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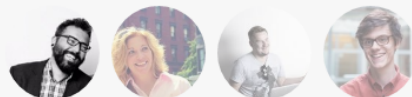
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Exam : **SAFe-Practitioner**

Title : **SAFe Practitioner Exam (6.0)**

Vendor : **Scrum**

Version : **DEMO**

NO.1 What can be used as a template for putting SAFe into practice within an organization?

- A. SAFe Core values
- B. SAFe Seven Core Competencies
- C. SAFe Implementation Roadmap
- D. SAFe Lean-Agile Principles

Answer: C

Explanation:

SAFe Implementation Roadmap is a template for putting SAFe into practice within an organization. It consists of an overview graphic and a 14-article series that describes a strategy and an ordered set of activities for successfully implementing SAFe. The roadmap is based on proven organizational change management strategies and successful adoption patterns from hundreds of the world's largest enterprises. The roadmap helps leaders and change agents to script the critical moves, create a sense of urgency, build a guiding coalition, form a strategic vision, enlist a volunteer army, enable action by removing barriers, generate short-term wins, sustain acceleration, and institute change. References: Implementation Roadmap - Scaled Agile Framework, SAFe for Teams - Know Your Role on an Agile Team | Scaled Agile

NO.2 Team A has seven developers that can define and build any application the organization requires. Team A works with another team to test and deploy their work. Can Team A be considered a high-functioning Agile Team?

- A. Yes, because they can build any application the organization requires
- B. No, because they are not cross-functional
- C. No, because they have fewer than ten developers
- D. Yes, because they use another team to deploy

Answer: B

Explanation:

A high-functioning Agile Team is a cross-functional group of typically ten or fewer individuals with all the skills necessary to define, build, test, and deliver value to their customer¹. Team A is not cross-functional because they depend on another team to test and deploy their work, which creates handoffs and delays in the value delivery process. A cross-functional team should be able to perform all the activities required to deliver a potentially releasable increment of value in each iteration². Team A should collaborate with the other team to integrate their testing and deployment capabilities and form a single Agile Team that can deliver value independently. References: Agile Teams - Scaled Agile Framework, 7 Qualities of High-Performing Agile Teams | AgileConnection

NO.3 How does SAFe recommend using a second operating system to deliver value?

- A. Decide whether to apply a hierarchical or Value Stream organizational model across the Enterprise
- B. Reorganize the hierarchies around the flow of value
- C. Build a small entrepreneurial network focused on the Customer in place of existing hierarchies
- D. Organize development around the flow of value while maintaining the hierarchies

Answer: D

Explanation:

SAFe recommends using a second operating system to deliver value by creating a dual operating system that consists of a Network and a Hierarchy. The Network is optimized for speed and

adaptability, while the Hierarchy is optimized for efficiency and stability. The Network is composed of development value streams (DVSs) that are realized by product-focused Agile Release Trains (ARTs). The ARTs are cross-functional teams that work together to deliver software products on a regular schedule. The Hierarchy provides the necessary support and governance for the Network, such as operations, HR, finance, and compliance. By using a second operating system, SAFe enables business agility by allowing the organization to organize and reorganize around the flow of value, while maintaining the benefits and stability of the existing hierarchical structure. References: Business Agility, Principle #10 - Organize around value, How Does SAFe Enable Business Agility Through A Second Operating System, How does safe provide a second operating system that enables business agility

NO.4 What is one of the Agile Release Train events?

- A. Iteration Retrospective
- B. Backlog refinement
- C. Solution Demo
- D. Product Owner sync

Answer: C

Explanation:

A Solution Demo is one of the Agile Release Train events. A Solution Demo is a periodic event where the current state of the Solution is evaluated by the relevant stakeholders, including customers and users. The Solution Demo provides an opportunity to inspect and adapt the Solution, and to validate that it meets the Solution Intent and the customer needs. The Solution Demo is typically held at the end of each Program Increment (PI), and may also be held more frequently depending on the Solution context and feedback mechanisms. References: Solution Demo - Scaled Agile Framework, SAFe for Teams - Know Your Role on an Agile Team | Scaled Agile, Exam Study Guide: SP (6.0) - SAFe Practitioner - scaledagile.com

NO.5 Which of the following types of information is shown in a cumulative flow diagram?

- A. Team velocity
- B. Costs of producing artifacts
- C. Work that is in process across the whole team
- D. Time to complete a Feature by the rollup of Stories

Answer: C

Explanation:

= A cumulative flow diagram (CFD) is a tool used to visualize the flow of work in a process over time. It shows the quantity of work in different stages or states, such as backlog, in progress, done, etc. A CFD helps to monitor the work in process (WIP) across the whole team, as well as the arrival and departure rates of work items. A CFD can also reveal bottlenecks, queues, variability, and cycle time in the process. References:

= Cumulative Flow Diagram - Scaled Agile Framework, Cumulative flow diagram - Wikipedia, Cumulative Flow Diagram - What Information Does It Provide - Kanban Zone

NO.6 What is one key component of a Feature?

- A. Business plan
- B. Key stakeholders

- C. Release plan
- D. Benefit hypothesis

Answer: D

Explanation:

A Feature is a service that fulfills a stakeholder need and delivers business value. One key component of a Feature is the benefit hypothesis, which is a statement that describes the expected outcome and value of the Feature for the end user or the business¹. The benefit hypothesis helps to define the scope, priority, and acceptance criteria of the Feature, and to measure its impact and effectiveness after implementation². The benefit hypothesis also supports the Lean UX process model, which includes a definition of the Minimum Marketable Feature (MMF), a benefit hypothesis, and acceptance criteria³. The other options are not key components of a Feature, although they may be related to it. A business plan is a document that outlines the goals, strategies, and financial projections of a business or a product, and it may include some features, but it is not a component of a Feature. Key stakeholders are the people or groups who have an interest or influence in the product or the Feature, and they may provide input or feedback, but they are not a component of a Feature. A release plan is a schedule that shows when the product or the Feature will be delivered to the customers or users, and it may depend on the Feature, but it is not a component of a Feature. References: Features and Capabilities - Scaled Agile Framework, What Are The Minimum Requirements For A Feature? SAFe, Agile - airfocus, Lean UX - Scaled Agile Framework

NO.7 What is the benefit of separating release elements from the Solution?

- A. It allows the Agile Release Train to demo value every two weeks
- B. It allows Agile Teams to launch untested Features
- C. It allows the release of different Solution elements at different times
- D. It allows the Systems Team to integrate with ease

Answer: C

Explanation:

n: = Separating release elements from the Solution means identifying specific release elements, such as Features or components, that can be released independently of the entire Solution. This technique provides several benefits, such as¹:

- * It enables faster delivery of value to customers by releasing the most important or urgent elements first
 - * It reduces the risk of releasing complex or interdependent elements that may cause errors or failures
 - * It allows for more flexibility and responsiveness to changing customer needs and market conditions
 - * It supports continuous integration and deployment by allowing smaller and more frequent releases
- 1: Release on Demand - Scaled Agile Framework²

NO.8 What is one issue when organizing around functional silos?

- A. They do not provide development opportunities for employees
- B. Corporate responsibilities are not a focus
- C. They impede how value flows
- D. Operational activities are not included

Answer: C

Explanation:

One issue when organizing around functional silos is that they impede how value flows from concept to delivery. Functional silos create barriers and delays between different teams and departments, which can result in waste, rework, handoffs, and misalignment. To achieve business agility, enterprises need to organize around value streams, which are the primary constructs for understanding, organizing, and delivering value in SAFe. Value streams are long-lived series of steps that deliver value to the customer or end user. By organizing around value streams, enterprises can optimize the flow of value across functional boundaries, reduce lead time, and increase customer satisfaction. References: SAFe for Teams Student Workbook: materials and exercises from Lesson 1; [v5.scaledagileframework.com/organize-around-value/]; [v5.scaledagileframework.com/value-streams/]

NO.9 What is one benefit of Story acceptance criteria?

- A.** To provide Story details from a deployment point of view
- B.** To provide Story details from a designer point of view
- C.** To provide Story details from a release-planning point of view
- D.** To provide Story details from a testing point of view

Answer: D

Explanation:

One benefit of Story acceptance criteria is to provide Story details from a testing point of view. Acceptance criteria are the conditions or rules that a user story must meet to be considered complete and acceptable by the customer or stakeholder. They define the scope and boundaries of the user story and help the team to understand what needs to be done and how to test it. Acceptance criteria also facilitate communication and collaboration between the team and the customer or stakeholder, as they provide a common language and a shared understanding of the expected outcome. References: What is User Story and Acceptance Criteria (Examples), Acceptance Criteria: Everything You Need to Know Plus Examples

NO.10 What brings structure to analysis and decision making around Epics?

- A.** Portfolio Vision
- B.** Portfolio Backlog
- C.** Portfolio Canvas
- D.** Portfolio Kanban

Answer: D

Explanation:

The Portfolio Kanban is a method to visualize, manage, and analyze the flow of portfolio epics from ideation to implementation¹. It brings structure to analysis and decision making around epics by defining the states and Work in Process (WIP) limits for each state, as well as the entry and exit criteria¹. The Portfolio Kanban also helps prioritize and sequence the epics based on the Lean business case and the Weighted Shortest Job First (WSJF) technique¹. The Portfolio Kanban enables the Lean Portfolio Management (LPM) to align the portfolio strategy and investment funding with the implementation capacity of the value streams². References: Portfolio Kanban, Lean Portfolio Management

NO.11 What is critical to improving flow?

- A.** Frequent context switching

- B. Reduce the batch sizes of work
- C. Address the local problems
- D. Increase work in process (WIP) limits

Answer: B

Explanation:

Reducing the batch sizes of work is critical to improving flow, as it enables faster delivery of value, lower risk, higher quality, and better feedback¹. Batch size is the amount of work that moves as a unit through the value stream². Smaller batches reduce the cycle time, the total time from the beginning to the end of the process to provide value to a customer³. Smaller batches also reduce the variability and uncertainty in the system, leading to less waste and rework². SAFe provides several practices to reduce the batch sizes of work, such as using User Stories, Features, and Minimum Viable Products (MVPs) as units of work, applying Continuous Integration (CI) and Continuous Delivery (CD) pipelines, and limiting Work in Process (WIP)

1. References: Accelerating Flow with SAFe, Make Value Flow without Interruptions, Optimize Flow

NO.12 What is one recommended way of splitting Features into Stories during a PI Planning event?

- A. Develop the user interface (UI) with sample business logic and database access and then add the actual functionality behind the UI
- B. Implement the database structure first and then implement the business logic and user interface
- C. Develop the functionality first and then test it on a second pass
- D. Implement the simplest variant of the functionality first and then implement the rest as an enhancement

Answer: D

Explanation:

One of the recommended ways of splitting Features into Stories during a PI Planning event is to use the horizontal slicing technique, which means implementing the simplest variant of the functionality first and then adding more complexity and variations as enhancements. This technique helps to deliver value incrementally, reduce risk, and enable fast feedback and learning. Horizontal slicing also supports the application of the Minimum Viable Product (MVP) and Minimum Marketable Feature (MMF) concepts, which aim to deliver the smallest amount of functionality that can provide value and validate assumptions. References: Exam Study Guide: SP (6.0) - SAFe Practitioner, Feature, Story

NO.13 What is an example of applying cadence-based synchronization in SAFe?

- A. Using a Portfolio Kanban system
- B. Allocating budgets to Value Streams
- C. Creating cross-functional ARTs and Agile teams
- D. Conducting a PI Planning event

Answer: D

Explanation:

Conducting a PI Planning event is an example of applying cadence-based synchronization in SAFe. A PI Planning event is a two-day face-to-face or virtual meeting where all the members of an ART and Solution Train collaborate to align on a common vision, mission, and backlog, and plan the work for the next Program Increment (PI). A PI is a fixed timebox of 8 to 12 weeks that provides a regular cadence for delivering value.

The PI Planning event is synchronized across all the teams and trains in the portfolio, and it occurs at

the beginning of every PI. The PI Planning event enables the ART and Solution Train to achieve alignment, collaboration, synchronization, and commitment, as well as to identify and address risks and dependencies. References: = PI Planning - Scaled Agile Framework, Exam Study Guide: SP (6.0) - SAFe Practitioner

NO.14 Which implementation step follows Coach ART Execution on the SAFe Implementation Roadmap?

- A. Accelerate
- B. Launch more ARTs and Value Streams
- C. Train Executives, Leaders, and Managers
- D. Organize Around Value

Answer: B

Explanation:

According to the SAFe Implementation Roadmap¹, the step that follows Coach ART Execution is Launch more ARTs and Value Streams. This step involves identifying and launching additional ARTs and Value Streams that are needed to deliver the full solution value. It also involves synchronizing the dependencies and alignment across the ARTs and Value Streams, and establishing Solution Trains to coordinate them. This step is essential to scale up the benefits of SAFe and achieve business agility. References: SAFe Implementation Roadmap, Launch More ARTs and Value Streams, Exam Study Guide: SP (6.0) - SAFe Practitioner

NO.15 What else does the SAFe principle, "unlock the intrinsic motivation of knowledge workers", require besides purpose and minimum possible constraints?

- A. Autonomy
- B. Innovation
- C. Incentive-based compensation
- D. Transparency

Answer: A

Explanation:

According to the SAFe principle, "unlock the intrinsic motivation of knowledge workers", knowledge workers need autonomy, mastery, and purpose to be motivated and creative. Autonomy means giving them the freedom to choose how to do their work, without micromanagement or excessive control. Mastery means providing them with opportunities to learn new skills and improve their craft. Purpose means aligning their work with a meaningful and inspiring vision. These three factors foster intrinsic motivation, which is the drive to perform an activity without any obvious external rewards. References: Principle #8 - Unlock the Intrinsic Motivation of Knowledge Workers - Scaled Agile Framework, Principle #8 - Unlock the Intrinsic Motivation of Knowledge Workers - Scaled Agile Framework

NO.16 Which Lean budget Guardrail helps ensure the appropriate allocation of budgets to balance near-term opportunities with long-term strategy and growth?

- A. Applying capacity allocation
- B. Guiding investments by horizon
- C. Approving significant initiatives
- D. Continuous Business Owner engagement

Answer: B

Explanation:

Guiding investments by horizon is one of the four Lean budget guardrails that describe the policies and practices for budgeting, spending, and governance for a specific portfolio. This guardrail helps ensure that the portfolio allocates its budget to solutions that reflect different time horizons and risk profiles, balancing near-term opportunities with long-term strategy and growth¹. The portfolio-level guidance for investments by horizon is based on the four horizons model², which categorizes solutions into four types: Horizon 0 (solutions that are being decommissioned), Horizon 1 (solutions that are mature and generate most of the current revenue), Horizon 2 (solutions that are emerging and have high growth potential), and Horizon 3 (solutions that are exploratory and have high uncertainty). Each value stream should allocate its budget to solutions in these horizons according to the portfolio's vision and roadmap¹. References: 1: Lean Budget Guardrails - Scaled Agile Framework²: Investment Horizons - Scaled Agile Framework

NO.17 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:

Lean Thinking is a philosophy that aims to create value for customers by eliminating waste and unnecessary steps in company processes. One of the main sources of waste is delay, which can be caused by long lead times, large batch sizes, excessive inventory, poor quality, and lack of coordination. Reducing delays can improve customer satisfaction, increase efficiency, and lower costs. Lean Thinking is based on two pillars: respect for people and continuous improvement. Respect for people means empowering and engaging employees, customers, and stakeholders to participate in problem-solving and innovation. Continuous improvement means constantly seeking ways to improve the process and the product by applying the Plan-Do-Check-Act cycle and the scientific method. References: Lean-Agile Mindset - Scaled Agile Framework, Lean Thinking: Overview, Principles, Benefits, & Applications Explained, The Focus of Lean - Collin College, What is Lean? - Project Management Institute

NO.18 Product Management is responsible for "what gets built" as defined by the Vision, Roadmap, and what else?

- A. Program Backlog
- B. Key stakeholders
- C. Customers
- D. PI Planning

Answer: A

Explanation:

n: Product Management is responsible for defining desirable, viable, feasible, and sustainable solutions that meet customer needs and supporting development across the product life cycle. They align the product strategy, vision, and roadmap to the portfolio's strategic themes and lean budgets. They also create, maintain, and adjust the program backlog, which contains the features and enablers

that the Agile Release Train (ART) will implement. They work with customers, teams, and product owners to understand and communicate their needs and participate in solution validation. They also collaborate with system architects and the release train engineer to guide the ART toward successful delivery¹². References: Product Management - Scaled Agile Framework, Agile Release Train - Scaled Agile Framework

NO.19 What must management do for a successful Agile transformation?

- A. Commit to quality and take responsibility to change the system
- B. Send someone to represent management, and then delegate tasks to these individuals
- C. Establish direct lines of report to the RTEs
- D. Identify and area of the transformation they can control

Answer: A

Explanation:

According to the Lean-Agile Leadership competency of SAFe, management must commit to quality and take responsibility to change the system for a successful Agile transformation. This means that leaders must lead by example, learn and model the Lean-Agile mindset, values, principles, and practices, and lead the change to a new way of working. They must also empower and engage individuals and teams to reach their highest potential, and create a culture of relentless improvement and innovation¹. Management cannot delegate or outsource the responsibility of leading the Agile transformation, as they are the ones who have the authority and influence to change and improve the systems that govern how work is performed². References: 1: Lean- Agile Leadership - Scaled Agile Framework²: What Must Management Do for a Successful Agile Transformation?

NO.20 What is an example of a modified Fibonacci sequence?

- A. ...5,8, 13,21,34...
- B. ... 2,4,5,9, 11...
- C. -.5,8, 13, 20,40...
- D. -1, 1,3,5,5...

Answer: A

Explanation:

A modified Fibonacci sequence is a relative estimating number sequence that reflects the inherent uncertainty of the job being estimated. It is based on the original Fibonacci sequence, which is a mathematical series of numbers where each number is the sum of the two preceding ones, starting from 0 and 1. The modified Fibonacci sequence, however, rounds up the larger numbers to avoid questions about why something is 21 instead of 20 or 34 instead of 40. The modified Fibonacci sequence is commonly used in Agile estimation techniques, such as Planning Poker, to assign story points to user stories or other backlog items. The sequence is: 0, 1, 2, 3, 5, 8, 13, 20, 40, 100. References: Modified Fibonacci Sequence - Scaled Agile Framework, Fibonacci Agile Estimation: What Is It and Why Does it Work? - Parabol

NO.21 What is part of the role of Product Management?

- A. To assign business value to Features
- B. To define Enablers
- C. To prioritize the ART Backlog

Answer: A

Explanation:

One of the roles of Product Management is to assign business value to Features. Features are services provided by the system that fulfill stakeholder needs. They are the primary artifact for defining, managing, and prioritizing the work of the Agile Release Train (ART). Product Management is responsible for defining and prioritizing the features in the Program Backlog, as well as assigning a business value to each feature based on its expected benefits and costs. The business value is used to guide the economic decision-making and trade-offs during PI Planning and execution. Product Management also collaborates with other roles, such as Solution Management, System Architects, and Business Owners, to ensure that the features align with the solution vision and roadmap, and meet the quality standards and nonfunctional requirements. References: Features - Scaled Agile Framework, Product Management - Scaled Agile Framework

NO.22 Which of the following statements describes the Product Owner role?

- A. Prioritizing the ART Backlog
- B. Ensuring quality by testing the Solution
- C. Representing the Customer to the Agile Team
- D. Estimating Stories in the Product Backlog

Answer: C

Explanation:

The Product Owner role is the Agile team member primarily responsible for maximizing the value delivered by the team by ensuring that the team backlog is aligned with customer and stakeholder needs¹. As a member of the extended Product Management function, the Product Owner is the team's primary customer advocate and primary link to business and technology strategy¹. This means that the Product Owner represents the customer to the Agile team, and communicates the product vision, goals, and requirements to the team. The Product Owner also collaborates with the customer and other stakeholders to gather feedback, validate assumptions, and ensure that the team is building the right things and building them right^{2,3}. References: = 1:

Product Owner - Scaled Agile Framework¹; 2: What is a Product Owner? | Scrum.org²; 3: I'm a New Product Owner! What Are My Responsibilities? - Scrum Alliance³

NO.23 Which practices are demonstrated during the Inspect and Adapt event?

- A. New start, job sequence, funnel, and enable
- B. Reflect, problem solve, and identify improvement actions
- C. Move forward, analyze future Stories, integrate, and iterate
- D. Forward focus, develop, cross-domain plan, and expedite execution

Answer: B

Explanation:

The Inspect and Adapt event is a significant event held at the end of each Program Increment (PI), where the current state of the Solution is demonstrated and evaluated by the train. Teams then reflect and identify improvement backlog items via a structured, problem-solving workshop. The Inspect and Adapt event consists of three parts: PI System Demo, Quantitative and qualitative measurement, and Retrospective and problem-solving workshop. The last part is where the practices of reflection, problem solving, and identifying improvement actions are demonstrated. The teams use a root cause analysis technique, such as the Five Whys, to identify the most critical impediments that impact their performance and quality. They then brainstorm and prioritize improvement actions that

address the root causes and create SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals for implementing them in the next PI. The improvement actions are added to the Program Backlog and reviewed in the next PI Planning event. References: = Inspect and Adapt - Scaled Agile Framework, Scaled Agile Framework: Understand SAFe and Its 4 Core Values

NO.24 During the final plan review, ART PI risks are ROAM'ed. What do the letters in ROAM represent?

- A. Resolved, Owned, Approved, Mitigated
- B. Resolved, Owned, Accepted, Mitigated
- C. Resolved, Owned, Assigned, Mitigated
- D. Resolved, Owned, Active, Mitigated

Answer: B

Explanation:

ROAM is an acronym that stands for Resolve, Own, Accept, and Mitigate, and it is a framework for making risks visible and actionable in SAFe. During the final plan review, teams present their PI plans and risks to the other teams and stakeholders, and then use the ROAM board to categorize and prioritize the risks. Resolved risks are no longer a threat, owned risks are assigned to a team member for further action, accepted risks are acknowledged but not addressed, and mitigated risks are reduced by a plan. ROAM helps teams collaborate and align on how to handle risks effectively and transparently. References: SAFe Roam Board for Risk Management | Miro, Managing Risks with ROAM in Agile - Planview Blog

NO.25 Which of the following methods for gathering customer feedback relies on building analytic systems to deliver information about how customers are using the Solution?

- A. Continuous exploration
- B. Telemetry
- C. Refactoring
- D. Continuous integration

Answer: B

Explanation:

Telemetry is a method for gathering customer feedback that relies on building analytic systems to deliver information about how customers are using the Solution. Telemetry is the automated collection and transmission of data from remote sources, such as sensors, devices, or software applications. Telemetry can provide valuable insights into customer behavior, preferences, satisfaction, and usage patterns, as well as identify potential issues, errors, or defects. Telemetry is often used in conjunction with other feedback methods, such as surveys, interviews, or user testing, to validate hypotheses and measure outcomes. References: Continuous Delivery Pipeline, Customer Feedback, Telemetry

NO.26 What is one responsibility of the Scrum Master?

- A. To prioritize the Team's Backlog
- B. To define the tasks and assign owners
- C. To remove impediments in order to help protect the team
- D. To facilitate the PI Planning session

Answer: C

Explanation:

The Scrum Master is a servant leader and coach for the Agile team. One of their main responsibilities is to remove impediments that hinder the team's progress and performance. Impediments can be anything that blocks the team from delivering value, such as technical issues, dependencies, conflicts, or lack of resources.

The Scrum Master helps the team identify and resolve impediments as quickly as possible, and escalates them to the appropriate level if needed. By removing impediments, the Scrum Master helps the team stay focused, productive, and motivated. References: Exam Study Guide: SP (6.0) - SAFe Practitioner, [Scrum Master]

NO.27 Which of the following SAFe Agile Team types relies on a continually-refined Team Backlog as the primary input to drive value delivery?

- A.** SAFe Team Kanban
- B.** SAFe Lean Team
- C.** SAFe Epic Team
- D.** SAFe Co-located Team

Answer: A

Explanation:

SAFe Team Kanban is a type of SAFe Agile Team that relies on a continually-refined Team Backlog as the primary input to drive value delivery. SAFe Team Kanban is a method that helps teams manage and improve the flow of value across the Continuous Delivery Pipeline. It is based on the principles of Lean and Kanban, which aim to optimize the system, limit work in progress (WIP), implement feedback loops, and empower the team. SAFe Team Kanban uses a visual board to track the flow of work from the Team Backlog to the Done state. The Team Backlog is a subset of the Program Backlog that contains the user stories, enablers, and defects that the team needs to work on. The Team Backlog is constantly refined and prioritized by the Product Owner, who collaborates with the team and other stakeholders to ensure that the most valuable and feasible work items are selected for implementation. References: Team Kanban - Scaled Agile Framework, Team Kanban - Scaled Agile Framework