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# Latest Version: 6.0

## Question: 1

During a Sprint Planning meeting, the Scrum Team is using the 1-2-4-All facilitation technique to brainstorm and prioritize tasks for the upcoming Sprint. The Product Owner has presented a complex feature that requires careful consideration. How should the 1-2-4-All technique be applied in this situation to ensure effective participation and consensus?  
(Select the best answer.)

- A. Each team member thinks individually about the tasks (1), then pairs up to discuss their thoughts (2), followed by groups of four to consolidate ideas (4), and finally, all team members converge to decide on the prioritization (All).
- B. The Scrum Master assigns one task to each team member (1), then they form pairs (2) to estimate the effort for each task, followed by forming groups of four (4) to discuss dependencies, and finally, all team members vote on the tasks to be included in the Sprint (All).
- C. The Development Team divides into groups of four (4) to brainstorm tasks independently, then they split into pairs (2) to refine their ideas, followed by individual review (1), and concluding with a full team discussion (All).
- D. The team starts by forecasting the number of Product Backlog items they can complete in the Sprint (1), then they form pairs (2) to discuss the implementation strategy, followed by grouping into fours (4) for dependency checks, and finally, all team members review and adjust the Sprint Backlog (All).
- E. The Product Owner presents the feature to the entire team (All), then the team splits into groups of four (4) to identify tasks, followed by forming pairs (2) to prioritize them, and finally, each team member independently validates the priority list (1).

**Answer: A**

Explanation:

The 1-2-4-All technique is a facilitation method used to ensure participation and consensus in a structured manner. It begins with individual thinking (1), followed by discussions in pairs (2), then groups of four (4), and finally the entire team (All) converges to make a decision. This method helps in generating diverse ideas and building consensus effectively. Option 1 correctly follows this sequence, making it the right approach for brainstorming and prioritizing tasks during a Sprint Planning meeting. Other options either reverse the sequence or involve practices that do not align with Scrum principles, such as task assignment by the Scrum Master or forecasting, which are not part of the 1-2-4-All technique.

## Question: 2

During a Sprint Retrospective, the Scrum Team identifies several areas for improvement. The team has compiled a list of potential actions, but there are differing opinions on which action to prioritize. As the Scrum Master, you want to facilitate a decision-making process that involves the entire team and leads

to a consensus on the most valuable action to take next. Which facilitation technique would you apply to achieve this goal?  
(Select the best answer.)

- A. Roman Vote
- B. Weighted Shortest Job First (WSJF)
- C. Perfection Game
- D. Dot Voting

**Answer: D**

Explanation:

In a Sprint Retrospective, the goal is to identify and prioritize actionable improvements. Dot Voting is an effective facilitation technique for this purpose as it involves the entire team and helps in achieving a consensus on the most valuable action to take next. Each team member is given a set number of dots to vote on the listed actions. The actions with the most dots are prioritized, ensuring a democratic and transparent decision-making process. Other techniques like Roman Vote, WSJF, and Perfection Game are less suited for this specific scenario as they either lack a prioritization focus or are designed for different contexts.

### Question: 3

During a Sprint Review, the Development Team presents a completed feature, but you notice that the feedback from stakeholders is directed only towards the most outspoken team members. The quieter team members, who also contributed significantly to the feature, are not being engaged in the discussion. As a Scrum Master aiming to facilitate a balanced and inclusive Sprint Review, what action could you take to ensure that all voices are heard and the quieter team members are also involved in the feedback process? (Select the best answer.)

- A. Let the situation resolve naturally without intervention, assuming that the quieter team members will speak up if they have something to say.
- B. Directly ask the quieter team members for their input on the feature and encourage them to share their perspectives.
- C. Only focus on the feedback from the stakeholders and do not intervene in the team dynamics during the Sprint Review.
- D. Remind everyone of the importance of hearing all voices and suggest a round-robin approach where each team member shares their insights.

**Answer: B**

Explanation:

As a Scrum Master, it's crucial to facilitate inclusive and balanced discussions during Sprint Reviews. Both Option 2 and Option 4 are effective in ensuring that quieter team members are heard. Directly asking for their input (Option 2) can immediately address the imbalance, while a round-robin approach (Option 4) systematically ensures everyone has a chance to contribute. Ignoring the situation (Option 1)

or focusing solely on stakeholder feedback (Option 3) can perpetuate the issue, leading to missed insights and a less cohesive team dynamic.

### Question: 4

During a Sprint Planning meeting, the Scrum Team is having difficulties agreeing on the scope of work for the upcoming Sprint. As a Scrum Master, you want to facilitate the meeting effectively to achieve a consensus. Which facilitation principle should you apply to ensure that a shared understanding among team members is reached?

(Select the best answer.)

- A. Encouraging full participation to ensure all voices are heard
- B. Establishing mutual understanding to foster agreement
- C. Maintaining a clear focus on objectives to drive outcomes
- D. Promoting healthy conflict to enhance decision-making
- E. Ensuring transparency in communication and process

**Answer: B**

Explanation:

In a Sprint Planning meeting, achieving a consensus on the scope of work is critical. Establishing mutual understanding (Option 2) is key as it ensures that all team members have a shared perspective on what needs to be accomplished. This shared understanding fosters agreement and helps in aligning the team's efforts. Encouraging full participation (Option 1) and ensuring transparency (Option 5) are supportive actions but do not directly address the core need for mutual understanding. Maintaining focus on objectives (Option 3) and promoting healthy conflict (Option 4) are also important but secondary to establishing a shared understanding.

### Question: 5

During a Sprint Retrospective, the Scrum Team decides to improve their collaboration and communication. The Scrum Master suggests using the '1-2-4-All' technique to facilitate the next Sprint Planning session. What is the purpose of introducing the '1-2-4-All' technique in this scenario?

(Select the best answer.)

- A. To allow the team to generate ideas individually (1), then discuss in pairs (2), expand to foursomes (4), and finally share with the whole team (All).
- B. To assign tasks to individuals (1), pairs (2), groups of four (4), and then to the entire team (All).
- C. To time-box discussions to 1, 2, 4, and then all minutes for each stage of the planning meeting.
- D. To rank the importance of backlog items by voting with 1, 2, 4, or all votes.

**Answer: A**

Explanation:

The '1-2-4-All' technique is a Liberating Structure designed to facilitate inclusive and participatory decision-making. It involves individuals first generating ideas alone, then discussing in pairs, expanding

to groups of four, and finally sharing with the entire team. This method ensures that all voices are heard and considered, fostering better collaboration and communication. By using this technique in a Sprint Planning session, the Scrum Team can enhance their collective understanding and agreement on the work to be done, leading to more effective and cohesive planning.

### Question: 6

At the end of a Sprint, the Scrum Team conducts a Sprint Retrospective. They have identified that the daily stand-ups are not as effective as they could be. Team members are not well-prepared and often the meetings exceed the time-box. As the Professional Scrum Facilitator, how would you assist the team in addressing this issue?

(Select the best answer.)

- A. Suggest to skip the daily stand-ups to save time and prevent unpreparedness.
- B. Facilitate a session to brainstorm solutions, encouraging team members to come prepared and respect the time-box.
- C. Enforce strict rules about meeting preparation and time limits without further discussion with the team.
- D. Delegate the responsibility of improving the daily stand-ups to the most experienced team member.

**Answer: B**

Explanation:

In Scrum, the team is encouraged to self-organize and continuously improve. Option 2 is the most effective approach as it involves the team in identifying and implementing solutions, fostering a sense of ownership and commitment. Skipping stand-ups (Option 1) disregards the importance of daily synchronization. Enforcing rules without discussion (Option 3) can be counterproductive and demotivating. Delegating responsibility to one person (Option 4) undermines the collaborative spirit of the Scrum team. Facilitating a brainstorming session aligns with Scrum values and principles, promoting a culture of continuous improvement and team empowerment.

### Question: 7

During a Sprint, the Scrum Team has completed a critical Product Backlog item that addresses a high-priority security vulnerability. The item has been finished early in the Sprint and meets the Definition of Done. The Product Owner wants to get immediate feedback from the Chief Information Security Officer (CISO), who is a key stakeholder. What is the most appropriate way for the Scrum Team to proceed? (Select the best answer.)

- A. The Scrum Team should wait until the Sprint Review to demonstrate the item to the CISO and other stakeholders.
- B. The Product Owner should schedule an ad-hoc meeting with the CISO to review the completed item and gather feedback without the rest of the Scrum Team.
- C. The Scrum Master facilitates a feedback session with the CISO, inviting the entire Scrum Team to ensure transparency and collective ownership.

D. The Development Team should send an email with a summary of the completed item's features to the CISO, avoiding any disruptions to the Sprint.

**Answer: C**

Explanation:

In Scrum, transparency and collective ownership are critical. When a high-priority item is completed, it is essential to gather immediate feedback to ensure any issues are promptly addressed. Option 3 is the best approach as it involves the entire Scrum Team, ensuring transparency and collective ownership. This approach facilitates real-time feedback and discussion, which are vital for handling critical issues like security vulnerabilities. Waiting until the Sprint Review (Option 1) delays feedback, while an ad-hoc meeting without the team (Option 2) and sending an email (Option 4) lack the necessary transparency and collective input.

### Question: 8

Consider a scenario where a former project manager has been appointed as a Scrum Master for a new Scrum team. The team has expressed concerns that the Scrum Master continues to assign tasks and set deadlines for individuals, rather than facilitating self-organization and cross-functionality. Which statement best reflects the role of a Scrum Master in this context?  
(Select the best answer.)

- A. The Scrum Master should assign tasks to team members to ensure project deadlines are met.
- B. The Scrum Master should coach the team in self-organization and cross-functionality, allowing them to decide who does what and by when.
- C. The Scrum Master should let the team work without any deadlines to fully embrace the agile mindset.
- D. The Scrum Master should focus on reporting progress to stakeholders and not interfere with the team's processes.

**Answer: B**

Explanation:

In Scrum, the role of the Scrum Master is to facilitate the team's self-organization and cross-functionality, guiding them to decide on task allocation and deadlines collaboratively. This approach empowers the team, aligns with agile principles, and fosters accountability and ownership. The Scrum Master should avoid dictating tasks and deadlines, as this undermines the team's autonomy and the core values of Scrum. Instead, the Scrum Master should coach and support the team to enhance their ability to work independently and efficiently within the framework of Scrum, ensuring continuous delivery of value in a structured manner.

### Question: 9

During a Sprint, the Development Team encounters an external dependency that is causing delays in the delivery of a key piece of functionality. The Scrum Master is aware of this impediment and is evaluating the best approach to facilitate the team's progress. Which of the following actions by the Scrum Master best demonstrates their role in facilitating the team's work?

(Select the best answer.)

- A. The Scrum Master removes the impediment immediately without consulting the Development Team.
- B. The Scrum Master brings the impediment to the Development Team's attention and collaborates with them to find a solution.
- C. The Scrum Master waits for the Development Team to resolve the impediment on their own, as it is their responsibility.
- D. The Scrum Master escalates the issue to higher management and disengages from the situation.

**Answer: B**

Explanation:

In Scrum, the Scrum Master plays a crucial role in facilitating the Development Team's work by removing impediments and enabling a smooth workflow. Option 2 is the best choice as it aligns with the Scrum Master's role of serving the team and fostering a collaborative environment. This approach respects the team's autonomy while ensuring that impediments are addressed promptly. Options 1, 3, and 4 either undermine the team's self-organization or fail to provide the necessary support, making them less effective in this context.

### Question: 10

The Development Team is working on a new feature during a Sprint when they encounter a complex issue that impedes progress and could potentially prevent the team from meeting the Sprint Goal. As a Scrum Master, what is the most appropriate action to take to support the team in this situation? (Select the best answer.)

- A. Coordinate with the Product Owner to assess the impact on the Sprint Goal and discuss potential backlog item reprioritization.
- B. Advise the team to continue working on other items and address the complex issue after the current Sprint.
- C. Recommend increasing the Sprint duration to provide more time for the team to resolve the complex issue.
- D. Suggest adding more team members to the Development Team to help resolve the issue faster.

**Answer: A**

Explanation:

In Scrum, the Scrum Master should support the Development Team in overcoming impediments to meet the Sprint Goal. Coordinating with the Product Owner to reassess and reprioritize backlog items ensures that the team can make informed decisions without violating Scrum principles. Other options like extending the Sprint duration or adding new team members can disrupt the team's workflow and are not recommended. Addressing the issue after the Sprint does not solve the immediate problem and risks the Sprint Goal not being met.

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