



Certified Agile Delivery Professional (CADP)

Ten Sample Questions

These ten questions are written at the difficulty of the live exam. Six carry a figure, a data table, a configuration or a code listing; four are plain scenario questions, as on the live paper. Every one is a scenario a working agile delivery professional would meet, and none of them appears in the live question bank.

The live exam is multistage adaptive: how you score on one stage selects the difficulty of the next, so no two candidates sit the same paper. It is a performance-based exam: each form can carry up to 5 to 12 performance-based questions alongside the multiple-choice questions, which means you build, sequence or complete something rather than only choosing from a list. Answers and full explanations follow each question here; the live exam does not disclose item-level answers.

Question 1

Domain 1: Agile Foundations

DATA

Emma Wilson reviews the Agile Manifesto value pairs, with one left-hand value missing.

Valued more	Valued less
Individuals and interactions	Processes and tools
(to choose)	Comprehensive documentation
Customer collaboration	Contract negotiation
Responding to change	Following a plan

Table 1.1 Manifesto value pairs.

Which value fills the blank?

- ☐ A Comprehensive plans
- ☐ B Working software
- ☐ C Signed contracts
- ☐ D Fixed scope up front

Correct answer: B

The Agile Manifesto values working software over comprehensive documentation, so the missing left-hand value is working software. The other options describe plan-driven or contract-driven priorities that the manifesto places on the lesser side.

Question 2

Domain 2: Frameworks

DATA

James Carter maps each Scrum accountability to its focus, with one focus missing.

Accountability	Focus
Product Owner	Maximise product value
Scrum Master	(to choose)
Developers	Build the increment
Stakeholders	Provide feedback

Table 2.1 Accountabilities and focus.

What is the Scrum Master focus?

- ☐ A Assign the tasks
- ☐ B Sign off the budget
- ☐ C Coach the team
- ☐ D Approve every story

Correct answer: C

The Scrum Master helps the team work effectively by coaching, so the missing focus is to coach the team. Assigning tasks, approving stories, or signing off budgets are not Scrum Master accountabilities.

Question 3

Domain 3: Delivery and Flow

DATA

Olivia Davis reviews the board, where each column shows current cards against its limit.

Column	Cards	Limit
To Do	8	-
In Progress	3	4
Review	6	3
Done	12	-

Table 3.1 Board cards against limits.

Where is the flow bottleneck?

- ☐ A Review
- ☐ B To Do
- ☐ C Done
- ☐ D In Progress

Correct answer: A

Review holds six cards against a limit of three, so it is the bottleneck where work piles up. Reducing new work upstream and swarming on review clears the queue, while the other columns sit within their limits or have none.

Question 4

Domain 4: Scaling and Coordination

CONFIG

Liam Anderson lists the weekly cadence used across several teams building one product.

```
Mon  team standups
Tue  scrum of scrums
Wed  backlog refinement
Thu  integration build
Fri  system demo
```

Listing 4.1 The weekly cadence.

Which event coordinates dependencies across the teams?

- ☐ A Daily scrum
- ☐ B Backlog refinement
- ☐ C Retrospective
- ☐ D Scrum of scrums

Correct answer: D

The scrum of scrums is the cadence where representatives coordinate dependencies across teams. The daily scrum coordinates one team, backlog refinement prepares items, and the retrospective inspects the way of working.

Question 5

Domain 5: Metrics and Continuous Improvement

DATA

Ava Thompson maps each flow metric to what it shows, with one definition missing.

Metric	Shows
Lead time	Request to delivery
Cycle time	(to choose)
Throughput	Items done per week
Work in progress	Items underway now

Table 5.1 Flow metrics and meaning.

What does cycle time show?

- ☐ A Bugs per release
- ☐ B Active work time
- ☐ C Team happiness score

D Story points planned

Correct answer: B

Cycle time measures the active work time from when an item is started to when it is finished. Lead time spans request to delivery, throughput counts items completed, and work in progress counts items underway.

Question 6

Domain 6: Leadership, Stakeholders and Culture

CONFIG

David Brown lists the forums the delivery team uses to engage stakeholders.

Daily	team standup
Weekly	stakeholder update
Sprint	review with users
Monthly	steering review

Listing 6.1 Stakeholder forums.

Which forum gathers user feedback on the increment?

- A** Sprint review
- B** Team standup
- C** Steering review
- D** Stakeholder update

Correct answer: A

The sprint review is the forum where stakeholders and users inspect the increment and give feedback on the product. The standup coordinates the team, the stakeholder update informs, and the steering review handles governance.

Question 7

Domain 1: Agile Foundations

A team runs two-week iterations but never changes course from feedback, saving everything for one big release at the end. What agile behaviour is missing?

- A** Skip retrospectives
- B** Deliver only at end
- C** Inspect and adapt
- D** Add more planning

Correct answer: C

Agile depends on inspecting the work and adapting from feedback each iteration, not saving everything for a single big release. Delivering only at the end removes the chance to learn, and more planning or skipped retrospectives do not address the missing feedback loop.

Question 8

Domain 2: Frameworks

A Product Owner keeps adding new scope in the middle of the sprint, and the team never finishes what it committed to. What best protects the sprint?

- ☐ A Add more meetings
- ☐ B Extend the sprint
- ☐ C Cut the daily scrum
- ☐ D Freeze the scope

Correct answer: D

A sprint goal gives the sprint a stable objective, so protecting it by freezing the scope keeps the team focused while change waits for the next sprint. Longer sprints, extra meetings, or cutting the daily scrum do not stop mid-sprint churn.

Question 9

Domain 3: Delivery and Flow

Work piles up because everyone keeps starting new tasks instead of finishing the ones underway, and cycle time grows. What principle best fixes this?

- ☐ A Start more tasks
- ☐ B Cap the WIP
- ☐ C Remove all reviews
- ☐ D Hire more people

Correct answer: B

Flow improves when the team limits work in progress and finishes started items before pulling new ones. Capping the WIP exposes bottlenecks and shortens cycle time, while starting more tasks, adding people, or removing reviews does not fix the pile-up.

Question 10

Domain 5: Metrics and Continuous Improvement

Managers rank teams against each other by velocity, so teams inflate their estimates and reported velocity climbs every sprint. What is the sound use of velocity?

- ☐ A Team planning aid
- ☐ B Rank teams by it
- ☐ C Set individual pay
- ☐ D Compare across teams

Correct answer: A

Velocity is a planning aid for a single team to forecast how much it can take on, not a yardstick for comparing or ranking teams. Using it to compare teams or set pay invites gaming through inflated estimates, exactly the drift described.