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Think better with AI - *The ART of Prompting*

Rob van Lanen & Anastasios Psarros

May, 13th, 2026

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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: 

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Who is Scrum.org

Mission:
Helping People and Teams Solve Complex Problems



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



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Rob van Lanen - rob@scrum.nl

Professional Scrum Trainer | Scrum Master | Product Owner

- Created ART and START to lower the barrier to effective prompting
- Trains professionals across organizations to build better Product Owner and AI habits
- Writes about prompting as a practice, not a one-shot skill

Anastasios Psarros – anastasios@nextagile.de

Professional Scrum Trainer | Product Owner |

- Trains and consults on agile, product management, and AI adoption
- Works with org. in healthcare, banking, insurance, media, and retail
- Enhanced ART/START and created RISE for organizational AI transformation



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AUDIENCE POLL

Which of these problems with AI results do you recognize?

Multiple answers allowed. Pick every one that has happened to you with the use of AI.

1

Guessy

The model fills in the gaps with assumptions you didn't make.

2

Too shallow

The output reads like a generalist when the work demands a specialist.

3

Off-topic

The model produced something — just not what you asked for.

4

Too generic

Technically right, practically useless. Nothing specific to your situation.

5

Hard to use

Good content in a shape you cannot reuse, share, or apply.

Fill in your answers — we'll come back to each of these and connect them to the framework.

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LEVEL 1 — ART

Direction. Relevance. Usability.

Use ART for most everyday prompts. Three questions, asked in order. The structure is intentionally simple — it exists to get you moving, not to make prompting feel formal.

WHAT

A

Assignment

What do you want to receive?

Gives:

Direction

WHY

R

Reason

Why does it matter?

Gives:

Relevance

HOW

T

Template

How should it be delivered?

Gives:

Usability

The only wrong prompt is the one you do not write.

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DIAGNOSTICS

How ART addresses each problem

Three of the five problems are usually solved by ART alone. The other two need an upgrade — we'll come back to those.

Problem	Diagnosis	What to do
Off-topic	**Fix Assignment**	Clarify the deliverable and scope.
Too generic	**Add Reason**	Explain why it matters and what success looks like.
Hard to use	**Improve Template**	Define structure, length, format, tone, and must-avoid items.
Guessy	**(later)**	ART alone does not give the model enough.
Too shallow	**(later)**	ART alone does not codify the model enough.

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TRANSITION

What if ART is not enough?

Two problems are still there.

Guessy

Still missing: Situation

The model is filling in the context. It doesn't know what came before, who the audience is, or what the constraints are.

Too shallow

Still missing: Talent

The model is answering as a generalist. We have not told it what kind of expert should be producing this work.

Upgrade ART by leading with S and T.

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LEVEL 2 — START

Lead with Situation and Talent

S and T sit before A, R, and T. They ground the prompt before the request is made — giving the model the context and the expertise lens it needs.

CONTEXT

S

Situation

What does the AI need to know about the situation before answering?

ROLE

T

Talent

Which expert lens and quality standard should be applied?

→ then add ART (Assignment, Reason, Template)

```
Situation: Context is [background, audience, constraints].
Talent: Act as a [role / expert] with [experience].
Assignment: Produce [deliverable] on [topic].
Reason: This matters because [why], and success looks like [criteria].
Template: Output as [format], in [length], with [tone]; avoid [X].
```


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All five problems now have a fix

S and T close the two gaps ART left open. ART gives clarity. START gives precision.

Problem	Diagnosis	What to do
Guessy	**Add Situation**	Give audience, context, constraints, facts, and assumptions.
Too shallow	**Define Talent**	Specify expert role, methods, standards, or seniority level.
Off-topic	**Fix Assignment**	Clarify the deliverable and scope.
Too generic	**Add Reason**	Explain why it matters and what success looks like.
Hard to use	**Improve Template**	Define structure, length, format, tone, and must-avoid items.

ART = Clarity · **START** = Precision

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WHY START

When 'good enough' is not good enough

Most everyday prompts are fine with ART. START earns its place when the audience matters, the decision matters, or the work will be reused.

01

Important audience

A senior stakeholder, a client, a regulator. The cost of a mediocre output is higher than the cost of a longer prompt.

02

Impactful decision

The work will inform a real choice — a hire, an investment, a release. Generic output is not just unhelpful; it is risky.

03

Reusable artifact

Something you will use more than once. Codifying Situation and Talent once is an investment that pays back every time you use it.

Begin with ART. Upgrade to START when you need sharper alignment.

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EXAMPLE · USING ART

Generate a voice-over script

THE ART PROMPT

Assignment:

Create a voice-over script about the power of a visionary Product Owner, aligned with the Scrum Guide (Nov 2020).

Reason:

Used in a video to inform students about the potential of the Product Owner role when done right.

Template:

Concise, natural-sounding voice-over script of max 60 seconds, suitable for an AI avatar, with no visual directions, timestamps, or labels.

WHAT THE MODEL PRODUCED

A visionary Product Owner understands that great products don't emerge by chance. They begin with a clear Product Goal that inspires direction and aligns everyone around a shared purpose…

…Grounded in empiricism, the Product Owner embraces transparency, inspection, and adaptation. They listen to real users, learn from each Sprint, and turn feedback into continuous improvement.

A visionary Product Owner brings clarity, purpose, and measurable impact.

ART alone was enough here. Clear deliverable, clear purpose, clear shape.

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What if I am not sure I captured everything in ART?

Do not answer immediately unless the ART is clear.

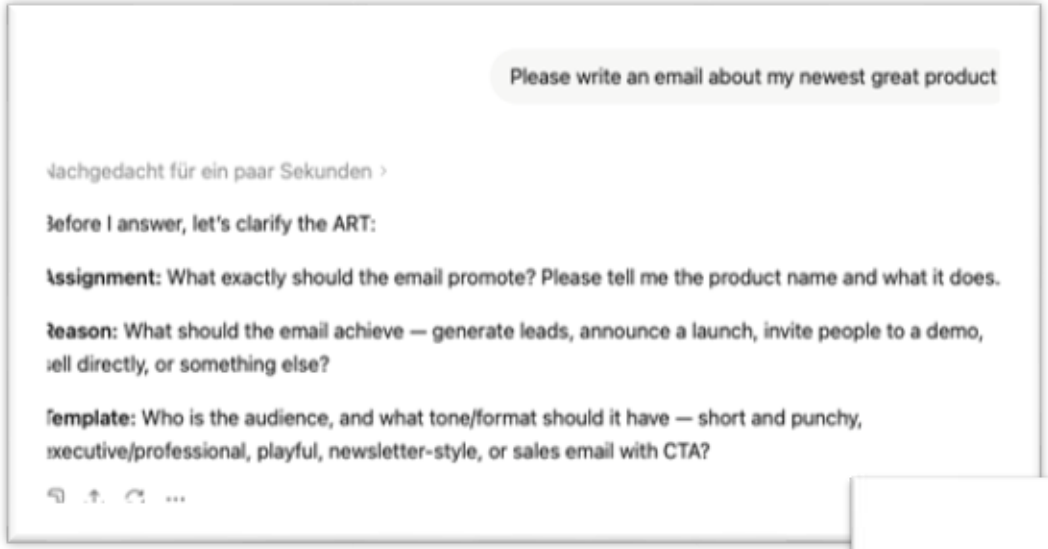
First ask:
1. What is the Assignment — what should I produce?
2. What is the Reason — why does this matter?
3. What is the Template — how should the output look?

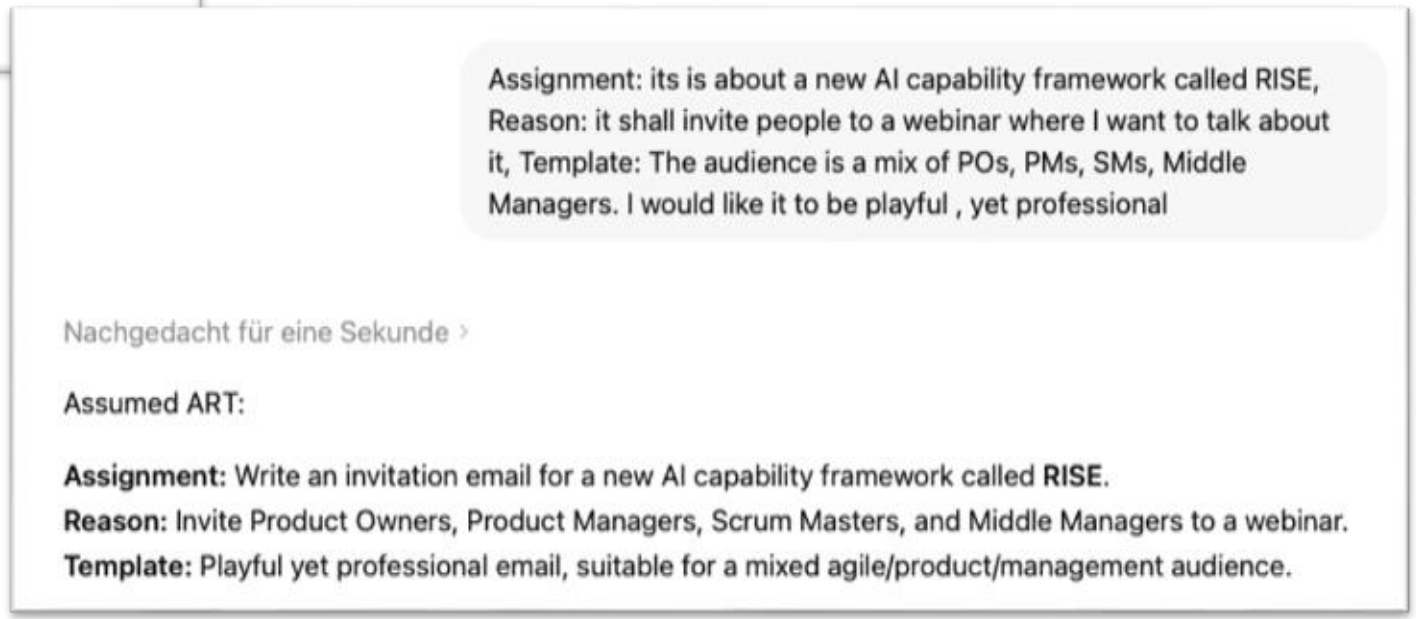
If I already gave enough information, summarize the assumed ART briefly and then answer.

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EXAMPLE · USING ART

What if I am not sure I captured everything in ART?





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EXAMPLE · USING START

Generate user stories from messy notes

THE START PROMPT

S for Situation:	We create electronic vehicles with a seamless, futuristic user experience that sets us apart in the EV market.
T for Talent:	You are a business analyst, expert in Mike Cohn's 'User Stories Applied' principles.
A for Assignment:	Transform a screenshot of messy customer notes into well-formed user stories.
R for Reason:	I need refinement-ready backlog items reflecting real user needs, with product-ownership decisions kept human-led.
T for Template:	Group notes by theme · 'As a __, I want __, so that __' · INVEST · Given/When/Then acceptance criteria · Behavior, not UI.

WHAT THE MODEL PRODUCED · excerpts from a structured backlog

Navigation · **Predictable Rerouting** — *As a commuter, I want rerouting reasons shown so that I understand why my route changed.*

Safety · **Screen Visibility in Glare** — *As a driver, I want clear visibility in glare so that I can read key info.*

Voice Assistant · **Reliable Voice Activation** — *As a driver, I want accurate voice recognition so that I can use hands-free safely.*

Situation and Talent did the heavy lifting. The model is now a domain-aware analyst, not a generalist.

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FUTURE OF AI USE

From prompt to reusable context to agentic workflow

Prompting evolves. The structure we just learned does not disappear — it migrates from the input field into the system itself.

TODAY

Prompt manually with ART

Clear thinking produces better output. The structure lives in your head and on the page.

NEAR FUTURE

Save START in custom instructions

Situation and Talent become reusable defaults. You stop retyping context every time.

NEXT

Agents carry context across workflows

AI becomes less a tool and more a collaborator with persistent context and codified standards.

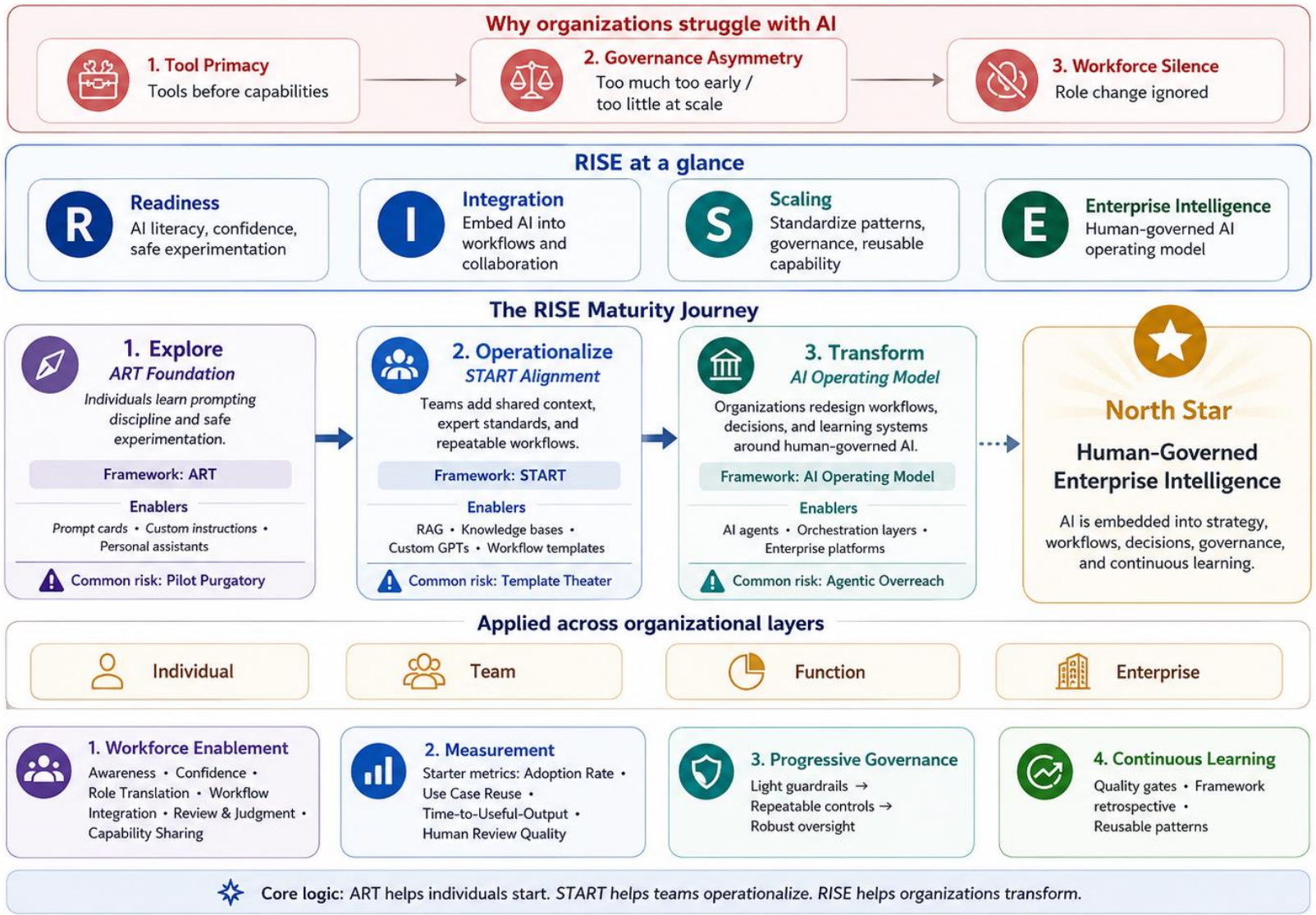
Discussion: what if your AI already knew your Situation and Talent?

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RISE AI Capability Model

From Better Prompts to Human-Governed Enterprise Intelligence

A maturity-based operating model for enterprise AI adoption



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CLOSING

Questions, reactions, what's next

FOLLOW-UP POLL

Would you like a follow-up webinar on:

- ART/START in your team — making the practice stick across a working group.
- Custom GPTs that carry Situation and Talent — turning prompts into reusable defaults.
- AI in product development — prompting for backlog, refinement, and sprint work.
- How RISE can bring AI into org. capabilities.
- Organizational change with AI — how teams, roles, and operating models adapt.

Q & A

Questions from the audience

Bring your prompts. Bring your problems. Bring your scepticism. We will work through real questions together, with the framework on the wall.

Thank you for being here.

The only wrong prompt is the one you do not write.

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Questions

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SCRUM PULSE WEBCAST

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Thank you!