

Serious Scrum R2M



Mountaineering Scrum

ROAD TO MASTERY  
VIRTUAL EDITION

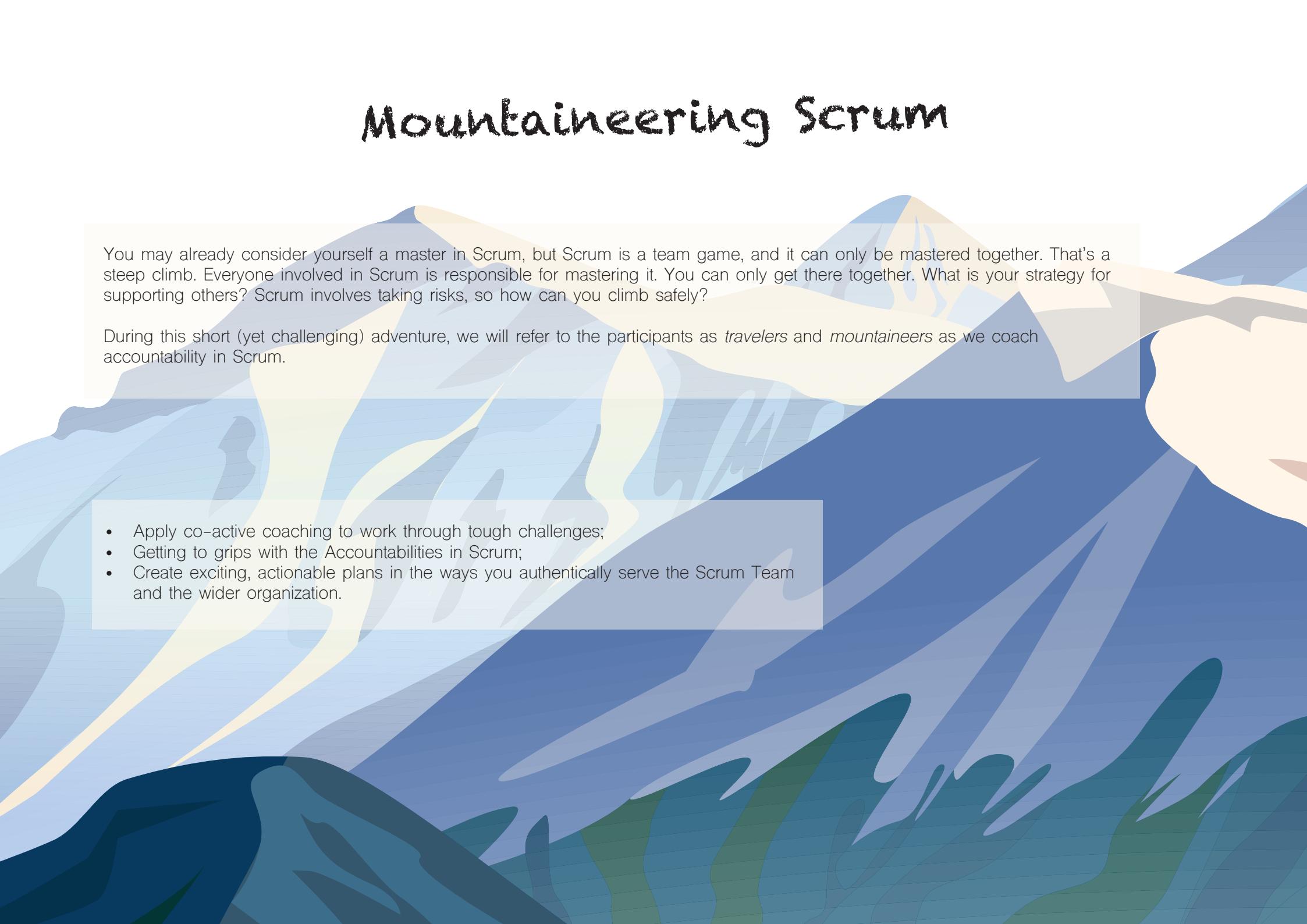
FOR GUIDES



# Mountaineering Scrum

THROUGH THE CHASM, OVER THE SUMMIT AND DOWN THE CLIFF

# Mountaineering Scrum



You may already consider yourself a master in Scrum, but Scrum is a team game, and it can only be mastered together. That's a steep climb. Everyone involved in Scrum is responsible for mastering it. You can only get there together. What is your strategy for supporting others? Scrum involves taking risks, so how can you climb safely?

During this short (yet challenging) adventure, we will refer to the participants as *travelers* and *mountaineers* as we coach accountability in Scrum.

- Apply co-active coaching to work through tough challenges;
- Getting to grips with the Accountabilities in Scrum;
- Create exciting, actionable plans in the ways you authentically serve the Scrum Team and the wider organization.

# Climb...

Mastering the art of something requires steady climbing. It goes beyond thousands of steps and takes a long time to get there. But time is on your side, and you get it for free every day. No matter how much we achieve in one day, there is always the next. Progress may be subtle, and some efforts may feel futile. It is more than a simple headlong course. It requires fortitude. Sometimes we have to track back a little; other times, we retrace our steps. Some mornings we wake up with less enthusiasm for the climb than on other days. Some ways are steep, others less so. Some trails require clearing. That's why we undoubtedly will ask ourselves from time to time if it will all be worth it. It's better to walk through doubt than with doubt. Doubt may eat away our resolve, but action eats away our doubts.

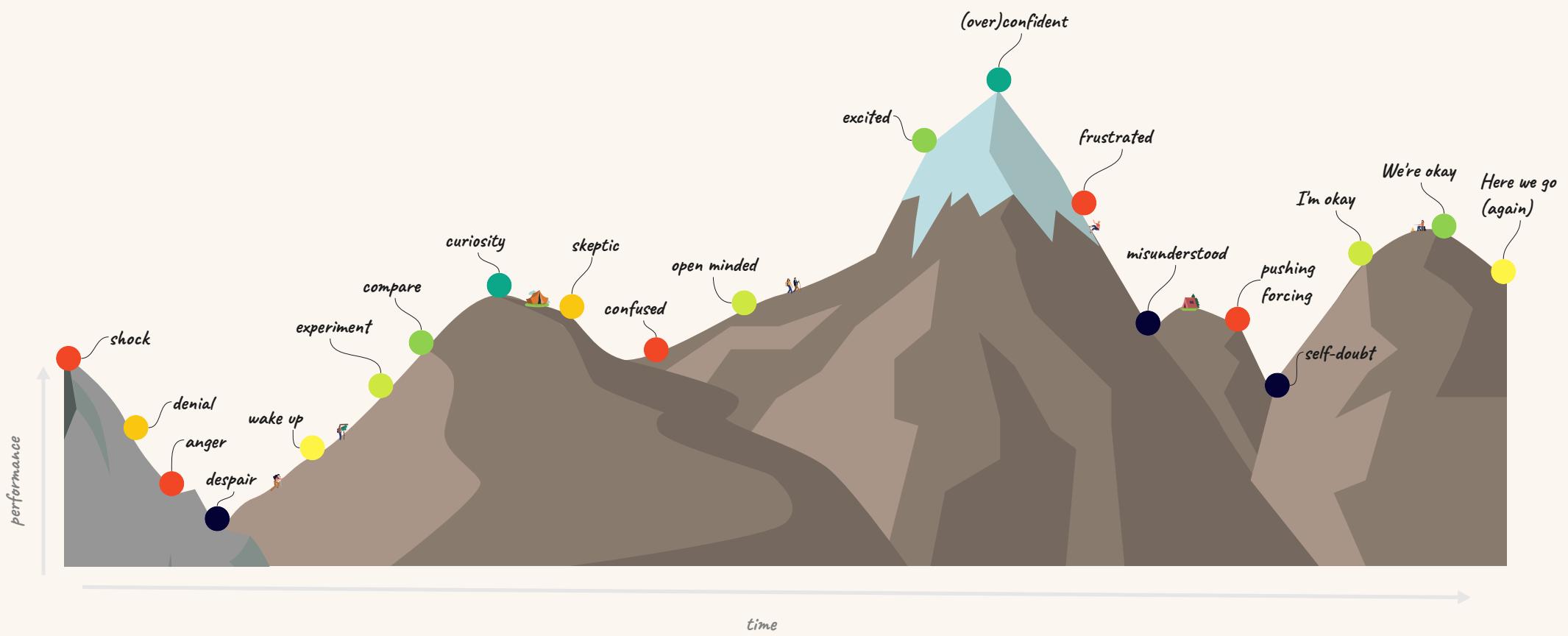
The climb will be bearable once we can be content with our progress. That means we sometimes must stop and look out into the valley, back at the paths we leave behind us.

Spectacular leaps or countless steps do not measure our success in reaching the summit. We measure ourselves by our resolve. Our devotion to keep ascending ultimately got us there, with ultimate respect for our collective focus, courage, and commitment to supporting each other.

During the climb, we compete with ourselves, overcoming our sloth, ignorance, and insecurity. When that internal competition ends, and it will end if you keep going, you can continue smiling, whistling a proud tune of confidence and competence called Mastery.

Inspiration from 365 TAO, Daily Meditations, by Deng Ming-Dao

# The Learning Journey



# Where are you?

We experience various emotional states as we progress on our learning journey. Those may be up and downs, motivators, and frustrations. The diagram shows what that emotional journey may look like over time. But each learning journey will be different; we will not likely experience emotions in such a linear way.

Mountaineers could make an emotional map over time, mapping their performance to their emotional states. That, however, is beyond the scope of what we will ask our travelers.

From experience, I learned that those on the first half of the journey generally like to travel more independently than those on the latter half. As with Scrum, we see many practitioners seeking to validate their understanding. Later, as Scrum can only be mastered together, practitioners generally seek guidance in collaborative practice.

**1 minute**

Ask the mountaineers if they can recognize where they are on the chart. It's not science, but it can be helpful to see where our mountaineers think they stand, so you can meet them there and guide them better.

**5 minutes**

Our mountaineers may wonder and ponder as they journey together in mastering Scrum. Can our mountaineers match the ponderings below to the different emotions in the

- We could try it this way. Let's see how others are doing it.
  - I must get them to do it for them to get it. I will tell them.
  - I am okay with where others stand. I can be OK with where they are.
  - No one gets it. Our situation is different.
  - No one gets me. I'm the outsider.
  - I want to learn more. I need some help with this.
  - See, that's why it won't work (here)
  - It makes sense now! We're getting the hang of this!
  - This makes no sense! Will I be up for it? Will it be meaningful to me?
  - Scrum on! Let's get everyone on board with this!
- I don't need/want to change. It won't happen here.
  - Let's try, explore, and play along.
  - Am I the crazy one? The (knowledge) gap is too big.
  - Why is this "Scrum" thing happening?
  - Starting to make sense. It's like [...]
  - I need to get on(board) with this.
  - Sigh. Why does no one get this (right)?!
  - I can be okay with where they are.
  - I'm okay with myself and where I am.
  - Why is no one taking me seriously?!



*When those are overcome,  
and you could look back,  
what might you see?*

3

2

*What Scrum related  
challenges are you currently  
encountering?*

*What Scrum related  
challenges have you  
overcome so far*

1

# Back to Basecamp

Let's briefly reconvene at Basecamp, where we first connected to prepare for the journey ahead. Since we departed our Basecamp, we equipped our Agile Backpack and explored the Game of Scrum. Down in the Valley of Values, we learned how to navigate complex challenges. We're going to need that experience for our next adventures. It's going to be a steep climb. So get ready.

## 1 minute

Invite the mountaineers to pair up and share a tent with someone with whom they will be climbing the mountain during the next activities in this adventure.

## 15 minutes

In turn, the mountaineers guide each other through this series of questions. Allow silent thinking or writing before sharing. Allow the mountaineers to request more time if needed.

1. What Scrum-related challenge have you overcome so far?
2. What was it like to overcome that challenge?
3. (How) did it help you get to where you are right now?
4. What Scrum-related challenge are you currently encountering?
5. How do you feel right now about engaging in that challenge?
6. Imagine the future when this challenge is overcome.
7. What do you feel, see or notice when you see yourself as having overcome that challenge?
8. Do you find it easy or challenging to share this?
9. Does the challenge feel more manageable now?
10. Has the nature of the problem or its outcome changed since you first shared it in this conversation?

The first, second, and third questions invite our mountaineers to assess what challenges they have already overcome. This helps determine where the mountaineer comes from and what experience they bring along. The fourth and fifth questions establish where the mountaineer currently stands, so their partner can meet them there. The sixth and seventh questions develop a form of future pace, where the desired outcome is envisioned as having been achieved. Do the mountaineers have a clear picture and expectation about where they are heading? That becomes clear in the last three questions.



SAFETY



FOOTING



ANCHORS



GRIP



SUPPORT



TRACTION



CONNECTIONS



HARNASS



BACKUP



ATTACHEMENTS

# Gear up...

Instruct the mountaineers to stick with their partner and help them prepare for the climb. Help them gear up for the Scrum-related challenge they are currently encountering in their organization.

**4 minutes**

Re-form the pairs. Invite the mountaineers to rephrase their current challenge to their partner. The partner may ask some clarifying questions.

**2,5 minutes  
per person**

With help from their partner, they list what is essential for overcoming that challenge.

**2,5 minutes  
per person**

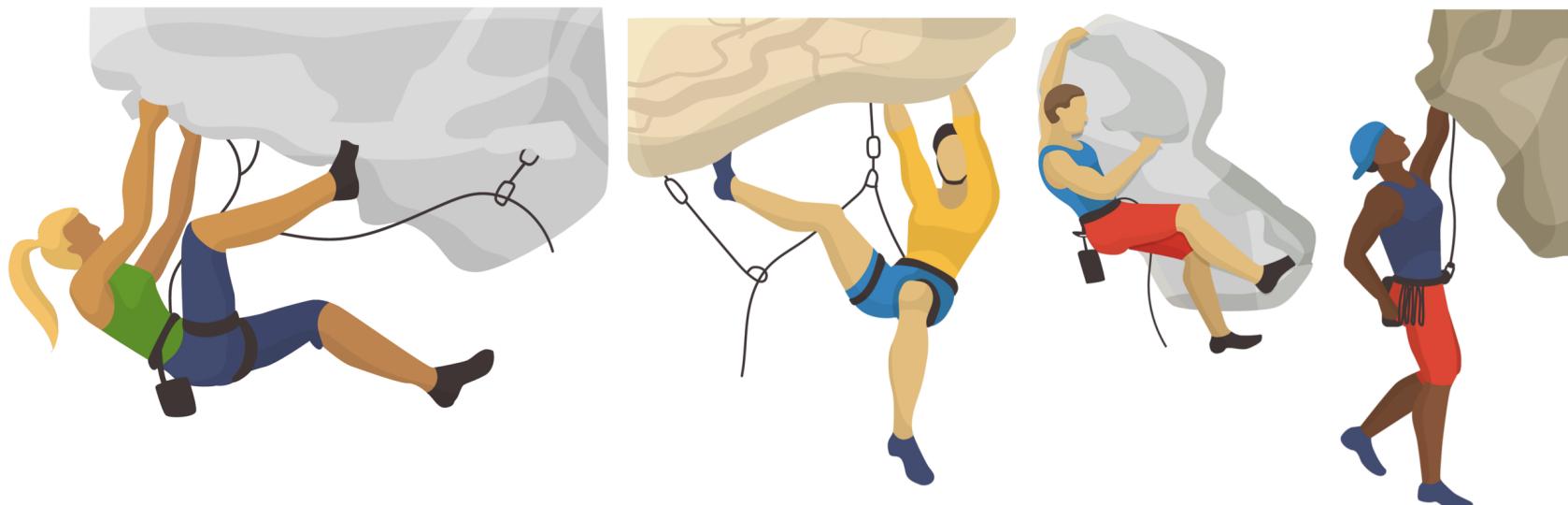
With help from their partner, they explore what connections are essential for their climb

**2,5 minutes  
per person**

With help from their partner, they explore what could make their climb safer.

**2,5 minutes  
per person**

With help from their partner, they define *grip*. What will you need to hang on to?



# Stretch Break: LOS ALPINISTAS

Stretch your left arm out as high as you can. Stand on your toes!

Lower your arm and now do the same with your right.

Place your hands on the floor, shoulder-width apart.

Stepping your feet back and stay balanced.

Bring one knee in towards your chest.

Switch legs by pushing the leg out.

Pull the other knee towards your chest.

Pull yourself up, as if you are pulling a rope.

Now imagine a pick-axe in you hand.

Make sure you have enough space in front of you.

Swing the axe!

Slam it into an imaginary wall in front of you.

Raise yourself up on your toes.

And lower yourself back down.



# Alpine Rescue

1. Why can things go wrong?

2. What might go wrong?

3. What if something unforeseen goes wrong?

4. When to respond when things go wrong?

5. How to respond when things go wrong?

Establish an Alpine Rescue Service to foster a safe environment. In complex environments, undesirable and unexpected events do happen. Knowing one will be supported, especially when things go awry, will boost the confidence of our mountaineers.

2 minutes  
per question

Individually write the answers down on sticky notes and visualize them on a board. Group related stickies



# Cross the Chasm

When our mountaineers begin their ascent, they will likely encounter chasms that have not been bridged. These chasms may be the very reasons why the challenge (still) exists. These chasms can be external dependencies, limiting beliefs, disagreement, missing competence, lack of information, awaiting approval, a limiting policy, or a lack of budget.

We can only leap those chasms with courage. That leap requires us to focus. Without intent, there is nothing to focus on or grip. It's the resolve at the moment before we leap when we commit. When there is doubt, we hesitate and draw back. So we must know what we are reaching for, commit to supporting each other, and trust our gear. That requires a leap of faith.

**3 minutes**

Re-form the pairs. Ask the mountaineers to make a short list of the chasms that are in the way of their climb. They may then share this list with their partner.

**7 minutes**

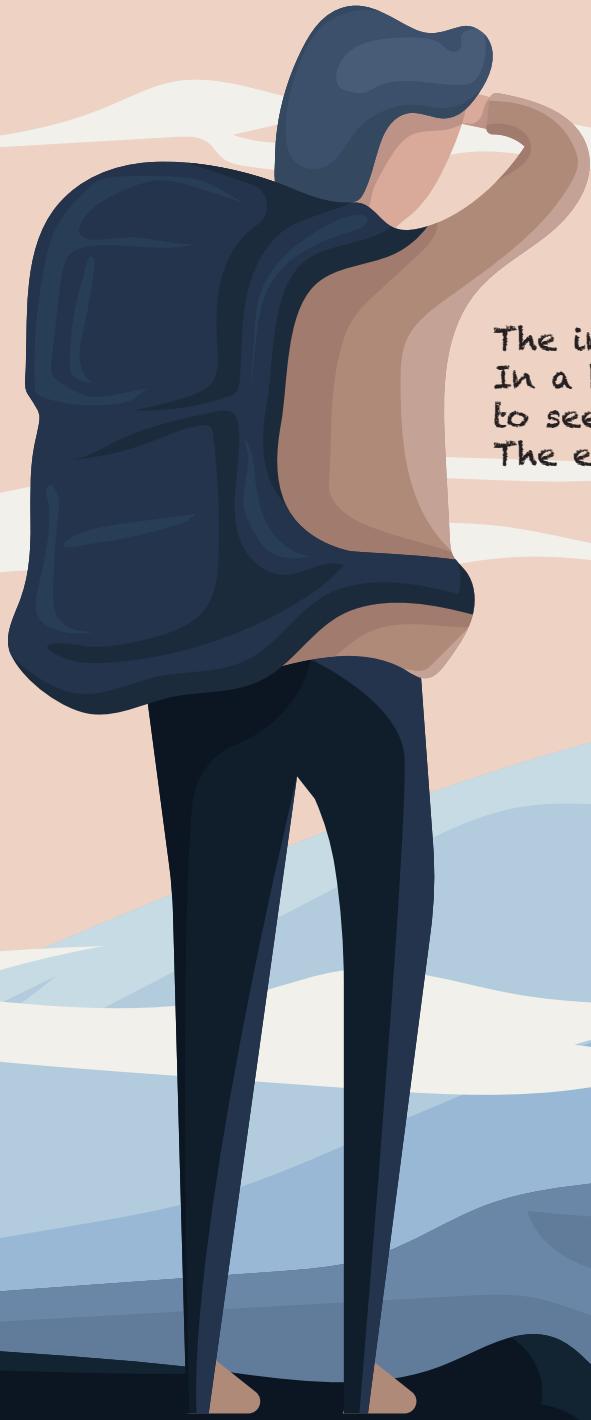
Ask the mountaineers to answer these questions with their partners:

1. "If you could trust your gut and make one big leap of faith, what leap would that be and what chasm would that bridge?"
2. "Does anything still draw you back? Or are you fully ready to commit?"
3. "If anything is still drawing you back, what demonstration of courage would be needed to overcome that?"

**5 minutes**

Invite the mountaineers to thank their partner for supporting them.

Many people grow up in a world valuing independence and individualism. But we are not alone in this endeavor. We must build on each other's strengths. That means we invite, welcome, trust, and be thankful for the support provided to us. This is the way of Scrum and, ultimately, what it means to be part of humanity.



The instant you reach the summit, you can no longer see the summit. In a heartbeat, our consciousness opens up from focussing on the one peak to see the unlimited panorama, stretching out endlessly towards the horizon. The entire realm of possibility becomes yours at that moment.

# The Summit

# Anchoring

Anchoring is a technique that helps you manage your emotional states by applying a kinetic trigger. It's a way to manage not just your mood but to apply it to influence the atmosphere and mood in a group too. It boosts confidence and enthusiasm. It can help you improvise (actors apply it) and empathize (coaches apply it). It can make events more positive (facilitators use it). Sometimes you need to fake the energy to create it. That does not mean that anchoring is inauthentic or unnatural. After all, it's your drive to apply it, and you do so with positive motivation. It's playful and empowering. In this play, we can anchor emotional states to trigger them when we want to. Here are some examples:

**Emotional State:** Refresh

**Anchor:** The instant before you plunge into a cold swimming pool to the moment you are in it.

**Trigger:** Raise your hands over your head as you take a short deep breath from the chest.

**Emotional State:** Exhilarate

**Anchor:** The instant you reach the very top of a high rollercoaster before you plunge.

**Trigger:** Clench your hands in front of you and take a short deep breath from your chest while widening your eyes.

**Emotional State:** Reassurance

**Anchor:** A supportive squeeze on the shoulder from a loved one before you leap on stage.

**Trigger:** Slant your head towards the shoulder with a slow deep breath from the belly while closing your eyes.

The best anchors originate from intense memories. We create a mental space that we revisit to sharpen it and keep it fresh and bright.

**1 minute**

Ask the mountaineers to choose an emotional state they would like to anchor. For example: amused, angry, in awe, calm, confused, disgusted, excited, anxious, open, worried, interested, enjoying, nostalgic, relieved, focussed, sad, satisfied, desired, surprised, comfortable, alert, confident, refreshed, exhilarated, reassured, courageous.

**3 minutes**

**Narrate:** Close your eyes and take three deep breaths. Remember a time when you deeply felt that way, or a situation, perhaps a specific part of a song, that makes you feel that way. Create a space around you where you are in the middle of it. You are yourself. Imagine yourself in *the instant before* the emotion is triggered. Increase the brightness of the memory. Release the moment and the memory, and allow the whole feeling to pass through you with intensity.

**3 minutes**

Mountaineers now construct a kinetic trigger: a touch, movement, or gesture that fits the memory. It may be a pinch, clench, tap, turn, squeeze, shrug, release, etc. They may test that trigger by repeating step two and applying it when the emotion is released.

# Stretch Break: Kinetic Triggers

1. Play some calm music.
2. To lead the stretch, make sure to demonstrate the trigger clearly. Repeat them.
3. Clench both your fists in front of you and breathe in sharply.
4. Release your hands, open them up, and breathe out calmly.
5. Fold your hands on the back of your neck. Move your head slowly backward and look up.
6. Pinch both your earlobes sharply.
7. Place your hands on your chest and overlap them. Raise your chest as you breathe in.
8. Stretch your arms and hands out openly in front of you.
9. Gently squeeze one hand with the thumb of the other.
10. 'Swim' your hands to the side and then place them on your hips firmly.
11. Raise your heels from the floor and then stamp them down again.
12. Release, breathe out, relax.



# Checkpoint 1

Look around and enjoy the view. Getting here was hard. Take a moment to appreciate that. Acknowledge that those around you made it here too.

Reflect on your journey so far. Invite travelers to write it down in their travel journal or leave a trail log for other mountaineers who still need to find their way here.

**5 minutes**

1. What helped you get here?
2. What's helping you cross the chasms?
3. What short message would you write to the mountaineers who follow in your

We can be thrilled about reaching the summit, but we still must make our way down. We may meet a monk for guidance. The descent can be scary. We're going to lower ourselves down some cliffs. That means getting to grips with accountabilities. Clear accountabilities are essential when mountaineering. Safety is paramount!

On our way down, we will rest at a refuge en enjoy a nice meal. It's self-service, though!



"Believe a mentor who lets you believe in yourself."



— drop your witty mentor/guru quotes here —

# Meet the Monks

The best mountains are the ones with a monk living on them. We've learned a lot on the way, and now it's time to meet your inner monks and become one! Wisdom is a demonstration of authentic human experience.

**5 minutes**

Invite the monks to think of or look up a witty but meaningful quote that speaks loudly to them. It may be their own words, but it may also be a quote by someone

**10 minutes**

Taking turns, the monks share the quote and why it is meaningful to them. Can they share in what practical context the quote applies?

There is a lot we can learn from each other. Our job title does not limit us. We are capable of far more as human beings. We can wear our titles like a black belt. It demonstrates we have mastered something. We do not become the belt. We apply our knowledge and skill when we need to.

All human beings are leaders and managers. We lead and manage differently. Good leaders let others lead. Perhaps that's what is meant by "a true leader who serves" in Scrum.

A Scrum Master gains the competencies of a leader, teacher, coach, guide, facilitator, mentor, and barrier remover.

**5 minutes**

Invite the mountaineers to briefly share with the group which inner role they are most familiar and unfamiliar with (teacher/coach/guide/facilitator/mentor/barrier remover).

# Which Way?!

You ask for directions and the guide gives you a set of clues.

Both paths lead you somewhere.

Which direction will you take?

People are naturally wired to resist change.

Management is about well-managing people, projects, products, programs.

Leaders need to reward good Agile behavior, and reprimand or remove those resisting the change.

People are naturally wired to resolve complex challenges in their lives.

Leadership is about empowering people to self-manage.

People who feel trusted and respected will naturally encourage one another to improve and uphold their commitments.



# Down the Cliff



Hang in there, buddy!

When mountaineering, you don't just bear accountability over yourself but also others. In Scrum, we are committed to supporting each other.

5 minutes

Pair up. Invite the pairs to determine one practical challenge in their work in which they can support each other in practice.

5 minutes

Strategize. When and how will they support each other?

5 minutes

Reflect. Align when you reflect on the support you received and provided to answer:

1. How can you tell the support had an effect?
2. What did you learn from the help you received?
3. What was it like to provide support?
4. What was it like to receive it?



# Mountain Refuge

# Serving Plates

This play, Serving Plates, is designed to develop transparency within a group over what an individual is accountable for. What are they serving? And to whom?

Take, for example, the person who fulfills the accountabilities of Scrum Master. The Scrum Master is a leader who serves. But what is served to whom?

This activity requires (virtual) tables and plates. These can be prepared beforehand, or they may be as part of the activity. In our example, we prepared the plates and tables on the next page.

**10 minutes**

Taking turns, each mountaineer selects a *plate* and serves it to a *table* they think it belongs to. If they are unsure, they may guess where it belongs. They may not correct or influence each other, but they may explain why they believe the plate goes to the indicated table. Some orders are mistakes, and they go to *no one*.

**5 minutes**

When all plates have arrived at the tables, the whole group may align on relocating the plates that may have been served to the wrong table. The Scrum Guide may be

**5 minutes**

Look up the correct answers in the Scrum Master section of the Scrum Guide. Are the plates served to their correct tables?

A small note on accountability. Just because an individual is accountable does not mean others can't be responsible for similar duties. Neither does it constrain the individual to limit their efforts to specific accountability. Accountable individuals may still share and delegate their duties; however, doing so does not free them of their accountability.

You can facilitate variants to this play. You can change the plates and tables to match a different role or accountability.

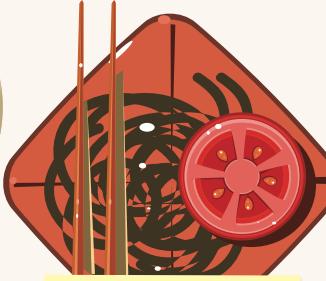
Let's hope our mountaineers are hungry for more.



Helping understand Scrum theory and practice;



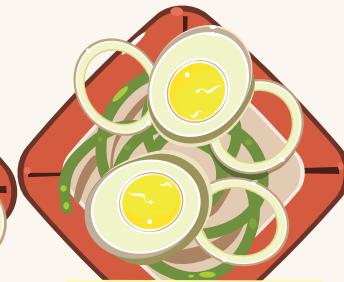
Leading, training, and coaching Scrum adoption;



Helping find techniques for effective Product Backlog management;



Helping find techniques for effective Product Goal definition;



Causing increase in velocity;



Facilitating stakeholder collaboration as requested or needed;



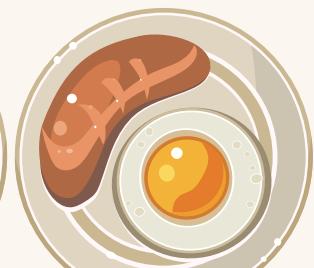
Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox;



Ensuring all work is completed by the end of the Sprint;



Helping focus on creating high-value Increments that meet the Definition of Done;



Planning and advising Scrum implementations;



Helping understand and enact an empirical approach for complex work;



Helping understand the need for clear and concise Product Backlog items;



Making sure no changes are made to the plan during the Sprint



Coaching self-management and cross-functionality;



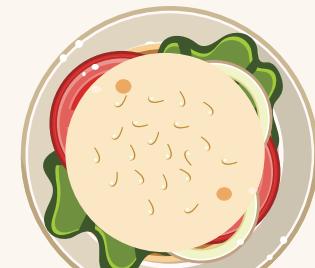
improve practices, within the Scrum framework;



Helping establish empirical product planning for a complex environment;



Enforcing the rules of Scrum;



Causing the removal of impediments to progress;



# Stretch Break: Happy Feet!

Let's step and stamp along to some happy tunes!

Everyone is welcome to step in if they want to.

Participants may turn their camera off, but also their shoes!

Play a song with a videoclip that gets the feet moving.

Suggestion: "Happy Feet Two, Under Pressure, Rhythm Nation".

All you have to do is step along to the beat in whatever way you feel like!





Another Muddied Sign, let's clear it!

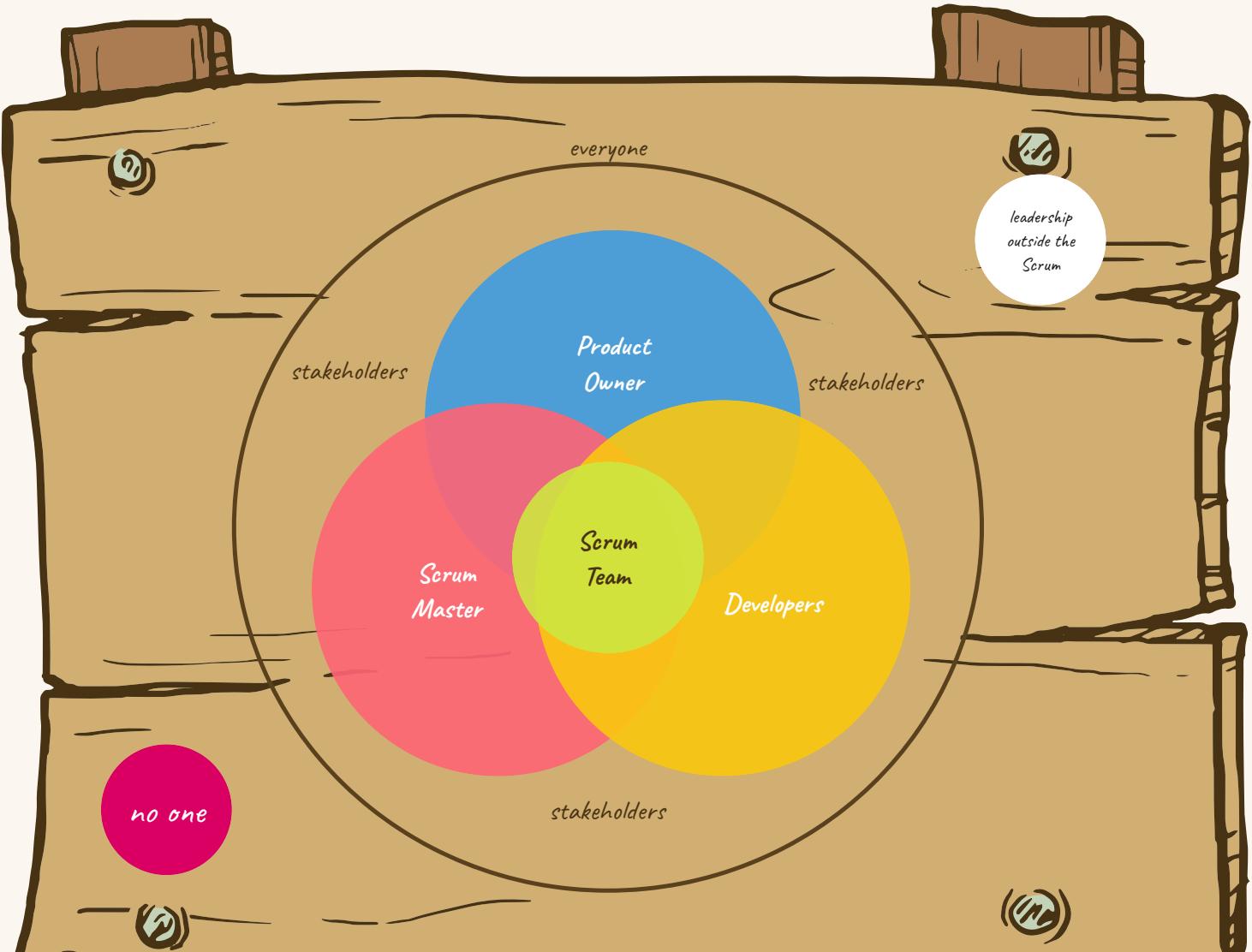
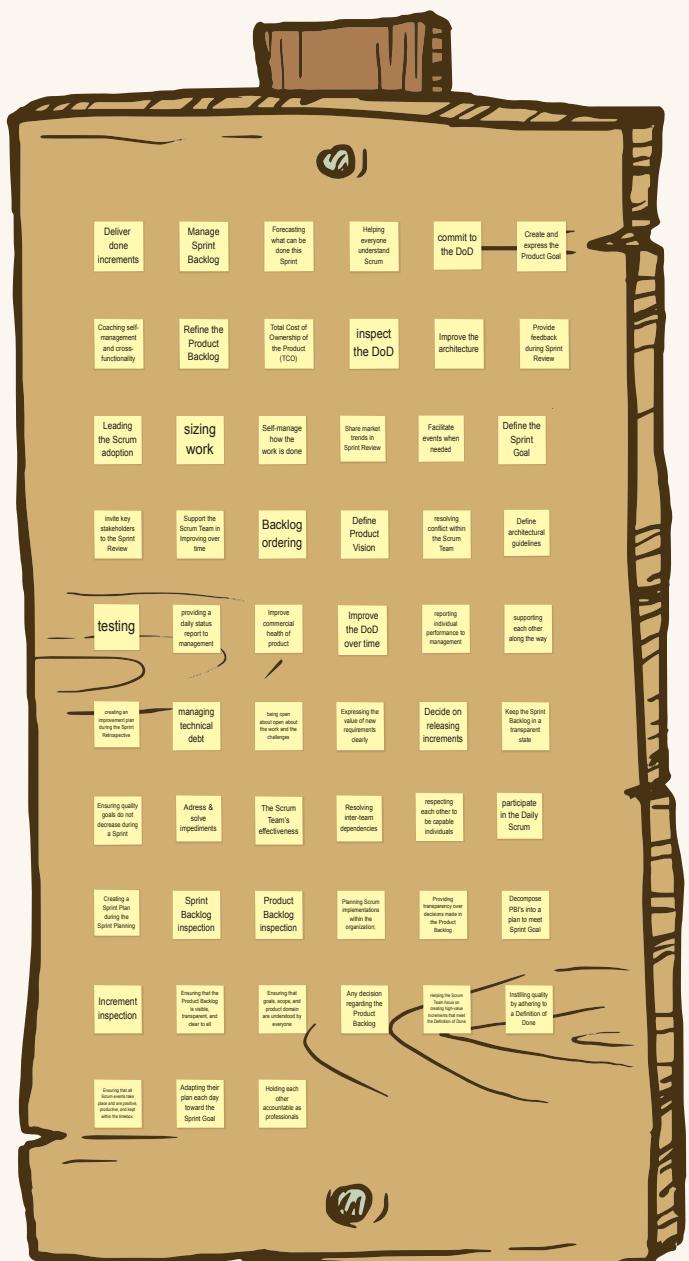
Beware, you may encounter: Developers!

Developers are the people in the Scrum Team that are committed to creating any aspect of a usable [REDACTED] each Sprint.

The specific skills needed by the Developers are often broad and will vary with the domain of work.

However, the Developers are always accountable for:

1. Creating a plan for the Sprint, the [REDACTED]
2. Instilling quality by adhering to a [REDACTED]
3. Adapting their plan each day toward the [REDACTED] and,
4. Holding each other accountable as [REDACTED]



1. Map the stickies to the right domain according to Scrum.
2. In Triads or Quads, take turn and draw one arrow from where it should be to where it currently is.

# Accountabillboard

The team model in Scrum is designed to optimize flexibility, creativity, and productivity. Scrum empowers Scrum Teams to self-manage. Autonomy is paired with accountability. Scrum liberates individuals from restrictive definitions that define only a single competence or area of expertise. A forward pass is not a goal. Scrum Team members are no longer only accountable for a forward pass. Together they discover, refine, plan, communicate, collaborate, share knowledge, train, inspect, demo, review, deliver, learn, improve, resolve impediments, make work visible, and do other product-related activities. Wow. That's indeed way too much for one individual. It takes a team.

Fortunately, in Scrum, they are a team. So they can self-manage how all this is done. That means expectations must be made clear.

A prerequisite to a safe and creative environment is transparency over accountability. There is bound to be miscommunication, confusion, and frustration when accountability is unclear. When accountabilities are clear, a team can focus on the actual game instead of the blame game.

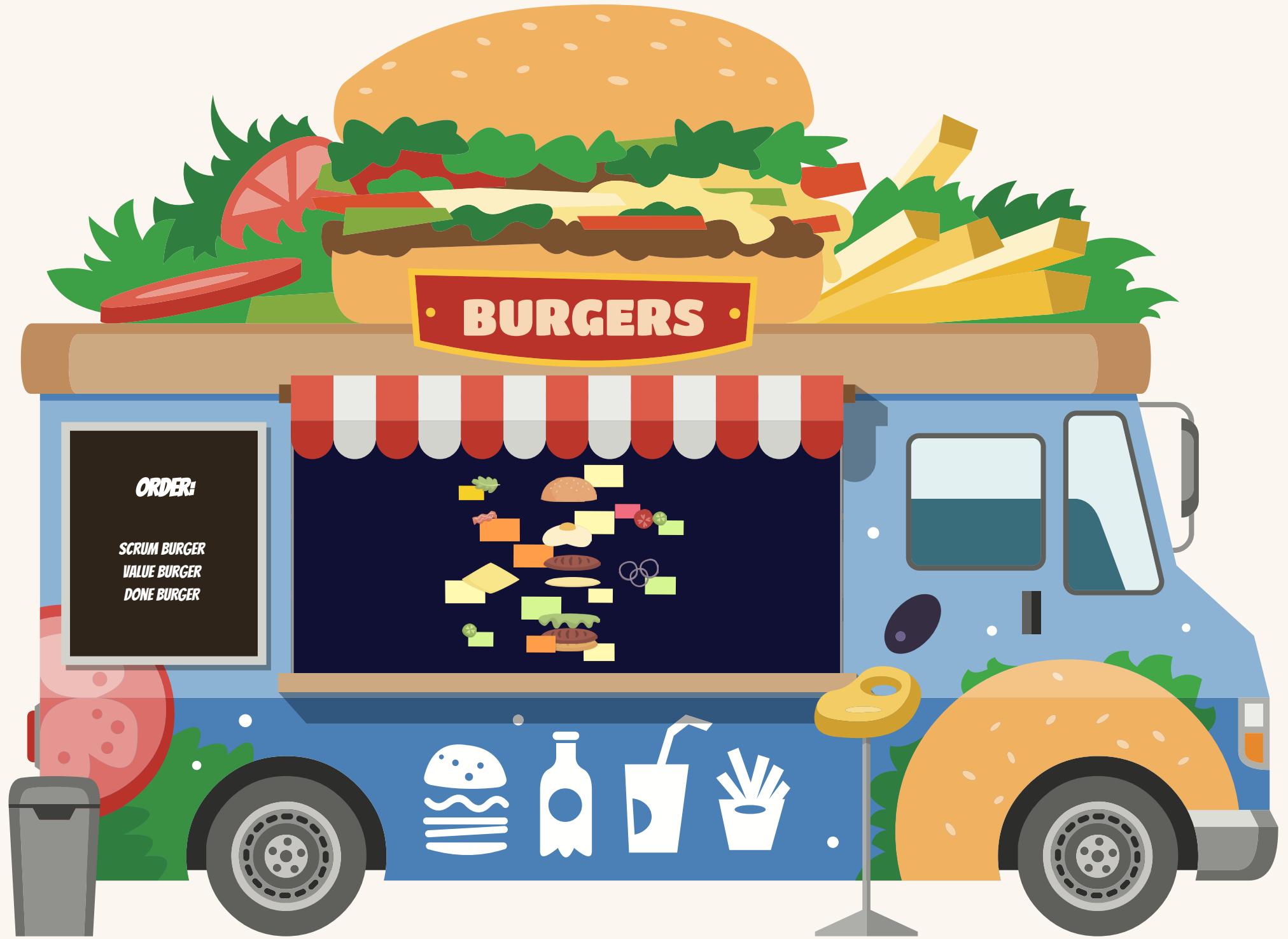
In this play, the team makes the accountabilities visible for all who work with the team to see: The Accountabillboard.

**To make it safe:** Share that this activity is designed to make visible where accountabilities are clear but also where they are not. There may be disputes, and some can be resolved during this play. We can agree to disagree for now. Accountabilities cannot be forced upon an individual. Individuals may lack certain prerequisites and empowerment to accept accountabilities. A Scrum Master may list these prerequisites as impediments to self-management and work with the organization to resolve them.

**30 minutes**

Taking turns, each mountaineer selects accountability and puts it on the board where they think it resides within their organization. They may then move it to where they ideally would like it to be (if applicable). Their placement does not have to correspond to what is defined in the Scrum Guide. It's up to the mountaineer.

Our mountaineers may create an Accountabillboard with and for their organization. In doing this, they must map where the accountabilities currently rest, how they know this to be true, AND how they would ideally like it to be. They could do so by drawing arrows.



# Scrum Burger!

Hurray! You made it to the summit and back again. Look, our van turned into a food truck while we were gone. We will need to make our own Scrum Burgers based on what we have learned. Isn't this the tastiest way to munch through the matter?

Can our mountaineers make their own Scrum Burgers? They can choose what kind of Scrum Burger they want to make. It can be about the Scrum Framework, or more specifically, a Scrum Value Burger, Scrum Master Burger, or a Definition of Done Burger.

**7 minutes**

Divide the group into triads/quads. Each group can decide what type of Scrum Burger they want to create together. They may then prepare it in under seven minutes.

They may use the ingredients as metaphorical questions as inspiration:

Meat: What's in the meat?

Cheese: What makes it stick together?

Salad: What's healthy?

Onions: What are the connections? (or what makes you cry?)

Spices: What makes it spicey?

Bacon: What makes it crunchy?

Egg: What's un-egg-spected?

The bun: What's at the top and bottom?

**3 minutes  
per burger**

Each group may present their burger to the other groups. The other groups may briefly comment on what they liked about it and what would make it even better.



# Travel Journal

Writing our experiences down will help to internalize them. How to use the journal is entirely up to the traveler. They may keep it private or share it with others. Most like to keep a written log, and some record a quick video journal with their smartphone.

These questions may help the mountaineers to record their journal:

- What was it like to Mountaineer Scrum with your partner?
- What was the hardest part?
- What activity would you like to try in practice?
- What is still beyond your reach?

**5 minutes**

Individually record your journal.

# Appendix: 4C Map

C1 Connections - C2 Concepts - C3 Concrete Practice - C4 Conclusions

The R2M-VE applies a 4C baseline from Training From the Back of the Room, Virtual Edition (TBR-VE) by Sharon Bowman.

## 1. Back to Basecamp

### LEARNING OUTCOMES:

1. Mapping where individuals are on a learning journey;
2. Practice powerful questions and active listening;
3. Listing essential connections for overcoming challenges;
4. Establish an Alpine Rescue Service to plan for contingency;
5. Coach your partner in bridging a chasm;
6. Create an emotional anchor apply kinetic triggers;
7. Reflect on the co-active coaching experience.

### PLAY:

1. Tao Meditation (C1)
2. Where are you (C2/C3)
3. Back to Basecamp (C2)
4. Gear Up (C3)
5. Stretch Break (C3)
6. Alpine Rescue (C2/C3)
7. Cross the Chasm (C3)
8. Anchoring (C2/C3)
9. Stretch Break (C4)
10. Checkpoint (C4)

## 2. Accountabilities

### LEARNING OUTCOMES:

1. Share profound and meaningful quotes;
2. Choosing directions with Theory X and Y;
3. Coaching a partner down a cliff;
4. Map Scrum Master accountabilities;
5. Fill in Developer accountabilities;
6. Mapping overall Scrum accountabilities;
7. Co-CREATE a Scrum Burger Map;
8. Write a travel journal entry capturing (un)learnings.

### PLAY:

1. Meet the Monks (C1)
2. Which Way (C2)
3. Down the Cliff (C3)
4. Serving Plates (C2)
5. Stretch break (C3)
6. Muddied Sign (C1)
7. Accountabillboard (C2)
8. Scrum Burger (C3)
9. Travel Journal (C4)



# Call to Adventure!



The Road to Mastery (R2M) is a Scrum Learning Journey containing 12 adventures (modules) from Basecamp to Bootcamp.

1. Basecamp
2. Agile Backpacking
3. The Game of Scrum
4. Living the Scrum Values
5. Mountaineering Scrum together
6. Kayaking the Value Stream
7. Surviving Self-Management
8. Deep Diving Developer Culture
9. Exploring Artifacts
10. Smooth Sailing the Events
11. Coaching Dojo
12. Bootcamp

## Acknowledgement

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- Ken Schwaber and Jeff Sutherland: the Scrum Guide;
- Sharon Bowman: Training from the Back of the Room (TBR);
- Evelien Roos: Training from the Back of the Room Virtual Edition (TBR-VE);
- Project Zero: a research center at the Harvard Graduate School of Education;
- Scrum Patterns by Jeff Sutherland, James Coplien eo.
- Henri Lipmanowicz and Keith McCandless: Liberating Structures;
- Freepik for vector illustrations;
- And others attributed in the various plays.

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Comment on attribution:

"I aim to diligently attribute anyone who deserves credit or reference and refer to those sources of inspiration from which the Road to Mastery emerged. Please reach out with suggestions and comments on where this can and should be improved." – Sjoerd Nijland.

Serious Scrum R2M

# Mountaineering Scrum

SJOERD NIJLAND

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