



**Scrum.org**<sup>™</sup>  
*The Home of Scrum*

**<epam>**

# Scrum in the Age of AI: Empowering Teams While Preserving Empiricism

February 18, 2026

# 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



# Your Presenters



## **Michelle Midboe**

Director, AI Consulting,  
EPAM Systems  
Agile + AI practitioner and  
co-author of the joint paper  
grounding this session.



## **Eric Naiburg**

COO, Scrum.org  
Reinforces legitimacy with  
the Scrum community and  
partnership.

# EPAM & Scrum.org Partnership

- Change is accelerating
- AI is evolving
- Humans must lead



# Why This Topic, Why Now

- Work is changing fast
- Teams are already using AI
- We must protect how we work



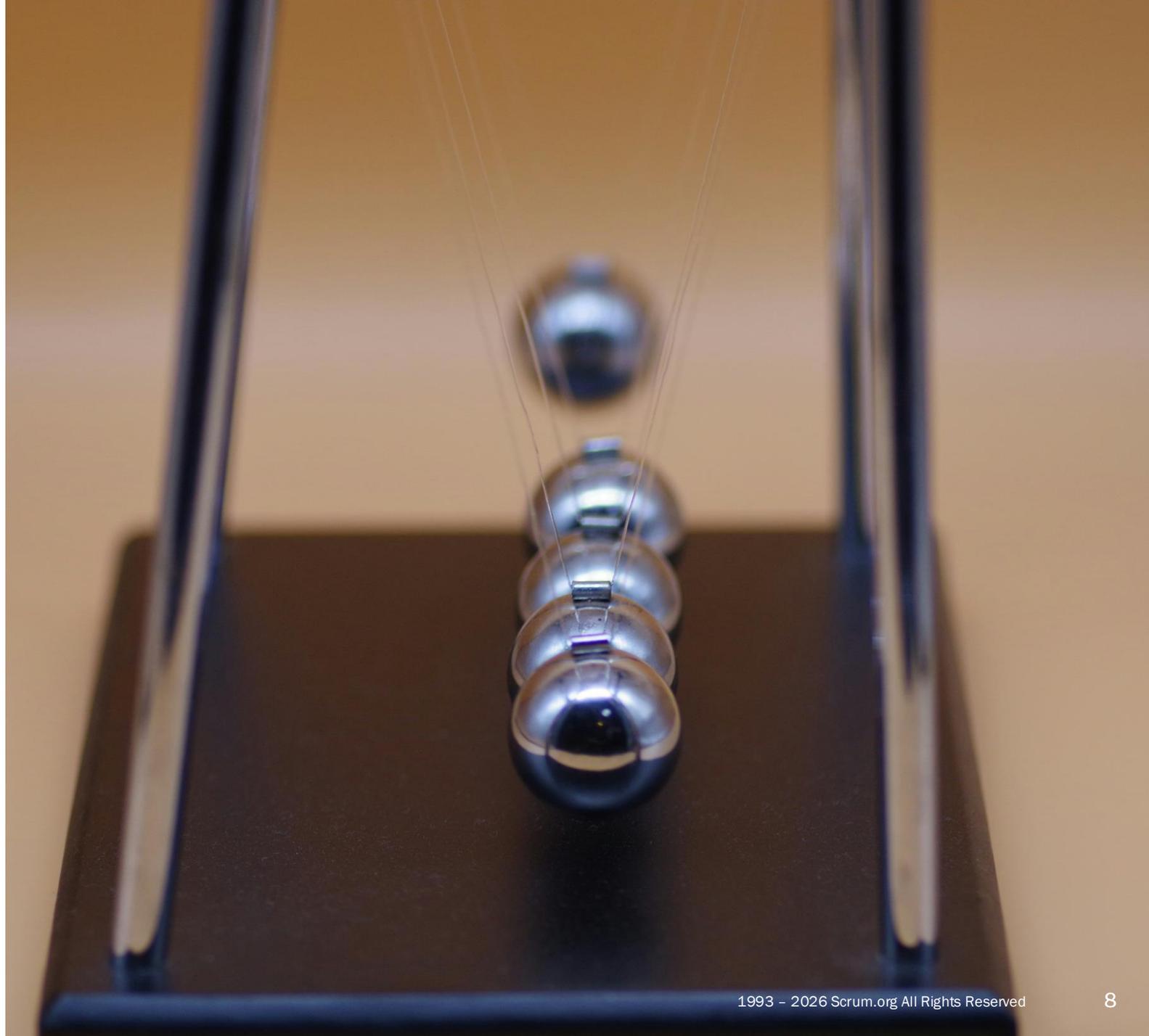
# The Shift: Scrum in the GenAI Era

- AI speeds up work
- AI reshapes how we learn
- Scrum stays: practice evolves



# Impact on Scrum Pillars

- **Transparency:**  
Clarity can fade
- **Inspection:**  
Faster isn't deeper
- **Adaptation:**  
Real adaptation takes thought
- **AI amplifies the system**



# How AI Empowers: Forecasting & Planning

- Learn from the past
- Surface risks sooner
- Assist, not decide
- Accountability stays human



## How AI Empowers: Backlog Ordering

- Patterns become clear
- Dependencies show up
- PO owns value
- Support decisions



# How AI Empowers: Risk Awareness & Quality

- Spot risks early
- Catch side effects
- Support DoD talks
- Team owns quality



# Freeing Teams for Higher-Value Work

- Less busywork
- More thinking
- More discovery
- Humans focus on value



# The Tension: Speed ≠ Agility

- False Confidence
- Erosion of Learning
- Ethical Drift

“AI can accelerate delivery, but only humans can ensure value.”

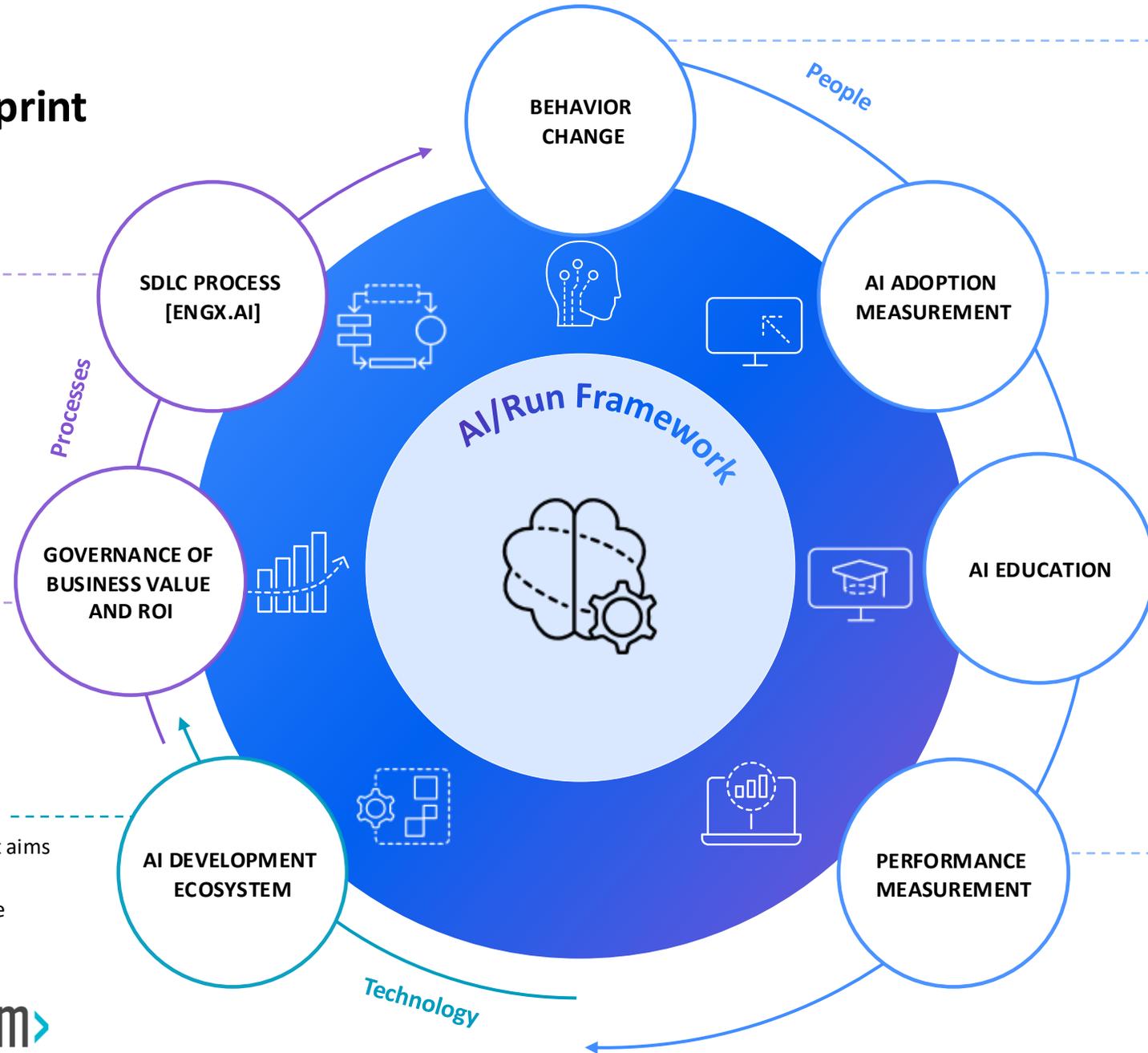


# AI/Run SDLC Blueprint

A comprehensive and mature development process to encapsulate the best practices and standards for software development performance enhanced by AI.

Understanding ongoing ROI from AI-driven software Development, prioritization of use cases, and required tools

AI tools, agents, and platforms are integrated into a single ecosystem. It aims to provide AI-supported automated solutions to accelerate and automate development.



# EPAM AI/Run Framework

- **Strategy & Intent:** Why AI, where it adds value
- **Enablement:** Teams, skills, and ways of working
- **Governance & Ethics:** Lightweight, practical guardrails
- **Execution:** Pilots → scale → continuous learning

AI/Run helps organizations run AI the same way Scrum helps teams run complex work



# Questions

# Connect with the Scrum.org community



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# Thank you!