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SAFe Agilist (SA) 5.1

SAFe SAFe-Agilist-5.1

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QUESTION NO: 1

Capabilities are part of which backlog?

A. Program backlog

B. Solution backlog

C. Team backlog

D. Portfolio backlog

ANSWER: B

Explanation:

Solution backlog is correct because SAFe defines a capability as a higher-level solution behavior that is typically too large and complex to be implemented by a single Agile Release Train. Capabilities describe significant solution-level functionality and are intended for development in the context of a Solution Train, where multiple ARTs and suppliers may need to coordinate their work. The Solution Backlog is the place where these capabilities are captured, refined, prioritized, and managed to guide solution development. A capability is commonly decomposed into features that can be implemented by the ARTs contributing to the broader solution. This hierarchy provides appropriate visibility and economic prioritization for solution work while allowing the implementing trains to plan and deliver the smaller feature increments. In SAFe 5.1 terminology, the Solution Backlog therefore contains capabilities, along with enablers needed to build, evolve, and operate the solution. Scaled Agile's guidance on Capabilities describes their role in defining solution behavior, and its Solution Backlog article identifies the backlog used to manage these items.

QUESTION NO: 2

Which of the following are roles on Agile Release Train? (Choose Three)

A. Release Train Engineer

B. Chief Scrum Master

C. System Team

D. Business Owners

ANSWER: A C D

Explanation:

An Agile Release Train is a long-lived team of Agile teams and key stakeholders that plans, commits, develops, and delivers value together on a common cadence. The **Release Train Engineer** is a central ART servant-leader role. This person facilitates ART events and processes, helps manage risks and impediments, supports relentless improvement, and enables effective coordination among the teams and stakeholders on the train.

The **System Team** is also part of the ART. It provides specialized support for building and maintaining the development environment, continuous integration, system-level testing, deployment capabilities, and other activities needed to deliver an integrated solution. Its work strengthens the ART's ability to deliver value frequently and with appropriate quality.

Business Owners are essential ART stakeholders with responsibility for governance, compliance, and return on investment. They actively participate in key planning and review activities, provide business perspective and decision-making authority, and help validate that delivered outcomes achieve the intended business value. Together, these roles support the ART's alignment, execution, integration, and value-delivery responsibilities. See the SAFe guidance on the Agile Release Train and the Release Train Engineer.

QUESTION NO: 3

Which event is synchronizes the ART and is attended by Scrum Masters weekly or more frequently?

A. PO Sync

B. Scrum of Scrums

C. Daily Scrum

D. ART Sync

ANSWER: B

Explanation:

Scrum of Scrums is correct because it is the coordination event through which the teams on an Agile Release Train synchronize their work, surface cross-team dependencies, and address impediments that affect delivery. Scrum Masters, or the equivalent team-coaching role, represent their teams in this event and bring forward relevant progress, risks, integration concerns, and dependency needs. The cadence is typically weekly or more frequent when the train needs tighter coordination, rather than being limited to a single team's daily activity.

In SAFe, the Scrum of Scrums provides the technical and delivery-focused synchronization needed across teams. It supports transparency and fast problem solving as teams work toward the shared Program Increment objectives. It also connects with product coordination practices to ensure that both implementation work and product decisions remain aligned across the train. This regular synchronization helps the Agile Release Train operate as a cohesive team of teams and maintain predictable flow of value. See the SAFe guidance on the ART Sync and Agile Release Train.

QUESTION NO: 4

Which design thinking tool enables teams to understand how the stories in the team backlog support user objectives?

A. Story Map

B. Program Backlog

C. Empathy Map

D. Customer Journey Mapping

ANSWER: A

Explanation:

Story Map is correct because it visualizes backlog stories in the context of the user's activities, tasks, and intended outcomes. Rather than treating stories as an isolated, prioritized list, a story map arranges them along the workflow a user follows to achieve an objective. This lets the team see the end-to-end experience, identify the backbone activities that deliver value, and understand how each story contributes to a meaningful user goal. It also supports slicing work into releases or iterations while preserving a coherent user journey: the team can choose the smallest set of stories that enables users to complete an outcome, then add depth and capability incrementally. In SAFe, story maps are useful for identifying and organizing the stories needed to implement features and for maintaining a customer-centric perspective during backlog refinement and planning. This direct relationship between user objectives, workflow steps, and implementation stories makes Story Map the appropriate design-thinking tool. See SAFe's guidance on stories and its overview of Design Thinking.

QUESTION NO: 5

During PI Planning, who owns the planning of stories into Iterations?

A. System Architect

B. Scrum Master

C. Product Management

D. Agile Teams

ANSWER: D

Explanation:

Agile Teams own the planning of stories into Iterations during PI Planning. Product Management presents the vision, priorities, features, and relevant context, while Product Owners clarify team backlog items and accept the resulting stories. However, the people doing the work are responsible for deciding how much work they can reasonably undertake and for creating a practical plan to deliver it. Each Agile Team estimates its capacity, considers dependencies and risks, selects and sequences stories, and identifies iteration objectives that support the PI Objectives. This ownership is essential to SAFe's decentralized decision-making principle: teams closest to the work make the detailed implementation and iteration-level planning decisions. The outcome is a credible, team-created plan that feeds the ART's broader PI plan and program board. Teams also retain responsibility for adjusting their iteration plans as new learning, changing priorities, or unplanned work emerge during PI execution. SAFe describes PI Planning as a cadence-based, face-to-face planning event in which Agile Teams and key stakeholders align on a shared mission and plan for the upcoming Program Increment. See SAFe PI Planning and SAFe Agile Teams.

QUESTION NO: 6

Empathic design encourages activities such as....

A. Fishbone analysis

B. Muda elimination

C. Gemba walks

D. Pareto analysis

ANSWER: C

Explanation:

Gemba walks are correct because empathic design requires teams to develop a direct, practical understanding of customers, their context, and the problems they experience while doing real work. A Gemba walk means going to the place where the work occurs and observing users in their actual environment. This gives product and solution teams firsthand insight into customer workflows, constraints, behaviors, and unmet needs that may not be visible through assumptions, reports, or indirect feedback alone.

In SAFe, customer centricity and Design Thinking emphasize identifying customer needs and building solutions around the whole customer experience. Direct observation through Gemba walks supports this mindset by helping teams see the customer's situation as it is, engage with users, and use what they learn to inform desirable, feasible, viable, and sustainable solutions. The resulting empathy improves the quality of backlog decisions and solution design because it is grounded in evidence from the customer's real environment. See SAFe's guidance on Customer Centricity and Design Thinking.

QUESTION NO: 7

Which phase of the Portfolio Kanban is used to capture all new big business or technology ideas?

A. Portfolio Backlog

B. Analyzing

C. Reviewing

D. The funnel

ANSWER: D

Explanation:

The funnel

phase is correct because it is the Portfolio Kanban entry point where all potential large business and technology initiatives are captured. In SAFe, these initiatives are typically expressed as portfolio epics: substantial development efforts that require analysis, validation, and investment consideration before the enterprise commits to implementation. Keeping ideas in a single funnel creates visibility for Lean Portfolio Management and ensures that proposed opportunities, regardless of source, enter a consistent flow rather than bypassing portfolio governance.

Items in the funnel are not yet commitments. They are candidates that may later be reviewed and refined as their strategic relevance, expected benefit, technical feasibility, and economic value become clearer. This supports the Lean principle of managing the flow of work and applying decision-making at the appropriate point, using lightweight information early and deeper analysis only when warranted. The Portfolio Kanban therefore helps leaders move ideas from initial capture through evaluation and, when approved, toward implementation while limiting unnecessary work in process. SAFe describes the Portfolio Kanban as the system used to visualize and manage the flow of portfolio epics from ideation through completion. See SAFe Portfolio Kanban and SAFe Lean Portfolio Management.

QUESTION NO: 8

What is one time when a Scrum Master participates but does not necessarily facilitate?

A. During team breakout sessions at PI Planning

B. If the entire team is present during the Daily Stand-up

C. When using ad-hoc teams for Inspect and Adapt

ANSWER: C

Explanation:

When using ad-hoc teams for Inspect and Adapt is correct because the Inspect and Adapt event includes a problem-solving workshop in which participants form temporary, cross-functional teams to investigate significant systemic issues and develop improvement actions. A Scrum Master may join one of these ad-hoc teams as an active contributor, bringing experience in facilitation, team dynamics, and continuous improvement. However, participation does not automatically make the Scrum Master the facilitator. The ad-hoc team can select another person to facilitate its structured problem-solving activities, allowing the Scrum Master to contribute directly to analysis and solution development.

This distinction reflects the Scrum Master's broader SAFe responsibility to enable effective events and foster relentless improvement, while remaining flexible about the specific role they play in a given improvement activity. During the Inspect and Adapt problem-solving workshop, the priority is collaborative identification of root causes and creation of actionable improvement backlog items. The Scrum Master's contribution can therefore be as a team member rather than as the person guiding the discussion. SAFe describes Inspect and Adapt and its problem-solving workshop at SAFe Inspect and Adapt. Additional guidance on the Scrum Master role is available at SAFe Scrum Master/Team Coach.

QUESTION NO: 9

Which of the below are Core Competencies for Business Agility? (Choose Four)

A. Lean-Agile Leadership

B. Organizational Agility

C. Continuous Learning Culture

D. Team and Technical Agility

ANSWER: A B C D

Explanation:

Lean-Agile Leadership, Organizational Agility, Continuous Learning Culture, and Team and Technical Agility are all SAFe core competencies for Business Agility. In SAFe 5.1, the seven core competencies describe the organizational capabilities needed to achieve Business Agility: Lean-Agile Leadership, Team and Technical Agility, Agile Product Delivery, Enterprise Solution Delivery, Lean Portfolio Management, Organizational Agility, and a Continuous Learning Culture. Because the question asks for four competencies and all four listed choices are included in that defined set, each is correctly selected.

Lean-Agile Leadership establishes the mindset, values, and behaviors that enable the enterprise's Lean-Agile transformation. Team and Technical Agility provides the cross-functional team skills and technical practices necessary to deliver high-quality solutions. Agile organizations also need Organizational Agility to manage change, evolve strategy and operations, and respond to market conditions. A Continuous Learning Culture supports ongoing improvement, innovation, knowledge sharing, and learning across people and the enterprise. Together, these capabilities reinforce SAFe's ability to help organizations deliver value reliably and adapt successfully. See the SAFe Business Agility overview and the Continuous Learning Culture guidance.

QUESTION NO: 10

Which component of the Continuous Delivery Pipeline is the ability to make value available to customers all at once, or in a staggered fashion based market and business needs?

A. Release On Demand

B. Continuous Integration

C. Continuous Exploration

D. Continuous Deployment

ANSWER: A

Explanation:

Release On Demand is correct because it is the Continuous Delivery Pipeline component that enables the enterprise to make validated, customer-ready value available when market and business conditions call for it. Its purpose is not merely to move a solution into a production environment; it governs the business decision and technical mechanisms for releasing that value to users. Organizations can release broadly to all customers at one time, or use approaches such as phased rollout, feature toggles, regional releases, and targeted customer segments to expose value gradually. This flexibility lets the business coordinate releases with demand, operational readiness, marketing timing, regulatory needs, and learning from real customer usage.

In SAFe, value may be deployed to production before it is released to every end user. Release On Demand therefore separates the act of deploying a solution from the decision of who receives its capabilities and when. This supports faster feedback while maintaining control over customer exposure and business outcomes. SAFe describes Release On Demand as the process of delivering value to customers all at once or in a staggered fashion based on market and business needs. See the SAFe Release on Demand guidance and the Continuous Delivery Pipeline overview.

QUESTION NO: 11

What are the benefits of prototypes? (Choose Two)

A. risk reduction

B. lower cost

C. fast feedback

D. higher quality

ANSWER: A C

Explanation:

Risk reduction and fast feedback are core benefits of using prototypes in SAFe's Design Thinking approach. A prototype is an early, inexpensive representation of a solution that lets teams explore an idea before committing substantial development effort. By making assumptions visible and testable, prototypes help expose usability concerns, technical constraints, and misunderstandings about customer needs while changes are still easy to make. This reduces the risk of investing in a solution that does not solve the intended problem or deliver the expected value.

Prototypes also create a fast feedback loop with customers, users, and other stakeholders. Rather than waiting for a fully implemented feature, teams can present a model, mock-up, simulation, or minimally functional version and quickly learn whether the proposed experience meets user needs. That feedback informs subsequent design and development decisions, supporting customer centricity and iterative learning. SAFe describes prototypes as a means to gain rapid feedback and reduce the uncertainty inherent in developing new solutions. See the SAFe Design Thinking guidance and the SAFe Customer Centricity guidance.

QUESTION NO: 12

Which of the below are core SAFe values?

A. Shared Ownership

B. Visibility

C. High Quality

D. Alignment

ANSWER: D

Explanation:

Alignment is a core SAFe value. SAFe identifies four core values that provide the behavioral and cultural foundation for organizations adopting the framework: alignment, built-in quality, transparency, and program execution. Alignment means that people and teams across the enterprise share a common understanding of strategy, goals, priorities, and intended outcomes. It connects enterprise strategy and portfolio direction to Agile Release Trains, teams, and individual work, helping decentralized decision-making remain focused on the same business objectives. SAFe promotes alignment through mechanisms such as strategic themes, portfolio and product vision, roadmaps, backlogs, PI Planning, and frequent synchronization events. These practices create a shared mission while allowing teams to adapt their implementation details based on local knowledge. This value is particularly important at scale because many teams and stakeholders must coordinate their work without relying on command-and-control management. By establishing clarity of purpose and priorities, alignment supports faster decisions, effective collaboration, and consistent delivery of value. The official SAFe overview of its values is available at SAFe Core Values. Additional context on how SAFe connects strategy to execution is available at Lean-Agile Leadership.

QUESTION NO: 13

Which of the below are pillars of the SAFe House of Lean? (Choose Two)

A. Value

B. Flow

C. Lean-Agile Leadership

D. Innovation

ANSWER: B D

Explanation:

The correct selections are **Flow** and **Innovation**. In SAFe, the House of Lean is a model that summarizes the mindset and practices needed to deliver value effectively in an enterprise. Its roof is Value, and Lean-Agile Leadership forms the

foundation that supports the entire house. Between those elements are the four pillars: Respect for People and Culture, Flow, Innovation, and Relentless Improvement.

Flow is a pillar because SAFe emphasizes moving work smoothly and rapidly through the value stream. Teams and Agile Release Trains improve flow by visualizing work, limiting work in process, reducing bottlenecks, and applying a pull-based system so that value can be delivered more predictably. Innovation is also a pillar because organizations need dedicated capacity, learning, experimentation, and time for exploration to solve problems and sustain long-term competitiveness. SAFe specifically recognizes innovation as essential for continuously improving products, solutions, and ways of working while delivering value in the present.

The official SAFe House of Lean overview illustrates these four pillars and their relationship to value and leadership. See the SAFe House of Lean and the SAFe Continuous Learning Culture guidance.

QUESTION NO: 14

Which of the below are dimensions of the Agile Product Delivery competency? (Choose two)

A. Develop on Cadence; Release on Demand

B. DevOps and the Continuous Delivery Pipeline

C. Continually Evolve Live Systems

D. Customer Centricity and Design Thinking

ANSWER: A B D

Explanation:

Agile Product Delivery is a SAFe core competency focused on building customer-centric products and solutions that deliver value continuously. Its dimensions include **Customer Centricity and Design Thinking**, which guide teams and ARTs to understand customer needs, define desirable solutions, and validate outcomes. **Develop on Cadence; Release on Demand** establishes a predictable development rhythm while allowing the business to release value when market and customer conditions warrant it. **DevOps and the Continuous Delivery Pipeline** provides the technical and cultural capabilities needed to build, test, deploy, and release solutions quickly, reliably, and with appropriate quality. Therefore, all three of these supplied choices are valid dimensions of the competency, even though the question instruction says to choose two. SAFe describes Agile Product Delivery and its dimensions in the official framework at SAFe Agile Product Delivery. The customer-focused practices supporting this competency are further detailed at SAFe Customer Centricity.

QUESTION NO: 15

What is an anti-pattern for the IP Iteration? (Choose two.)

A. To wait for the IP Iteration to fix defects

B. To ensure all stories and teams' PI plans are completed prior to the IP Iteration

C. To plan work for the IP Iteration during PI Planning

D. To minimize lost capacity when people are on vacation or holidays

E. To allow for sufficient capacity in the program roadmap

ANSWER: B C

Explanation:

The IP Iteration is a dedicated, recurring part of every Program Increment that provides time for innovation, continuing education, planning, and the Inspect and Adapt event. It is intentionally not a buffer used to absorb incomplete planned work. Therefore, *To ensure all stories and teams' PI plans are completed prior to the IP Iteration* is an anti-pattern when it treats

the iteration as a deadline or contingency period for finishing the PI's committed delivery work. Teams should plan realistically throughout the PI rather than relying on this final iteration to protect an overcommitted plan.

To plan work for the IP Iteration during PI Planning is also an anti-pattern because detailed IP Iteration activities often need to remain flexible until the ART has learned from work completed during the PI. While the ART reserves capacity for the IP Iteration as part of PI planning, it should not fill that capacity with predefined feature delivery work. Preserving this time enables teams and the ART to address emerging innovation opportunities, learning, improvement work, and the Inspect and Adapt workshop effectively. See SAFe's guidance on the IP Iteration and its Inspect and Adapt event.

QUESTION NO: 16

The core SAFe values are Transparency, Alignment, Program Execution and_____?

A. Customer Centricity

B. High Quality

C. Built-in Quality

D. Business Agility

ANSWER: C

Explanation:

Built-in Quality completes the four core values of SAFe: alignment, transparency, built-in quality, and program execution. This value means quality is not deferred to a final inspection or testing phase; instead, every role and team builds quality into their work continuously. SAFe describes built-in quality through practices and standards that apply across the solution, including flow, architecture and design quality, code quality, system quality, and release quality. By treating quality as an inherent responsibility throughout development, organizations create reliable solutions, reduce rework, and can deliver value predictably. This is essential to effective program execution because teams need a stable, trustworthy increment of the solution at the end of each iteration and program increment. It also supports transparency and alignment by making quality expectations visible and shared across the Agile Release Train. The official SAFe guidance identifies Built-In Quality explicitly as one of its four core values and explains how it enables sustainable, high-quality delivery. See SAFe Core Values and Built-In Quality.

QUESTION NO: 17

Which of the below are rules for building Architectural runway? (Choose Three)

A. Time is not of the essence. Architecture takes long to implement

B. Time is of the essence. It should take no more than a few iterations to implement and prove the new technology

C. Credit goes to working solutions, not models and designs

D. Feature teams validate the new architecture

ANSWER: B C D

Explanation:

An Architectural Runway consists of the existing code, components, and technical infrastructure needed to support near-term business features without excessive redesign or delay. Building it effectively requires fast, evidence-based learning rather than lengthy up-front architecture work. "Time is of the essence. It should take no more than a few iterations to implement and prove the new technology" reflects SAFe's expectation that architectural initiatives rapidly reduce uncertainty and establish usable technical capability. The runway must be extended in time to enable upcoming features and avoid becoming a delivery bottleneck.

"Credit goes to working solutions, not models and designs" is also a core practical rule. Architecture provides value when it is implemented, integrated, and demonstrably supports solution development—not merely when plans, diagrams, or designs

are produced. Finally, “Feature teams validate the new architecture” is correct because the teams building customer-facing functionality provide the real operational validation: they use the architecture in delivery, expose integration concerns, and confirm that it supports the required quality attributes and feature flow. This reinforces SAFe’s Lean-Agile approach of decentralized implementation feedback and continuous validation. See the SAFe Architectural Runway guidance and SAFe architecture overview.

QUESTION NO: 18

During PI Planning, which two tasks are part of the Scrum Master's role in the first team breakout? (Choose two.)

A. Review and reprioritize the Team Backlog as part of the preparatory work for the second team breakout

B. Facilitate the coordination with other teams for dependencies

C. Provide clarifications necessary to assist the team with their story estimating and sequencing

D. Identify as many risks and dependencies as possible for the Management Review

E. Be involved in the Program Backlog refinement and preparation

ANSWER: B D

Explanation:

During the first team breakout, the Scrum Master serves as the team’s servant leader and facilitator while the team translates the planning context into an initial, feasible PI plan. “Facilitate the coordination with other teams for dependencies” is a core part of this responsibility because team plans must be aligned with the work, sequencing, and commitments of other Agile Teams on the ART. The Scrum Master helps make those cross-team interactions visible, ensures the right conversations occur, and supports timely follow-up as plans develop.

“Identify as many risks and dependencies as possible for the Management Review” is also appropriate because the first breakout is specifically intended to surface plan risks, constraints, and dependencies early. The Scrum Master facilitates the team’s discussion and captures issues that may require ART-level attention during the management review and problem-solving activity. Early visibility enables leaders and teams to evaluate whether the emerging plan is realistic and to adjust scope, sequencing, staffing, or dependency agreements before the final plan review and confidence vote. SAFe describes PI Planning as a collaborative event in which teams create plans, identify dependencies, and address risks. See SAFe PI Planning and SAFe Scrum Master/Team Coach.

QUESTION NO: 19

What is the recommended frequency range for PI Planning in SAFe?

A. Every 12 to 16 weeks

B. Every 8 to 12 weeks

C. Every 4 to 6 weeks

D. Every 6 to 8 weeks

ANSWER: B

Explanation:

Every 8 to 12 weeks is the recommended frequency range because PI Planning is held at the beginning of each Program Increment (PI). In SAFe, a PI is a fixed timebox in which an Agile Release Train aligns around a shared mission, plans and executes a set of objectives, integrates work, and delivers incremental value. Keeping the PI within an 8-to-12-week cadence gives teams sufficient time to complete several iterations of development while maintaining regular alignment across the ART and with key stakeholders.

A common implementation uses four development iterations followed by an Innovation and Planning iteration, producing a roughly 10-week PI. At the PI Planning event, business owners, product management, architects, Scrum Masters, and teams collaborate to establish PI Objectives, identify dependencies, assess risks, and create a coordinated plan. Repeating this planning event once per PI ensures that strategy, priorities, capacity, and execution remain synchronized at an appropriate cadence rather than relying on long-range plans that can become outdated. See SAFe's descriptions of the Program Increment and PI Planning.

QUESTION NO: 20

DevOps is part of which Business Agility core competency?

A. Continuous Learning

B. Enterprise Solution Delivery

C. Lean-Agile Leadership

D. Agile Product Delivery

ANSWER: D

Explanation:

Agile Product Delivery is correct because SAFe defines it as the customer-centric approach for developing and delivering solutions that provide value continuously. This competency brings together customer centricity and design thinking, developing on cadence and releasing on demand, and the DevOps competency. DevOps is therefore not merely a technical practice adjacent to SAFe; it is an integral part of Agile Product Delivery. It enables the organization to improve the flow of value by aligning development, operations, security, quality, and other delivery stakeholders around shared responsibility for building, validating, deploying, and operating solutions. In SAFe, DevOps capabilities support a continuous delivery pipeline, allowing teams and Agile Release Trains to release value when market and customer conditions warrant rather than being constrained by infrequent, large release events. This connection helps enterprises achieve the speed, quality, resilience, and learning needed for Business Agility. SAFe's description of Agile Product Delivery explicitly identifies DevOps as one of its three dimensions. See the SAFe Agile Product Delivery guidance and the SAFe DevOps overview.

QUESTION NO: 21

Which two statements describe a good feature? (Choose two.)

A. It contains a benefit hypothesis

B. It includes acceptance criteria

C. It is assigned to one individual developer

D. It contains all implementation tasks

E. It defines a permanent scope contract

ANSWER: A B

Explanation:

A good feature provides a clear benefit hypothesis and acceptance criteria. The benefit hypothesis explains the expected business or customer outcome and gives the ART a basis for understanding why the feature is valuable. It supports outcome-oriented discussion rather than focusing only on output.

Acceptance criteria describe the conditions needed to confirm that the feature is complete and behaving as intended. They help teams understand the feature scope and support validation during development and system demonstrations. Features are typically sized to be implemented within a PI and are decomposed into stories by Agile Teams; they are not intended to be detailed task plans or permanent fixed-scope contracts. See SAFe Features and Capabilities.

QUESTION NO: 22

Which two practices support the SAFe principle of visualizing and limiting work in process? (Choose two.)

A. Using Kanban systems

B. Establishing WIP limits

C. Increasing batch size before integration

D. Assigning all work at the beginning of the PI

E. Measuring individual utilization

ANSWER: A B

Explanation:

Using Kanban systems and establishing WIP limits support the SAFe principle of visualizing and limiting work in process. A Kanban system makes the flow of work visible, including the states work passes through, the policies that govern movement, and where work is accumulating. This transparency helps teams and leaders identify bottlenecks and manage flow.

WIP limits restrict the amount of work allowed in a given state or system. By reducing excessive multitasking and preventing more work from entering a constrained stage, limits encourage completion of current work before starting additional work. This improves focus, exposes constraints, and can reduce cycle time. See SAFe Team Kanban and SAFe Lean-Agile Principles.

QUESTION NO: 23

The bigger the system, the _____ endemic quality is

A. higher

B. lower

C. less important

D. more important

ANSWER: D

Explanation:

“More important” correctly completes the statement because SAFe treats quality as an essential, built-in property of the solution rather than something inspected in at the end. As a system grows in scale, it contains more components, interfaces, dependencies, users, and operational conditions. This increased complexity makes endemic qualities—such as reliability, performance, security, scalability, usability, and maintainability—progressively more significant to the solution’s ability to deliver value. These qualities must be designed into the architecture and continuously validated throughout development, since defects or gaps in them become increasingly costly and difficult to address after integration or release. SAFe’s Built-In Quality practice emphasizes that quality is everyone’s responsibility and requires continuous attention to flow, architecture and design quality, code quality, system quality, and release quality. Larger systems especially require intentional engineering practices and objective measures to ensure they remain fit for purpose while evolving. The statement reflects SAFe’s principle that the importance of endemic quality rises with system size and complexity. See the SAFe Built-In Quality guidance and the SAFe Architectural Runway article.

QUESTION NO: 24

What are the three inputs to PI Planning? (Choose three.)

A. Vision

B. Ready user stories

C. Program Roadmap

D. Top-10 Features list

E. A set of PI Objectives

ANSWER: A C D

Explanation:

PI Planning begins with shared strategic and product direction so that all Agile Release Train participants can align their plans to the enterprise's intended outcomes. **Vision** is an input because it communicates the future solution direction and the customer and business outcomes the ART is expected to achieve. **Program Roadmap** is an input because it provides the longer-term view of planned milestones, features, and delivery horizons that helps teams understand how the upcoming PI contributes to the broader solution trajectory. **Top-10 Features list** is an input because prioritized Program Backlog features give teams the near-term work scope they need to decompose, estimate, sequence, identify dependencies for, and incorporate into PI Objectives during the planning event. Together, these inputs connect strategy, future direction, and prioritized work, enabling teams and business stakeholders to collaboratively establish a realistic PI plan. SAFe describes PI Planning as an event where the ART aligns on a common mission and plans the work needed for the upcoming Program Increment; the business context, vision and roadmap, and prioritized features establish the essential planning context. See SAFe PI Planning and SAFe Program Backlog.

QUESTION NO: 25

To lead a successful change, it is key to.....?

(Choose Three)

A. empower employees

B. start the change immediately and develop the vision later

C. create short-term wins

D. anchor new approaches in culture

ANSWER: A C D

Explanation:

Successful organizational change requires leaders to help people move from understanding a new direction to adopting and sustaining new behaviors. **empower employees** is essential because people closest to the work need the authority, skills, information, and support to remove impediments and act on the change. Change cannot scale if every decision must wait for a senior leader. Leaders must also **create short-term wins**. Visible, meaningful early results build confidence, demonstrate that the change is producing value, and maintain momentum while broader improvements take hold. Finally, leaders need to **anchor new approaches in culture** so that the desired ways of working become part of normal organizational behavior, leadership expectations, onboarding, and performance practices. In SAFe, leading change is a Lean-Agile leadership responsibility: leaders model the behaviors, communicate the case for change, and reinforce the new operating model over time. These practices align with the change-management steps described by Kotter and support SAFe's focus on building and sustaining a Lean enterprise. See SAFe: Leading Change and Kotter's 8-Step Process for Leading Change.