



Scaled-Agile

Exam Questions SSM

SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 1

According to SAFe, which of the following metrics are reported at the Inspect and Adapt event?

- A. ART predictability measure
- B. ART cycle velocity
- C. Cumulative value rate
- D. Cumulative value measure

Answer: A

Explanation:

According to the SAFe 6 Scrum Master documentation, one of the metrics that are reported at the Inspect and Adapt event is the ART predictability measure. This metric shows how well the ART delivers on its PI objectives, which are the SMART commitments made by the teams during PI planning. The ART predictability measure is calculated by dividing the total actual business value achieved by the total planned business value, as shown in the PI system demo. The ART predictability measure helps the ART to assess its performance, identify gaps, and improve its forecasting accuracy and reliability. (Must be taken from SAFe 6 Scrum Master resources)

References:

? Inspect and Adapt

? Program Increment

? Exam Study Guide: SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 2

According to SAFe, what is one output of a successful Iteration Retrospective?

- A. Updated ART metrics
- B. Iteration Goals
- C. Improvement Stories
- D. Updated dependencies between Stories

Answer: C

Explanation:

According to SAFe, one output of a successful Iteration Retrospective is the creation of a few improvement Stories that enter the Team Backlog for the next iteration. These stories reflect the team's agreement on what they can do better in terms of their process, practices, and performance. The improvement stories are visible and prioritized along with the other stories in the backlog. They help the team implement the concept of relentless improvement, which is one of the core values of SAFe.

References: Iteration Retrospective - Scaled Agile Framework, Exam Study Guide: SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 3

What is one way a servant leader can support team members in decision-making?

- A. Give each team member the opportunity to contribute
- B. Perform regular retrospectives on behalf of the team
- C. Identify solutions to problems the team surfaces
- D. Support teams in affinity mapping their concerns

Answer: A

Explanation:

According to the SAFe 6 Scrum Master documentation, one of the ways a servant leader can support team members in decision-making is by giving each team member the opportunity to contribute. This means that the servant leader encourages and facilitates the participation of all team members in the decision-making process, ensuring that everyone's voice is heard and valued. By giving each team member the opportunity to contribute, the servant leader fosters a culture of collaboration, empowerment, and trust, as well as increases the quality and buy-in of the decisions. (Must be taken from SAFe 6 Scrum Master resources)

References:

? Scrum Master/Team Coach

? The Power of Shared Decision-Making through Servant-Leadership

? The Scrum Master as a Servant-Leader

NEW QUESTION 4

What is one method a Scrum Master/Team Coach can use to help teams overcome a fear of conflict?

- A. Enforcing work-in-process limits
- B. Giving every team member the opportunity to contribute
- C. Scheduling regular Team Syncs
- D. Aligning to shared commitments

Answer: B

Explanation:

One method a Scrum Master/Team Coach can use to help teams overcome a fear of conflict is to give every team member the opportunity to contribute. Fear of conflict is one of the common dysfunctions of a team, which can result in artificial harmony, lack of trust, and avoidance of issues¹ To overcome this fear, the Scrum Master/Team Coach can facilitate a safe and respectful environment where team members can express their opinions, ideas, and concerns without being judged, ignored, or attacked²³ Giving every team member the opportunity to contribute can help them feel valued, respected, and heard, as well as foster a culture of collaboration, feedback, and learning⁴⁵ The Scrum Master/Team Coach can use various techniques to ensure equal participation, such as round-robin, fist of five, dot voting, silent brainstorming, and liberating structures⁴⁵ By encouraging healthy and constructive conflict, the Scrum Master/Team Coach can help the team improve their performance, creativity, and innovation²³

NEW QUESTION 5

What is one purpose of Iteration Goals?

- A. To identify what to present in System Demo
- B. To communicate which Stories will be completed during the Iteration
- C. To align team members to common objectives
- D. To get feedback from the organization

Answer: C

Explanation:

One purpose of iteration goals is to align team members to a common purpose and vision. Iteration goals are a high-level summary of the business and technical goals that an Agile Team agrees to accomplish in an iteration. They help the team and the product owner to reach agreement on the business value they intend to deliver, align their work to their team PI objectives, and ground everyone on their shared purpose. Iteration goals also provide transparency and management information, as well as support the coordination and dependency management of the Agile Release Train (ART).

References:

- ? Iteration Goals - Scaled Agile Framework
- ? Exam Study Guide: SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 6

What is one Agile development value?

- A. Healthy interactions over detailed plans
- B. Customer collaboration over contract negotiation
- C. Risk-taking over process development
- D. Working teams over busy individuals

Answer: B

Explanation:

One Agile development value is customer collaboration over contract negotiation. This value is one of the four core values of the Agile Manifesto, which states:

??We are

uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value: Individuals and interactions over processes and tools Working software over comprehensive documentation Customer collaboration over contract negotiation Responding to change over following a plan That is, while there is value in the items on the right, we value the items on the left more.?? 1 This value emphasizes the importance of building a trusting and collaborative relationship with the customers, rather than relying on rigid and formal contracts that may limit the ability to respond to changing needs and expectations2 Customer collaboration means involving the customers throughout the development process, seeking their feedback, input, and validation, and delivering solutions that meet their requirements and expectations3 Customer collaboration also means respecting the customers?? opinions and perspectives, and resolving any conflicts or issues in a constructive and respectful manner4 Customer collaboration helps the Agile teams to deliver value faster and more effectively, as well as to increase customer satisfaction and loyalty34 (Must be taken from SAFe 6 Scrum Master resources)

References:

- ? Manifesto for Agile Software Development
- ? Customer Collaboration Over Contract Negotiation - Mountain Goat Software
- ? Customer Collaboration Over Contract Negotiation - Agile Alliance
- ? Customer Collaboration Over Contract Negotiation - Scrum Inc

NEW QUESTION 7

How does the "C" in the CALMR approach to DevOps help teams manage tensions caused by differing needs?

- A. By establishing communication between different teams
- B. By creating a culture of shared responsibility
- C. By committing to a balance of speed and quality
- D. By identifying a collaborative approach to deployment

Answer: B

Explanation:

The ??C?? in the CALMR approach to DevOps stands for culture, which is the foundation of successful DevOps adoption. Culture refers to the values, beliefs, and behaviors that guide the collaboration and alignment of everyone in the value stream. By creating a culture of shared responsibility, teams can manage the tensions caused by differing needs, such as speed, quality, security, and stability. A culture of shared responsibility means that everyone is accountable for the outcomes of their work, and that they work together to deliver value to the customers. It also means that teams respect each other??s roles and expertise, and seek feedback and learning opportunities. A culture of shared responsibility fosters trust, transparency, and continuous improvement, which are essential for DevOps. References:

- ? CALMR - Scaled Agile Framework
- ? The CALMR Approach to DevOps [Complete Guide] - KnowledgeHut

NEW QUESTION 8

Team A wants to use the IP Iteration to continue their "usual work." What is one benefit the Scrum Master/Team Coach could share with the team about using the IP Iteration as intended?

- A. The team can consider additional retrospective action items
- B. The team can perform needed system maintenance
- C. The team can participate in hackathons
- D. The team can find time to participate in ad hoc groups

Answer: C

Explanation:

Hackathons are one of the activities that can be done during the IP Iteration to foster innovation and learning. They allow the team members to work on whatever

they want, with whomever they want, as long as the work reflects the mission of the company. The teams then demo their work to others at the end of the hackathon. Hackathons can help the team explore new ideas, technologies, and solutions that can benefit the business and the customers. They can also increase the team's engagement, creativity, and collaboration. References: Innovation and Planning Iteration - Scaled Agile Framework, Exam Study Guide: SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 9

What is one recommended practice for Scrum Masters/Team Coaches when coaching teams on presenting a draft plan at PI Planning?

- A. Identify as many risks and dependencies as possible for the management review
- B. Align on how the team will answer questions about their proposed objectives
- C. Secure support from other teams on how work will be shared and completed
- D. Ensure the team has Stories written for the first two Iterations of the increment

Answer: B

Explanation:

One recommended practice for Scrum Masters/Team Coaches when coaching teams on presenting a draft plan at PI Planning is to align on how the team will answer questions about their proposed objectives. This practice helps the team to prepare for the feedback and input they will receive from the business owners, product management, and other teams and stakeholders during the draft plan review. The team should agree on who will present the objectives, how they will explain the business value and technical feasibility, and how they will handle any objections or concerns. The team should also rehearse their presentation and anticipate potential questions and scenarios. By aligning on how to answer questions, the team can increase their confidence and clarity, and demonstrate their commitment and alignment to the vision and goals of the ART. References:

? PI Planning - Scaled Agile Framework

? Presenting PI Planning Draft and Final Plan Reviews Virtually

? SAFe Scrum Master/Team Coach - Scaled Agile Framework

NEW QUESTION 10

What is one benefit of PI Planning?

- A. It maximizes team capacity
- B. It aligns the ART to established DevOps practices
- C. It fosters cross-team dependencies
- D. Allows for faster decision-making

Answer: D

Explanation:

One benefit of PI Planning is that it allows for faster decision-making by bringing together all the members of the Agile Release Train (ART) and the relevant stakeholders in a face- to-face (or virtual) event. PI Planning provides an opportunity for the ART to align on a common vision and mission, review the business context and priorities, identify and resolve dependencies and risks, and commit to a realistic and achievable plan for the next Program Increment (PI). By having everyone involved in the planning process, the ART can leverage the collective knowledge and expertise of the participants, reduce ambiguity and uncertainty, and make informed and timely decisions that support the delivery of value to the customers. (Must be taken from SAFe 6 Scrum Master resources)

References:

? PI Planning - Scaled Agile Framework

? Planning Interval (PI) - Scaled Agile Framework

? Preparing for PI Planning | Checklist for Scrum Masters and Product ??

? Scrum Master - Scaled Agile Framework

? Scrum Master role in PI Planning - ValueGlide

NEW QUESTION 10

What is a team's primary goal in an Iteration?

- A. Sharing progress with the organization during the Iteration
- B. Maintaining steady team syncs across the Iteration
- C. Delivering working functionality at the end of the Iteration
- D. Managing scope at the start of the Iteration

Answer: C

Explanation:

The primary goal of a team in an Iteration is to deliver working functionality that meets the acceptance criteria and the definition of done. This functionality is demonstrated to the stakeholders and customers in the Iteration Review and Demo event, where the team receives feedback and validation. By delivering working functionality at the end of the Iteration, the team contributes to the Incremental value delivery, one of the SAFe Lean- Agile Principles. (Must be taken from SAFe 6 Scrum Master resources)

References:

? Iteration Goals

? Iteration Planning

? Iteration Review and Demo

NEW QUESTION 13

What is one potential root cause of Team Sync anti-patterns?

- A. Overcommunication between team members
- B. Lack of collective ownership
- C. Occasional conflict within the team
- D. Frequent verification and integration during the Iteration

Answer: B

Explanation:

According to the SAFe 6 Scrum Master documentation, one of the potential root causes of Team Sync anti-patterns is the lack of collective ownership. Collective ownership means that the team members share responsibility for the quality and delivery of the team's work. They collaborate, communicate, and coordinate their efforts to achieve the team goals. They also support each other, provide feedback, and resolve issues together. When there is a lack of collective ownership, team members may exhibit some of the following Team Sync anti-patterns 1:

? Reporting to managers (status meetings): Team members use the Team Sync as

a way to report their progress to the SM/TC or other managers, rather than to synchronize with their peers. This can create a hierarchical and command-and-control culture, where team members are not empowered to self-organize and self-manage.

? Monologues: Team members give long and detailed updates that are not relevant

or useful to other team members. This can make the Team Sync boring, inefficient, and ineffective, as team members lose interest and attention.

? Cross-functional team standups (updates are not related to other people's work):

Team members work on different features or components that are not aligned with

the team goals or the Iteration goals. This can result in silos, dependencies, and integration issues, as well as reduced collaboration and coordination.

? ??Nothing to report?? can be a good thing: Team members say they have nothing to

report, either because they have not done any work, or because they do not want to share their work with the team. This can indicate a lack of transparency, trust, and accountability, as well as a missed opportunity to get feedback and support from the team.

To overcome these anti-patterns, the SM/TC should coach the team on the purpose and value of the Team Sync, and help them adopt the best practices for effective Team Syncs, such as 2:

? Having a clear agenda and timebox

? Focusing on the team goals and the Iteration goals

? Asking the three key questions: What did I do yesterday? What will I do today? Do I have any impediments?

? Using visual aids, such as task boards or Kanban boards, to track progress and identify issues

? Encouraging active participation, collaboration, and feedback

? Ending with clear action items and follow-ups (Must be taken from SAFe 6 Scrum Master resources) References:

? Scrum Master/Team Coach

? Team Sync

? Top 7 Anti Patterns of Scrum Master - Simpliaxis

? Scrum Anti-Patterns Taxonomy | Scrum.org

? [11 Daily Scrum Anti-Patterns We Commonly Hear from Users In ?? - Geekbot

NEW QUESTION 15

According to SAFe, what is one Iteration Retrospective anti-pattern?

A. The team only shares issues that are too small to result in real improvement

B. The team only shares issues that are too big to be solved

C. The team only shares issues that cannot be measured

D. The team only brings up issues that are outside of their control to address

Answer: D

Explanation:

One Iteration Retrospective anti-pattern is when the team only brings up issues that are outside of their control to address, such as organizational policies, external dependencies, or stakeholder expectations. This can lead to frustration, helplessness, and cynicism among the team members, as well as a loss of focus on their own improvement opportunities¹² (Must be taken from SAFe 6 Scrum Master resources)

References:

? Iteration Retrospective - Scaled Agile Framework

? 21 Sprint Retrospective Anti-Patterns | Scrum.org

NEW QUESTION 19

What is one element on the Scrum Master/Team Coach responsibility wheel?

A. Facilitate Coach Sync

B. Facilitate PI Planning

C. Facilitate a Community of Practice

D. Facilitate an Agile Team charter workshop

Answer: B

Explanation:

According to the SAFe 6 Scrum Master documentation, one of the elements on the Scrum Master/Team Coach responsibility wheel is to facilitate PI Planning. PI Planning is a two-day event where all the teams and stakeholders of an Agile Release Train (ART) collaborate to align on a common vision, define and commit to the PI objectives, and

identify and manage risks and dependencies. The Scrum Master/Team Coach facilitates PI Planning by 1:

? Helping the team prepare for the event, such as reviewing the business context,

vision, and backlog, and creating draft plans

? Supporting the team during the event, such as facilitating breakout sessions, resolving issues, and ensuring alignment and collaboration with other teams

? Assisting the team after the event, such as finalizing the plans, updating the PI board, and conducting a retrospective

Facilitating PI Planning is one of the ways the Scrum Master/Team Coach helps the team and the ART achieve their goals and deliver value. (Must be taken from SAFe 6 Scrum Master resources)

References:

? PI Planning

? Scrum Master/Team Coach

? Say Hello to SAFe 6.0! - Scaled Agile Framework

NEW QUESTION 24

What is one anti-pattern that emerges when teams do not spend enough time refining the backlog?

A. Teams arrive to Team Sync without progress to share

B. Teams enter retrospectives without improvement ideas

C. Teams enter new Iterations without enough Stories prepared

D. Teams arrive to Iteration Planning without specified goals

Answer: C

Explanation:

One anti-pattern that emerges when teams do not spend enough time refining the backlog

is that they enter new Iterations without enough Stories prepared. This can result in several negative consequences, such as: 123

? The team may struggle to plan and commit to the Iteration Goals, as they lack clarity, feasibility, and testability of the Stories.

? The team may face delays, rework, and waste, as they encounter unanticipated dependencies, risks, or technical issues during the Iteration.

? The team may deliver low-quality or incomplete Stories, as they rush to meet the Iteration deadlines or compromise on the Definition of Done.

? The team may lose focus, alignment, and motivation, as they work on ambiguous or unrealistic Stories that do not deliver value to the customers or the organization.

To avoid this anti-pattern, the team should dedicate sufficient time and effort to refine the backlog on a regular basis, preferably every Iteration123 Backlog

Refinement is an ongoing process where the team collaborates with the Product Owner and other stakeholders to review, split, prioritize, and estimate the Stories

in the Team Backlog4 One of the main objectives of Backlog Refinement is to ensure that the Stories are ready for Iteration Planning, which means they are clear,

feasible, testable, and small enough to be completed in a single Iteration2 By doing so, the team can improve the quality, efficiency, and effectiveness of their

work, as well as deliver value to the customers and the organization

NEW QUESTION 27

What is one trait of a servant leader?

A. Persuades rather than using authority

B. Deflects information that could change the team's work

C. Determines the day-to-day activities for the team

D. Solves problems on behalf of the team

Answer: A

Explanation:

According to the SAFe 6 Scrum Master documentation, one of the traits of a servant leader is to persuade rather than use authority. This means that the servant leader influences others by appealing to their values, beliefs, and interests, rather than by imposing their own will or position. By persuading rather than using authority, the servant leader fosters a culture of collaboration, empowerment, and trust, where team members are more likely to accept and welcome coaching, feedback, and change. Persuasion also helps the servant leader to align the team with the organization's vision, mission, and goals, and to create a shared understanding of the purpose and value of the work. (Must be taken from SAFe 6 Scrum Master resources)

References:

? Scrum Master/Team Coach

? Servant Leadership: A Key Driver of High-Performing Agile Teams

? The Scrum Master as a Servant-Leader

NEW QUESTION 29

What is one recommended practice for Scrum Masters/Team Coaches when facilitating Iteration Review?

A. Limit participants to just the team members

B. Encourage team members to spend 3+ hours preparing

C. Encourage the team member with the best presentation skills to demo each Iteration

D. Begin to consider how and what to demo in Iteration Planning

Answer: D

Explanation:

One of the recommended practices for Scrum Masters/Team Coaches when facilitating Iteration Review is to begin to consider how and what to demo in Iteration Planning. This helps the team to have a clear vision of the expected outcome and to align their work with the iteration goals. It also facilitates the preparation and execution of the demo, as the team can anticipate the feedback and questions from the stakeholders. (Must be taken from SAFe 6 Scrum Master resources)

References:

? Iteration Review - Scaled Agile Framework

? SAFe Scrum Master Course Outline

NEW QUESTION 31

How can teams use Iteration planning to stay aligned on their work?

A. By reviewing its processes before the next iteration

B. By committing to a set of goals to be delivered

C. By agreeing on a meeting timebox

D. By sharing Stories that could be pairing opportunities

Answer: B

Explanation:

According to the SAFe 6 Scrum Master documentation, one of the ways teams can use Iteration planning to stay aligned on their work is by committing to a set of goals to be delivered. Iteration goals are a summary of the business and technical outcomes that the team intends to achieve in the Iteration. They are based on the stories selected from the team backlog, the team's capacity, and the acceptance criteria. By committing to a set of goals, the team creates a shared understanding of the purpose and scope of the Iteration, as well as the expected value and quality. The team also aligns with the ART vision and objectives, and communicates their commitment to the stakeholders and customers. Iteration goals help the team to stay focused, motivated, and accountable throughout the Iteration. (Must be taken from SAFe 6 Scrum Master resources)

References:

? Iteration Planning

? Iteration Goals

? Scrum Master/Team Coach

NEW QUESTION 33

What is one Scrum value that can help Agile Teams create transparency?

- A. Persistence
- B. Respect
- C. Communication
- D. Empathy

Answer: B

Explanation:

Respect is one of the five Scrum values that can help Agile Teams create transparency. Respect means that team members value each other's opinions, skills, and contributions, and treat each other with dignity and professionalism. Respect also means that team members are honest and open with each other, and share information and feedback without hiding or withholding anything. By respecting each other, Agile Teams can foster a culture of trust and collaboration, where everyone feels comfortable to express their ideas, concerns, and issues, and work together to solve them. Transparency is essential for Agile Teams to inspect and adapt their work, and to align their actions with the vision and goals of the organization.

References:

? Scrum Values Poster | Scrum.org

? Core Values - Scaled Agile Framework

? Exam Study Guide: SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 36

Team A has decided to use the IP Iteration to continue the finalizing Feature delivery work they have been working on for the past two Iterations. What is one effect Team A might experience by continuing to stay heads-down rather than using the IP Iteration as intended?

- A. Individual team members could lose an opportunity to learn from one another
- B. Individual team members could lose an opportunity to keep their technical skills current
- C. Individual team members could lose an opportunity to consider their team work more holistically
- D. Individual team members could lose an opportunity to refresh their motivation

Answer: C

Explanation:

By continuing to stay heads-down on the finalizing Feature delivery work, Team A might miss the chance to reflect on their team work more holistically and identify areas for improvement. The IP Iteration is intended to provide time for the team to participate in the Inspect and Adapt event, where they can review their PI performance, analyze the root causes of any issues, and create an improvement backlog. The IP Iteration also allows the team to engage in innovation and learning activities, such as hackathons, that can foster creativity, collaboration, and experimentation. These activities can help the team generate new ideas, solutions, and feedback that can benefit their future work. By skipping the IP Iteration, Team A might lose the opportunity to learn from their past experiences, improve

their processes, and innovate their products. References: Innovation and Planning Iteration

- Scaled Agile Framework, Exam Study Guide: SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 40

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