

## Exam Questions SSM

SSM (6.0) - SAFe® Scrum Master

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### NEW QUESTION 1

During which of the following stages of team development do team members stop focusing on their own goals and begin focusing on developing better ways of working together?

- A. Forming
- B. Norming
- C. Storming
- D. Transforming

**Answer: B**

#### Explanation:

Norming is the stage of team development where team members stop focusing on their own goals and begin focusing on developing better ways of working together. Norming occurs after the team has gone through the Forming and Storming stages, where they have established their roles and responsibilities, and have resolved their initial conflicts and disagreements<sup>12</sup> In the Norming stage, the team starts to build trust, respect, and cohesion among themselves. They also align on a common vision, mission, and goals, and agree on the norms and expectations for their collaboration and communication<sup>12</sup> The team becomes more productive, efficient, and effective, as they leverage their collective strengths and skills, and support each other in overcoming challenges and delivering value<sup>12</sup> The team also develops a sense of identity and pride, and celebrates their achievements and learnings<sup>12</sup> (Must be taken from SAFe 6 Scrum Master resources)

References:

? Agile Teams - Scaled Agile Framework

? 5 Stages of Team Development | Agile Scrum Guide | Book | Blog

### NEW QUESTION 2

A. They ensure the team has additional development options

- A. They generate additional ways to measure team progress
- B. They create an opportunity for teams to take on harder work
- C. They maintain the predictability of achieving the objectives

**Answer: D**

#### Explanation:

One way uncommitted objectives help Agile Teams make a plan for the PI is that they maintain the predictability of achieving the objectives. Uncommitted objectives are PI objectives that are not included in the team's commitment or counted against teams in the ART predictability measure. They are used to identify work that can be variable within the scope of a PI, such as stretch goals, spikes, innovation, or exploration<sup>1</sup> Uncommitted objectives help improve the predictability of delivering business value since they allow the team to adjust their scope based on the actual progress and feedback during the PI. They also provide the team with some flexibility and capacity to respond to changing needs and expectations, as well as to pursue learning and improvement opportunities<sup>12</sup> (Must be taken from SAFe 6 Scrum Master resources)

References:

? PI Objectives - Scaled Agile Framework

? PI Planning - Scaled Agile Framework

### NEW QUESTION 3

Which of the following events aligns teams on a train?

- A. Architect Sync
- B. Iteration Planning
- C. PI Planning
- D. Coach Sync

**Answer: C**

#### Explanation:

PI Planning is one of the events that aligns teams on a train. PI Planning is a cadence-based event for the entire Agile Release Train (ART) that aligns teams and stakeholders to a shared mission and vision. PI Planning provides an opportunity for the ART to 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). PI Planning is essential to SAFe: If you are not doing it, you are not doing SAFe<sup>1</sup> (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

? SAFe® 6.0 Scrum Master Certification (SSM) Course - Vinsys

### NEW QUESTION 4

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 5

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 6

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 7

What is one practice Scrum Masters/Team Coaches can use to run successful meetings?

- A. Leave meetings with clear action items
- B. Maintain vague agendas to allow for any urgent issues
- C. Allow individuals to override timeboxes to ensure full discussions
- D. Schedule meetings around the Product Owner to ensure they are able to make final decisions

**Answer:** A

#### Explanation:

One of the best practices Scrum Masters/Team Coaches can use to run successful meetings is to leave meetings with clear action items. Action items are specific tasks that need to be done by a certain person or group by a certain deadline. They help the team to follow up on the outcomes of the meeting, track progress, and ensure accountability. Action items should be SMART: Specific, Measurable, Achievable, Relevant, and Time-bound. Scrum Masters/Team Coaches should document and communicate the action items to the team and stakeholders, and review them in the next meeting. (Must be taken from SAFe 6 Scrum Master resources)

References:

? Scrum Master/Team Coach

? How To Run Effective Scrum Meetings - Xebia

? Four agile ceremonies, demystified | Atlassian

#### NEW QUESTION 8

According to SAFe, which of the following key traits of effective Scrum Masters/Team Coaches is crucial for team members to accept coaching?

- A. Optimism
- B. Empathy
- C. Fairness
- D. Agreeableness

**Answer:** B

#### Explanation:

According to SAFe, empathy is one of the key traits of effective Scrum Masters/Team Coaches. Empathy means displaying an authentic understanding and concern for a team member's beliefs or feelings. By being empathetic, Scrum Masters/Team Coaches can build trust and rapport with the team, which are essential for people to accept and welcome coaching. Empathy also helps Scrum Masters/Team Coaches to tailor their coaching style and approach to the needs

and preferences of each team member. (Must be taken from SAFe 6 Scrum Master resources)

References:

? Scrum Master/Team Coach

? According to SAFe which of the following key traits of effective - Studocu

#### NEW QUESTION 9

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 one practice Scrum Masters/Team Coaches can use to facilitate conflict management?

- A. Implement a formal complaints system
- B. Encourage team members to resolve conflicts on their own
- C. Enforce working agreements
- D. Escalate conflicts to the Release Train Engineer

**Answer:** C

#### Explanation:

One practice Scrum Masters/Team Coaches can use to facilitate conflict management is to enforce working agreements. Working agreements are a set of guidelines that define how a team wants to work together, communicate, and collaborate. They are created by the team members themselves and reflect their shared values, norms, and expectations. Working agreements can help prevent or reduce conflicts by establishing clear boundaries, roles, and responsibilities, as well as by promoting respect, trust, and transparency among team members. Working agreements can also help resolve conflicts by providing a common reference point and a framework for constructive feedback and dialogue. Scrum Masters/Team Coaches can support the team in creating, reviewing, and updating their working agreements, as well as in holding each other accountable for following them. (Must be taken from SAFe 6 Scrum Master resources)

References:

? Scrum Master/Team Coach - Scaled Agile Framework

? How does a Scrum Master manage conflict within a scrum team? - Agile Centre

? Conflict Management as a Scrum Master | Agile Velocity

#### NEW QUESTION 10

What is one benefit of having an IP Iteration every PI?

- A. It creates an estimating buffer for meeting PI objectives
- B. It creates a timeboxed opportunity for team growth
- C. It creates a chance for teams to manage quality
- D. It creates a guardrail for teams working too hard

**Answer:** A

#### Explanation:

One benefit of having an IP Iteration every PI is that it creates an estimating buffer for meeting PI objectives. PI objectives are a set of SMART goals that align the teams and stakeholders to a common vision and mission for the upcoming Program Increment (PI). They are derived from the business context, priorities, and dependencies, and are agreed upon and committed by the teams during PI Planning<sup>1</sup> However, since PI objectives are based on estimates and assumptions, there is always a degree of uncertainty and variability in the delivery process. To account for this, SAFe recommends that teams reserve 10% of their capacity for each PI as an estimating buffer. This buffer is used during the IP Iteration, which is a unique, dedicated iteration that occurs every PI and provides dedicated time for innovation, continuing education, PI Planning, and Inspect and Adapt events<sup>2</sup> By having an IP Iteration as an estimating buffer, the teams can improve the predictability and flow of value delivery, as well as reduce the stress and pressure of

meeting the PI objectives<sup>23</sup> (Must be taken from SAFe 6 Scrum Master resources)

References:

? PI Objectives - Scaled Agile Framework

? Innovation and Planning Iteration - Scaled Agile Framework

? SAFe Scrum Master Course Outline

#### NEW QUESTION 15

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 16**

Three members of Team C created a new workflow to speed up the testing process. They spent an entire Iteration designing the process but discovered, just before implementation, that the system could not support the workflow. The rest of the team was excited to hear what was learned from the failed experiment. Which of the following characteristics of a high-performing Agile Team is Team C demonstrating?

- A. Accountability to each other and the organization for reliably completing quality work
- B. Mutual trust that allows for both healthy conflict and reliance on others
- C. A safe environment for taking risks without fear of embarrassment or criticism
- D. Enjoying the work and working together

**Answer:** C

**Explanation:**

A safe environment for taking risks without fear of embarrassment or criticism is one of the characteristics of a high-performing Agile Team. A high-performing Agile Team is a cross- functional group of people that have everything, and everyone, necessary to produce a working, tested increment of product<sup>1</sup> They are empowered, collaborative, aligned, and committed to delivering value to the customers and the organization<sup>2</sup> One of the factors that enable a high-performing Agile Team is a safe environment where team members can experiment, learn, and grow without fear of failure, blame, or judgment<sup>3</sup> A safe environment fosters a culture of innovation, creativity, and continuous improvement, as well as a sense of psychological safety, trust, and belonging among team members<sup>4</sup> Team C is demonstrating this characteristic by creating a new workflow to speed up the testing process, even though it did not work out as expected. The rest of the team was excited to hear what was learned from the failed experiment, rather than being disappointed or critical. This shows that the team values learning over perfection, and supports each other in taking risks and trying new things. (Must be taken from SAFe 6 Scrum Master resources) References:

- ? Agile Teams - Scaled Agile Framework
- ? High-Performing Teams - Scaled Agile Framework
- ? How to Create a Safe Environment for Agile Teams | AgileConnection
- ? Psychological Safety - Scaled Agile Framework

**NEW QUESTION 21**

Team A works collaboratively on new functionality for a customer application. The acceptance criteria have each been minimally met. Team A decides to release the functionality with a method for collecting direct customer feedback. Which of the following high-performing team characteristics is Team A demonstrating?

- A. Balancing abilities on the team with the challenge of the work
- B. Taking appropriate risks without fear of failure
- C. Focusing on success over trying to avoid failures
- D. Using regular feedback loops built into the learning cycle

**Answer:** D

**Explanation:**

One of the high-performing team characteristics that Team A is demonstrating is using regular feedback loops built into the learning cycle. A high-performing Agile Team is a

cross-functional group of people that have everything, and everyone, necessary to produce a working, tested increment of product<sup>1</sup> They are empowered, collaborative, aligned, and committed to delivering value to the customers and the organization<sup>1</sup> One of the factors that enable a high-performing Agile Team is using regular feedback loops to learn and improve. Feedback loops are mechanisms that provide the team with information about the outcomes and impacts of their actions, as well as the needs and expectations of their customers and stakeholders<sup>23</sup> Feedback loops help the team to validate their assumptions, measure their progress, and adjust their plans accordingly<sup>23</sup> Feedback loops also help the team to foster a culture of experimentation, innovation, and continuous improvement, as well as to increase customer satisfaction and loyalty<sup>23</sup> Team A is using regular feedback loops by releasing the functionality with a method for collecting direct customer feedback. This allows them to learn from the actual users of their product, and to incorporate their feedback into the next iteration of development. This way, they can deliver value faster and more effectively, as well as to enhance the quality and usability of their product<sup>4</sup> (Must be taken from SAFe 6 Scrum Master resources)

References:

- ? Feedback - Scaled Agile Framework
- ? Agile Teams - Scaled Agile Framework
- ? Feedback Loops: The Key to Building Better Products Faster | UserTesting Blog
- ? The Importance of Customer Feedback in Product Development | SurveyMonkey

**NEW QUESTION 26**

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 31**

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 36**

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 37**

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 42**

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 45**

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