

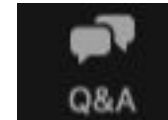
Beyond Individual Gains: Turning AI Fluency Into a Team Advantage

Dave West, Dr. Alan Brown & Darrell Fernandes | Wednesday 24th of September



Quick Guidelines

- Your microphones will be muted throughout
- This session is recorded. The recording and slides will be available after the webinar within 24 hours.
- Please ask questions!
 - Submit questions by selecting the Q & A icon:



Who is Scrum.org

Mission:
*Helping People and
Teams Solve
Complex Problems*



Ken Schwaber
Scrum.org Founder,
Chairman and
Co-creator of Scrum



Today's Conversation

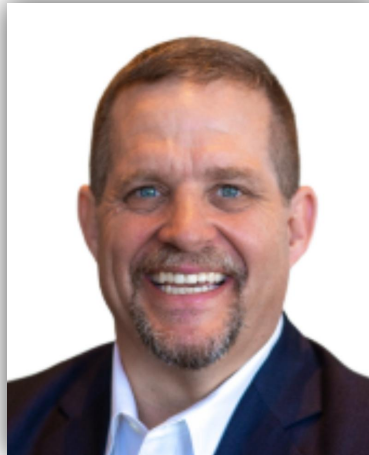
- The Paradox
- Why Does It Happen?
- Introducing The Journey Map
- Locating Yourself And Your Team
- The Team Advantage



Today's Speakers



Dave West
CEO
Scrum.org



Darrell Fernandes
Executive Advisor
Scrum.org, Planview



Dr. Alan Brown
Professor in Digital Economy
University of Exeter, UK



Your AI Augmented Dream Team

Why This Conversation

"A working group relies on the individual contributions of its members for group performance. But a team strives for something greater than its members could achieve individually."

- Katzenbach & Smith, 'The Discipline of Teams,' Harvard Business Review (1993)



Segment 1

The Paradox

Why gains aren't compounding

The Productivity Paradox



55.8%

faster on scoped tasks

Peng et al. (2023): developers with AI access completed scoped tasks 55.8% faster.

19%

slower for the team

Becker et al. (2025): stopwatch data showed the team took 19% longer overall.

20%

felt faster anyway

Becker et al. (2025): while believing they were 20% faster.

What Individual Fluency Already Looks Like

Understanding

Knows what AI gets wrong and why: hallucinations, stochastic outputs, confidence versus accuracy.

Direction

Prompts include the user need, objective, and stage, not just a one-line request.

Evaluation

Treats the first response as a draft; verifies facts before they reach a decision.

Responsibility

Owens what they share: discloses AI use, protects sensitive data, defends the output.

This Is a Team Problem



Agile has taught us the importance of the team

Speed Doesn't Show Up

Sprints don't move noticeably faster, even when individuals report feeling faster.

Quality Doesn't Shift

Output quality and delivered complexity look about the same as before AI.

Fluency Is Scattered

Individual gains vary widely across the team, and uneven skill doesn't average into a team gain.



Segment 2

Why It Happens

Three team-level failure modes

From 'I' to 'We'

"The obligation of any component of the system is to contribute its best to the system, not to maximize its own production, profit, or sales."

W. Edwards Deming

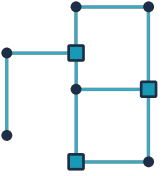
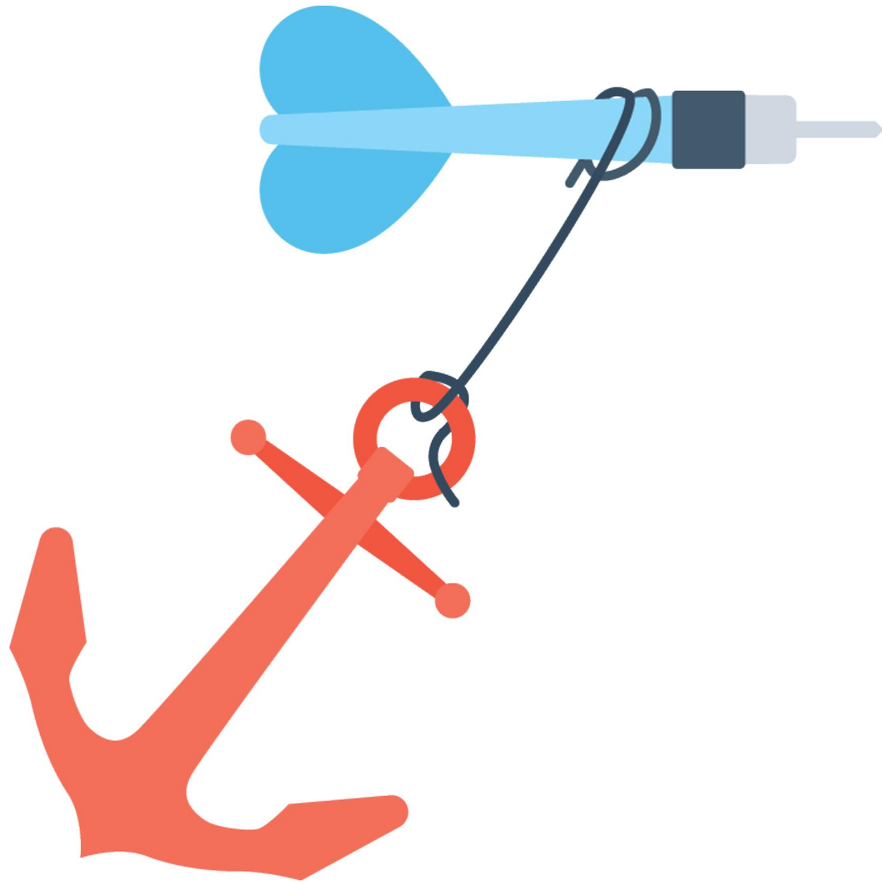
"A system's performance depends on how the parts interact, not on how they act taken separately."

Russell Ackoff

"The sum of local optima is not equal to the global optimum."

Eliyahu Goldratt

Three Team-Level Failure Modes



Information Asymmetry

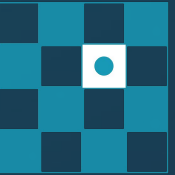
Different tools and prompting habits produce incompatible outputs right at handoff points.

Accountability Gaps

When AI-assisted work passes between teammates, who verified what becomes unclear.

Context Fragmentation

Each person prompts from a different mental model of the product strategy.



Segment 3

The AI Fluency Journey Map

Three levels, three engagement modes

Three Levels of Fluency



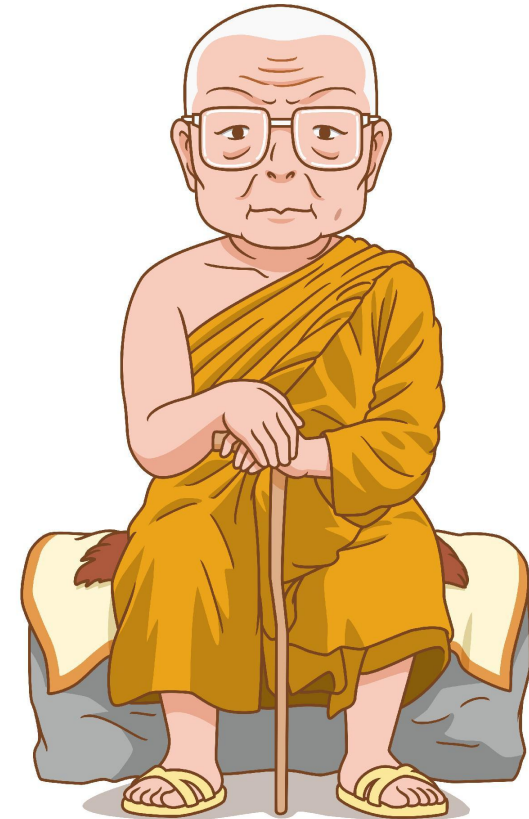
Foundational

Safe, intentional AI use



Practitioner

Deliberate, iterative craft



Advanced

Workflow design & coaching

With AI

**With AI
AI-Augmented Work**

AI tools enhance individual productivity. Most teams start here. Risk: invisible, unreviewed outputs reaching customers and regulators.

Through AI

Through AI Intent Driven Creation

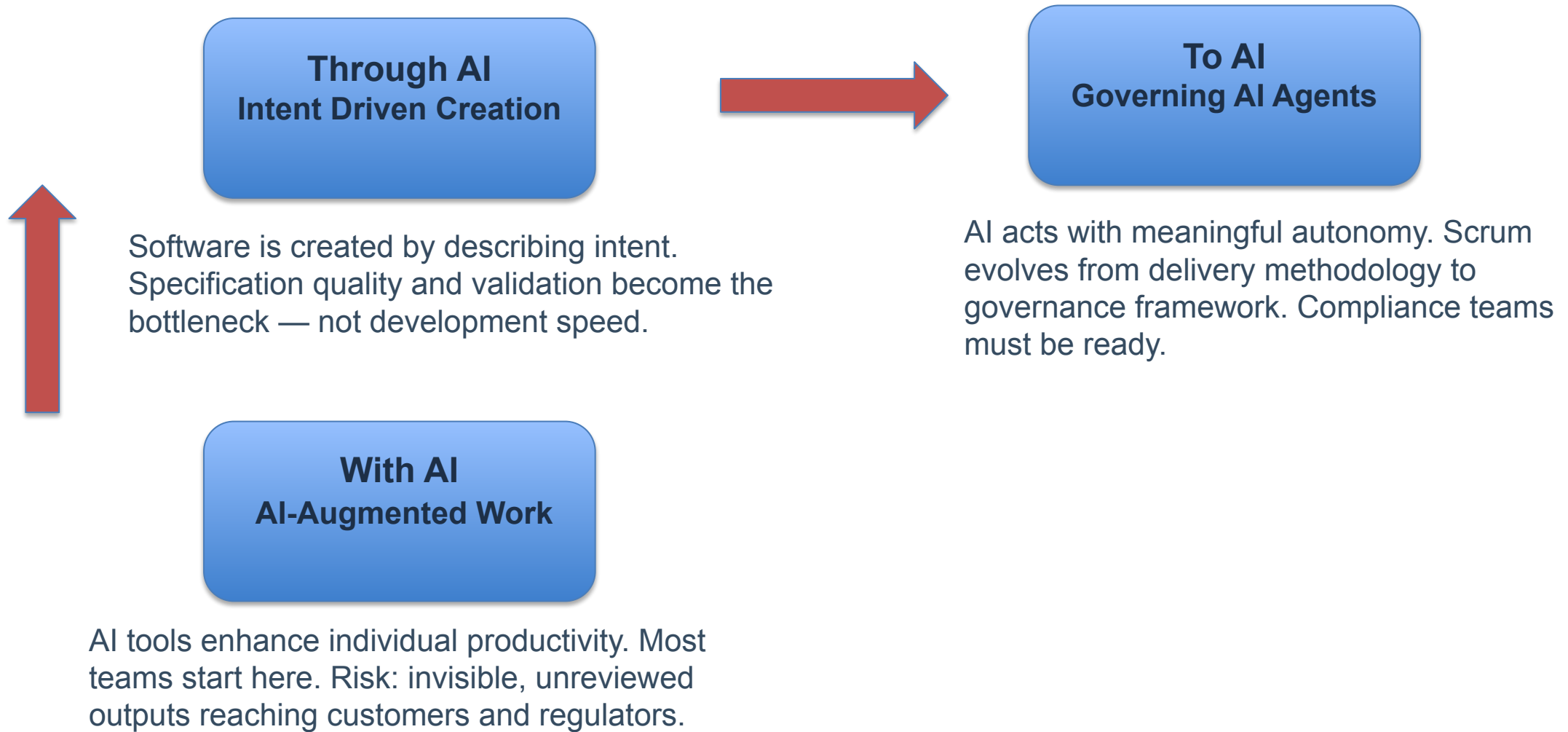


Software is created by describing intent. Specification quality and validation become the bottleneck — not development speed.

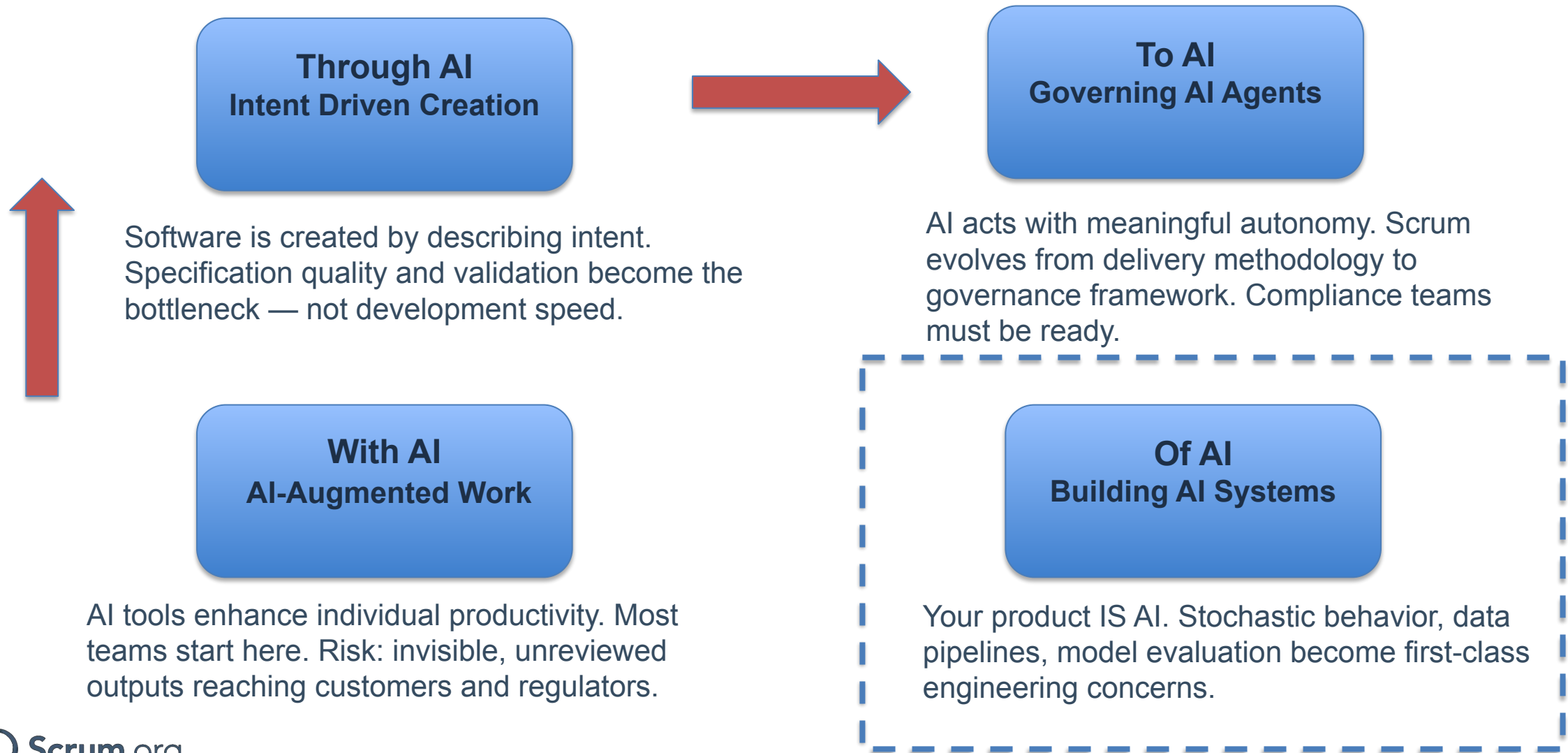
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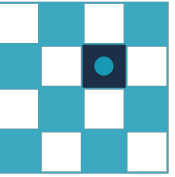
To AI



Four Modes of AI Engagement — Where Are You?



Positional, Not Binary



"All transitions are composed of an ending, a neutral zone, and a new beginning."

- William Bridges, Managing Transitions: Making the Most of Change (1991)



Segment 4

Locating Yourself & Your Team

From individual habits to shared artifacts

Signals You're Ready to Grow



Restless With 'Good Enough'

You're consistently unsatisfied with first-pass outputs and naturally iterating on them.

Building Real Intuition

You're forming intuitions about what makes a prompt work and want to codify your best ones.

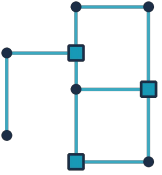
Coaching Comes Naturally

You have a natural coaching relationship with colleagues still building Level 1 habits.

Protecting Your Own Learning

You use AI on tasks you already understand, not as a substitute for learning you haven't done yet.

Artifacts That Make Fluency Visible



Team AI Context Document(s)

- Shared product strategy, domain language, and collaborative norms
- Keeps every prompt grounded in the same mental model



AI Tool Portfolio

- Tool, owner, use case, and data classification per opportunity
- Makes informal, ungoverned adoption visible



Evolved Team AI Charter

- Individual disclosure norms elevated to team governance
- Combines portfolio, context, patterns, and review cadence

The Coaching Obligation

80%

of expert wage premium

+48%

more duplicated code

Protecting the skills governance depends on

- HBS research: foundational skills underpin up to 80% of the wage premium for specialist expertise.
- GitClear: duplicated code rose from 8.3% to 12.3% of all changes ($\approx 48\%$ more) as AI adoption increased across 211M lines of code.
- Anthropic's own RCT found AI assistance improved output but reduced subsequent understanding; speed can be purchased against future capability.



Segment 5

Team Advantage

What to try this Sprint

What to Try This Sprint



Verify Before You Share

Individually: treat the first AI response as a draft; check facts before it reaches a decision.



Protect One Learning Task

Individually: pick one task this Sprint to do without AI, deliberately, so skill formation keeps pace.



Build Shared Context

As a team: draft a first version of a Team AI Context Document from your product goal.



Add One DoD Gate

As a team: add a single AI-quality checkpoint to your Definition of Done.

Key Takeaways

Individual Growth Is Real

The fluency you've built is genuine; that's the foundation here, not the finish line.

Fluency Is a Team Sport

Individual gains don't compound automatically; teams must coordinate deliberately.

Locate, Don't Guess

Use the Journey Map to see where you, and your team, actually stand: level and mode.

Protect What AI Can Erode

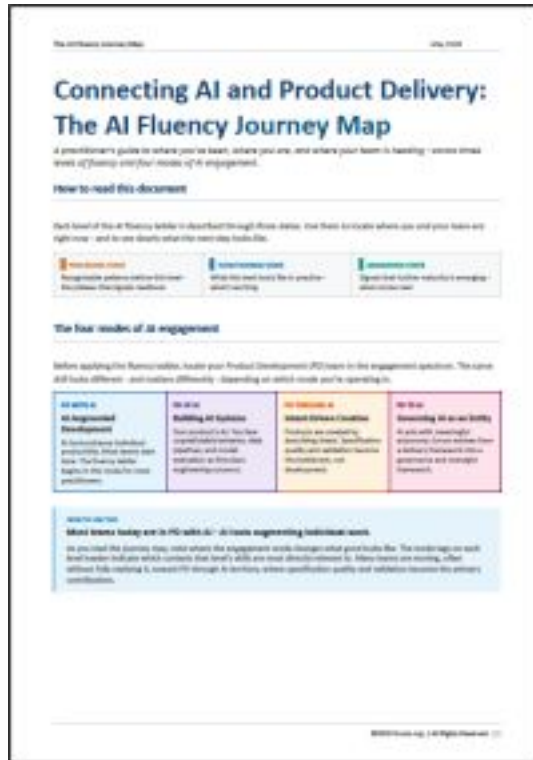
Pursue speed alongside the skills, quality, and judgment it can quietly cost.

**AI Fluency for
Product Team
Members™**

SELF-PACED COURSE



Materials Worth Reviewing



<https://www.scrum.org/resources/connecting-g-ai-and-product-delivery-ai-fluency-journey-map>



<https://www.scrum.org/resources/ai-teammate-framework-four-step-framework-product-teams>

1. Overview

2. The AI Fluency Journey Map Infographic

3. AI and the Scrum Accountabilities

4. AI and the Scrum Events

5. AI and the Scrum Artifacts

6. AI and Scrum's Empirical Foundations

7. Inspect and Adapt Your Own Practice

Scrum and Artificial Intelligence Overview

5 from 1 rating

"Scrum is founded on empiricism and lean thinking. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed."

AI is advancing rapidly and bringing substantive change across business and society. Nowhere is this more visible than in software development and product delivery. Individuals, teams, and organizations need to deepen their understanding of AI impact on agile product delivery and the implications for Scrum practices. This learning path provides a structured way to do that.

The hard work has moved, not vanished

For most of the history of software, the binding constraint on product delivery was the cost of producing code. Writing it, testing it, and getting it into production took skilled people a great deal of time, and almost every practice we rely on was shaped, directly or indirectly, by that scarcity. Agile itself was a response to it. If building the wrong thing was expensive and slow to correct, then short cycles, frequent feedback, and the discipline to change course early were how teams protected themselves from waste.

AI changes that constraint. It does not remove the difficulty of building good products, but it sharply reduces the effort of generating code, and that single shift ripples through everything else. When you relieve a constraint, the bottleneck does not disappear. It moves. As the cost of producing code falls, the hard work relocates to the things code was never the hardest part of: deciding what is worth building, verifying that what was produced is sound, integrating it safely, and finding the human attention to give all of it meaningful review. The scarce resource is no longer typing. It is judgment, and the capacity to trust what has been made.

<https://www.scrum.org/learning-series/scrum-and-artificial-intelligence>

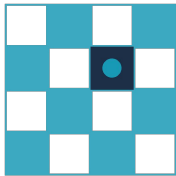
Thank You

Dave West, Dr. Alan Brown & Darrell Fernandes | Questions & Discussion

Appendix

Alternate slide concepts - not part of the 60-minute flow

What Actually Changes as You Climb



APPENDIX - proposed alternate for Slide 13 (Three Modes of AI Engagement)

Dimension	1 · Foundational	2 · Practitioner	3 · Advanced
Primary Risk	Skill erosion on unpractised tasks	Over-reliance on one pattern	Blind spots in team capability
What You Own	Reviewing output before use	When to trust vs. verify	Guardrails and coaching
Where the Bottleneck Moves	Your review capacity	Your prompting skill	Team standards and coordination