

## SSM Dumps

### SSM (6.0) - SAFe® Scrum Master

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**NEW QUESTION 1**

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 2**

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 3**

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 issues<sup>1</sup> 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 attacked<sup>23</sup> 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 learning<sup>45</sup> 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 structures<sup>45</sup> By encouraging healthy and constructive conflict, the Scrum Master/Team Coach can help the team improve their performance, creativity, and innovation<sup>23</sup>

**NEW QUESTION 4**

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 5**

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 6**

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 7**

What is one element of the CALMR approach to DevOps?

- A. Maximize work in process
- B. Relentlessly reduce risk
- C. Lean flow accelerates delivery
- D. Activate the knowledge worker

**Answer: C**

**Explanation:**

Lean flow is one of the elements of the CALMR approach to DevOps in SAFe. It means applying lean principles and practices to optimize the flow of value from idea to production. Lean flow accelerates delivery by eliminating waste, reducing batch sizes, implementing pull systems, limiting work in process, managing queues, reducing handoffs, and applying cadence and synchronization. Lean flow enables faster feedback, shorter lead times, higher quality, and lower costs. (Must be taken from SAFe 6 Scrum Master resources) References:

? CALMR - Scaled Agile Framework

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

? SAFe Scrum Master Course Outline

**NEW QUESTION 8**

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 9**

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>3</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 10**

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 10**

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:

? 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 Iteration

123 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 Backlog  
4 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 Iteration  
2 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 14

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 18

What is the first step of the problem-solving workshop?

- A. Perform a root-cause analysis
- B. Agree on the problem to solve
- C. Restate the new problem for the biggest root cause
- D. Identify the biggest root cause

**Answer:** B

#### Explanation:

The first step of the problem-solving workshop is to agree on the problem to solve. This step is important because it helps the teams to clearly state the problem, highlight the what, where, when, and impact of the problem, and avoid addressing the symptoms instead of the root causes. By agreeing on the problem to solve, the teams can focus their investigation and analysis, and save time and effort. The problem statement should be succinct and specific, and should not include any assumptions or solutions.

References:

? Inspect and Adapt - Scaled Agile Framework

? Problem-solving workshop: Step-by-Step - Agilephoria

? The Sun Never Sets on the Problem-Solving Workshop

#### NEW QUESTION 22

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 27

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 30**

What is one benefit of holding regular system demos?

- A. Problems can be escalated to ART leadership
- B. Execution can be measured across the whole ART
- C. Bottlenecks can be identified early by the teams
- D. Deliverables are reviewed with stakeholders

**Answer: B**

**Explanation:**

One benefit of holding regular system demos is that execution can be measured across the whole ART. A system demo is a significant event that provides an integrated view of new Features for the most recent Iteration delivered by all the teams in the Agile Release Train (ART). Each demo gives ART stakeholders an objective measure of progress during a Program Increment (PI). The system demo offers the ART a fact-based measure of current, system-level progress within the PI. It's the true measure of ART velocity and progress.

Achieving this requires implementing the scalable engineering practices necessary to support Continuous Integration across the ART. By holding regular system demos, the ART can evaluate the quality, functionality, and usability of the solution, as well as identify and resolve any issues, risks, or dependencies. The system demo also provides an opportunity for feedback and learning from the customers, Business Owners, and other stakeholders, which can help the ART to align with the vision and goals, and to adapt to changing needs and expectations. (Must be taken from SAFe 6 Scrum Master resources)

References:

? System Demo - Scaled Agile Framework

? SAFe Scrum Master Course Outline

**NEW QUESTION 31**

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 36**

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