

Professional Scrum Master II (PSM)

This PSM II training is designed for Scrum practitioners ready to tackle harder problems that go beyond the basics. PSM II tests whether you can apply the Scrum framework when things get complicated, with real teams, resistant organizations, and breakdowns in communication. This course covers applying Scrum with depth, developing self-managing teams, coaching and leadership styles, systems-thinking, stakeholder dynamics, and technical risk. Earn your Professional Scrum Master II certification and advance your leadership career.

[CBT Nuggets course material](#) →

WEEK 1

The Real Job of a Scrum Master

The Scrum Master Most People Imagine
What Experienced Scrum Masters Actually Do
Learning to See the System
Organizational Gravity
Leadership Without Authority
Seeing Scrum Through a New Lens
Test Your Knowledge

Coaching Individuals and Teams

Introduction
Seeing Coaching Differently
Looking Beyond the Obvious
Helping Individuals Grow
Building Better Teams
Coaching Beyond the Team
Knowing Coaching Is Working
Test Your Knowledge

Facilitating Difficult Conversations

Introduction
When Silence Speaks Loudest
Reading the Room Before Saying a Word
Creating Psychological Safety
Guiding the Conversation Without Owning It
When Conversations Go Sideways
What Changed...and Why It Matters
Skill Wrap-Up

Test Your Knowledge

Leadership Without Authority

Introduction

The Authority You Do Not Have

Why Being Right Is Not Enough

Building the Conditions for Influence

Choosing the Right Influence Move

Resistance Is Information

From Compliance to Commitment

Key Take-Aways

Test Your Knowledge

Organizational Systems Thinking

Introduction

Looking Beyond the Team

Recognizing Organizational Patterns

Following the Incentives

The Unwritten Rules

Finding Leverage Points

Seeing the Organization Through a Systems Lens

Returning to PulsePoint AKA Take-Aways

Test Your Knowledge

Scaling, Dependencies & Complexity

Introduction

When One Team Becomes Many

Understanding Dependencies

Coordination Without Chaos

Complexity Isn't the Enemy

Reducing Friction Across Teams

The Scrum Master's Role at Scale

Key Takeaways

Test Your Knowledge

Evidence, Metrics & Continuous Improvement

Introduction

Why Metrics Often Fail

Evidence Over Assumptions

Measuring Flow Instead of Activity

Using Metrics Without Weaponizing Them

Continuous Improvement Through Evidence

Coaching Leaders to Read Metrics Differently

Key Takeaways

Test Your Knowledge

Conflict, Resistance & Organizational Change

Introduction

Conflict Isn't the Enemy

Understanding Why People Resist Change

Reading the Signals Beneath the Surface

Responding with Curiosity Instead of Control

Helping Change Take Root

The Scrum Master's Role During Organizational Change

A Different Way of Seeing

Test Your Knowledge

When Leadership Is Truly Tested

Introduction

When Pressure Changes Behavior

Recovering After a Failed Sprint

Managing Executive Escalation

Coaching Through Uncertainty

Rebuilding Trust After Setbacks

Becoming the Calmest Person in the Room

When People Need You Most

Test Your Knowledge

Integrated PulsePoint Coaching Simulation

Introduction

Walking Into the Situation

Seeing the System

Choosing Where to Intervene

Coaching Through Conversations

Watching the System Respond

Looking Back Through a Different Lens

Carrying It Forward

Test Your Knowledge

Final Preparation For the PSM-A Assessment

Introduction

Understanding the Assessment

How Scrum.org Develops Assessment Questions

Professional Assessment Strategies

Thinking Through Assessment Questions

Assessment A

Assessment A Answers Walkthrough

Final Course Thoughts

Test Your Knowledge