

50 FAQs of a Scrum Master

About the trainers

In recent years, we have given many training sessions and supported just as many organizations to become more Agile. During these training sessions, and also during the many transformations we have mentored, the same questions are asked over and over again.

We thought it would be clever to collect these Frequently Asked Questions (FAQ) in this neat, concise and yet comprehensive little book.

We collected over 250 FAQs and selected the ones that were asked most often or are simply the most interesting. Of course, we plan to answer far more questions in the near future. So, if you don't see your question answered here yet, please let us know!

In answering all the questions in this first FAQs book, we made use of our vast experience in Agile organizations (over 20 years in diverse Agile environments) as well as our experience as Professional Scrum Trainers. We hope you take advantage of it!

Hope to see you soon!

Your Xebia Academy Trainers
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General questions on Agile and Scrum

Product development and Agile go hand in hand these days: you can hardly do the former without being the latter. But what does it take for an organization to become Agile by starting Scrum? What's the cause of Scrum's popularity and how does it relate to an organization's Agility?



01. What is the difference between Agile and Scrum?

Agile is the mindset and value system as defined in the Agile Manifesto and its underlying principles, which you can find at agilemanifesto.org. Agile also comprises the collection of frameworks that help you to become Agile.

One of those frameworks is Scrum. Scrum is defined in the Scrum Guide, which you can find on scrumguides.org. Scrum is firmly based on the five Scrum Values: Commitment, Focus, Courage, Openness, and Respect.

02. Why is Scrum so popular nowadays?

Since its inception in 1995, Scrum has seen rapid adoption. It has become one of the most widely used frameworks for organizations to adopt an Agile way of working. Because most, if not all, organizations nowadays face an ever-increasing pace of change and competition, they need to be able to pivot quickly.

Scrum's relatively simple, yet comprehensive set of events, the three Scrum accountabilities (the Scrum Master, the Product Owner, and the Developers), and artifacts, help them do just that. Also, the many examples of organizations that use Scrum to be successful, such as Tesla, Microsoft, and Amazon, have contributed greatly to the popularity of the Scrum framework.

03. What is the general experience with Scrum in more hierarchical cultures?

Most organizations with a hierarchical culture have difficulty adopting Scrum and working with it effectively. This is due to the fact that Scrum thrives on so-called self-managing teams that are given autonomy to make decisions about how work gets done. If Scrum Teams are not given this control, it will stop the organization from maximizing the value they get out of Scrum.

04. How does Scrum deal with traditional management and deadlines?

Scrum will help traditional managers understand why, in a complex environment, the process of iterative development will reduce risk and produce better results earlier. As for non-Scrum deadlines, they simply must be met.

Within Scrum, you must ensure that you keep the scope of what you deliver and/or the budget variable to avoid compromising quality. See “triple constraint management” for more information on this topic.

05. Can Scrum be used outside of IT, for example in construction or finance?

In complex situations where you have a lot of unknown variables, you can use empirical frameworks like Scrum to deal with that and to get a better understanding of those unknowns. The question then becomes whether construction or finance is complex or just merely complicated (i.e. fields of work where you have more known than unknown variables). With a multitude of known variables, Scrum will not work effectively, as also stated under the next question.

06. And where and when will Scrum not work effectively?

In an environment where there is more known than unknown, you may not get maximum value from Scrum. If you are certain how to do it and you are totally sure about what needs to be done, you probably are better off with a different approach.

07. Is Scrum really better than, say, Waterfall?

What you need to compare here is Waterfall with Agile, as Waterfall is another, quite different methodology for project management. Agile is an incremental and iterative methodology or approach, while with Waterfall task completion is linear and sequential.

Agile Scrum divides a project into sprints; Waterfall uses consequential phases. Agile and Scrum are about completing many small projects; Waterfall helps complete a single project.

In some organizations, the Waterfall approach may work well, especially if there is little uncertainty about the problem to solve and how to make the product that will solve it. If there is a lot of uncertainty, and many unknowns, dealing with that complexity requires an empirical, incremental approach like Scrum.

08. Someone mentioned Zombie Scrum. What is that?

When you just use the Scrum Framework mindlessly, without paying any attention to the Scrum Values and without maximizing the empirical, iterative process approach, this is called Zombie Scrum. It walks and talks like Scrum but it lacks the beating heart of Scrum. This is also known as mechanical Scrum.



Questions on starting and boosting Scrum

So Scrum it is! But how do you do Scrum? How to start? And far more important: how do you continuously improve the Scrum process and keep everyone in your team engaged and motivated after having completed product development the Scrum way for several years?

09. What is the best way to start working with Scrum?

The best way to start working with Scrum is to figure out which problem(s) you are trying to solve. When that's clear, learn about the Scrum framework, and its underlying principles. Then, host your first Sprint Planning event to create a Product Backlog for the first Sprint. Don't forget to create a Sprint Goal and a Sprint Backlog, too. Also, remember that a Product Backlog Item does not have to be "ready" for a Scrum Team to work on it. A Scrum Team just needs to get after it!

After the Sprint planning, work towards a Done Increment. Inspect your progress in achieving the Sprint Goal every day in the Daily Scrum and adjust your Sprint Backlog if you need to. End your Sprint with a Sprint Review followed immediately by a Sprint Retrospective. The next Sprint starts right after those two events. Don't overthink your first Sprint, stick to the timeboxes, and just get started!

10. Why does Scrum have so many meetings and why are they called events?

Scrum has no "meetings" as such. Scrum consists of only five interactive events: The Sprint Review, the Sprint Retrospective, the Sprint Planning, the Daily Scrum, and the Sprint. They are called events because they all have a certain timebox: the maximum time you can spend on that particular event.

If you have a longer sprint you will probably have longer events, if you have a shorter Sprint your events will likely be shorter. The number of events stays the same and the time spent on them totals to about 10% of the whole Sprint. Scrum does not require any other events or meetings.

11. Can we hold Scrum events at the coffee machine?

Yes. The Scrum Event that seems most appropriate for this purpose is the Daily Scrum. The other Scrum Events may require a bit more focus than can be found in the average coffee corner.

12. How do I practice Scaled Scrum with multiple teams?

If done well, Scrum scales automatically. That said, a lot of Scrum Teams struggle to communicate effectively beyond five teams. To help Scrum Teams to work at scale, there are several frameworks that build on Scrum to solve specific challenges Scrum Teams may encounter. Check out Nexus, Scrum-at-Scale, LeSS, SAFe, or Spotify for inspiration.

13. How can I boost my Scrum?

You can give your Scrum (process) a boost in many ways.

Some suggestions:

- Improve Scrum Mastery,
- Upskill and empower the Scrum Masters more,
- Support your leadership in becoming Agile leaders,
- Embody the Scrum Values to create a Scrum-friendly culture,
- Think of new, inspiring and different ways to facilitate communication, collaboration and Scrum Events.

14. How do I keep everybody in my Scrum Team enthusiastic about Scrum?

You can keep the enthusiasm alive by continuously improving and challenging yourself and the team to become even more Agile. According to Daniel Pink, author of *Drive: the surprising truth about what motivates people, energized, enthused, and motivated individuals are driven by three things: autonomy, mastery and purpose*. As a Scrum Master, you can help a Scrum Team achieve greater autonomy, mastery, and purpose through the effective use of Scrum.

15. How do I enthuse other people to start working with Scrum?

By being enthusiastic yourself! Authentic enthusiasm has a way of rubbing off on others :) Show them how it works: the benefits of an empirical way of working and how it enables you to deliver value in a short(er) time.

16. How do I keep improving my team if we have been working together for over two years? How do I reach Continuous Improvement?

Keep searching! A lot of teams find it hard to improve meaningfully after a couple of years. When that happens, think bigger. For instance, ask yourself what would need to happen to double the team's productivity. Any answer to that question is an improvement suggestion.

17. How can a team be convinced of using Scrum when the members are completely new to it?

People new to Scrum first must understand what problems they are trying to solve. Instead of telling them to use Scrum, invite them to explore how Scrum might help them solve those problems, and then explain Scrum in detail.

Teach them about increased visibility, delivering business value right from the start, being able to eliminate risk as early as the initial stages of product development, and the ability to continuously change.

Questions about Product Backlogs

The iterative process of Scrum is all about (re-)ordering and working the Product Backlog (PBL), based on indicators, metrics, evaluations, and estimations. But who is accountable for this PBL? And how does the PBL function within Scrum?



18. Who organizes and orders the Product Backlog, and how?

Ordering the PBL is the prerogative of the Product Owner. This can be done based on business value, regulatory compliance, competitive advantage, sustainability considerations, etc. How this is done can vary widely. Wise Product Owners involve stakeholders in organizing the Product Backlog to ensure transparency and solid support.

19. Who is responsible for Product Backlog refinement and when should this be done?

The Scrum team itself is responsible for Product Backlog Refinement. The team does this to further clarify and break down the items on the Product Backlog. Scrum does not prescribe an event for this, since refining the PBL is an ongoing activity. You can do it whenever it is needed, some teams do it once a week in an hour-long session and some teams do it after every Daily Scrum for 15 minutes. You will want to keep one or two Sprints worth of refined Product Backlog Items on hand to avoid waste.

20. Who should be present during a PBL Refinement session?

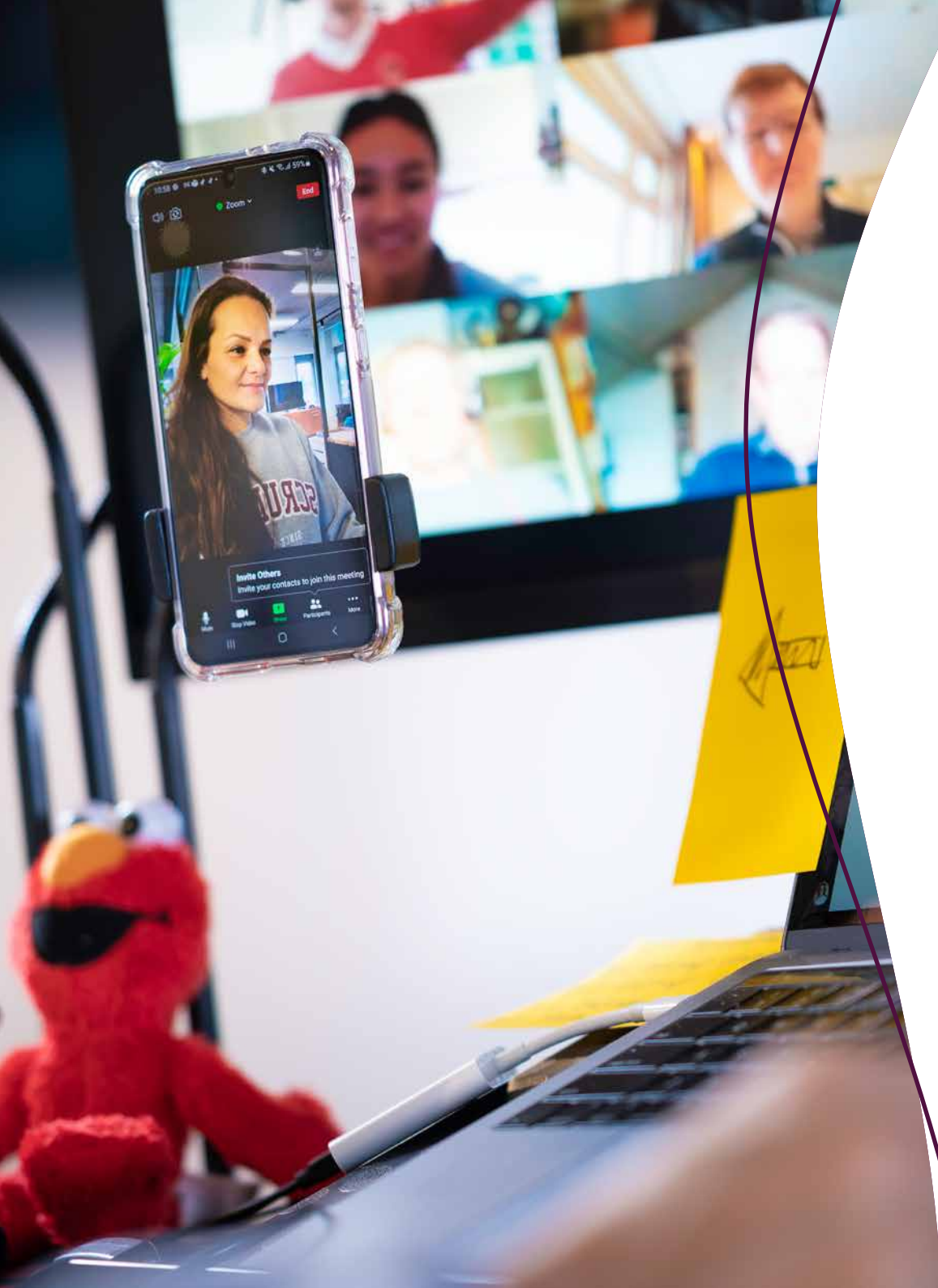
Everybody you need to further clarify and break down a Product Backlog Item. That can be the whole team, or part of the team and even external subject matter experts.

21. How are last-minute requests and other unplanned work dealt with?

Unplanned work is a fact of life; incidents may occur or the Product Owner may have gained new insights during the Sprint, resulting in new Product Backlog Items.

- If the unplanned work needs to be picked up in a running Sprint, it should be discussed with the Scrum Team.
- If the new PBI contributes to the Sprint Goal, the Scrum Team can collaborate to see how it fits in the Sprint and to identify what needs to be done to deliver this new Product Backlog Item within this Sprint.
- If the new PBI does not contribute to the current Sprint Goal and needs to be done within the Sprint, the Sprint needs to be canceled by the Product Owner.

Then a Sprint Planning is performed to start a new Sprint.



22. Should I re-estimate when a PBL Item is done, to validate the initial estimation?

You do not need to re-estimate a done (completed) Product Backlog Item to validate whether the initial estimation was correct. You estimate Product Backlog Items, because an estimate can help you understand how large and complex a Product Backlog Item is, and how many you can select for the Sprint Backlog. There is no need to re-estimate when a PBI is done, you can use the Sprint Retrospective to inspect the way the Developers predicted, if necessary.

23. What are Agile metrics and what is the 'Focus Factor'?

Metrics are indicators that improve efficiency and effectiveness. In an Agile organization, Scrum teams use metrics for decision-making, planning and execution, as well as for setting target goals and improving plans. You always have to look out for the right dosis of metrics.

The Focus Factor is the Agile metric that indicates the percentage of time teams work on product and value. In Evidence Based Management (EBM) the Focus Factor is called the On-Product index. For more information on EBM, see scrum.org/ebm.



Questions about sprints and goals

The former chapter described how to work with the Product Backlog. But the work in the PBL is actually completed by doing multiple Sprints towards set Goals. How are these defined? And what do you do when ad hoc issues, e.g. from traditional management, or change requests mess up a particular Sprint?

24. How do the Sprint Goal, the Product Goal and the Product Vision relate to each other?

The Product Vision is achieved by delivering Product Goals, and Product Goals are achieved by means of Sprint Goals. Sprint Goals are in turn achieved by delivering increments that meet the Definition of Done.

25. And how are Sprint Goals created?

The Sprint Goal is the only objective for the Sprint. It is determined during Sprint Planning and answers the question: Why did we select these Product Backlog Items? The Sprint Goal should provide flexibility, coherence, and focus, and encourage the Scrum Team to work together rather than on separate initiatives. A Sprint Goal is not a list of activities, but a statement of how this Sprint is going to contribute to the overarching Product Goal in terms of value.

26. What happens to the work that is not “Done” within the Sprint?

Work that is not “Done” within the Sprint returns to the Product Backlog for consideration by the Product Owner. It does not automatically flow over to the next Sprint.

27. How should “business as usual” issues that come in during the Sprint, be handled, such as ad hoc requests, immediate change requirements and incidents?

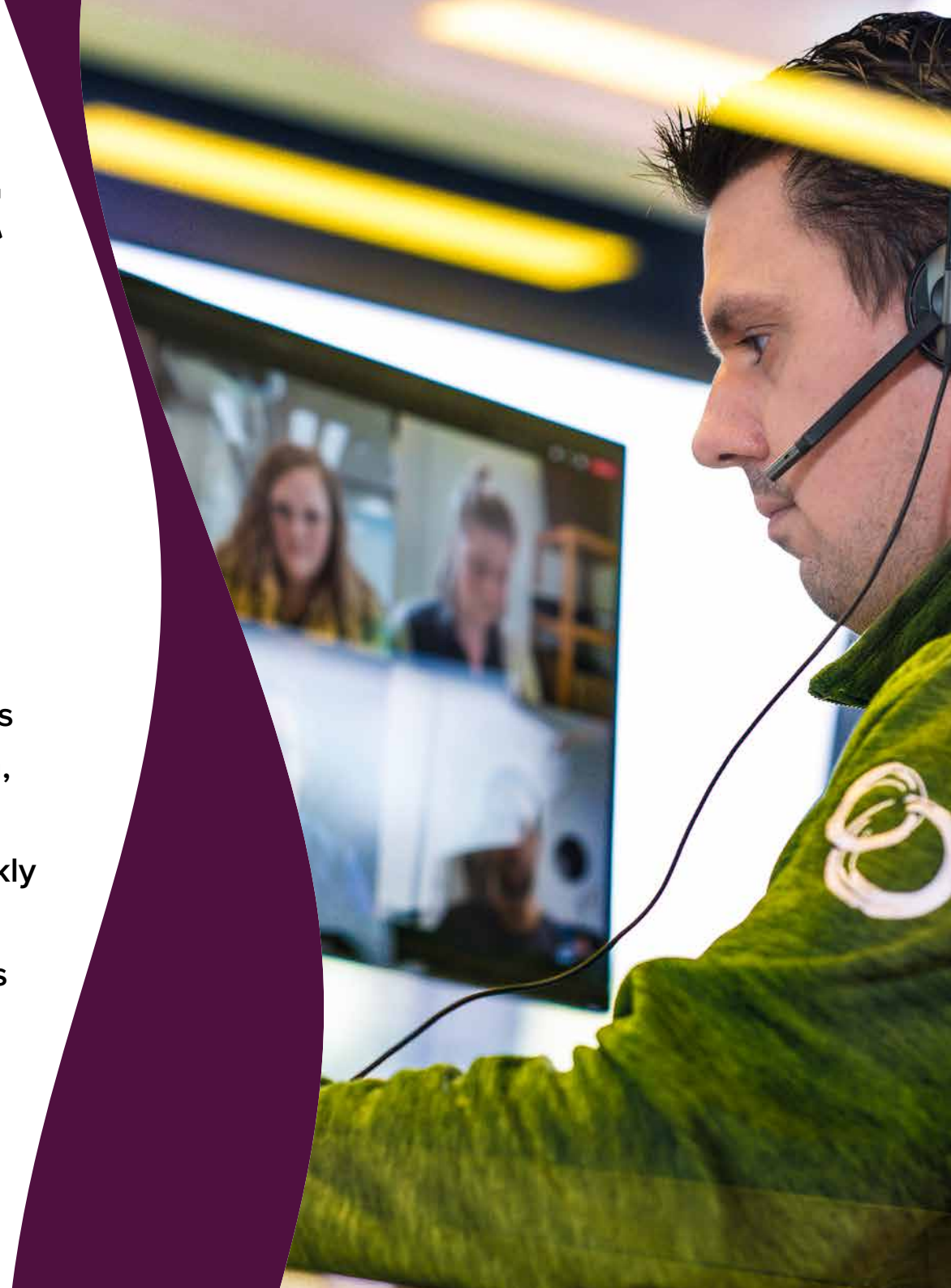
For most Scrum Teams, ad hoc work is a fact of life. As a rule, how a Scrum Team deals with ad hoc requests should be addressed in Sprint Planning. There are a few strategies you could try when deciding how to deal with incidents and ad hoc or change requests, such as combining multiple requests, deferring them, or simply including them in the Sprint.

Of those strategies, the first two work best because they take ad hoc requests into account in advance. The last strategy boils down to making room for an ad hoc request. Doing so could hurt the Sprint Goal, which is probably the reason for asking this question.

If a Scrum Team decides not to defer but to accept the ad hoc request, they need to ensure that all stakeholders understand the impact of that decision in terms of the Scrum Team’s ability to deliver. Of course, the Product Owner has the final say here.

Questions about Scrum Mastery and Product Ownership

We have seen that in a work environment that is constantly subject to change, production needs to be adaptive and effective, i.e. Agile. Via Scrum, development can be quickened, structured, and streamlined, so that organizations can pivot quickly and respond adequately to external factors. But for all this to happen, true Agile Leadership is required: a 'serving' and coaching Scrum Master that stimulates Product Ownership and the creation of value through Scrum.



28. What is real Agile Leadership?

Agile Leadership focuses on supporting and empowering people and teams in their efforts so they can be more productive and effective. It does not primarily exercise control or power. Agile leadership drives business forward by wasting (much) less time and resources.

This type of leadership is also known as Servant Leadership, as defined by Robert K. Greenleaf, the founder of the modern Servant leadership movement. According to Greenleaf, the key characteristics of Servant or Agile Leadership are:

1. Listening and Empathy
2. Awareness and Healing
3. Conceptualization and Persuasion
4. Foresight, Planning and Commitment to growth
5. Stewardship and Building community

29. As a Scrum Master, how can I coach Product Owners to effectively steer the Developers?

The Product Owner is accountable for maximizing the product value that results from the work of the Scrum Team. As a Scrum Master you can support your Product Owner(s) in multiple ways, from creating a Product Vision to supporting the ordering of the Product Backlog. You can also help find the right stakeholders and be supportive or challenging in making (faster) decisions. As a Scrum Master, you guide and coach both the team of Developers and the Product Owner by taking the key characteristics of Servant Leadership to heart.

30. What if there is no clearly defined “product” (yet) for the Product Owner?

The Scrum Guide states that a product is a vehicle to deliver value. It has a clear boundary, known stakeholders, and well-defined users or customers. A product could be a service, a physical product, or something more abstract. In other words, there is always a product, even if it is yet to be defined in a meaningful way. Clearly defining the product and its purpose is the prime directive of a Product Owner, as only the product definition leads to the ability to effectively guide and coach the team and the necessary Sprints.

31. Can the accountabilities of Scrum Master and Developer be combined?

A Scrum Team consists of three distinct so-called accountabilities: a Scrum Master, a Product Owner, and Developers. Scrum does not prohibit team members from having multiple accountabilities. In fact, the wording has even changed from “roles” to “accountabilities” in the most recent version of the Scrum Guide. However, just because it is not prohibited does not mean that it is a clever idea. Taking on multiple accountabilities can be challenging and adds complexity. Therefore, it’s best to do this only in small or understaffed teams.

32. Nowadays, much of the Scrum process is done in a virtual environment. Any tips for a Scrum Master for working online?

The most important tip here: plan and host lots of connecting activities and check in regularly with the Scrum Team. Also make use of the leverage from tools like Miro/Mural/MS Teams and Zoom.

33. Can I be a Scrum Master without any technical knowledge?

Yes, you can. As a Scrum Master it is certainly helpful if you understand what the Developers are developing, but you do not have to understand how the development itself is done. If you are able to ask the right questions and/or challenge the team when they have to make a decision, you are already providing all the support your team needs.

34. Is the role of Scrum Master a dedicated or a part-time role?

The role of a Scrum Master can be a full-time or a part-time responsibility. Both choices have their advantages and disadvantages.

Full-time Scrum Masters can focus on supporting the Scrum Team and the organization and on becoming the best Scrum Master they can be. A part-time Scrum Master can take on more responsibilities and take on some developer work or an additional team or teams.

Beginning Scrum Masters would do well to focus on serving only one team. Over time, as the Scrum Team becomes more self-managing, most Scrum Masters will be able to take on additional accountabilities. When that happens, be careful that effectiveness does not suffer.

35. What are the main tools for a Scrum Master?

The most important tools for a Scrum Master are the pillars of Scrum: Transparency, Inspection, and Adaptation. Over time, most Scrum Masters collect a lot of complementary tools, techniques, and practices in their Scrum Master toolkit to boost empiricism, such as tools to support collaboration, backlog management, and communication.

36. What is the difference between an Agile Coach and a Scrum Master?

An Agile Coach has the same responsibilities as a Scrum Master. The Scrum Master serves not only the Scrum Team, but also the whole organization. In a sense, a Scrum Master is an Agile Coach who really knows Scrum. Also, great Scrum Masters know more than just Scrum. To help create a resilient organization, Scrum Masters will use complementary practices to increase the effectiveness of Scrum.

So, there is no real difference between an Agile Coach and a Scrum Master except for the fact that a Scrum Master focuses on using Scrum to help the Scrum Team and its organization become Agile, and an Agile Coach might use another framework to do the same. In other words: all Scrum Masters are Agile Coaches, but not all Agile Coaches are Scrum Masters.

Questions about Scrum Teams

As a Scrum Master, you lead your Scrum Team, or maybe even more than one. But in the end, your Scrum Team should function in a profoundly self-managing way. What is that? And how does a team develop towards self-management?



37. How do I stress the importance of estimation and make sure my Scrum Team is not giving out false estimates?

Accurate estimates require a lot of time and specialized effort. This is awfully expensive. Even then, estimates are never commitments. If your team knowingly presents you with false estimates, talk about it. Never expect an estimate to be completely accurate. And to quote the famous British philosopher Carveth Read: “It is better to be vaguely right than exactly wrong.”

38. How do I deal with a team that works on multiple projects?

If a team works on different projects for the same Product, there is not much of an issue, provided that the team does not work on all these different projects at the same time. But if these different projects are for different Products, the team will definitely suffer from loss of focus. That is a situation you will need to avoid at all times.

39. How does an organization maintain stable Scrum Teams in a traditional project management environment?

In traditional project management, projects are staffed, i.e., the people are brought to the work by performing the various team functions. This usually entails a lot of context switching and significant onboarding costs, which can be avoided by bringing the work to the people in stable teams.

The best way to convince more traditional organizations of this is to show them the difference in team performance. In other words, staff one or more stable teams and compare their performance to the data from traditionally staffed teams.

40. What about the organization of Scrum Teams: who does the hiring, firing, and evaluating?

In high-functioning Scrum Teams, the Scrum Team itself performs all these tasks. No need for external assistance to perform these tasks.

41. How does a Scrum Master handle two Scrum Teams?

If you are a Scrum Master of two teams, you will have to balance your activities between them. There will always be a loss of focus and when you have to handle impediments or conflicts in both teams, you may have to decide which team to help first. In general, a Professional Scrum Master should be able to serve more than one team.

42. Do high-performing teams even need a Scrum Master?

Yes, definitely! All Scrum Teams need a Scrum Master. As a matter of fact, high-performing Scrum Teams need their Scrum Master to be exceptional. Like high-performance athletes, Scrum Teams need their coach to raise their level even further. As teams get better, they benefit more from effective coaching, not less.

43. How do I get my team members to work more closely with the Scrum Values?

To help a Scrum Team embrace the five Scrum Values (see Question #1) better, it is a good idea for you as a Scrum Master to remind the team of these values every now and then and to stress why they are so important. You can create a poster with the values or integrate them into your working agreements. You can dedicate a Sprint to or create a focused Sprint Retrospective on one of the values. The point is to make it a habit to live and breathe these values as a team.

44. What is self-management? What does a self-managing team do?

A self-managing team is one that decides on its own how to do the work, which persons are on the team to do that work, and even the product this team is working on. Self-management benefits from explicit boundaries, to avoid organizational chaos.

45. What if the Scrum Team is not able to perform self-management?

Self-management in Scrum is defined as a Scrum Team deciding internally who does what, when, and how. If a Scrum Team is unable to do so, the reasons why that is the case should be discussed and the answers to that question should be seen as barriers or roadblocks that should be removed. The Scrum Master can help facilitate this discussion, and ensure the resulting impediments are addressed immediately.

46. How do I handle my team if the team members are not in the same time zone?

If you have team members from multiple time zones, you will need to find a time where you can hold the Scrum Events together. It is especially important to find a time for the Daily Scrum that suits all Developers. If you have people joining from more than two time zones, it is usually better to explore asynchronous communication options.

47. How do I empower my Scrum Team?

According to Wikipedia, empowerment is the degree of autonomy and self-determination in people and of communities. This enables them to pursue their interests in a responsible and self-determined way, acting from their own authority.

To empower a Scrum Team, give them the environment and support they need, such as a clear goal, the right to pursue that goal with focus, and to determine how they do so. Trust them to get the work done. Most teams do not become self-managing overnight. Increasing self-management usually happens in small steps. In the beginning, a Scrum Team will lean more on leadership and their Scrum Master for facilitation and accommodation. As the team works together for a longer period of time, a Scrum Master can help them take on more and more responsibility.

Questions about stakeholders

This final chapter is about the ones you are doing it for: your stakeholders. The people who have a special interest in the value of what you and your team are developing: the product.



48. Why are stakeholders not accountabilities in Scrum?

In Scrum we call any person, group or entity affected by or interested in the development of your particular product a stakeholder; with regard to (the value of) your product, there is something at stake for them. Stakeholders can be internal, but also external to your organization.

Internal stakeholders are, for instance: team members, CEOs, or other teams.

External stakeholders are, e.g., customers, guests, suppliers, vendors, investors, or industry influencers.

The Product Owner is accountable for stakeholder management. Adding stakeholders as a separate accountability would reduce the Product Owner's accountability. It would also introduce the first accountability that by definition must be shared across all other accountabilities, because anyone can be a stakeholder. This is redundant and unnecessary. And in Scrum, anything that diminishes the effectiveness of product development must be avoided at all times.

49. What do I do when I still have all kinds of managers surrounding my team?

Having managers in place is not necessarily a bad thing. You can work with them as partners. If the Scrum Team encounters (organizational) obstacles, managers can even help remove them.

So, try to see managers as stakeholders who can contribute to the product and the development process. Why? Because they ARE indeed

stakeholders: all managers of your organization are stakeholders in the overall business, so they are also affected by the development of your product. In addition, they can also influence the experience of other employees and team members. The only right thing to do is to embrace managers as your stakeholders, so manage them that way.

50. What if stakeholders will not come to my Sprint Review?

If stakeholders don't come to your Sprint Review, explain to them why the Sprint Review is there and why it is important. The purpose of the Sprint Review is to inspect the outcome of the Sprint and determine future adaptations and adjustments. The Scrum Team presents the results of its work to key stakeholders and progress toward the Product Goal is discussed.

This is done to get a rapid response, to get input to create better consequential increments. It is NOT meant to be just a showcase, demonstration, or presentation. It should be a collaborative event to obtain feedback and decide how to respond. In short, the Sprint Review serves to inspect if we are still working on the right tasks: the ones that will maximize value for the stakeholders.

And that is exactly what it is all about: Scrum thrives on its built-in 'rapid response to change', which inherently leads to significant benefits: faster time-to-market, higher satisfaction, and continuous improvement. And these are the factors that will drive your organization towards innovation and competitive advantage.

So what's next?

We have limited the length of our answers to keep this book concise and practical. Really, with each answer, we could elaborate much more, or even... write a book about it.

Although that is not on our Product Backlog right now, we will be diving much deeper into the questions and the answers in our blogs that will appear on our website:
<https://www.xebia.com/academy>.

Make sure you follow us there to stay informed!

Do the questions in this book inspire you to learn more about Scrum Mastery, Product Ownership, Scrum Teams? Or do you want to know more about organizations, the problems and challenges they face and how these can be solved? Then participate in one of our training courses below:

PSM-II

An advanced, follow-up course after the Professional Scrum Master (PSM I). PSM II offers in-depth insight, expert knowledge and the opportunity to sharpen your skills. Here, you will learn how to become a better Scrum Master.
<https://xebia.com/academy/en/training/professional-scrum-master-psm2>

The Road 2 Mastery

Still struggling a bit to bridge the gap between knowledge/experience and concrete practice? Then take this enhanced, guided learning journey to become a better Scrum Master in practice.
<https://xebia.com/academy/en/training/road-mastery-scrum>

PAL-E Professional Agile Leadership

This 2-day training teaches you all about the transformation to the Agile way of working and the impact of that on leadership. Learn how to get the most out of your Scrum Team!
<https://xebia.com/academy/en/training/professional-agile-leadership-essentials>

OBM (Organizational Behavior Management)

This training is all about a scientifically proven method to stimulate positive behavior. Lift the performance of your team(s) to the next level and ignite positive change in the behavior of team members, peers as well as yourself.
<https://xebia.com/academy/en/training/organizational-behavior-management>

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