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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q24-Q29):

NEW QUESTION # 24
How can leadership of an agile organization help self-organizing teams get the most out of Scrum?

Answer:

Explanation:

Leadership plays a critical role in enabling self-organizing teams to succeed with Scrum. While Scrum Teams are self-managing, organizational leadership must create the conditions in which Scrum can thrive. This support is expressed through behaviors that reinforce empiricism, accountability, and continuous improvement, rather than through command-and-control practices.

First, leadership can help by actively supporting self-organization and Scrum adoption. This includes trusting teams to decide how they do their work, resisting the urge to micromanage, and reinforcing Scrum practices and values across the organization. Leaders who understand and support Scrum help protect teams from external pressure that undermines self-management.

Second, leaders should learn about Agile and Scrum and understand how to interact with Scrum Teams effectively. This knowledge enables leadership to engage in ways that are helpful rather than disruptive-for example, collaborating through Scrum events instead of bypassing the Product Owner or directly assigning work to Developers. Informed interaction strengthens alignment while preserving team autonomy.

Third, leadership must respect Scrum accountabilities, especially the authority of the Product Owner.

Respecting Product Owner decisions on ordering the Product Backlog ensures clear accountability for maximizing value. When leadership overrides or bypasses the Product Owner, it undermines transparency, focus, and trust within the Scrum Team.

Fourth, leadership can significantly support teams by removing impediments that are beyond the team's control. These may include organizational policies, structural constraints, tooling limitations, or conflicting incentives. By actively addressing such impediments, leadership enables teams to improve their effectiveness and deliver value more consistently.

Finally, leadership should provide a clear organizational vision and strategy. A compelling vision and coherent strategy give Scrum Teams a sense of purpose and direction, helping them understand how their work contributes to broader organizational goals. This clarity supports better decision-making, alignment, and motivation at the team level without prescribing detailed solutions.

NEW QUESTION # 25
In what ways does the Scrum Master attend the Sprint Retrospective?

Answer:

Explanation:
The Sprint Retrospective is a formal Scrum event where the Scrum Team inspects how the last Sprint went with respect to individuals, interactions, processes, tools, and their Definition of Done, and identifies improvements for future Sprints. The Scrum Master attends the Sprint Retrospective in multiple, complementary ways, consistent with the Scrum Guide.

First, the Scrum Master joins the Sprint Retrospective as a Scrum Team member. The Scrum Guide defines the Scrum Team as consisting of the Product Owner, Developers, and the Scrum Master. Therefore, the Scrum Master is not an external observer but a full participant in the event. As such, the Scrum Master actively inspects people, processes, and tools, and contributes insights based on their perspective and experience, while remaining respectful of the team's self-management.

Second, the Scrum Master often facilitates the Sprint Retrospective. According to the Scrum Guide, the Scrum Master is accountable for ensuring that Scrum events take place and are productive. Facilitation may include helping the team create a safe environment, encouraging openness, ensuring balanced participation, keeping the discussion focused on improvement, and helping the team stay within the timebox. However, facilitation does not imply control; the Scrum Master facilitates to serve the team, not to direct outcomes.

Third, the Scrum Master supports empiricism during the Retrospective. By fostering transparency, encouraging honest inspection, and helping the team identify actionable improvements, the Scrum Master strengthens the Scrum pillars of transparency, inspection, and adaptation. The Scrum Master may also help the team turn improvement ideas into concrete actions that can be planned for the next Sprint.

Finally, the Scrum Master helps ensure that the Sprint Retrospective results in meaningful adaptation. While the Scrum Team decides what improvements to implement, the Scrum Master supports the team in identifying impediments, coaching on improvement techniques, and helping remove organizational or systemic obstacles that are beyond the team's direct control.

In summary, the Scrum Master attends the Sprint Retrospective by joining as a full Scrum Team member, participating in inspection, often facilitating the event, and supporting continuous improvement and empiricism. This balanced participation ensures that the Retrospective remains a powerful mechanism for learning and adaptation rather than a ritualistic meeting.

NEW QUESTION # 26
Learning turns into 'validated learning' when assumptions and goals can be assessed through results. What is a key way for a Product Owner to apply validated learning?

Answer:

Explanation:
A key way a Product Owner applies validated learning is by adapting the Product Backlog and Product Goal based on evidence from real outcomes, not assumptions.

Through inspection of:
* TheProduct Incrementduring the Sprint Review,
* Stakeholder and user feedback,
* Measured outcomes such as usage, value, or risk reduction,
the Product Owner assesses whether assumptions about value, users, or direction are valid. This learning becomesvalidatedonly when it is reflected inchanged decisions, such as:
* Reordering Product Backlog items,
* Adding or removing backlog items,
* Adjusting or even abandoning a Product Goal.
In other words, validated learning is applied when the Product Owneruses results to change what is built next, ensuring that future work is based on evidence rather than speculation.

NEW QUESTION # 27

One of the Scrum events is the Sprint Review. How does the Sprint Review enable empiricism? What would the impact be if some members of the development team were not present?

Answer:

Explanation:
TheSprint Reviewis a key Scrum Event that directly enablesempiricism, which is the foundation of Scrum.
Empiricism is based on making decisions using what is known, observed, and learned, supported by the pillars oftransparency, inspection, and adaptation. The Sprint Review operationalizes these pillars at the product level.
How the Sprint Review Enables Empiricism
First, the Sprint Review createstransparencyby making the current state of the product visible. During the event, the Scrum Team presents a"Done" Product Incrementthat meets the Definition of Done. Stakeholders can see and often use the actual product rather than relying on reports or assumptions. This shared visibility ensures that discussions are grounded in reality.
Second, the Sprint Review enablesinspection. The Scrum Team and stakeholders jointly inspect the Increment and assess progress toward product goals. The Developers provide context about what was delivered, what was not, and what challenges were encountered. This inspection is focused on outcomes and value, not individual performance.
Third, the Sprint Review supportsadaptation. Based on the inspection and feedback, new insights emerge about customer needs, market conditions, risks, and opportunities. The Product Owner uses this information to adapt the Product Backlog, reordering items, adding new work, or refining existing items. This completes the empirical feedback loop by ensuring future decisions are based on the latest evidence.
Impact of Development Team Members Not Attending the Sprint Review
If some Developers are not present at the Sprint Review, empiricism is weakened.
First,transparency decreases. Developers possess critical, first-hand knowledge about implementation details, technical trade-offs, constraints, and risks. Without their presence, stakeholders receive an incomplete picture of the Increment and its implications.
Second,inspection becomes less effective. Stakeholders may ask questions about behavior, limitations, or quality that only Developers can accurately answer. The absence of Developers limits meaningful dialogue and reduces the quality of inspection.
Third,adaptation suffers. Decisions about what to do next-such as changes to scope, priorities, or technical direction-depend on accurate understanding. Without Developers participating, adaptations to the Product Backlog may be based on assumptions rather than evidence, increasing the risk of poor decisions.
Finally, excluding Developers underminesScrum Values, particularlyRespect and Openness, by treating the Sprint Review as a reporting event rather than a collaborative working session. This can lead to disengagement and reduced shared ownership of product outcomes.

NEW QUESTION # 28

Mid-sprint a development team forecasts it will not be able to deliver all the planned backlog items. They are worried andask for your advice as Scrum Master. What will you tell them?

Answer:

Explanation:
When a Development Team realizes mid-Sprint that it may not be able to deliver all planned Sprint Backlog Items, this situation should be handled throughempiricism, not concern or blame. As a Scrum Master, I would reassure the team and guide them back to Scrum principles.
First, I would remind the team that in Scrum they donot commit to delivering all Sprint Backlog Items.
Instead, the Scrum Team commits todoing their very best to achieve the Sprint Goal. Discovering additional work, complexity, or

unknowns during the Sprint is expected, especially in complex product development. The Sprint Backlog is a forecast, not a fixed contract.

Second, I would help the team assess the impact of what they have discovered. If the newly discovered work is minor and the Sprint Goal is still within reach, the team can continue as planned while adapting the Sprint Backlog as needed. This reflects normal inspection and adaptation during the Sprint.

Third, if the impact is significant and threatens the Sprint Goal, the Development Team should have a focused discussion about if and how the Sprint Goal can still be met. This may involve changing the approach, reducing scope while preserving the Sprint Goal, or identifying alternative ways to deliver the intended value.

In such cases, the Product Owner should be involved in the conversation. Including the Product Owner increases transparency and enables faster value-based decision-making, such as re-negotiating scope or adjusting priorities while keeping the Sprint Goal intact. This collaboration ensures that adaptations are aligned with product value.

NEW QUESTION # 29

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