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The Home of Scrum

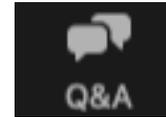
The next gen Scrum Master – Driving Delivery with AI augmented leadership

Bogdan Onyshchenko and Simon Reindl

DATE

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



Bogdan Onyshchenko

- 14+ years in Agile and Product Development
- Speaker, Trainer, Consultant
- Worked with organisations of diverse sizes within Telecom, iGaming, Energy, Retail, Logistics, Advertisement, Finance
- Host of "+50agility" podcast



Simon Reindl

- 25+ years in Product Development
- Author, Speaker, Trainer, Coach
- Focus is on helping individuals, teams and organisations maximise the value delivered in a humane way
- Worked with organisations of all sizes
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Houston, we have a problem ...

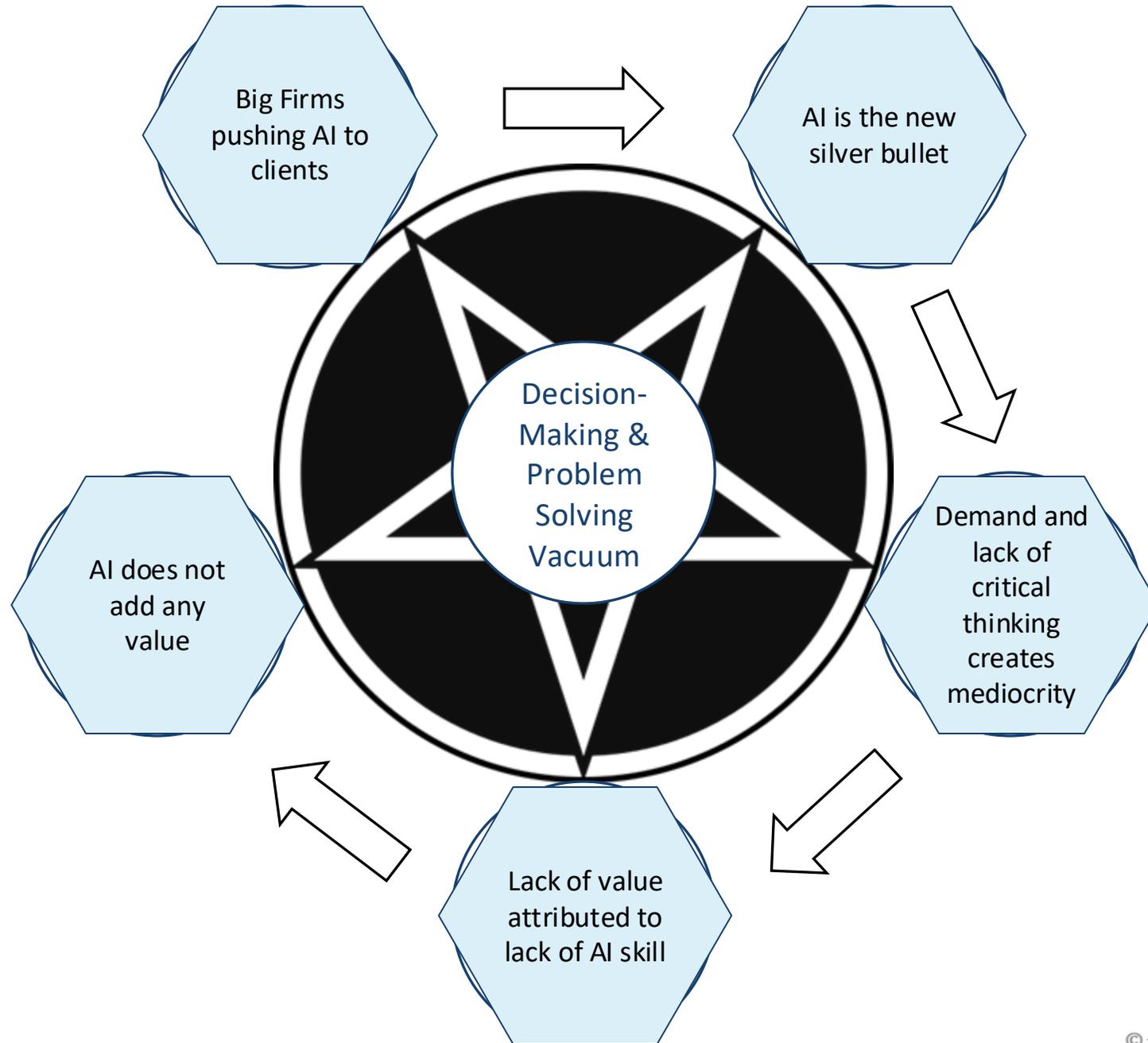
Many folks think that we are here



I'd argue that we are here



How did we end up here?



Clear signal - transformations are hard, and we see a pattern

Was there any added value of agile transformation? Where was it?



How to not repeat our

NEWSLETTERS * CFO DAILY

MIT report: 95% of generative AI pilots at companies are failing

By Sheryl Estrada
Senior Writer And Author Of CFO Daily
August 18, 2025, 6:54 AM ET

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MONEY > PERSONAL FINANCE

MIT Says 95% Of Enterprise AI Fails — Here's What The 5% Are Doing Right

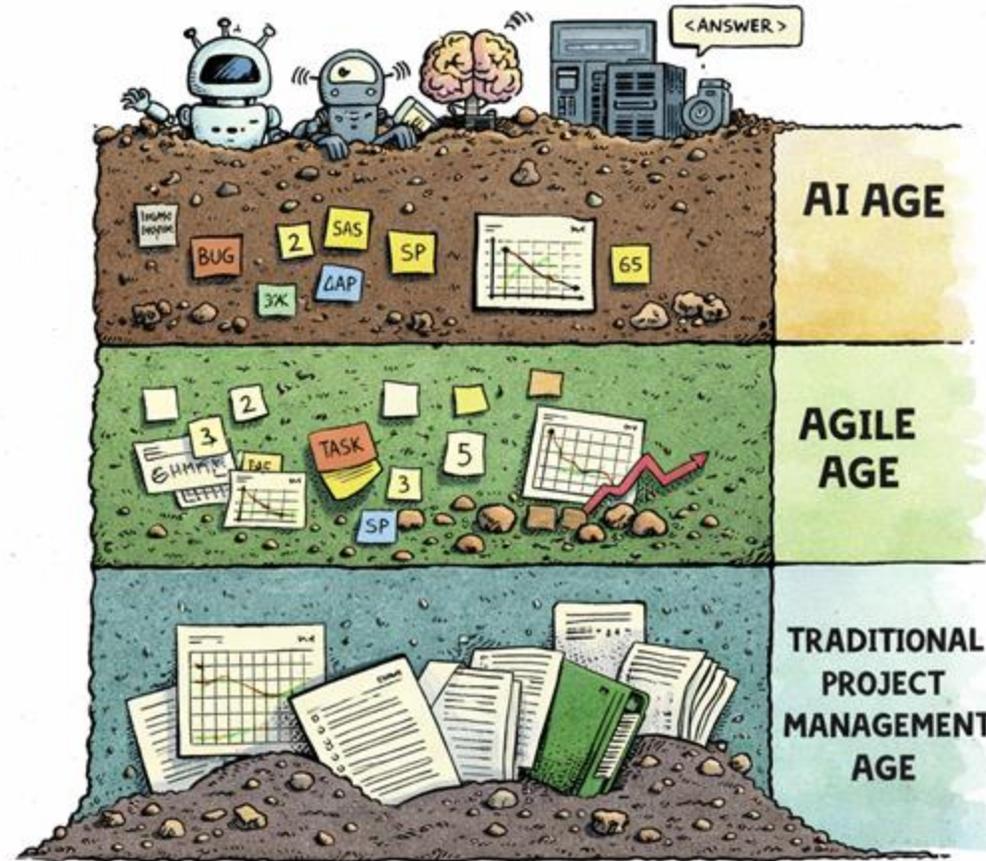
By Jaime Catmull, Former Contributor. © I am a personal finance expert and writer.
Published Aug 22, 2025, 12:25am EDT. Updated Aug 25, 2025, 05:33pm EDT



Young Happy Businesswoman Using Laptop Computer in Modern Office with Colleagues. Stylish Beautiful Financial Advisor Working. VFX Hologram Edit Visualizing Stock Exchange Interface, Opened Charts.
GETTY

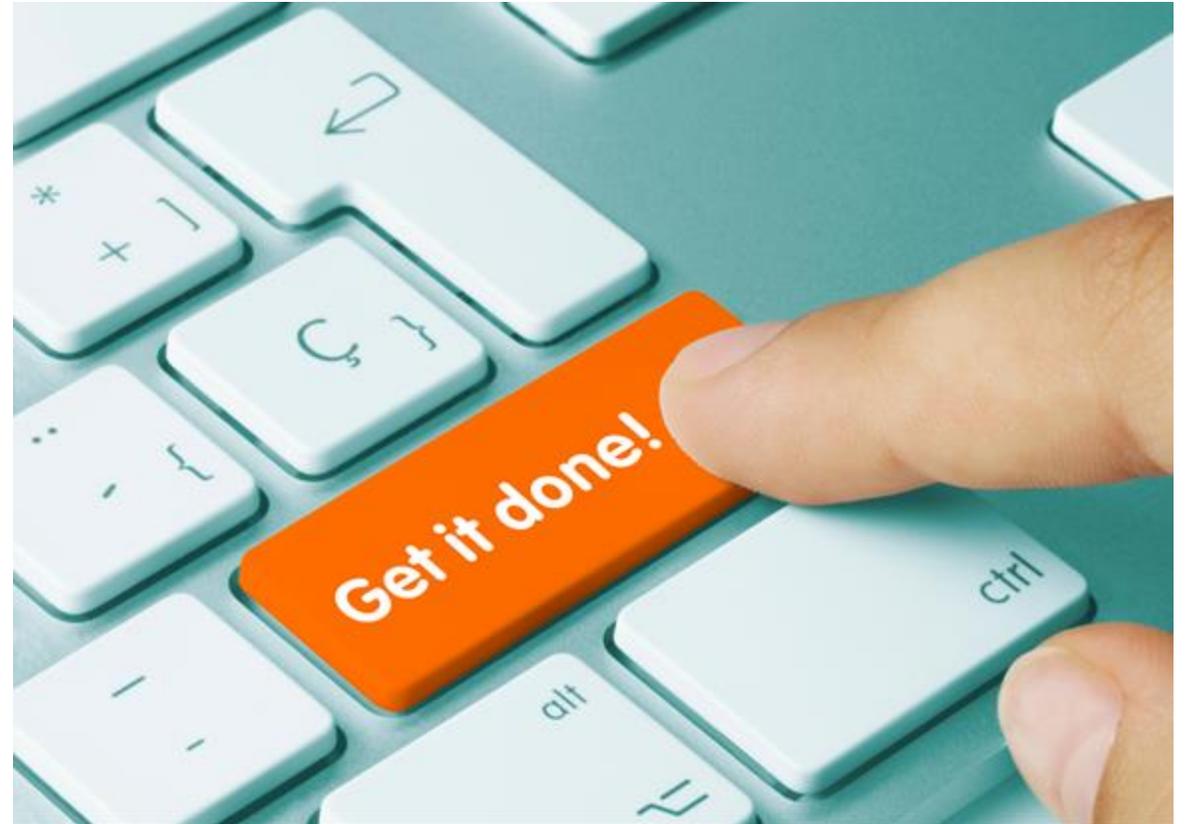


Which age are we in now?



Transition PM to SM to DM

- In the world of planning and prediction, the Project Manager was accountable to get things Done
- In the transition to Scrum, this is the accountability of the Scrum Master
 - Due to the surge in demand, many people in the role did not appreciate this
 - Often organisations did not support the systemic changes needed
- Rebadging as a Delivery Manager is trending, the accountability is the same



Identical JDs but different perception

Scrum Master Responsibilities

- ◆ Remove impediments the team faces
- ◆ Coach teams on Scrum practices and foster continuous improvement
- ◆ Foster collaboration and healthy team dynamics; resolve conflicts
- ◆ Make work visible — maintain artifacts, and metrics transparent
- ◆ Drive continuous improvement
- ◆ Support the Product Owner



Delivery Manager Responsibilities

DM responsibilities

- ◆ Identify and remove delivery impediments
- ◆ Coach and support teams in Agile practices to improve delivery and flow
- ◆ Foster cross-team collaboration and healthy delivery relationships
- ◆ Make delivery transparent — surface progress, dependencies and risks
- ◆ Drive delivery process improvements
- ◆ Work with PO / PM to unblock delivery



Problem #1: Accountability dilution



- ◆ Lost mandate within organization during “Agile Era”
- ◆ Perceived as ‘Team Coach’, non-technical
- ◆ Focused on events, not outcomes
- ◆ Seen as “soft skills only” role
- ◆ Disconnected from Value



Problem #2: Organizational misunderstanding



- ◆ Scrum is seen as Team-level framework
- ◆ Little to no autonomy for Scrum Teams in budget distribution, access to clients and users, hiring, bonuses, etc.
- ◆ Real problems require 'Real managers'



Problem #3: Process Discipline

- In project management, not all the method was used
- In agile, it became superficial, leading to agile theatre
- With AI, the lack of control boundaries will create chaos
 - Data breaches
 - Uncontrolled hallucination



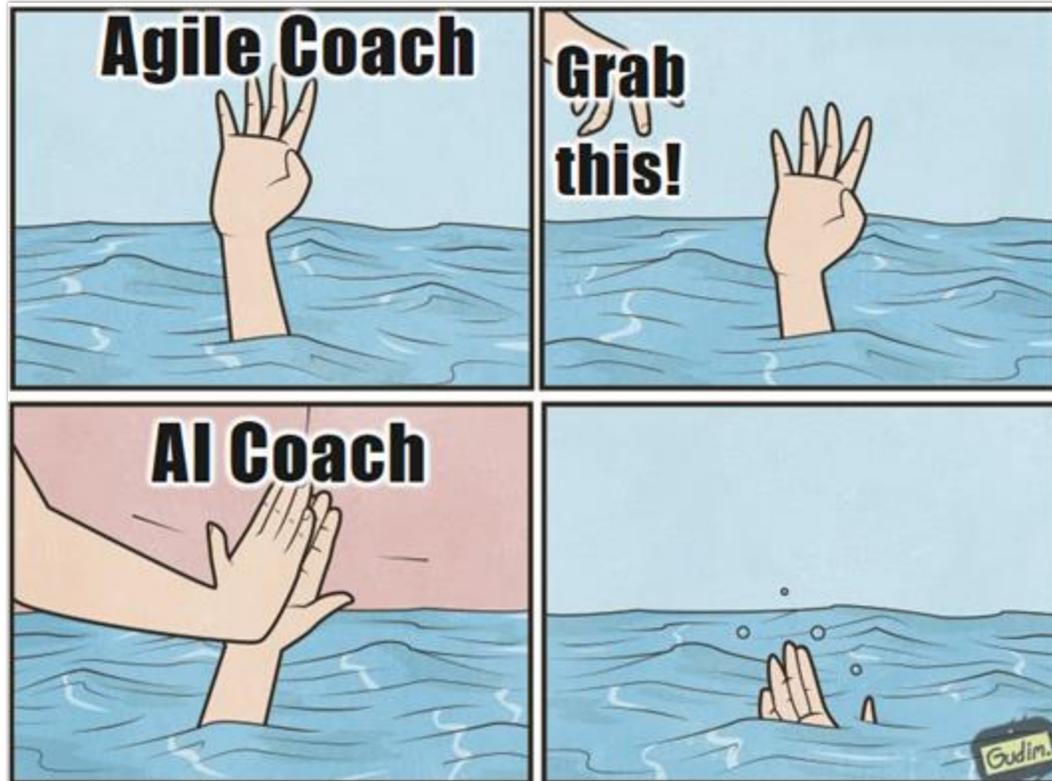
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What can we do about it?



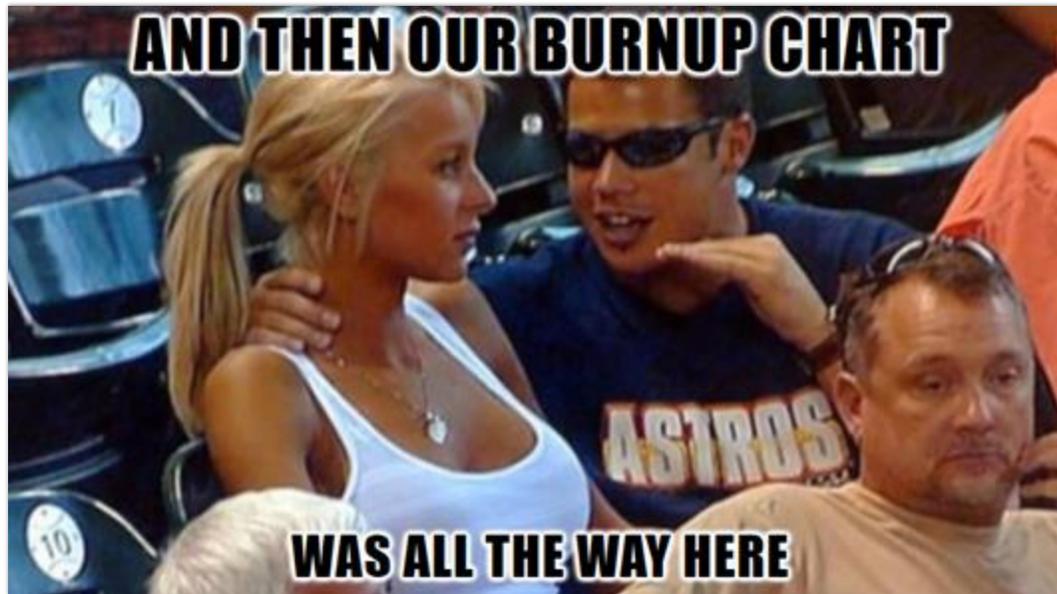
Simple rebranding campaign will not work



- ◆ AI is far more complex and technical, it needs to be studied, experimented with and understood practically
- ◆ If it's hard for someone to showcase practical value with Agile – it will be even harder to do it with AI



Make the outcomes of using AI by your team visible



- ◆ Flip the conversation and focus on the outcomes and impact of your AI actions & efforts on product delivery
- ◆ Use the 'So what' lens when deciding what to experiment with/invest in
- ◆ Abstain from overusing AI jargon, talk about real business impact

Operate and educate both upward and downward



- ◆ Be curious about issues affecting product delivery on other levels of the organization
- ◆ Offer your support on resolving them by leveraging gained AI expertise
- ◆ Help others understand how you can help



Build alliances within your organization



- ◆ Path to AI adoption is steep and slippery. Find people willing to take on the journey with your team.
- ◆ Understand your product operating model, company's business model, domain environment.
- ◆ Support PO with leveraging your Team's efforts to get the right stakeholders ahead, while still maximizing value. This will help set people with similar mindsets ahead.



Get involved in politics and decision making



**No politics at all
Dies in Season 1**



**Too much politics
Dies in Season 6**



**Just enough politics
Survives**



Scrum Values, Ethics and AI

Scrum Values

Ethics

Impact on the Scrum Master

An organisation's most valuable asset is the relationships between its people that is their ultimate competitive advantage.

- Scott Miller

- The Scrum Values are the way we interact and build trust.
- This is an empirical process.

and AI, and
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text
your data
critical
thinking

Final piece of advice to take home:

“Your goal is to make yourself unavoidable — in a good way.”

- Expand mandate through proactive engagement
- Make outcomes and impact of your team’s work visible
- Operate and educate both upward and downward
- Build alliances within your organization
- Get involved in politics and decision making

Build your AI skills

AI is your collaborative partner

Turn your brain on – and think critically

Questions

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Thank you!