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SAFe for Teams SP (6.0) - SAFe Practitioner

Scaled Agile SP-SAFe-Practitioner

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QUESTION NO: 1

The Release Train Engineer is a servant leader who displays which two actions or behaviors? (Choose two.)

- A. You have reached the max number of allowed answers
- B. Establishes Feature acceptance criteria
- C. Listens and supports teams in problem identification and decision-making
- D. Identifies market needs
- E. Leads by example
- F. Owns Vision and Roadmaps, Program Backlog, and ROI

ANSWER: C E

Explanation:

“Listens and supports teams in problem identification and decision-making” is a core Release Train Engineer servant-leadership behavior. The Release Train Engineer supports the Agile Release Train by helping teams and stakeholders surface problems, work through decisions, resolve impediments, and improve the flow of value. This requires active listening, facilitation, coaching, and enabling collaboration rather than directing the work of the teams.

“Leads by example” is also correct because the Release Train Engineer models the Lean-Agile mindset, SAFe values, and expected collaborative behaviors. By demonstrating transparency, respect for people, continuous learning, problem-solving, and a commitment to relentless improvement, the Release Train Engineer helps establish the culture in which the Agile Release Train can perform effectively. The role serves the train and its teams, facilitating ART events and processes while fostering an environment where decentralized decision-making and continuous improvement can thrive. These behaviors reflect the RTE’s responsibility as a servant leader and coach for the ART. See the [SAFe Release Train Engineer guidance](#) and the [SAFe Lean-Agile Leadership article](#).

QUESTION NO: 2

Which two examples are appropriate uses of Enabler Stories? (Choose two.)

- A. Explore technical alternatives for a future Feature
- B. Create automated security validation for the delivery pipeline
- C. Deliver a customer-facing report requested by a user
- D. Assign business value to Team PI Objectives
- E. Replace all acceptance criteria with technical design documents

ANSWER: A B

Explanation:

Enabler Stories support the exploration, architecture, infrastructure, or compliance work needed to deliver future business functionality. Exploring a technical alternative reduces uncertainty before implementation, while creating automated security validation supports the technical foundation and quality needed for delivery.

A customer-facing capability should normally be expressed as a user story, and assigning business value to PI Objectives is a PI Planning activity rather than Enabler work.

QUESTION NO: 3

What is the first step in Kotter's 8-step process for leading change?

- A. Generate short-term wins
- B. Enlist a volunteer army
- C. Create a sense of urgency
- D. Build a guiding coalition

ANSWER: C

Explanation:

“Create a sense of urgency” is the first step in Kotter’s eight-step process for leading change. Kotter’s model begins by helping people recognize that maintaining the status quo carries meaningful risks or that a compelling opportunity requires prompt action. Leaders establish urgency by communicating credible evidence about external shifts, customer needs, competitive pressures, operational problems, or strategic opportunities. The objective is to move people beyond complacency and create shared determination to begin the change effort.

In a SAFe environment, this shared understanding is important because significant change—such as adopting Lean-Agile ways of working or improving value delivery—requires broad engagement across teams and leadership. A well-founded sense of urgency provides the energy and commitment needed for people to participate actively in the transformation and support the work that follows. Kotter identifies this step as the foundation for mobilizing the organization around change. See [Kotter’s 8 Steps for Leading Change](#) and Scaled Agile’s guidance on [Organizational Agility](#).

QUESTION NO: 4

Which three questions should each team member answer during the daily stand-up? (Choose three.)

Are there any impediments that will prevent the team from meeting the Iteration goals?

- A. How am I splitting the Solutions into Capabilities and Enablers?
- B. How am I optimizing the full Solution?
- C. What did I do yesterday to advance the Iteration goals?
- D. What will I do today to advance the Iteration goals?
- E. How I am contributing to an environment of continuous change?
- F. Are there any impediments that will prevent the team from meeting the Iteration goals?

ANSWER: C D F

Explanation:

A Daily Stand-up is a short, timeboxed synchronization event held each day of an Iteration. Its purpose is to help Agile Team members coordinate their immediate work toward the Iteration Goals, make plans visible, and surface obstacles early enough for the team to address them. The questions “What did I do yesterday to advance the Iteration goals?” and “What will I do today to advance the Iteration goals?” establish a practical connection between completed work, planned work, and the team’s shared Iteration commitment. They promote transparency and enable team members to identify needed collaboration or handoffs.

“Are there any impediments that will prevent the team from meeting the Iteration goals?” is the essential third prompt because it makes risks, blockers, and dependencies explicit. Identifying an impediment is not intended to turn the stand-up into a problem-solving meeting; rather, it allows the appropriate people to follow up quickly after the event. Together, these prompts keep the discussion focused on team progress and the achievement of Iteration Goals. SAFe describes the Daily Stand-up as a team synchronization practice during the Iteration; see [SAFe Iteration](#) and [SAFe Team and Technical Agility](#).

QUESTION NO: 5

Which two actions are appropriate during an Iteration Retrospective? (Choose two.)

- A. Inspect the team's process and ways of working
- B. Identify improvement actions for a future Iteration
- C. Demonstrate completed Stories to stakeholders
- D. Assign business value to Team PI Objectives
- E. Accept completed Stories on behalf of the Product Owner

ANSWER: A B

Explanation:

The Iteration Retrospective is the team event for inspecting how the team worked during the Iteration and identifying practical improvements. The team discusses its process, collaboration, quality practices, and flow, then agrees on improvement actions it can apply in a future Iteration.

Demonstrating completed Stories is the purpose of the Iteration Review. Assigning business value to PI Objectives occurs during PI Planning, and accepting Stories remains a Product Owner responsibility.

QUESTION NO: 6

Which two statements correctly describe SAFe flow metrics? (Choose two.)

- A. Flow time measures the elapsed time from start to completion
- B. Flow velocity measures completed flow items over time
- C. Flow load measures the business value assigned to PI Objectives
- D. Flow efficiency measures the number of items completed per Iteration
- E. Flow distribution measures the percentage of time spent in active development

ANSWER: A B

Explanation:

Flow time measures the elapsed time from when a work item enters a workflow until it is completed. It includes both active work time and time spent waiting, blocked, or in queues. This customer-relevant measure helps teams identify delays in the end-to-end flow of value.

Flow velocity measures the number of completed flow items over a specific period. It provides visibility into throughput and can help teams understand whether their delivery system is producing value at a sustainable rate. Flow load is the number of flow items currently in progress, not the amount of completed work.

QUESTION NO: 7

A User Story includes which three things? (Choose three.)

- A. Who
- B. Level of Risk
- C. Why
- D. What

E. Definition of Done

F. How

ANSWER: A C D

Explanation:

A User Story commonly expresses three essential elements: the person or role being served, the capability or outcome they need, and the benefit or reason that makes the work valuable. These are captured in the familiar user-story template: “As a *who*, I want *what*, so that *why*.” “Who” identifies the user or customer perspective, keeping the story focused on a real stakeholder rather than a technical implementation. “What” describes the desired functionality or need at an appropriate level of detail for incremental delivery. “Why” states the intended value, benefit, or outcome, helping the Agile Team and Product Owner make informed prioritization decisions and validate that the story supports customer needs.

In SAFe, stories are short descriptions of functionality written from the user’s perspective. Their details are refined collaboratively through conversations with the Product Owner and team, while acceptance criteria clarify the conditions for accepting the completed story. The who-what-why structure provides the initial concise expression of that customer-centered requirement and supports effective backlog refinement. See [SAFe Stories](#) and the [Agile Alliance definition of user stories](#).

QUESTION NO: 8

What are two ways to describe a cross-functional Agile Team?

- A. They can define, build, & test an increment of value.
- B. They are optimized for communication & delivery of value.
- C. They are made up of members, each of whom can define, develop, test, & deploy the system.
- D. They deliver value every six weeks.
- E. They release customer products to production continuously.

ANSWER: A B

Explanation:

A cross-functional Agile Team has, collectively, the skills needed to define, build, test, and deliver an increment of value during an Iteration. This end-to-end capability allows the team to turn a customer need into a working solution without relying on sequential functional handoffs for its core work. Team members contribute different specialties and collaborate closely to achieve the shared Iteration Goal and produce valuable outcomes.

Such a team is also optimized for communication and the delivery of value. Working together across the activities required to create a solution improves fast feedback, shared understanding, coordinated decision-making, and flow. In SAFe, Agile Teams are the fundamental building blocks of an Agile Release Train and are expected to plan, execute, inspect, and adapt together while producing value in short iterations. Cross-functionality describes the capabilities held by the team as a whole; it does not require every individual to be able to perform every role or activity. See [SAFe Agile Teams](#) and [SAFe Scrum](#).

QUESTION NO: 9

An Agile Team has completed the planned development work early in the Innovation and Planning Iteration. A stakeholder asks the team to fill the remaining time by starting additional Features. What is the most appropriate response?

- A. Use the time for innovation, planning, and improvement activities
- B. Start the highest-priority Feature from the next PI
- C. Extend the current Iteration until all available capacity is consumed
- D. Defer all improvement work until the next PI Planning event

ANSWER: A

Explanation:

The team should use the Innovation and Planning Iteration for its intended purposes: innovation, planning, Inspect and Adapt activities, education, and other work that supports the team and ART's ability to deliver value in future PIs. The IP Iteration is deliberately reserved to provide time for learning, improvement, and preparation rather than becoming another regular delivery Iteration.

Starting additional Features may appear efficient locally, but it consumes capacity needed to address technical debt, improve the delivery system, prepare for the next PI, or participate effectively in the Inspect and Adapt event. Teams may complete necessary work when appropriate, but the primary purpose of the IP Iteration should be preserved.

QUESTION NO: 10

Which two views does the Iteration review provide into the program? (Choose two.)

- A. How the team is responding to the stakeholders
- B. How the team is doing on the Program Increment
- C. How the team is increasing empowerment
- D. How the team is demonstrating transparency of decision-making
- E. How the team did on the Iteration

ANSWER: B E

Explanation:

The Iteration Review provides visibility at two complementary levels: **how the team is doing on the Program Increment** and **how the team did on the Iteration**. At the end of each Iteration, the Agile Team demonstrates completed, working Stories to the Product Owner and relevant stakeholders. This creates an objective, evidence-based view of the value delivered during that Iteration, including progress against the Iteration Goals and the work accepted as done. The review also places that Iteration's outcomes in the broader PI context. By inspecting completed work and its contribution to planned objectives, the team and stakeholders can understand progress toward the Team PI Objectives and the intended business and technical outcomes for the PI. This regular inspection supports timely feedback and informed adjustment of upcoming backlog work, while keeping teams aligned with PI commitments and value delivery. In SAFe, the Iteration Review is therefore both a review of the team's most recent increment and a checkpoint on its continuing progress through the Program Increment. See the [SAFe Iteration Review](#) guidance and the [SAFe Team and Technical Agility](#) article.

QUESTION NO: 11

What is the focus of Lean Thinking?

- A. Reducing delays
- B. Implementing objective measures of progress
- C. Ensuring respect for people and culture
- D. Moving to an iterative development process

ANSWER: A

Explanation:

Reducing delays is correct because Lean Thinking seeks to maximize customer value by improving the flow of work and eliminating waste. In SAFe, delay is a particularly damaging form of waste: when work waits in queues, feedback arrives

late, decisions are deferred, and value reaches customers more slowly. Delays also tend to increase uncertainty, inventory, rework, and the cost of responding to changing needs. Lean practitioners therefore work to shorten lead times, reduce handoffs and queue sizes, limit work in process, build quality into the work, and organize teams and value streams for a faster, more reliable flow of value. This focus is consistent with SAFe's Lean-Agile mindset and its emphasis on applying Lean principles to optimize the entire value stream rather than isolated activities. Reducing delays supports more frequent learning, earlier customer feedback, improved predictability, and faster delivery of meaningful outcomes. SAFe describes Lean thinking as a foundation for creating value through efficient flow and continuous improvement; its guidance on flow explicitly identifies reducing delays as a key objective. See the [SAFe Lean-Agile Mindset](#) and [SAFe Team Flow](#).

QUESTION NO: 12

Which two statements describe the purpose of the System Demo? (Choose two.)

- A. It demonstrates integrated functionality from the ART
- B. It provides stakeholders with an opportunity to give feedback
- C. It is used by each team to estimate Stories for the next Iteration
- D. It replaces the need for a PI System Demo
- E. It is limited to completed work from one Agile Team

ANSWER: A B

Explanation:

The System Demo provides an integrated view of the solution increment produced by the ART. It gives stakeholders objective evidence of progress by demonstrating working functionality rather than relying on status reports. It also creates a regular opportunity to obtain feedback that can influence upcoming work.

The System Demo is not a team-only planning session and does not replace the PI System Demo at the Inspect and Adapt event.

QUESTION NO: 13

Which two statements best describe elements of Continuous Delivery? (Choose two.)

- A. Development and test environments should be separate from production
- B. Automate testing Features and nonfunctional requirements
- C. Maintain manual deployment
- D. Maintain a staging environment that emulates production
- E. Deploy to staging every third Iteration

ANSWER: B D

Explanation:

Continuous Delivery is a set of technical and organizational practices that keeps solution changes in a deployable state and enables teams to release value safely, quickly, and on demand. "Automate testing Features and nonfunctional requirements" is essential because automated tests provide fast, repeatable evidence that both functional behavior and critical quality attributes—such as security, performance, reliability, and usability—continue to meet expectations as changes are integrated. This rapid feedback supports high quality while reducing the risk and delay associated with manual validation.

"Maintain a staging environment that emulates production" is also a core Continuous Delivery practice. A production-like staging environment allows teams to validate integrated changes under conditions that closely reflect the live system before release. It helps identify environment, configuration, integration, and operational issues early, so releases are more

predictable and lower risk. Together, automated validation and production-like staging support SAFe's Continuous Delivery Pipeline by enabling frequent, reliable delivery of value. SAFe describes Continuous Delivery as the ability to deliver changes to users safely, quickly, and sustainably; its pipeline includes continuous exploration, integration, deployment, and release on demand. See [SAFe Continuous Delivery Pipeline](#) and [SAFe Continuous Integration](#).

QUESTION NO: 14

Which two statements describe the responsibilities of the Product Owner? (Choose two.)

- A. To be a single voice for the Customer and stakeholders
- B. To own and manage the Team Backlog
- C. To ensure the team follows Agile principles and practices
- D. To protect the team from external forces
- E. To coach the team

ANSWER: A B

Explanation:

"To be a single voice for the Customer and stakeholders" and "To own and manage the Team Backlog" are core Product Owner responsibilities in SAFe. The Product Owner is the customer-facing member of the Agile Team: they represent customer and stakeholder needs in the team's day-to-day work and ensure the team has the context needed to build valuable solutions. This includes ongoing engagement to clarify needs, collect feedback, and help validate that completed stories deliver the intended outcome.

The Product Owner also has responsibility for the Team Backlog. In practice, this means creating, refining, ordering, and maintaining stories so that they are ready for implementation. The Product Owner works with Product Management, which supplies the broader product vision, roadmap, and feature priorities, then translates and decomposes relevant work into actionable stories for the Agile Team. By prioritizing the Team Backlog according to value, dependencies, risk, and learning, the Product Owner helps the team focus on the most important work each iteration and during PI execution. SAFe also identifies the Product Owner as responsible for accepting stories when they meet the agreed acceptance criteria and Definition of Done. See [SAFe Product Owner](#) and [SAFe Team Backlog](#).

QUESTION NO: 15

Iteration planning, Iteration review, and backlog refinement are examples of which type of event

- A. PI event
- B. Team event
- C. Sync event
- D. Program event

ANSWER: B

Explanation:

Team event is correct because Iteration planning, backlog refinement, and the Iteration review are activities conducted by an Agile Team as part of its regular Iteration cadence. They help the team prepare and align on the Iteration's work, clarify upcoming backlog items and acceptance criteria, validate completed work with stakeholders, and incorporate feedback. These events support the team's ability to deliver a working, tested increment of value each Iteration while maintaining transparency and continuous collaboration with the Product Owner and relevant stakeholders. In SAFe, Iteration planning establishes the team's Iteration Goals and plan, refinement keeps the Team Backlog ready for future Iterations, and the Iteration review provides an opportunity to assess the increment and gather feedback. Together with other team-level practices such as the daily stand-up and Iteration retrospective, these are part of the operating rhythm that enables Agile

Teams to execute predictably within the broader Agile Release Train cadence. SAFe describes these ceremonies and their purpose in its guidance on [Iteration Planning](#) and the [Iteration Review](#).

QUESTION NO: 16

What is the typical timebox in which to complete a User Story?

- A. One iteration
- B. One month
- C. One year
- D. One PI

ANSWER: A

Explanation:

One iteration is the typical timebox for completing a User Story in SAFe. Stories are small, customer-centric descriptions of functionality that are implemented by an Agile Team. Keeping each story small enough to finish within a single iteration enables the team to plan realistically, build and validate a complete increment of value, and obtain feedback frequently. In SAFe, iterations are fixed-length timeboxes—commonly two weeks—during which teams apply a regular cadence for planning, execution, review, and improvement. A story that cannot reasonably be completed within that iteration should be refined and split into smaller, independently valuable stories before or during iteration planning. This sizing practice supports predictable flow through the Team Backlog, makes work visible, and helps teams meet their iteration goals while producing an integrated, tested increment. The story's completion includes the work needed to satisfy its acceptance criteria and the team's Definition of Done, rather than merely starting development work. SAFe describes stories as the primary means of expressing customer needs in the Team Backlog and states that they are intended to be completed within an iteration. See the [SAFe Story article](#) and the [SAFe Iteration article](#).

QUESTION NO: 17

During the Inspect and Adapt event, how are reflection, data collection, problem solving, and identification of improvement actions used?

- A. To evaluate better implementation steps
- B. To enhance and improve the Innovation and Planning practices
- C. To help the team bond and work more efficiently together
- D. To increase the quality and reliability of the next PI

ANSWER: D

Explanation:

Reflection, data collection, problem solving, and identification of improvement actions are used **to increase the quality and reliability of the next PI**. Inspect and Adapt is the significant end-of-PI event where the Agile Release Train evaluates the outcomes of the PI and determines the most valuable systemic improvements to carry forward. Participants use quantitative and qualitative data—such as PI objectives, flow and quality measures, solution results, and stakeholder feedback—to understand actual performance. They then reflect on what was learned and apply a structured problem-solving workshop to investigate important issues, identify root causes, and define improvement backlog items. These improvement actions are prioritized and owned so that meaningful changes can be planned and implemented in the following PI. This closes the feedback loop: evidence from the completed PI informs concrete actions that improve the ART's ability to deliver value predictably, with stronger built-in quality and greater reliability. SAFe describes Inspect and Adapt as an event focused on evaluating the current solution state and improving the ART's processes and practices for the next planning interval. See [Scaled Agile Framework: Inspect and Adapt](#) and [Scaled Agile Framework: Problem-Solving Workshop](#).

QUESTION NO: 18

What are two reasons Agile development is more beneficial than waterfall development? (Choose two.)

- A. It requires phase-gate approvals to ensure that everyone is moving together
- B. It increases productivity and employee engagement
- C. It allows businesses to deliver value to the market more quickly
- D. It relies on external provider dependencies
- E. It allows management to track project progress based on steering committees and metrics

ANSWER: B C

Explanation:

Agile development increases productivity and employee engagement because it organizes work around empowered, cross-functional teams that collaborate closely, make day-to-day decisions, and continuously improve how they work. In SAFe, teams apply Lean-Agile principles such as building quality in, visualizing work, limiting work in process, and using regular feedback to identify and address impediments. This way of working helps people focus on delivering valuable outcomes rather than merely completing sequential project phases.

Agile also allows businesses to deliver value to the market more quickly by delivering in small increments instead of waiting until the end of a long development lifecycle. Frequent integration, iteration reviews, system demonstrations, and customer feedback enable teams to validate assumptions early and adapt to changing needs. SAFe's Continuous Delivery Pipeline supports this flow of value through continuous exploration, integration, deployment, and release on demand. These practices reduce the time between an idea and usable value for customers. See the [SAFe Lean-Agile Mindset](#) and the [SAFe Continuous Delivery Pipeline](#).

QUESTION NO: 19

What type of visibility should Product Owners provide during the Agile Release Train Sync?

- A. Visibility into program Epics and Features
- B. Visibility into analysis, approval, and Feature readiness for implementation
- C. Visibility into backlog items
- D. Visibility into scope and priority adjustments

ANSWER: B

Explanation:

Visibility into analysis, approval, and Feature readiness for implementation is the appropriate contribution from Product Owners during the Agile Release Train Sync. Product Owners are responsible for ensuring that the work entering their teams is sufficiently understood, refined, and prepared to support effective delivery. In the ART Sync's Product Owner-focused coordination, they communicate the state of Feature analysis and readiness, including whether the necessary decisions and approvals have been obtained for upcoming implementation work. This visibility enables Product Management, the Release Train Engineer, and other Product Owners to coordinate the flow of Features across teams, identify readiness concerns early, and maintain alignment between planned value and the ART's execution capacity. It also supports timely discussion of dependencies and conditions that may affect when a Feature can move into implementation. The ART Sync is specifically intended to provide alignment and visibility across the train, while Product Owners bring the team-level business and backlog-readiness perspective needed for reliable planning and delivery. See the SAFe guidance on the [ART Sync](#) and the [Product Owner](#) role.

QUESTION NO: 20

What is one method for reducing queue length?

- A. Leave capacity for newly emerging priorities
- B. Commit to deliver value by a specific date
- C. Resize the work
- D. Lengthen Iteration timeboxes

ANSWER: C

Explanation:

Resize the work is a method for reducing queue length because smaller work items move through the system more quickly and predictably. In SAFe, queues form whenever work arrives faster than the next activity can process it. Large items tend to remain in queues longer, create greater variability, and delay feedback. Splitting work into small, valuable slices reduces batch size, which improves flow by shortening the time items wait, are processed, and receive validation. Smaller items also make bottlenecks visible sooner and enable teams to complete and release value incrementally rather than holding work until a large batch is finished.

This practice directly supports SAFe Principle #6: visualize and limit work in process, reduce batch sizes, and manage queue lengths. Teams can resize work during backlog refinement and iteration planning by decomposing features and stories into independently testable slices that fit within a short planning horizon. At higher levels, organizations can also reduce batch size by sequencing epics and features into smaller increments. Managing work size in this way reduces delays and helps improve flow time, throughput, quality, and responsiveness to customer needs. See [SAFe Lean-Agile Principles](#) and [SAFe Team Backlog](#).

QUESTION NO: 21

Which of the following activities does SAFe recommend as the first activity of the Inspect and Adapt event?

- A. Quantitative measurement
- B. PI System Demo
- C. Retrospective and problem-solving workshop
- D. Agreement on the problems to solve

ANSWER: B

Explanation:

PI System Demo is the first activity of the Inspect and Adapt event. At the end of every Program Increment, the Agile Release Train holds this event to assess the integrated value delivered during the PI and identify meaningful improvement actions. The PI System Demo provides the initial, shared view of the solution as it actually works, demonstrating the Features completed by the ART in an integrated environment. This creates a factual foundation for the remainder of Inspect and Adapt: stakeholders, Business Owners, customers, and ART members can observe the current solution behavior and provide feedback based on demonstrable outcomes. Starting with the demonstration reinforces SAFe's emphasis on objective evidence, transparency, and frequent integration rather than relying only on status reporting. The ART then uses what was delivered, together with performance information and feedback gathered during the event, to evaluate results and pursue improvement opportunities. SAFe describes the PI System Demo as the first of the three primary parts of Inspect and Adapt; this sequence ensures that improvement discussions begin with a common understanding of the PI's integrated solution increment. See the [SAFe Inspect and Adapt guidance](#) and the [SAFe Program Increment overview](#).

QUESTION NO: 22

When should new approaches be anchored in an organization's culture?

- A. Culture should not be changed because SAFe respects the current culture.

- B. Culture change comes right after a sense of urgency is created in the organization.
- C. Culture change comes last as a result of changing work habits.
- D. Culture change needs to happen before the SAFe implementation can begin.

ANSWER: C

Explanation:

Culture change comes last as a result of changing work habits. In SAFe, an organization does not transform its culture merely by declaring new values or asking people to think differently. Lasting cultural change follows when people repeatedly adopt new ways of working, observe improved outcomes, and see that leaders consistently reinforce the associated behaviors and values. The new practices must first become credible through demonstrable results—for example, improved collaboration, faster learning, more reliable delivery, and better business outcomes. As those behaviors become routine, the organization can anchor them in its culture through leadership actions, recognition, coaching, measures, and ongoing improvement. This principle is reflected in the SAFe Implementation Roadmap's guidance that culture change comes last, not first: changing the underlying behaviors and the results they produce creates the foundation for sustainable cultural change. It also aligns with Kotter's change model, in which new approaches are anchored after their connection to organizational performance is clear. See [SAFe Implementation Roadmap](#) and [Kotter's 8-Step Process for Leading Change](#).

QUESTION NO: 23

Which two decisions are generally most appropriate to decentralize? (Choose two.)

- A. Decisions that are frequent and time-critical
- B. Decisions that require detailed local knowledge
- C. Decisions that establish enterprise strategy
- D. Decisions that significantly change portfolio investment levels
- E. Decisions that redefine the organization's strategic themes

ANSWER: A B

Explanation:

Decentralized decision-making is most effective when decisions are frequent, time-critical, and best informed by people close to the work. Allowing Agile Teams to make these decisions reduces delays and enables them to respond quickly within established guardrails.

Enterprise strategy and major investment decisions usually require broader alignment and are more appropriately centralized. Decentralization does not mean making every decision locally; it means assigning decision authority to the level with the necessary context while preserving alignment to the enterprise mission.

QUESTION NO: 24

Which statement defines the purpose of Iteration Planning?

- A. It is to analyze, approve, and ready Features for implementation
- B. It is to organize the work and define a realistic scope for the Iteration
- C. It is to break Stories into tasks that are achievable in the team's capacity
- D. It is to explore and implement program Epics and split them into Features to be further explored

ANSWER: B

Explanation:

It is to organize the work and define a realistic scope for the Iteration. Iteration Planning is a team event held at the beginning of each iteration, where Agile Team members and the Product Owner align on the work that can reasonably be completed during the timebox. The team reviews prioritized stories from the Team Backlog, clarifies acceptance criteria, considers capacity and dependencies, and determines the iteration goals. This produces an Iteration Backlog that represents a practical, shared plan for delivering value. The emphasis is not simply on decomposing work into tasks; rather, the purpose is to establish a realistic iteration scope based on priorities, available capacity, and the team's understanding of the work. During planning, teams may break stories into tasks as needed to improve clarity and forecast delivery, but that activity supports the larger goal of organizing and committing to an achievable set of work. A clear iteration plan improves alignment, makes progress visible, and gives the team a sound basis for coordinating daily work and inspecting results in the Iteration Review. See [Scaled Agile Framework: Iteration Planning](#) and [Scaled Agile Framework: Iteration Execution](#).

QUESTION NO: 25

Which statement is a principle of the Agile Manifesto?

- A. Measure everything
- B. Visualize and limit WIP, reduce batch sizes, and manage queue lengths
- C. Simplicity—the art of maximizing the amount of work not done—is essential
- D. Respect for people and culture

ANSWER: C

Explanation:

Simplicity—the art of maximizing the amount of work not done—is essential is one of the 12 principles behind the Agile Manifesto. This principle directs Agile teams to deliberately focus their effort on work that creates meaningful customer or business value, rather than treating activity, documentation, features, or process overhead as goals in themselves. It supports choosing the smallest practical solution, avoiding unnecessary scope, and continually asking whether a proposed piece of work is needed to achieve the intended outcome.

In practice, this principle helps a team prioritize valuable backlog items, deliver usable increments sooner, reduce handoffs and delays, and preserve capacity for learning and adaptation. “Work not done” does not mean cutting corners or neglecting quality. Instead, it means eliminating avoidable complexity and waste while still meeting the appropriate quality, security, and operational needs of the product. The principle aligns with iterative delivery because frequent feedback enables teams to validate what is valuable before investing further effort. The original wording of this principle is published by the Agile Manifesto authors in the [12 Principles behind the Agile Manifesto](#). SAFe also incorporates Agile development practices and values as part of its foundation; see [Agile Development on the SAFe Framework site](#).

QUESTION NO: 26

What is one way Lean-Agile leaders lead by example?

- A. By using the SAFe Implementation Roadmap to script the path for change
- B. By mastering the Seven Core Competencies of the Lean Enterprise
- C. By applying empathic design and focusing on Customer Centricity
- D. By modeling SAFe's Lean-Agile Mindset, values, principles, and practices

ANSWER: D

Explanation:

Lean-Agile leaders lead by example by modeling SAFe's Lean-Agile Mindset, values, principles, and practices. In SAFe, leadership is not limited to directing a transformation or delegating new ways of working; leaders are expected to

demonstrate the behaviors they want the enterprise to adopt. This includes embracing the Lean-Agile Mindset, which is grounded in the Agile Manifesto and Lean thinking, and consistently acting in alignment with SAFe's core values: alignment, transparency, respect for people, and relentless improvement. Leaders model these commitments through their own decisions, communication, learning, and collaboration. For example, they make work and impediments visible, seek feedback, support decentralized decision-making, foster psychological safety, and continuously improve how value flows through the organization. Practicing these behaviors builds trust and credibility, helping teams and stakeholders see that Lean-Agile change is an operational commitment rather than a slogan. SAFe identifies leading by example as a key responsibility of Lean-Agile leadership because lasting business agility requires leaders to embody the culture and practices they expect throughout the enterprise. See the [SAFe Lean-Agile Leadership](#) guidance and the [SAFe Lean-Agile Mindset](#) article.

QUESTION NO: 27

What are three practices of Extreme Programming (XP)? (Choose three.) You have reached the max number of allowed answers

- A. Behavior-driven development
- B. Intentional architecture
- C. Test-driven development
- D. Deployment automation
- E. Pair programming
- F. Continuous Integration

ANSWER: C E F

Explanation:

Test-driven development, pair programming, and continuous integration are foundational Extreme Programming practices that help Agile teams build quality into their work as it is created. Test-driven development has developers express expected behavior in automated tests before implementing the supporting production code. This provides rapid feedback, supports safe refactoring, and creates an executable specification of intended behavior. Pair programming places two people in active collaboration on the same development task, combining real-time review with knowledge sharing and collective ownership of the codebase. Continuous integration requires team members to integrate changes frequently and validate the integrated solution through automated builds and tests. Frequent integration makes issues visible early, reduces the risk and effort of late integration, and keeps the solution in a consistently validated state. Together, these practices reinforce the fast feedback, technical discipline, shared responsibility, and built-in quality emphasized by XP and by SAFe's team technical practices. SAFe identifies XP-inspired practices as key enablers of high-quality delivery by Agile teams. See the [SAFe Team and Technical Agility](#) guidance and the [Agile Alliance overview of Extreme Programming](#).

QUESTION NO: 28

Which statement correctly describes one aspect of the team's commitment at the end of PI Planning?

- A. A team commits to all the Features they put on the ART planning board
- B. A team commits only to the PI Objectives with the highest business value
- C. A team commits to all the Stories they put on their PI plan
- D. A team does not commit to uncommitted objectives

ANSWER: D

Explanation:

A team does not commit to uncommitted objectives. At the conclusion of PI Planning, Agile Teams formulate PI Objectives that summarize the business and technical outcomes they intend to achieve during the upcoming Program Increment. The team commits to its committed PI Objectives as part of the ART's plan and confidence vote. This commitment represents a realistic forecast based on the team's capacity, dependencies, risks, and the work planned for the PI. Teams may also identify uncommitted objectives when there is meaningful value in pursuing an outcome but uncertainty prevents a reliable commitment—for example, when an objective depends on resolving a significant risk or completing uncertain discovery work. These objectives are explicitly distinguished from the team's commitment. They provide transparency into possible additional value without creating an expectation that the team must deliver it. This distinction supports honest planning, protects sustainable delivery, and gives Business Owners and stakeholders a clear view of both the planned outcomes and the uncertainty surrounding potential stretch outcomes. See Scaled Agile's guidance on [PI Objectives](#) and [PI Planning](#).