

Latest Version: 6.0

Question: 1

What is an agile Team? Choose two answers.

- A. Cross-functional
- B. Containing a project manager who manages the team
- C. Self-organized
- D. Containing silos

Answer: A,C

Explanation:

By building and supporting the solutions that deliver value to their customers, Agile teams fuel the enterprise. As described in SAFe's Team and Technical Agility competency article, the Agile movement represented a major turning point in how software and systems were developed. It produced a cohesive set of values, principles, and practices that sparked the creation of high-performing teams. In SAFe, Agile teams are the building blocks for creating and delivering value. Without effective Agile teams, composed of empowered and motivated individuals, organizations cannot achieve the broader business benefits of Lean-Agile development. These teams are self-organizing and self-managing, accountable to deliver results that meet the needs and expectations of their customers and stakeholders. They are also accountable to each other and to other teams for delivering quality work on time. By moving work to the teams and trains, instead of bringing people to the work Enterprises can largely eliminate the 'project model' of working (see Lean Budgets). They create long-lived teams and teams of teams, dedicated to relentlessly improving their ability to deliver solutions. This is how SAFe differs from the traditional approach in which managers direct individuals to activities. SAFe teams—not their managers—determine for themselves what Stories they can implement in an iteration and how to implement them. Lean-Agile Leaders provide the vision, leadership, and autonomy necessary to foster and promote high-performing teams. As a result, assigning work to individual team members is no longer required as teams are mostly self-reliant. This enables decentralized decision-making all the way to the level of the individual contributor. The primary responsibility of Lean-Agile Leaders then is to coach and mentor Agile teams.

Question: 2

Every Iteration, the Team builds, tests, plans, integrates for an increment. What is missing?

- A. Clears out the backlog
- B. Sets new objectives
- C. Reorganizes
- D. Reviews their work

Answer: D

Question: 3

Where is the Product Owner involved?

- A. Scrum of Scrums
- B. Strategic theme definition
- C. Story estimation
- D. ART sync

Answer: D

Explanation:

ARTs include the teams that define, build, and test features, as well as those that deploy, release, and operate the solution. Individual teams have a choice of Agile practices, based primarily on Scrum, XP, and Kanban. Each Agile team has 5 – 11 dedicated individual contributors, covering all the roles necessary to build a quality increment of value every iteration. Teams may be technology-focused—delivering software, hardware, and any combination—or business-focused. Each Agile team has two specialty roles, the Scrum Master and the Product Owner. And of course, Agile teams within the ART are themselves cross-functional.

Question: 4

What is the impact of shorter queue lengths?

- A. Longer cycle times
- B. Increased risk
- C. Lower quality
- D. Less variability

Answer: D

Explanation:

Another way to reduce WIP and improve flow is to decrease the batch sizes of the work—the requirements, designs, code, tests, and other work items that move through the system. Small batches go through the system more quickly and with less variability, which fosters faster learning. The reason for the faster speed is obvious. The reduced variability results from the smaller number of items in the batch. Since each item has some variability, the accumulation of a large number of items has more variability. The economically optimal batch size depends on both the holding cost (the cost for delayed feedback, inventory decay, and delayed value delivery) and the transaction cost (the cost of preparing and implementing the batch

Question: 5

What is showing Burn-up charts during the iteration progress?

- A. Planned versus actual
- B. Estimated versus technical debt
- C. Estimated versus planned
- D. Delayed versus deferred

Answer: A

Explanation:

A burn up chart is a visual diagram commonly used on Agile projects to help measure progress. Agile burn up charts allow project managers and teams to quickly see how their workload is progressing and whether project completion is on schedule. In this article, we'll discuss the purpose and benefits of a burn up chart, how to read and create one, and the difference between a burn up and burn down chart.

Question: 6

How is the management defined in SAFe?

- A. There is no management
- B. Project manager replace the management
- C. Only them can change the system

Answer: C

Explanation:

Lead the Change – As noted in the Lean-Agile Leadership article, and more thoroughly in the Implementation Roadmap series, the move to SAFe and Lean-Agile development is a significant organizational change. Many managers will participate in implementing it (as part of the 'sufficiently powerful coalition for change') by demonstrating their Lean leadership skills and their adaptability to the new way of working. Some may also assume the role of a SAFe Program Consultant (SPC), receiving the training and the resources they need to train and coach others to achieve the change. Manage up and across the enterprise – The move to Agile teams gives the manager the time needed to eliminate impediments and relentlessly improve operations and flow in ways not possible before. Additionally, their sphere of influence may actually increase. In the new SAFe model, a manager may become responsible for more than one team; and that combination of teams may now include all the cross-functional skills necessary to deliver end-to-end value. Coaching newly formed Agile teams – Everyone knows that creating Agile Teams is one thing; having them be effective is another matter entirely. In other words, leading and coaching is a significant job, one that's best done by newly-minted, lean-thinking manager-teachers. While the level of abstraction is higher—teams rather than individuals—it can still be labor-intensive, especially in the beginning. Build teams and define the mission and vision –

Teams and ARTs may be largely selforganizing and self-managing, but they do not fund themselves or define their own missions. That strategy and responsibility lie with management. In addition to helping to form the strategy, managers play a role in recruiting talent, defining the mission and vision for teams, and helping them achieve their highest potential.

Question: 7

When is the System Demo happening during the Program Execution period?

- A. When Stories are completed
- B. Upon request from stakeholders
- C. Just after the backlog is refined
- D. At the end of every Iteration

Answer: D

Explanation:

The System Demo is a significant event that provides an integrated view of new Features for the most recent Iteration delivered by all the teams in the Agile Release Train (ART). Each demo gives ART stakeholders an objective measure of progress during a Program Increment (PI). A system demo is a critical event. It's the method for assessing the Solution's current state and gathering immediate, Agile Release Train-level feedback from the people doing the work, as well as critical feedback from Business Owners, sponsors, stakeholders, and customers. The demo is the one real measure of value, velocity, and progress of the fully integrated work across all the teams. Planning for and presenting a useful system demo requires some work and preparation by the teams. But it's the only way to get the fast feedback needed to build the right solution.

Question: 8

What is a customer-centric development process that creates desirable products that are profitable and sustainable over their lifecycle?

- A. Whole product development
- B. User research
- C. Design thinking
- D. Market research

Answer: C

Explanation:

Design Thinking is a customer-centric development process that creates desirable products that are profitable and sustainable over their lifecycle. Customer centricity is a mindset: Whenever a customercentric enterprise makes a decision, it deeply considers the effect it will have on its end users.

This motivates us to: Focus on the customer – Customer-centric enterprises use segmentation to align and focus the enterprise on specific, targeted user segments.

Question: 9

Which Continuous Delivery Pipeline event(s) is happening every iteration?

- A. Continuous Integration and Continuous Deployment
- B. Continuous Exploration, Continuous Integration, Continuous Deployment, and Release on Demand
- C. Continuous Exploration, Continuous Integration, and Continuous Deployment
- D. Continuous Integration

Answer: B

Explanation:

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software. —

Agile Manifesto Continuous Delivery Pipeline Value Stream Mapping The Continuous Delivery Pipeline (CDP) represents the workflows, activities, and automation needed to shepherd a new piece of functionality from ideation to an on-demand release of value to the end user. The pipeline consists of four aspects:

Continuous Exploration (CE), Continuous Integration (CI), Continuous Deployment (CD), and Release on Demand.

Question: 10

What is the System Demo goal?

- A. To provide an optional quality check
- B. To give Product Owners the opportunity to provide feedback on the team increment
- C. To enable faster feedback by integrating across teams
- D. To fulfill PI Planning requirements

Answer: C

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