; rather, it is a dynamic and evolving framework designed to help organizations successfully navigate emerging complexities. To remain effective, Scrum Teams must rethink their ways of working—not by abandoning Scrum's core principles, but by thoughtfully expanding upon them.

In an environment increasingly influenced by Generative AI, the most successful teams will be those that integrate machine-driven efficiency with human insight and empathy. They will adopt advanced tools while maintaining critical thinking and judgment. Automation will serve not as a final goal, but as a catalyst for deeper collaboration and accelerated learning.

Scrum provides the disciplined structure for delivering incremental value, while Generative AI offers the means to expedite that delivery. However, achieving both speed and sustainability requires deliberate, value-driven integration aligned with Agile principles and organizational purpose.

Looking ahead, the focus is not on whether AI should be incorporated into Scrum, but on how to do so responsibly and ethically. The future of agility will be inherently human—empowered teams supported by intelligent technology, fostering resilience and innovation.

Appendix

The following references were used to support research and insights in the development of this case study. They include industry reports, white papers, and authoritative sources on AI, agile practices, software quality, and enterprise solutions.

Topic	Reference Link*
Generative AI Trends for All Facets of Business	Forrester
EPAM DIAL (Digital Intelligence & Automation Lab)	EPAM Systems
Artificial Intelligence Services	EPAM Systems
World Quality Report 2023–24	Capgemini
GitHub Copilot X: The AI-powered developer experience	GitHub Blog
17th Annual State of Agile Report	Digital.ai
The Economic Potential of Generative AI: The Next Productivity Frontier	McKinsey & Company
IBM Engineering Requirements Management	IBM
Responsible AI	IBM

About EPAM Systems

EPAM Systems is a global leader in digital platform engineering and software development services, renowned for helping clients innovate and transform their businesses with cutting-edge technology solutions. Leveraging deep industry expertise and agile framework, EPAM empowers organizations across diverse sectors to accelerate digital transformation journeys.

In the realm of Artificial Intelligence, EPAM is at the forefront of adopting and integrating Generative AI (GenAI) technologies to enhance software development, automate complex workflows, and enable smarter decision-making. By harnessing GenAI capabilities, EPAM helps clients unlock new levels of creativity, efficiency, and personalization—transforming traditional processes into intelligent, adaptive systems. From AI-driven code generation and intelligent automation to advanced data synthesis and customer experience optimization, EPAM's GenAI initiatives drive tangible business value and competitive advantage.

About Scrum.org

Scrum.org, the Home of Scrum, was founded by Scrum co-creator Ken Schwaber as a mission-based organization to help people and teams solve complex problems. We do this by enabling people to apply Professional Scrum through training courses, certifications and ongoing learning all based on a common competency model.

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