



Scrum

SPC

SAFe 5 Program Consultants (SPC)

QUESTION & ANSWERS

Question: 1

What SAFE® principle allows people to do the following: Communicate across functional boundaries. Make decisions based on an understanding of the economics. Receive fast feedback about the efficacy of their solution. Participate in continuous, incremental learning and mastery. Participate in a more productive and fulfilling solution development process.

- A. #3 – Assume variability; preserve options
- B. #6 – Visualize and limit WIP, reduce batch sizes, and manage queue lengths
- C. #8 – Unlock the intrinsic motivation of knowledge workers
- D. #4 – Build incrementally with fast, integrated learning cycles
- E. #9 – Decentralize decision-making
- F. #1 – Take an economic view

Answer: C

Explanation/Reference:

This is part of principle 8 – Unlock the intrinsic motivation of knowledge workers.

<http://www.scaledagileframework.com/unlock-the-intrinsic-motivation-of-knowledge-workers/>

Question: 2

In the Program Kanban some steps have Work-in-Process limits. Why is this necessary?

- A. To help continuous deployment
- B. To ensure large queues are not being built
- C. To keep timebox goals
- D. To enable multitasking
- E. To enable flow in a pull based system

Answer: E

Explanation/Reference:

The Kanban systems allow ART and Solution Trains to manage capacity based on the Work in Process limits of the different states of the process. This helps prevent the system from operating with large handoffs and identifies bottlenecks and opportunities for improvement. It provides clear guidelines for the policies governing each state, as well

as the criteria for moving to the next state. This combination of visualization, WIP limits, and policies fosters collaboration and effective decision-making which facilitates a faster flow of a value through the system. For more details, please refer: <http://www.scaledagileframework.com/program-and-solution-kanbans/>

Question: 3

Lead the change, is part of which element of the House of Lean?

- A. Leadership
- B. Respect for people and culture
- C. Flow
- D. Value
- E. Governance
- F. Quality

Answer: A

Explanation/Reference:

The concepts are part of the House of Lean foundation of Leadership
<http://www.scaledagileframework.com/lean-agile-mindset/> Foundation – Leadership

Question: 4

What can be used as a template for putting SAFe into practice within an organization?

- A. SAFe House of Lean
- B. SAFe Principles
- C. SAFe Implementation Roadmap
- D. SAFe Core Values

Answer: C

Question: 5

What is the recommended way to express a Feature?

- A. Phrase, benefit hypothesis, and acceptance criteria
- B. Functional requirement
- C. Epic hypothesis statement
- D. Lean business case

Answer: A

Question: 6

What should the team focus on in order to optimize flow?

- A. Sunk costs
- B. Costs
- C. Requests
- D. Delays

Answer: D

Question: 7

Applying systems thinking means identifying the systems in the process which includes the solution itself and what else?

- A. The system design
- B. The value stream
- C. The WIP
- D. The enterprise building the system

Answer: D

Question: 8

Which core competency talks about earned authority?

- A. Agile Product Delivery
- B. Lean Agile leadership
- C. Organizational agility
- D. Team and technical agility
- E. Continuous learning culture
- F. Enterprise Solution Delivery

Answer: B

Question: 9

Which of the following statements is not true about optimum batch size?

- A. Optimal batch size is a tradeoff between holding cost and transaction cost
- B. The optimal batch size is calculated by identifying the total cost (holding plus transaction) across a range of batch sizes and selecting the lowest total cost
- C. Higher holding costs shift optimal batch sizes lower
- D. Higher transaction costs shift optimum batch size higher
- E. The total cost is always highest at the point where the transaction cost curve and the holding cost curve intersect

Answer: E

Explanation/Reference:

This is part of principle #6 - Visualize and limit WIP, reduce batch sizes, and manage queue lengths For more information read: <https://zsoltfabok.com/blog/2013/03/the-optimal-batch-size/>
<http://www.scaledagileframework.com/visualize-and-limit-wip-reduce-batch-sizes-and-manage-queue-lengths/>

Question: 10

What is the best measure of progress for complex system development?

- A. System Demo

- B. ROAMing Risks
- C. Iteration Review
- D. Refined Backlog

Answer: A

Question: 11

An Organization invests in and facilitate the ongoing growth of their employees. It believes that when everyone in the organization is continuously learning, it fuels the enterprise's ability to dynamically transform itself as needed to anticipate and exploit opportunities that create a competitive advantage. Which core competency is this organization adhering to?

- A. Organizational agility
- B. Enterprise Solution Delivery
- C. Agile Product Delivery
- D. Team and technical agility
- E. Lean Agile leadership
- F. Continuous learning culture

Answer: F

Question: 12

What is the recommended way to estimate Epics?

- A. Split an Epic into Features, split Features into Stories, split Stories into tasks, estimate each task in hours and roll up all estimates to the Epic
- B. Estimate an Epic directly in normalized story points
- C. Find the smallest Epic in the Backlog, give it 1 point, and estimate everything else relative to that
- D. Split an Epic into potential Features, estimate each potential Feature in normalized story points, and add up the estimates

Answer: D

Explanation/Reference:

We do estimate Epics to forecast, by breaking the epic in features and estimating the features in story points and finally aggregating it to an epic level. SAFe does recommend doing an epic estimate to do ROI understanding and forecasting.

Question: 13

Who is responsible for the Solution Backlog?

- A. Solution Management
- B. Product Management
- C. Solution Train Engineer
- D. Product Owners

Answer: A

Question: 14

The Agile Release Train uses which type of teams to get work done?

- A. Management teams
- B. Solution teams
- C. Cross-functional teams
- D. Phased review process teams

Answer: C

Question: 15

Increased predictability, accelerated feedback, reduction in rework, lower risk, and lower cost are all direct benefits of ...

- A. shortening iteration length
- B. reducing batch size

C. Program Increment (PI) Planning

D. system demos

Answer: B

Explanation/Reference:

This is part of principle #6 - Visualize and limit WIP, reduce batch sizes, and manage queue lengths For more information read: <https://zsoltfabok.com/blog/2013/03/the-optimal-batch-size/>
<http://www.scaledagileframework.com/visualize-and-limit-wip-reduce-batch-sizes-and-manage-queue-lengths/>

Question: 16

Which statement is true about the Innovation and Planning (IP) Iteration?

- A. Without the IP Iteration, there is a risk that the tyranny of the urgent outweighs all innovation activities
- B. It is used as a weekly sync point between the Scrum Masters
- C. The Scrum Master can decide if the IP Iteration is necessary
- D. It is used annually when the team needs to refocus on work processes

Answer: A

Question: 17

What is one component of the Continuous Delivery Pipeline?

- A. Continuous Planning
- B. Continuous Cadence
- C. Continuous Exploration
- D. Continuous Improvement

Answer: C

Question: 18

What are the three primary keys to implementing flow? (Choose three.)

- A. Visualize and limit WIP
- B. Address the systemic problems
- C. Manage queue lengths
- D. Reduce batch size of work
- E. Frequent context switching
- F. Increase capacity

Answer: A,C,D

Explanation/Reference:

To achieve the sustainably shortest lead time, Lean systems builders strive to achieve a state of continuous flow, whereby new system capabilities move quickly from concept to cash. Achieving continuous flow requires the elimination of the traditional start-stop-start project initiation and development process, along with the incumbent stage gates that hinder flow. The three primary keys to implementing flow are to visualize and limit work-in-process, reduce the batch sizes of work items, and to manage queue lengths

Question: 19

What is a Minimal Viable Product?

- A. A minimal product that can validate a hypothesis
- B. A minimal product that can be built to achieve market dominance
- C. A minimal story a team can deliver in an iteration
- D. A minimal Feature that can be released to the market

Answer: A

Question: 20

What is the recommended frequency for updating Lean budget distribution?

- A. Every iteration
- B. Twice annually

C. On demand

D. Annually

Answer: B

Explanation/Reference:

Nominally, these budgets can be adjusted twice annually. Less frequently than that, and spending is fixed for too long, limiting agility. More frequently, and the enterprise may seem to be very Agile, but people are standing on shifting sand. That creates too much uncertainty and an inability to commit to any near-term course of action. For more details, please refer: <http://www.scaledagileframework.com/lean-budgets/>

Question: 21

Deliver early and often is part of which lean-agile principle?

- A. #3 Assume variability, preserve options
- B. #2 Apply systems thinking
- C. #1 Take an economic view
- D. #7 Apply Cadence and synchronise with cross domain planning
- E. #6 Visualise and limit WIP, reduce batch sizes and manage queue lengths
- F. #4 Build incrementally with fast, integrated learning cycles

Answer: C

Explanation/Reference:

For more information on SAFe Lean-Agile principles go to the link below
<https://www.scaledagileframework.com/take-an-economic-view/>

Question: 22

The House of Lean is a classic metaphor describing the mindset essential for Lean thinking. Which one of the four pillars advocates a "Get out of the office" mindset?

- A. Flow
- B. Relentless improvement
- C. Respect for people and culture
- D. Innovation

Answer: D

Question: 23

Which one of the following is not an element of an agile team in SAFe? (choose one)

- A. self-managing
- B. uses the best of scrum, XP and Kanban
- C. Delivers valuable tested software every 2 to 4 weeks.
- D. Empowered
- E. Self-organising

Answer: C

Explanation/Reference:

in general agile teams can deliver anywhere between 1-4 weeks and 2 weeks is common.

Question: 24

Emphasize life-long learning, is part of which element of the House of Lean?

- A. Leadership
- B. Relentless Improvement
- C. Respect for people and culture
- D. Value
- E. Innovation
- F. Quality

Answer: A

Explanation/Reference:

The concepts are part of the House of Lean foundation of Leadership

Question: 25

Which statement describes a Capability?

- A. It is maintained in the Portfolio Backlog
- B. It remains complete and becomes an Epic for implementation
- C. It must be structured to fit within a single Program Increment
- D. It is developed and approved without a dependence on the Solution Kanban

Answer: C

Question: 26

What uses the concept of Minimum Viable Product and quantifiable metrics focused on outcomes to support company strategy

- A. Lean Governance
- B. GEMBA
- C. MUDA
- D. Innovation Accounting
- E. Business owners

Answer: D

Explanation/Reference:

Innovation Accounting (Eric Ries) uses the following three basic steps: 1) It uses a minimal viable product (MVP) to establish real data on where the company stands at any given juncture. An MVP is the fastest way to establish a customer feedback loop with minimal output of effort. Its primary goal is to test fundamental business hypotheses without having to perfect the product or service in question too prematurely. 2) Using the MVP, start-ups, through many attempts, move from the baseline to the ideal, when the company then reaches a decision point. 3) At this juncture, a company is either making solid progress toward the ideal enough that it makes sense to continue, or persevere. If not, the strategy must be deemed flawed and in need of serious change—or as Ries labels it, a pivot, which starts the process all over again and in a more productive fashion than before. Links:

<http://lexicon.ft.com/Term?term=innovation-accounting> <http://theleanstartup.com/>
<https://www.businessopportunity.com/Blog/innovation-accounting-lean-star...>

Question: 27

Which statement accurately characterizes Strategic Themes?

- A. They are large initiatives managed in the Portfolio Kanban that require Weighted Shortest Job First prioritization and a lightweight business case
- B. They are a high-level summary of each program's Vision and are updated after every PI
- C. They are business objectives that connect the SAFe Portfolio to the Enterprise business strategy
- D. They are requirements that span Agile Release Trains but must fit within a single Program Increment

Answer: C

Question: 28

What is the foundation of the SAFe House of Lean?

- A. Leadership
- B. Value
- C. Relentless Improvement
- D. Flow

Answer: A

Question: 29

What is one of the Agile Release Train sync meetings?

- A. Iteration Retrospective
- B. Iteration Review
- C. Scrum of Scrums
- D. Solution Demo

Answer: C

Question: 30

Which statement fits with the SAFe Core Value of Built-in Quality?

- A. Quality is not part of the SAFe Core Values
- B. You cannot scale crappy code
- C. Quality depends on the scale of the project and should be implemented from the top down
- D. Quality should only be worked on during the Innovation and Planning Iteration

Answer: B

Question: 31

How do leaders build-in instability?

- A. They provide a high degree of freedom as to how teams meet requirements
- B. They change Scrum Masters in the team every two weeks
- C. They change requirements frequently

Answer: A

Question: 32

What must management do for a successful Agile transformation?

- A. Strive to think of adoption as an area they can control
- B. Send someone to represent management, and then delegate tasks to these individuals
- C. Change Scrum Masters in the team every two weeks
- D. Commit to quality and be the change agent in the system

Answer: D

Question: 33

Which statement describes aspects of the team's commitment during PI Planning?

- A. A team commits to resolve all the risks identified during PI Planning
- B. A team commits to all stories they put on their PI plan
- C. A team does not commit to stretch objectives
- D. A team commits only to the PI Objectives with the highest business value

Answer: C

Question: 34

We have identified the ARTs. What is the next step in the process?

- A. Identify the systems that support the operational values streams
- B. If necessary, split ARTs in large value streams into multiple ARTs
- C. Identify the people that develop the systems
- D. Identify Development Streams Cross Boundaries effects
- E. This is the recommended scrum team size
- F. Define the Development Value Streams

Answer: B

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 35

What is SAFe's release strategy?

- A. Release on cadence
- B. Release on demand
- C. Release continuously
- D. Release every Program Increment

Answer: B

Question: 36

During the final plan review, Program risks are addressed using ROAM. What do the letters in ROAM represent?

- A. Accepted, Redesigned, Ordered, Mitigated
- B. Relegated, Owned, Approved, Managed
- C. Managed, Resolved, Ordered, Accepted
- D. Owned, Mitigated, Resolved, Accepted

Answer: D

Question: 37

On day two of PI Planning, management presents adjustments based on the previous day's management review and problem solving meeting. What is one possible type of adjustment they could make?

- A. Change a team's plan
- B. Business priorities
- C. Adjustment to PI Objectives
- D. User Stories

Answer: B

Question: 38

What is the biggest benefit of decentralized decision-making?

- A. Ensuring strategic decisions are not made in a vacuum
- B. Delivering value in the shortest sustainable lead time
- C. Removing accountability from leaders

D. Creating better visualization

Answer: B

Question: 39

The notion that flexible requirements and design allows economic tradeoffs to be made is part of which lean-agile principle?

- A. #3 Assume variability, preserve options
- B. #2 Apply systems thinking
- C. #1 Take an economic view
- D. #9 Decentralise Decision Making
- E. #8 Unlock the intrinsic motivation of knowledge workers
- F. #4 Build incrementally with fast, integrated learning cycles

Answer: A

Explanation/Reference:

For more information on SAFe Lean-Agile principles go to the links below:

<http://www.scaledagileframework.com/safe-lean-agile-principles/>

<http://www.scaledagileframework.com/assume-variability-preserve-options/> Did you select Economic Thinking? The two are related. Flexible Design and requirements are part of Principle 3. The thinking to even do economic tradeoffs is part of principle 1.

Question: 40

What is the focus of the Daily Stand-up meeting?

- A. Plan objectives versus Program Owner objectives
- B. PI objectives versus outcomes
- C. Scrum Master goals versus Development Team goals
- D. Iteration goals versus what got done

Answer: D

Question: 41

The Agile Release Train passes through four steps in order to deliver Solutions which includes: defining new functionality, implementing, acceptance testing, and what else?

- A. DevOps testing
- B. Completing phase-gate steps
- C. Regulatory compliance
- D. Deploying

Answer: D

Question: 42

What is an example of applying cadence-based synchronization in SAFe?

- A. Teams align their iterations to the same schedule to support communication, coordination, and system integration
- B. Teams meet twice every PI to plan and schedule capacity
- C. Teams decide their own iteration length
- D. Teams allow batch sizes across multiple intervals

Answer: A

Question: 43

One of the strengths of SAFe(r) is its ability to be flexed without limit to fit any particular company environment.

- A. FALSE
- B. TRUE

Answer: A

Explanation/Reference:

SAFe(r) is a framework which is based on globally referable practices. It can be flexed within limits, but dilution of any key

areas will lead to loss of benefit. For more information see:
<http://www.scaledagileframework.com/implementation-roadmap/>

Question: 44

Build Quality in is part of which pillar of the House of Lean?

- A. Quality
- B. Relentless Improvement
- C. Value
- D. Leadership
- E. Flow
- F. Respect for people and culture

Answer: E

Explanation/Reference:

The concepts are part of the House of Lean pillar of FLOW (Build Quality in; Flow depends on it)
[http://www.scaledagileframework.com/lean-agile-mindset/ Pillar 2 - Flow](http://www.scaledagileframework.com/lean-agile-mindset/Pillar%20-%20Flow)

Question: 45

Which statement is true when continuously deploying using a DevOps model?

- A. It lessens the severity and frequency of release failures
- B. It increases the transaction cost
- C. It removes the need to automate processes
- D. It alleviates the reliance on the skill sets of Agile teams

Answer: A

Question: 46

Which statement is true about DevOps?

- A. Measurements are not a top priority for DevOps

- B. Lean-Agile principles are not necessary for a successful DevOps implementation
- C. DevOps is an approach to bridge the gap between development and operations
- D. DevOps automation of testing reduces the holding cost

Answer: C

Question: 47

What are the first three steps of the SAFe Implementation Roadmap?

- A. Launch trains, coach Agile Release Train execution, then train executives and managers
- B. Reach the tipping point, train Lean-Agile change agents, and then train executives, managers and leaders
- C. Reach the tipping point, Train Lean-Agile change agents, and then train the identified support personnel
- D. Charter a Lean-Agile Center of Excellence, scale to the portfolio, create the implementation plan

Answer: B

Question: 48

In SAFe(r) which of the following is not a feature of setting a vision for change

- A. Better Alignment
- B. Improved Motivation
- C. Faster Deployment
- D. Clarified Purpose

Answer: C

Explanation/Reference:

Establishing the vision for change is part of reaching the tipping point.

Question: 49

When is a Pre-PI Planning event needed?

- A. When there is only one day to run PI Planning, so more time is needed to prepare to run it effectively
- B. When teams cannot identify and estimate Stories in PI Planning and need more time to prepare
- C. When Product Owners and Scrum Masters need to coordinate dependencies within the Agile Release Train
- D. When multiple Agile Release Trains working on the same Solution need to align and coordinate

Answer: D

Question: 50

Peter Drucker defines knowledge workers as individuals who know more about the work they perform than who?

- A. Their coworkers
- B. Their bosses
- C. Their organization
- D. Their team

Answer: B

Question: 51

What is one benefit of unlocking the intrinsic motivation of knowledge workers?

- A. To centralize decision-making
- B. To lower WIP limits
- C. To provide autonomy with purpose, mission, and minimum constraints
- D. To strive to achieve a state of continuous flow

Answer: C

Question: 52

Provide Time and Space for Creativity is part of which pillar of the House of Lean?

- A. Leadership
- B. Respect for people and culture
- C. Relentless Improvement
- D. Flow
- E. Innovation
- F. Quality

Answer: E

Explanation/Reference:

The concepts are part of the House of Lean pillar of INNOVATION

Question: 53

Who has content authority to make decisions at the user story level during PI Planning?

- A. Product Owner
- B. Development Team
- C. Release Train Engineer
- D. Scrum Masters

Answer: A

Question: 54

Reflect at key milestones then identify and address shortcomings, is part of which pillar of the House of Lean?

- A. Respect for people and culture
- B. Innovation
- C. Relentless Improvement

- D. Leadership
- E. Flow
- F. Quality

Answer: C

Explanation/Reference:

The concepts are part of the House of Lean pillar of Relentless Improvement
<http://www.scaledagileframework.com/lean-agile-mindset/> Pillar 4 – Relentless Improvement

Question: 55

When basing decisions on economics, how are cycle time, product cost, value, and development expense used?

- A. To take into account sunk costs
- B. To recover money already spent
- C. To limit WIP through the system
- D. To identify different parameters of the economic framework

Answer: D

Question: 56

What is found on a program board?

- A. User Stories
- B. Features
- C. Epics

Answer: B

Question: 57

When does a Roadmap become a queue?

- A. When it contains Features and not Epics
- B. When it includes no commitments
- C. When it is longer than one Program Increment
- D. When it is fully committed

Answer: D

Question: 58

Implementing SAFe requires buy-in from all levels of the organization. What level of leadership is most important for effecting cultural change?

- A. Executive Management
- B. Release Train Engineers
- C. Product Owners
- D. Solution Management

Answer: B

Explanation/Reference:

Release Train Engineers are the change agents,

Question: 59

Product Management has content authority over the Program Backlog. What do Product Owners have content authority over?

- A. Portfolio Backlog
- B. Team Backlog
- C. Portfolio Vision
- D. Value Streams

Answer: B

Question: 60

How is the flow of Portfolio Epics managed?

- A. In the Program Backlog
- B. In the Program Kanban
- C. In the Portfolio Backlog
- D. In the Portfolio Kanban

Answer: D

Question: 61

What is the primary reason that requires the establishment of some form of LACE in SAFe(r)

- A. People naturally resist change and for this reason the organisation must reach the point where the compelling imperative is to achieve the change rather than resist it
- B. The people qualified to drive the change usually have full-time responsibilities in their current roles; While they can support change with a portion of their time, a smaller, more dedicated group of people is required to drive the transformation throughout the organization. The primary task of these latter group of people is to drive and implement change.
- C. because we need to « Train everyone; Launch the Train »
- D. Because we need to take an agile, incremental, approach to implementation, just as we do with solution development

Answer: B

Explanation/Reference:

The other answers are all valid concepts but do not relate to the question. Read more at:
<http://www.scaledagileframework.com/LACE/>

Question: 62

In SAFe(r) – What is the purpose of an operational value stream?

- A. It is used to build systems and capabilities that enable operational value streams.
- B. It is used to deliver customer end value.
- C. It is used to identify the steps, value, people and systems and lead time.

Answer: B

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 63

What are three consequences of having long queues? (Choose three)

- A. Lower quality
- B. Slower delivery
- C. Requires larger teams
- D. Higher variability
- E. Less cross-training
- F. Increased utilization

Answer: A,B,D

Question: 64

Reducing costs by dropping unsuccessful paths quickly is part of which lean-agile principle?

- A. #4 Build incrementally with fast, integrated learning cycles
- B. #7 Apply Cadence and synchronise with cross domain planning
- C. #6 Visualise and limit WIP, reduce batch sizes and manage queue lengths
- D. #3 Assume variability, preserve options
- E. #9 Decentralise Decision Making

F. #1 Take an economic view

Answer: A

Explanation/Reference:

For more information on SAFe Lean-Agile principles go to the links below:

<http://www.scaledagileframework.com/safe-lean-agile-principles/>

<http://www.scaledagileframework.com/build-incrementally-with-fast-integrated-learning-cycles/>

Question: 65

We have identified Development Streams Cross Boundaries effects What is the next step in the process?

- A. Define the Development Value Streams
- B. Identify the systems that support the operational values streams
- C. Identify the operational value streams
- D. Identify the people that develop the systems
- E. Identify the ARTs

Answer: E

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 66

The CEO of a mid-sized organisation that wants to adopt SAFe(r) has engaged a well referenced consulting partner and tasked the CIO with working with the partner to make things happen. Can the CEO be justified in feeling they have done their bit?

- A. No
- B. Yes

Answer: A

Explanation/Reference:

Transformational change cannot be delegated. Although the CIO has been tasked, the rest of the executive management

has not been engaged. This engagement needs to come from the top.

Question: 67

Pivot without Mercy or Guilt is part of which pillar of the House of Lean?

- A. Leadership
- B. Innovation
- C. Respect for people and culture
- D. Relentless Improvement
- E. Flow
- F. Quality

Answer: B

Explanation/Reference:

The concepts are part of the House of Lean pillar of INNOVATION
<http://www.scaledagileframework.com/lean-agile-mindset/>

Question: 68

Why must autonomy for the team be unconstrained?

- A. Because, otherwise, natural leaders may emerge
- B. Because the intrinsic innovation and creativity of teams is only unlocked when free of all constraint
- C. It is a myth that autonomy be unconstrained, the needs of purpose of the organisation always constrain autonomy
- D. Because if not, then teams will ultimately fall back into old patterns of command and control

Answer: C

Explanation/Reference:

it is indeed a myth that autonomy (and self-organisation) of teams be unconstrained. Such an approach, especially in a scaled environment, would lead to chaos. Yet it is also true that innovation and creativity come from teams operating with the optimal level of self-organisation and autonomy, within the framework of the organisation. When Demingh says that management cannot delegate change, this is part of what cannot be delegated. Autonomy and self-organisation must have clear boundaries, aligned to organisational purpose. This is part of principle 8 - Unlock the intrinsic motivation of knowledge workers For more information read:

Question: 69

Understanding, exploiting and managing variability, and frequent integrations are part of :

- A. Agile-scrum
- B. Value
- C. Relentless improvement
- D. Innovation
- E. Flow
- F. Leadership

Answer: E

Explanation/Reference:

The concepts are part of the House of Lean pillar of FLOW <http://www.scaledagileframework.com/lean-agile-mindset/>
Pillar 2 – Flow

Question: 70

Communities of Practice best solve which problem in a Lean-Agile Enterprise?

- A. Intra-team communication
- B. Portfolio Level centralization
- C. Delivering on cadence
- D. Optimizing by cross-functional teams

Answer: D

Question: 71

Complete the quote from Don Reinertsen: The more detailed we made our plans,....

- A. the more accurate our estimations

- B. the longer our cycle times became
- C. the less variability we had in implementation
- D. the more effective we became

Answer: B

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/create-the-implementation-plan/>

Question: 72

Select the correct answer from the following

- A. One Agile Release Train can contain one or more Solution Trains
- B. One Solution Train can contain one or more Agile Release Trains
- C. Essential SAFe coordinates multiple Agile Release Trains with a Solution Train
- D. An Agile Release Train in Essential SAFe is called a Solution Train in Large Solution SAFe

Answer: B

Question: 73

We have created the implementation plan, what is the immediate next step?

- A. Coach ART execution
- B. Train Executives, Managers, Leaders
- C. Train teams and launch the ART
- D. Relentless improvement
- E. Prepare for ART launch

Answer: E

Explanation/Reference:

Read more at: - <http://www.scaledagileframework.com/implementation-roadmap/> - <http://www.scaledagileframework.com/prepare-for-art-launch/>

Question: 74

Which three statements are true about the role of Lean-Agile Leaders? (Choose three)

- A. They set the goals for the team
- B. They facilitate relentless improvement
- C. They manage the most critical day-to-day activities of team members
- D. They proactively eliminate impediments
- E. They accept Features
- F. They embrace the values of Lean

Answer: B,D,F

Question: 75

Which of the statement is not true?

- A. Product Owner owns Team Backlog
- B. Product Owner contributes to Intentional Architecture, owns Emergent Design
- C. Product Manager owns Program backlog

Answer: B

Question: 76

Fill in the blanks The principle of _____ tells us that : Most problems with our process will surface as _____ Most of the time spent getting to market is as a result of _____ Reducing _____ is the fastest way to reduce time to market

- A. Build incrementally with fast integrated learning cycles; Delays; Delays; Delays
- B. Systems Thinking; Defects; Delays; Delays

C. Build incrementally with fast integrated learning cycles; Defects; Delays; Defects

D. Systems Thinking; Delays; Delays; Delays

Answer: D

Explanation/Reference:

For more information on SAFe Lean-Agile principles go to the links below:

<http://www.scaledagileframework.com/safe-lean-agile-principles/>

<http://www.scaledagileframework.com/apply-systems-thinking/>

Question: 77

What is the core benefit of the Principle #4 – Build incrementally with fast, integrated learning cycles?

- A. It gives a better picture of actual progress, by being focused on building the system in increments, with evidence at each increment point of objective and data based measurement towards achieving the outcome
- B. It improves solution development by enhancing the understanding of the system and the environment and applying that understanding to design, development, deployment, and maintenance of the system itself
- C. It ensures the right work gets done, and the wrong work doesn't; by informing and driving decisions at all levels to best identify the value of work being done
- D. It enables risk to be evaluated early, through early validation and feedback.
- E. It provides better focus for multiple solutions and allows teams to concentrate and focus on the variable elements of work
- F. It enables the shortest sustainable lead time, by eliminating impediments to the flow of work

Answer: D

Question: 78

Select the item in the list below that is NOT part of forming the 'sufficiently powerful guiding coalition' in SAFe(r)

- A. Charter a LACE
- B. Train executives, managers, and other leaders
- C. Train everyone; Launch the Train
- D. Train a number of Lean-Agile change agents as SAFe Program Consultants (SPCs)

Answer: C

Explanation/Reference:

« Train Everyone; Launch the train » is not part of forming the guiding coalition, it is part of the implementation roadmap. Read more at: <http://www.scaledagileframework.com/LACE/>

Question: 79

We have defined the Development Value Streams What is the next step in the process?

- A. Identify the operational value streams
- B. Identify Development Streams Cross Boundaries effects
- C. Define the Development Value Streams
- D. If necessary, split ARTs in large value streams into multiple ARTs
- E. Identify the ARTs
- F. Identify the systems that support the operational values streams

Answer: B

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 80

What are the 4 core values of SAgE?

- A. Alignment
- B. Built-in Quality
- C. Value Realisation
- D. Empowerment
- E. Transparency
- F. Program execution

Answer: A,B,E,F

Explanation/Reference:

Built in quality, program Execution, Alignment, and Transparency – see this site page : <http://www.scaledagileframework.com/safe-core-values/> Try using mnemonics to remember things like this, for example the upper case letters in the list above spell the word BEAT. if you think of core values as the 'heartBEAT' of SAFe then remembering the mnemonic is easier

Question: 81

In SAFe(r) - what group is responsible for the following? • Communicating the business need, urgency, and vision for change • Developing the implementation plan and managing the transformation backlog • Establishing the metrics • Conducting or sourcing training for executives, managers and leaders, development teams, and specialty roles • Identifying Value Streams and helping define and launch Agile Release Trains (ARTs) • Providing coaching and training to ART stakeholders and teams • Participating in critical, initial events like Program Increment (PI) Planning and Inspect and Adapt (I&A) • Fostering SAFe Communities of Practice (CoPs) • Communicating progress Implementing Lean-Agile focus days, with guest speakers, and presenting internal case studies • Benchmarking and connecting with the external community • Promoting continuing Lean-Agile education • Extending Lean-Agile practices to other areas of the company, including Lean Budgets, Lean Portfolio Management, contracts, and human resources • Helping to establish relentless improvement

- A. The Program Team
- B. The LACE
- C. The Portfolio Team

Answer: B

Explanation/Reference:

This vast list of responsibilities are all assigned to the Lean Agile Centre of Excellence (LACE) Read more at: <http://www.scaledagileframework.com/LACE/>

Question: 82

One of the following is not a principle of the House of lean, which is it?

- A. Leadership
- B. Respect for people and culture
- C. Relentless improvement
- D. Value
- E. Velocity
- F. Innovation

Answer: E

Explanation/Reference:

The lean agile mindset is represented by the house of lean: <http://www.scaledagileframework.com/lean-agile-mindset/>

Question: 83

Complete the following phrase 'A system can evolve no faster than... »

- A. the lead time of the system
- B. the velocity of the adoption of change
- C. the cycle time of the system
- D. the ability of management to absorb
- E. its slowest integration point

Answer: E

Explanation/Reference:

For more information on SAFe Lean-Agile principles go to the link below:
<http://www.scaledagileframework.com/safe-lean-agile-principles/>

Question: 84

Which of the following is not a TEAM role in SAFe(r)

- A. Product Owner
- B. Release Train Engineer
- C. Development Team
- D. Scrum Master

Answer: B

Explanation/Reference:

When using the word TEAM SAFe(r) refers specifically to a SCRUM team, with the standard scrum roles For more information: <http://www.scaledagileframework.com/agile-release-train/>

Question: 85

The four pillars of the House of Lean are:

- A. Respect for people and culture, Quality, Innovation, Relentless improvement
- B. Respect for people and culture, Flow, Leadership, Relentless improvement
- C. Respect for people and culture, Leadership, Value, Relentless improvement
- D. Respect for people and culture, Flow, Innovation, Relentless improvement
- E. Respect for people and culture, Value, Innovation, Relentless improvement

Answer: D

Explanation/Reference:

Correct these are the pillars, leadership forms the base and Value forms the roof. Respect for people and culture, Value, Innovation, Relentless improvement

Question: 86

Which of the following is not a 'critical program role' in SAFe(r)

- A. Release Train Engineer
- B. Product Owner
- C. System Architect/Engineer
- D. Business Owner

Answer: B

Question: 87

Which role accepts Capabilities as done?

- A. Product Management
- B. Solution Architect
- C. Value Stream Engineer
- D. Solution Management

Answer: D

Question: 88

Face to face planning for collaboration, alignment and adaption is desirable if possible but not essential for geographically remote agile teams on the same ART, which are endorsed to carry out their own planning activities, suited to their time zone and particular needs, especially in cases where different languages are in use.

- A. TRUE
- B. FALSE

Answer: B

Explanation/Reference:

Face-to-face planning is a key agile and SAFe concept that is always recommended to be followed. Only in circumstances where it is simply too costly or too infeasible is this rule able to be avoided, and in such a case the focus ought to be on splitting up the work to allow it to be co-located.

Question: 89

Align with Mission and remove constraints, is part of which element of the House of Lean?

- A. Leadership
- B. Quality
- C. Respect for people and culture
- D. Value
- E. Relentless Improvement
- F. Innovation

Answer: A

Explanation/Reference:

The concepts are part of the House of Lean foundation of Leadership
<http://www.scaledagileframework.com/lean-agile-mindset/> Foundation – Leadership

Question: 90

Peter Drucker says that « to effectively lead, workers must be heard and respected ». What principle applies to this?

- A. #2 – Apply systems thinking
- B. #3 – Assume variability; preserve options
- C. #4 – Build incrementally with fast, integrated learning cycles
- D. #9 – Decentralize decision-making
- E. #5 – Base milestones on objective evaluation of working systems
- F. #8 – Unlock the intrinsic motivation of knowledge workers

Answer: F

Explanation/Reference:

This is part of principle 8 – Unlock the intrinsic motivation of knowledge workers – Create an Environment of Mutual Influence For more information read:

<http://www.scaledagileframework.com/unlock-the-intrinsic-motivation-of-knowledge-workers/>

Question: 91

What is a SAFe-recommended approach to implement a crosscutting Epic that spans multiple PIs?

- A. Trains will demonstrate their work only if they have managed to integrate and test it—if not, they can demo in the next PI Continued...
- B. Trains will demonstrate their work on that Epic when it is finished
- C. The work will be demonstrated by the PPM in the portfolio demo
- D. All trains and Value Streams will demonstrate their work with respect to the Epic at every PI boundary

Answer: D

Question: 92

Which three roles are most responsible for ensuring successful execution at the Large Solution Level? (Choose three)

- A. Solution Management
- B. Solution Architect/Engineer

- C. Release Management
- D. Product Owner
- E. Solution Train Engineer
- F. Customer

Answer: A,B,E

Question: 93

What does LACE mean?

- A. Lean Agile Centre of Excellence
- B. Low Automation; Clear Expression
- C. Look; Assess; Change; Extend

Answer: A

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/LACE/>

Question: 94

Informed decision making via fast feedback is part of what?

- A. Respect for people and culture
- B. Leadership
- C. Relentless Improvement
- D. Flow
- E. Quality
- F. Value

Answer: D

Explanation/Reference:

The concepts are part of the House of Lean pillar of FLOW <http://www.scaledagileframework.com/lean-agile-mindset/>
Pillar 2 – Flow

Question: 95

Fill in the blanks _____ is the rhythmic heartbeat of the process; it makes _____ everything, that can be _____

- A. Timeboxing | standard | defined and agreed
- B. Cadence | routine | made routine
- C. Synchronised wait time | regular | standardized
- D. Program Increment (PI) Planning | defined, agreed and visible | identified for the next PI

Answer: B

Explanation/Reference:

This is part of principle #7 – Apply cadence, synchronize with cross-domain planning For more information read: <http://www.scaledagileframework.com/apply-cadence-synchronize-with-cross-domain-planning/>

Question: 96

The notion that improvement comes through synchronisation of design loops and shorter learning cycles is part of which lean-agile principle?

- A. #4 Build incrementally with fast, integrated learning cycles
- B. #3 Assume variability, preserve options
- C. #1 Take an economic view
- D. #6 Visualise and limit WIP, reduce batch sizes and manage queue lengths
- E. #7 Apply Cadence and synchronise with cross domain planning
- F. #9 Decentralise Decision Making

Answer: A

Explanation/Reference:

For more information on SFAE Lean-Agile principles go to the links below:
<http://www.scaledagileframework.com/safe-lean-agile-principles/>

Question: 97

How is value defined in Lean-Agile?

- A. Deliver the maximum customer value in the shortest sustainable lead time, while providing the highest possible quality to Customers and society as a whole
- B. Understand current and future customer needs, meet customer requirements and strive to exceed customer expectations
- C. Identify, understand and manage interrelated processes in the system to contribute to the organization's effectiveness and efficiency in achieving its objective
- D. Create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives
- E. Consider the needs of all interested parties including customers, owners, employees, suppliers, financiers, local communities and society as a whole

Answer: A

Explanation/Reference:

The concepts are part of the House of Lean foundation of Leadership

<http://www.scaledagileframework.com/lean-agile-mindset/> The Goal – Value

Question: 98

In SAFe(r) – which of the below is NOT one of the four critical moves designed to create a sense of urgency and establish a powerful coalition

- A. Identify Value Streams and ARTs
- B. Create a Lean-Agile Centre of Excellence
- C. Train Executives, Managers, and Leaders
- D. Train Lean-Agile Change Agents
- E. Reaching the Tipping Point

Answer: A

Explanation/Reference:

Identify Value Streams and ARTs comes after creating the conditions for change, and is the first step in implementing

change. the four key moves are: Reaching the Tipping Point Train Lean-Agile Change Agents Train Executives, Managers, and Leaders Create a Lean-Agile Centre of Excellence (LACE) Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/> and <http://www.scaledagileframework.com/implementation-roadmap/>

Question: 99

In SAFe(r) - What is the purpose of a development value stream?

- A. It is used to identify the steps, value, people and systems and lead time.
- B. It is used to build systems and capabilities that enable operational value streams.
- C. It is used to deliver customer end value.

Answer: B

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 100

What is the core benefit of the Principle #5 - Base milestones on objective evaluation of working systems?

- A. It gives a better picture of actual progress, by being focused on building the system in increments, with evidence at each increment point of objective and data based measurement towards achieving the outcome
- B. It unlocks quality and productivity through autonomy within boundaries
- C. It ensures the right work gets done, and the wrong work doesn't; by informing and driving decisions at all levels to best identify the value of work being done
- D. It provides better focus for multiple solutions and allows teams to concentrate and focus on the variable elements of work
- E. It enables risk to be evaluated early, through early validation and feedback.
- F. It improves solution development by enhancing the understanding of the system and the environment and applying that understanding to design, development, deployment, and maintenance of the system itself

Answer: A

Explanation/Reference:

This is a benefit of principle #5 Base milestones on objective evaluation of working systems:
<https://www.scaledagileframework.com/base-milestones-on-objective-evaluation-of-working-systems/>

Question: 101

In SAFe(r) what two things can independently cause organisations to reach a tipping point

- A. Proactive leadership and vendor partners
- B. Burning platform and proactive leadership
- C. Industry trends and vendor partners
- D. Organic change and burning platform
- E. Vendor partners and organic change

Answer: B

Explanation/Reference:

For more information see: <http://www.scaledagileframework.com/reaching-the-tipping-point/>

Question: 102

We have identified the people that develop the systems What is the next step in the process?

- A. Identify Development Streams Cross Boundaries effects
- B. Identify the systems that support the operational values streams
- C. Identify the ARTs
- D. Identify the people that develop the systems
- E. Define the Development Value Streams
- F. If necessary, split ARTs in large value streams into multiple ARTs

Answer: E

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 103

What do Work-in-Process constraints create?

- A. Enhanced product ROI

- B. Increased pressure to deliver
- C. Better customer outcomes
- D. Forced capacity matching

Answer: D

Question: 104

Which of the statement is true?

- A. Product Manager establishes Description, Benefit Hypothesis and Acceptance Criteria for Features
- B. Product Owner implements and delivers Value
- C. Agile teams collaborates on story Acceptance Criteria, and accepts stories into the baseline

Answer: A

Question: 105

Why is building long term relationships based on trust important in a lean-agile context?

- A. It allows us to optimise the continuous and sustainable throughput of value
- B. It provides a basis for us to apply lean tools to identify and test root causes
- C. It provides a basis to influence change in culture
- D. it allows us to unlock the intrinsic motivation of knowledge workers.

Answer: C

Explanation/Reference:

The leading question is part of the respect for people and culture pillar of the house of lean. Before we can hope to influence change we must first of all establish relationships and trust.

Question: 106

What is the purpose of Solution Intent?

- A. To provide a roadmap for future development
- B. To record and communicate the necessary requirements and design decisions
- C. To provide an up-front and static definition of the system's design
- D. To create a comprehensive design document for approval before development begins

Answer: B

Question: 107

Which of the following is NOT a leadership style identified by Bradford and Cohen?

- A. Developer
- B. Inspirer
- C. Conductor
- D. Expert

Answer: B

Explanation/Reference:

The three leadership types are: Leader as expert Leader as conductor Leader as developer SAFe favours the Leader as developer approach Read more at: <http://www.scaledagileframework.com/lean-agile-leaders/>

Question: 108

Build Quality in is part of which pillar of the House of Lean?

- A. Innovation
- B. Leadership
- C. Respect for people and culture
- D. Relentless Improvement
- E. Quality

F. Flow

Answer: F

Explanation/Reference:

The concepts are part of the House of Lean pillar of FLOW <http://www.scaledagileframework.com/lean-agile-mindset/>

Question: 109

Which statement is true about Model-Based Systems Engineering (MBSE) in SAFe®?

- A. MBSE allows a team to explore solution options earlier
- B. MBSE cannot conduct cost effective experiments without changing the product
- C. MBSE is used to create a comprehensive design view of the solution
- D. MBSE is a technique for defining Acceptance Criteria for Enablers

Answer: A

Question: 110

Select the item that is not an aspect of systems thinking

- A. The organisation building the solution is a system
- B. The value of a system passes through its interconnections
- C. Optimise the full value stream
- D. Optimising a component does not optimise a system
- E. Synchronise with cross domain planning
- F. The solution itself is a system

Answer: E

Explanation/Reference:

For more information on SAFe Lean-Agile principles go to the link below:

<https://www.certsexpert.com/>

Question: 111

What is the benefit of successive iterations with objective milestones?

- A. It provides inspection and adaption opportunities allowing for continuous adjustments of the solution towards an optimal result
- B. It provides for gates where the project can be assessed against criteria for persist, pivot or perish (The three Ps)
- C. It allows for phase-gates at iteration points
- D. It allows governance to determine risk profiles at specific intervals

Answer: A

Explanation/Reference:

This is part of principle #5base milestones on objective evaluation of working systems. See:
<http://www.scaledagileframework.com/base-milestones-on-objective-evaluation-of-working-systems/>

Question: 112

Develop People, is part of which element of the House of Lean?

- A. Innovation
- B. Relentless Improvement
- C. Respect for people and culture
- D. Leadership
- E. Flow
- F. Quality

Answer: D

Explanation/Reference:

The concepts are part of the House of Lean foundation of Leadership
<http://www.scaledagileframework.com/lean-agile-mindset/> Foundation – Leadership

Question: 113

What is the goal of Lean?

- A. Lean-Agile leadership
- B. Relentless improvement
- C. Respect for people and culture
- D. Sustainable shortest lead time, best quality, and value

Answer: D

Question: 114

Trading off and sequencing for maximum benefit is part of which lean-agile principle?

- A. #1 Take an economic view
- B. #7 Apply Cadence and synchronise with cross domain planning
- C. #2 Apply systems thinking
- D. #4 Build incrementally with fast, integrated learning cycles
- E. #9 Decentralise Decision Making
- F. #5 base milestones on objective valuation of working systems

Answer: A

Explanation/Reference:

For more information on SAFe Lean-Agile principles go to the link below:
<http://www.scaledagileframework.com/safe-lean-agile-principles>

Question: 115

What is the IP iteration

- A. Intellectual Property iteration
- B. Internal Process iteration
- C. Innovation and Planning iteration

Answer: C

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/guidance-six-safe-practices-for-s-sized-teams/>

Question: 116

What are two reasons organizational leaders should “take a systems view”? (Choose two)

- A. To optimize the team’s work environments
- B. Because all decisions in a Lean-Agile Enterprise are made by teams
- C. Because some systemic changes that could dramatically improve teams’ environments can only be made by the leaders
- D. To maximize resource utilization
- E. To optimize the system as a whole

Answer: C,E

Question: 117

The following item relates to principle #5 - base milestones on objective evaluations of working systems Fill in the blanks _____ fix requirements and design _____ making adjustments _____ when _____

- A. Waterfall projects | under change management | in a controlled way | needed and approved
- B. Agile projects | as early as possible | as desired by the customer | they think of changes
- C. Phase Gates | too early | costly | new facts emerge

Answer: C

Explanation/Reference:

For more information on SAFe Lean-Agile principles go to the links below:

<http://www.scaledagileframework.com/safe-lean-agile-principles/>

<http://www.scaledagileframework.com/base-milestones-on-objective-evaluation-of-working-systems>

Question: 118

What are two goals of the Feature section of the Program Kanban? (Choose two)

- A. Facilitate Feature readiness
- B. Manage the flow of program epics
- C. Make funding decisions
- D. Create a Feature light-weight business case
- E. Visualize the state of each feature

Answer: A,E

Question: 119

What is the minimum size of an agile release train (ART)?

- A. a minimum of one scrum team
- B. 50-125 people
- C. the dunbar number
- D. Around 50 people

Answer: D

Explanation/Reference:

An ART is a group of 50-125 people that plan, commit and execute together on the program increment. The minimum size of the ART is therefore around 50 people. Below that the economies of scale are not present enough to justify SAFe(r) adoption For more information: <http://www.scaledagileframework.com/agile-release-train/>

Question: 120

Which two areas do Capabilities live in the SAFe® Requirements Model? (Choose two)

- A. Under Epics
- B. Above Features
- C. Above Epics
- D. Parallel to Features

E. Below Features

Answer: A,B

Question: 121

Fill in the blanks: _____ creates the opposite of the intended effect

- A. Strong Leadership
- B. When words and action don't match
- C. Thinking Lean
- D. The basis of SAFe®

Answer: B

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/train-executives-managers-and-leaders/>

Question: 122

What Core Competency is described by the following? • Connects Strategy to Portfolio • Creates lean budget and investment guardrails • Provides lean governance across value stream

- A. Lean-Agile Leadership
- B. Business Solutions and Lean Systems
- C. DevOps and Release on Demand
- D. Team and Technical Agility
- E. Lean Portfolio Management

Answer: E

Explanation/Reference:

Also Manages Portfolio Operations (left out because makes the question too easy)

Question: 123

What is defined by Solution Context when defining large solutions?

- A. Solution Intent
- B. The environment in which the Solution Operates
- C. How it can span across multiple Pls
- D. How it is uniquely associated with one Value Stream

Answer: B

Explanation/Reference:

Solution Context identifies vital aspects of the operational environment for a solution. It provides an essential understanding of requirements, usage, installation, operation, and support of the solution itself. For more information, please refer: <http://www.scaledagileframework.com/solution-context/>

Question: 124

What are the two ways to describe a cross-functional Agile Team? (Choose Two)

- A. They use clear requirements from Business Analysis
- B. They create boundaries between functions
- C. They can define, build, and test a feature or component
- D. They are optimized for communication and delivery of value
- E. They deliver value every six weeks

Answer: C,D

Explanation/Reference:

Requirements are abstract, and it is very difficult to get them up front. Six-month delivery value is not a rule. Boundaries are the roadblock of collaboration. Cross functional team work together for the common goal and they can collectively define, build, and test a feature or component. The communication is the key to deliver the value.

Question: 125

A system is observing faster and lower variability with the small batch size. Then which two statements are true about batch size? (Choose Two)

- A. Low utilization increases variability

- B. Batch Size cannot influence the behaviour
- C. Severe project slippage is the most likely result of large batches.
- D. Good infrastructure enables large batches
- E. Co-Location enables small batch size

Answer: C,E

Explanation/Reference:

Small Batch size goes through the system faster, and with less variability, which fosters faster learning. The faster speed is obvious; the variability increases because of the accumulated variability of the items in the batch. The economically optimal batch size is dependent upon both the holding cost (the cost for delaying feedback and value) and the transaction cost (the cost of implementing and testing and the batch). The Co-Location helps in getting faster feedback (decreases holding cost), and the batches are tested and implemented fast (decreasing transaction cost). For more details, please refer: <http://www.scaledagileframework.com/visualize-and-limit-wip-reduce-batch-sizes-and-manage-queue-lengths/>

Question: 126

What is being described in the following statement: A foundation of the effective adoption of Agile principles, frameworks, and practices, combined with technical practices to enhance quality and design of solutions

- A. It is a description of Lean Portfolio Management
- B. It is a description of Lean-Agile leadership
- C. It is a description of Team and Technical Agility
- D. It is a description of Business Solutions and Lean Systems Engineering
- E. It is a description of DevOps and Release on Demand

Answer: C

Question: 127

Deliver Value Incrementally is part of which lean-agile principle?

- A. #5 Base milestones on objective valuation of working systems
- B. #7 Apply Cadence and synchronise with cross domain planning
- C. #9 Decentralise Decision Making
- D. #1 Take an economic view

E. #6 Visualise and limit WIP, reduce batch sizes and manage queue lengths

F. #4 Build incrementally with fast, integrated learning cycles

Answer: D

Explanation/Reference:

For more information on SAFe Lean-Agile principles go to the link below:
<http://www.scaledagileframework.com/safe-lean-agile-principles/>

Question: 128

What approach allows us to foster innovation, manage risk and invest incrementally, and leverage the flow and visibility of work?

- A. The Portfolio Canvas
- B. The Lean Start-up cycle and Lean Budgeting
- C. Backlog and Guardrails
- D. The Architectural Runway

Answer: B

Explanation/Reference:

The Lean Start-up cycle and Lean Budgeting provide this capability. for more information see:
<https://www.scaledagileframework.com/epic/>

Question: 129

Applications which are incorporating DevOps, what attributes they should have? (Choose Two)

- A. Use similar telemetry for different stakeholder
- B. Overlay measurement with events (deploys, releases)
- C. Ensure continuous integration with manual deployment
- D. Manage the flow of value through the Continuous Delivery Pipeline
- E. Generate logs to enable analysis

Answer: B,E

Explanation/Reference:

The goal is to build an application for: • Collect data on business, application, infrastructure and client layers • Store logs in ways that enable analysis • Use different telemetry for different stakeholders • Broadcast measurements and be hyper transparent • Overlay measurements with events (deploys, releases) • Continuously improve telemetry during and after problem-solving For more details, please refer: <http://www.scaledagileframework.com/devops/>

Question: 130

In SAFe(r) - which of the below is NOT one of the four critical moves designed to create a sense of urgency and establish a powerful coalition

- A. Train Lean-Agile Change Agents
- B. Reaching the Tipping Point
- C. Identify Value Streams and ARTs
- D. Train Executives, Managers, and Leaders
- E. Create a Lean-Agile Centre of Excellence

Answer: C

Explanation/Reference:

Identify Value Streams and ARTs comes after creating the conditions for change, and is the first step in implementing change. the four key moves are: 1. Reaching the Tipping Point 2. Train Lean-Agile Change Agents 3. Train Executives, Managers, and Leaders 4. Create a Lean-Agile Centre of Excellence (LACE) Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/> and <http://www.scaledagileframework.com/implementation-roadmap/>

Question: 131

What is the core benefit of Principle #9 – Decentralize decision-making?

- A. It enables risk to be evaluated early, through early validation and feedback.
- B. It ensures the right work gets done, and the wrong work doesn't; by informing and driving decisions at all levels to best identify the value of work being done
- C. It enables the shortest sustainable lead time, by eliminating impediments to the flow of work
- D. It enables better design by keeping design options open for as long as possible, and only converging when it is timely and appropriate to do so, to produce better technical and economic outcomes.
- E. It improves solution development by enhancing the understanding of the system and the environment and applying that understanding to design, development, deployment, and maintenance of the system itself
- F. It unlocks quality and productivity through autonomy within boundaries

Answer: F

Question: 132

In what ways can Safe roles be adapted to cater for distributed teams?(Choose Three)

- A. The systems architect can be chosen from the remote team
- B. An additional systems architect, or proxy from the remote team can collaborate with the guiding team systems architect
- C. The release Train Engineer can re-locate to the remote team
- D. A proxy PO or requirements analyst can reside at the remote team
- E. The Release Train Engineer can collaborate with the remote team scrum master
- F. The PM can relocate to the remote Team

Answer: B,D,E

Explanation/Reference:

The PM needs to be customer/market facing, so that is a wrong choice Systems architect needs to collaborate with the guiding team members The actual PO remains located with the guiding team, but a proxy can be located remotely, with collaboration between the roles

Question: 133

If a program repeatedly shows separate feature branches rather than a true system demo, which practice should be reviewed to address the issue?

- A. Test First
- B. Scrum of Scrum
- C. PO Sync
- D. Continuous Integration

Answer: D

Explanation/Reference:

In case features shows separate feature branches, then program is not ready for system demo. Continuous Integration helps to ready for deployment and release. It is the process of taking features from the Program Backlog and developing testing, integrating, and validating them in a staging environment. A 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 ART. Each demo provides ART stakeholders with an objective measure of progress during a program increment. For more details, please refer: <http://www.scaledagileframework.com/continuous-integration/> <http://www.scaledagileframework.com/system-demo/>

Question: 134

Unlock the intrinsic motivation of knowledge workers is part of which element of the House of Lean?

- A. Relentless Improvement
- B. Governance
- C. Quality
- D. Respect for people and culture
- E. Innovation
- F. Leadership

Answer: F

Explanation/Reference:

The concepts are part of the House of Lean foundation of Leadership
<http://www.scaledagileframework.com/lean-agile-mindset/> Foundation - Leadership

Question: 135

The release train engineer has gotten a job at Google. There are three leading candidates to replace her. What is the best way to appoint her replacement?

- A. The decision should be decentralised to the teams to decide
- B. A decision should be made centrally

Answer: B

Explanation/Reference:

This is part of principle 9 – Decentralize decision-making. The decision is 'infrequent' (we hope) and 'long-lasting' (we hope) and therefore it fulfills two out of three criteria for a decision to be made centrally? Can you remember the 3rd

criteria? For more information read: <http://www.scaledagileframework.com/decentralize-decision-making/>

Question: 136

When is the SAFe Implementation of large solution needed?

- A. When a solution can be delivered by a single Agile Release Train
- B. Whenever there are two or more Agile Release Trains
- C. When large solutions exceed the typical size of an Agile Release Train
- D. When the number of suppliers span across more than one Agile Release Train

Answer: C

Explanation/Reference:

The Large Solution is meant for enterprises that face the biggest challenges - building large-scale solutions that are beyond the scope of a single ART For more information, please refer: <http://www.scaledagileframework.com/large-solution-level/>

Question: 137

What Lean-Agile principle is defined by the focus on: - delivering early and often; and, - understanding the economic trade-off parameters for each program and Value Stream

- A. #1 Take an economic view
- B. #7 Apply Cadence and synchronise with cross domain planning
- C. #9 Decentralise Decision Making
- D. #3 Assume variability, preserve options
- E. #2 Apply systems thinking
- F. #6 Visualise and limit WIP, reduce batch sizes and manage queue lengths

Answer: A

Explanation/Reference:

read more at: <http://www.scaledagileframework.com/take-an-economic-view/>

Question: 138

We need a safe environment for learning, growth, and mutual influence. Which one of the following leadership style supports the same?

- A. Leader as servant
- B. Leader as influencer
- C. Leader as the developer of people
- D. Leader as conductor

Answer: C

Explanation/Reference:

Learning, growth, and mutual influence is supported by #3 - Develop People action. for more details, please refer: <http://www.scaledagileframework.com/lean-agile-leaders/>

Question: 139

What do the three continuous cycles on the Continuous Delivery Pipeline enable?

- A. Ongoing Implementation
- B. Continuous refactoring
- C. Continuous Learning Cycles
- D. Ongoing development of team objectives

Answer: C

Explanation/Reference:

The Continuous delivery pipeline is a mechanism for continuous learning and value delivery. It includes continuous exploration, Continuous Integration, and Continuous Deployment.

Question: 140

What can be the benefit of increasing or enhancing enterprise agility?

- A. It does not require “what if” analysis of various implementation scenarios
- B. It allows for a faster response to changing market opportunities

- C. It requires less planning and forecasting
- D. It enables forecasting from the portfolio backlog

Answer: B

Explanation/Reference:

Enterprise Agility aligns the organization using a set of lightweight practices. By doing that, the organization as a whole can adapt quickly as the market changes.

Question: 141

Chip and Dan Heath in their book 'Switch, how to change things when change is hard' speak of "scripting the critical moves." Whose responsibility is it?

- A. Leadership
- B. Architect
- C. Technical Lead
- D. Development Team

Answer: A

Explanation/Reference:

For more information see: <http://www.scaledagileframework.com/implementation-roadmap/>

Question: 142

As a part of governance characteristics, a Product Owner ...

- A. Integrates with other teams
- B. Collaborates on Enablers
- C. Includes Re-factors and re-designs in backlog

Answer: C

Question: 143

What is the purpose of the seven core competencies?

- A. To advance Lean Agile leadership skills in the organization
- B. To improve the velocity of deployments through Automation
- C. To align strategy to portfolio, establish lean-budgets and guardrails, and carry out portfolio prioritization and roadmapping
- D. To enable large scale solution development
- E. To enhance agility via technical practices with built-in quality and key agile ways of working
- F. To better position the business through a roadmap to identify gaps in knowledge and leaderships, provide a better informational basis for critical decision-making, and improve solutions

Answer: F

Question: 144

What are the two problems that can be understood from the Program Board? (Choose Two)

- A. Too much Work-in-Process in one iteration
- B. Too many features are placed in a team's swim lane with no strings
- C. Too many dependencies leading to a single program milestone
- D. A significant dependency leading to a Feature
- E. Events for future PIs

Answer: C,D

Explanation/Reference:

Too many dependencies and significant dependency leading to a feature can be understood from the Program board.
Reference: <http://www.scaledagileframework.com/pi-planning/>

Question: 145

Which of the following things needs to be done second?

- A. Identify the Operational Value Stream(s)

- B. Identify the people that support the systems
- C. Understand how Development Value Streams go across boundaries
- D. Define the Development Value Stream(s)
- E. Identify the systems that support the value stream(s)

Answer: E

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 146

Which of the following things needs to be done last?

- A. Understand how Development Value Streams go across boundaries
- B. Identify the people that support the systems
- C. Identify the Operational Value Stream(s)
- D. Define the Development Value Stream(s)
- E. Identify the systems that support the value stream(s)

Answer: A

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 147

Which of the following statements is not true about queues

- A. Quality of outputs decreases as queue length increases
- B. Cycle times, risk, and variability of outputs increase as queue length increases
- C. Motivation of team decreases as queue length increases
- D. Control of inputs increase as queue length increases

Answer: D

Explanation/Reference:

Principle #6 – Visualize and limit WIP, reduce batch sizes, and manage queue lengths

<http://www.scaledagileframework.com/visualize-and-limit-wip-reduce-batch-sizes-and-manage-queue-lengths/>

Question: 148

What is described as the alignment of strategy and execution by means of applying Lean and systems thinking approaches to strategy and investment funding, Agile portfolio operations, and governance

- A. It is a description of Lean Portfolio Management
- B. It is a description of Team and Technical Agility
- C. It is a description of Business Solutions and Lean Systems Engineering
- D. It is a description of Lean-Agile leadership
- E. It is a description of DevOps and Release on Demand

Answer: A

Explanation/Reference:

<https://www.scaledagileframework.com/lean-portfolio-management/>

Question: 149

Apply Lean Tools to identify and address root causes, is part of which pillar of the House of Lean?

- A. Quality
- B. Relentless Improvement
- C. Innovation
- D. Leadership
- E. Respect for people and culture
- F. Flow

Answer: B

Explanation/Reference:

The concepts are part of the House of Lean pillar of Relentless Improvement

<https://www.certsexpert.com/>

Question: 150

Which one of the following is the main purpose of DevOps?

- A. It joins development and operations to enable continuous deployment
- B. It solely focuses on a set of practices applied to large systems
- C. It enables the architectural runway
- D. It is primarily about test automation

Answer: A

Explanation/Reference:

DevOps is an Agile approach to bridge the gap between development and operations to deliver value faster and more reliable. SAE enterprise implements DevOps to break down silos and empower each Agile Release Train (ART) and solution Train to deliver new features to their end users continuously. Over time, the separation between the development and operations is significantly reduced and trains operate with an automated, continuous delivery pipeline. For more details, please refer: <http://www.scaledagileframework.com/devops/>

Question: 151

When does a team agree on PI objectives?

- A. During Iteration Planning
- B. During Portfolio Planning
- C. During Solution Planning
- D. During PI Planning

Answer: D

Explanation/Reference:

The team creates team PI objectives at the PI planning meeting, indicating what they will have ready by the end of the program increment. For more details, please refer: <http://www.scaledagileframework.com/pi-objectives/>

Question: 152

What next after training of executives, managers, & leaders in new SAE implementation?

- A. Extend to the portfolio
- B. Create implementation roadmap
- C. Train Lean-Agile Change Agents
- D. Identify Value Stream and Agile Release Trains

Answer: D

Explanation/Reference:

Training helps in creating the sense of need, urgency. Afterward, it is time for the actual SAFe implementation, which includes identifying Value Streams and Agile Release Trains (ARTs). Value Streams and ARTs are the organizational backbones of a SAFe initiative. For more details, please refer:

<http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 153

Which SAFe Principle includes providing autonomy with purpose, mission, and minimum constraints?

- A. Decentralize decision-making
- B. Apply systems thinking
- C. Base milestones on objective evaluation of working systems
- D. Unlock the intrinsic motivation of knowledge workers

Answer: D

Explanation/Reference:

Knowledge workers need or autonomy. Providing for autonomy, while harnessing it to the larger aim of the enterprise is an important leadership responsibility. For more details please refer:

<http://www.scaledagileframework.com/unlock-the-intrinsic-motivation-of-knowledge-workers/>

Question: 154

Fill in the blanks: _____ is needed to successfully implement change in an organisation

- A. Thinking Lean
- B. The basis of SAFe®
- C. When words and action don't match
- D. Strong Leadership

Answer: D

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/train-executives-managers-and-leaders/>

Question: 155

The outcome hypothesis, leading indicators, and Non-Functional requirements are first documented where, and by whom?

- A. In the Epic Hypothesis Statement by the Epic Owner
- B. In the Lean Business Case by the Enterprise Architect
- C. In the Program Increment Objectives by the Business Owner

Answer: A

Explanation/Reference:

The Epic Owner first defines this information in the Epic Hypothesis statement. When creating enabler epics, it is possible that the Enterprise Architect might create the Epic Hypothesis statement, but when doing so they are acting the role of an Epic owner. (The Epic Owner in SAFe is a role assumed by an individual; it is not a job title) More info at these links: • <https://www.scaledagileframework.com/epic/> • <https://www.scaledagileframework.com/epic-owner/> • <https://www.scaledagileframework.com/enterprise-architect/> • <https://www.scaledagileframework.com/business-owners/>

Question: 156

A Product Manager ...

- A. Drives the Releases and the Program Increments (PI)
- B. Drives the Iteration

Answer: A

Question: 157

Select the item that is not an aspect of systems thinking

- A. The solution itself is a system

- B. Optimising a component does not optimise a system
- C. The organisation building the solution is a system
- D. The value of a system passes through its interconnections
- E. Synchronise with cross domain planning
- F. Optimise the full value stream

Answer: E

Explanation/Reference:

For more information on SAFe Lean-Agile principles go to the link below:

<http://www.scaledagileframework.com/safe-lean-agile-principles/> Apply cadence and synchronise with cross domain planning is a principle in its own right (#7)

Question: 158

Team and Technical Agility and lean-Agile leadership are part of what?

- A. SAFe(r) Core Competencies
- B. SAFe(r) Principles
- C. Lean Portfolio Management
- D. Continuous Exploration
- E. DevOps and Release on Demand

Answer: A

Explanation/Reference:

These are both aspects of Core Competences first introduced in SAFe(r)

4.6<https://www.scaledagileframework.com/blog/welcome-to-safe-4-6-for-lean-enterprises>

Question: 159

What elements of the following are verifiable through Safe Case Studies?

- A. 20-50% increase in productivity
- B. 20-60% less time spent in retrospectives

- C. 30-75% faster time-to-market
- D. 15-45% increase in specialisation
- E. 10-50% happier, more motivated employees
- F. 25-75% defect Reduction

Answer: A,C,E,F

Explanation/Reference:

See the following links for more information on case studies: • <http://www.scaledagileframework.com/case-studies> • <http://www.scaledagileframework.com/why-safe/> Specialisation increase is wrong because it can lead to both constraint and risk. Such individuals can form a bottleneck (constraint) and also are a risk in terms of them leaving. The agile approach is to ensure that all specialist roles are covered by an overlap with other roles (T-Shaping) to reduce this constraint and risk. Reducing time allocated to retrospectives might provide a short term (minor) boost to productivity but long term if the team is not regularly meeting to inspect and adapt their process the engineering system will degrade.

Question: 160

Which statement is a value from the Agile Manifesto?

- A. Working software over continuous attention to technical excellence
- B. Working Software over Working Hardware
- C. Working Software over comprehensive conversation
- D. Working Software over comprehensive documentation

Answer: D

Explanation/Reference:

Agile Manifesto has following four values: • Individuals and Interactions Over Processes and Tools • Working Software Over Comprehensive Documentation • Customer Collaboration Over Contract Negotiation • Responding to Change Over Following a Plan

Question: 161

Fill in the blanks: _____ provides the foundation upon which everything else stands

- A. Thinking Lean
- B. Strong Leadership

C. When words and action don't match

D. The basis of SAFe®

Answer: A

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/train-executives-managers-and-leaders/>

Question: 162

What is the key ingredient for a successful SAFe implementation in a strong organization culture?

A. New work habits must be created

B. Existing work habits will align with new SAFe habits

C. CEO communicates SAFe will be implemented

D. Change the organization structure

Answer: A

Explanation/Reference:

Launching the SAFe is a major transformation and creates new work habits

Question: 163

Fill in the blanks: _____ is built entirely on the skills, capabilities and aptitude of Agile teams and their leaders

A. The basis of SAFe®

B. Strong Leadership

C. When words and action don't match

D. Thinking Lean

Answer: A

Explanation/Reference:

Question: 164

Of all the events in SAFe(r), the most critical is _____ because it _____

- A. Individual team sprint planning | is the basis for efficient engineering in the iteration
- B. System Demo | makes risks and issues visible across the whole train
- C. PI Planning | gathers all stakeholders for cross-domain planning and synchronization
- D. ART launch | forms the basis for getting the work done

Answer: C

Explanation/Reference:

This is part of principle #7 – Apply cadence, synchronize with cross-domain planning. For more information read: <http://www.scaledagileframework.com/apply-cadence-synchronize-with-cross-domain-planning/>

Question: 165

A Product owner ...

- A. Drives the Releases and the Program Increments (PI)
- B. Drives the Iteration

Answer: B

Question: 166

What Core Competency is described by the following? • Uses Scrum and Kanban • Applies Built-in Quality Practices • Delivers value

- A. DevOps and Release on Demand
- B. Business Solutions and Lean Systems
- C. Lean Portfolio Management
- D. Lean-Agile Leadership
- E. Team and Technical Agility

Answer: E

Explanation/Reference:

<https://www.scaledagileframework.com/team-and-technical-agility/>

Question: 167

Besides Inspection and transparency, which one is third pillar of Empiricism?

- A. Retrospection
- B. Flow
- C. Adaptation
- D. Program Risks

Answer: C

Explanation/Reference:

Empirical process control, help us to solve complex problems. Empirical process control talks about three main ideas of transparency, inspection, and adaptation. For more details you can watch following video:

<https://www.youtube.com/watch?v=16l25glSCZQ>

Question: 168

Optimizing the solution result in identifying and reducing what?

- A. Systems
- B. Decisions
- C. KPI
- D. Delays

Answer: D

Explanation/Reference:

According to principle #6 - Visualize and Limit WIP reduce batch size, and manage queue length - the emphasis is to optimize the solution which decreases delays, reduce waste and increases predictability of outcomes For more details, please refer:

<https://www.certsexpert.com/>

Question: 169

Which of the following things needs to be done second last?

- A. Understand how Development Value Streams go across boundaries
- B. Identify the systems that support the value stream(s)
- C. Identify the people that support the systems
- D. Define the Development Value Stream(s)
- E. Identify the Operational Value Stream(s)

Answer: D

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 170

As a part of governance characteristics, an agile team ...

- A. Includes Re-factors and re-designs in backlog
- B. Integrates with other teams
- C. Collaborates on Enablers

Answer: B

Question: 171

Which of the following things needs to be done third?

- A. Define the Development Value Stream(s)
- B. Understand how Development Value Streams go across boundaries
- C. Identify the systems that support the value stream(s)
- D. Identify the Operational Value Stream(s)

E. Identify the people that support the systems

Answer: E

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 172

GEMBA is part of which pillar of the House of Lean?

- A. Respect for people and culture
- B. Quality
- C. Leadership
- D. Relentless Improvement
- E. Innovation
- F. Flow

Answer: E

Explanation/Reference:

The concepts are part of the House of Lean pillar of INNOVATION
<http://www.scaledagileframework.com/lean-agile-mindset/> Pillar 3 - Innovation

Question: 173

As a part of governance characteristics, a Product Manager ...

- A. Includes Re-factors and re-designs in backlog
- B. Collaborates on Enablers
- C. Integrates with other teams

Answer: B

Question: 174

What are the two characteristics of jobs to get preference from Weighted Shortest Job First?

- A. Shorter Duration
- B. Lower Cost of Delay
- C. Higher Cost of Delay
- D. Revenue Impact
- E. Fixed Date

Answer: A,C

Explanation/Reference:

Weighted Shortest Job First gives preference to jobs with which two characteristics? WSJF is a prioritization model used to sequence "jobs" to produce maximum economic benefit. In SAFe, WSJF is estimated as the cost of delay divided by the job size. The job with the highest WSJF is the next most important item to do. One outcome of this model is that really big, important jobs have to be divided into smaller, pretty important jobs to make the cut against easier ways of making money. i.e. small, low-risk jobs that your customers are willing to pay now

Question: 175

Organizations that expertly employ which SAFE(r) Core Competency dramatically outperform others with faster lead time, fewer defects, and more time spent on new work

- A. Lean Portfolio Management
- B. Automated Deployment
- C. Team and Technical Agility
- D. Business Solutions and Lean Systems Engineering
- E. Agile Product Delivery

Answer: E

Explanation/Reference:

<https://www.scaledagileframework.com/devops-and-release-on-demand/>

Question: 176

Which of the following things needs to be done first?

- A. Understand how Development Value Streams go across boundaries
- B. Identify the people that support the systems
- C. Define the Development Value Stream(s)
- D. Identify the systems that support the value stream(s)
- E. Identify the Operational Value Stream(s)

Answer: E

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/identify-value-streams-and-arts/>

Question: 177

What Core Competency is described by the following? • Applies Lean-Agile principles and practices in respect of complex software applications and cyber-physical systems • Continuously addresses compliance • Architects for scale and non-functional capability

- A. DevOps and Release on Demand
- B. Team and Technical Agility
- C. Enterprise Solution Delivery
- D. Lean-Agile Leadership
- E. Lean Portfolio Management

Answer: C

Explanation/Reference:

<https://www.scaledagileframework.com/business-solutions-and-lean-systems>

Question: 178

A team observed that they have to finish all the functionality in a PI as per the organization regulatory compliance. As a result, the team has not identified any stretch objective on day two of PI planning. Which one of the following could be the next step for action?

- A. Consider team is becoming flexible in defining scope of work
- B. A team always need to add few stretch objective, ask them to add the same
- C. Split the team's scope into committed and stretch objectives based on implementation risk
- D. Ask team to collaborate with system architect to rework on plan

Answer: C

Explanation/Reference:

The best way to proceed is splitting the scope into committed and stretch Objectives. Stretch Objectives are items which are low in confidence for commitment. Stretch Objectives are not included in Team commitment. According to #3 of SAFe - " Assume Variability; preserve options we do consider alternatives rather preserving options. All the alternatives of implementation may not be committed. Thus, the scope is split into committed and stretch objectives For more details, please refer: <http://www.scaledagileframework.com/assume-variability-preserve-options/>

Question: 179

Which three types of decisions should remain centralized even in a decentralized decision-making environment? (Choose Three)

- A. Long lasting decisions
- B. Decisions with significant economies of scale
- C. Frequent and common decisions
- D. Infrequent decisions
- E. Decisions that require local information

Answer: A,B,D

Explanation/Reference:

According to the principle #9 - delivering value in the shortest sustainable lead time requires decentralized decision making. Any decisions that must be escalated to higher levels of authority introduces a delay in delivery. Also, escalated decisions can decrease decision fidelity due to the lack of local context, plus changes to fact patterns that occur during the waiting period. However, this is not to say, that all decisions should be decentralized. Some decisions are strategic, have far reaching impact and are largely outside of the purview of the teams. Normally strategic decisions are centralized.

Question: 180

Which statement is true about program events?

- A. Program events run inside the Team events, and the team events create a closed loop system
- B. Team events run inside the Program events, and the Program events create a closed loop system
- C. The inspect and Adapt is the only Program event required to create a closed loop system
- D. The Daily Stand-Up is a Program event that requires the Scrum of Scrums and Program Owner Sync involvement in the closed loop system

Answer: B

Explanation/Reference:

When it comes to the execution, a sequence of program events creates a closed-loop system to "keep the train on the tracks" For more details, please refer: <http://www.scaledagileframework.com/program-increment/>

Question: 181

Which two statements describe a Capability? (Choose two.)

- A. It is developed and approved without a dependence on the Solution Kanban
- B. It is written using a phrase, benefit hypothesis, and acceptance criteria
- C. It is maintained in the Solution Backlog
- D. It must be structured to fit within a single PI

Answer: C,D

Explanation/Reference:

A capability is described using a phrase and benefit hypothesis. Capabilities are sized to fit in a PI. Capabilities must be split into features to be implemented. For more details, please refer: <http://www.scaledagileframework.com/features-and-capabilities/>

Question: 182

In SAFe Implementation Roadmap, which of following happens after creation of LACE?

- A. Train Lean-Agile Change Agents
- B. Reaching the Tipping Point

C. Train Executives, Managers, and Leaders

D. Identify Value Streams and ARTs

Answer: D

Question: 183

An Organization invests in and facilitate the ongoing growth of their employees. It also gives paid time for exploring and experimenting new solutions as well as offers entrepreneurship programs. Which core competency is this company adhering to?

A. Agile Product Delivery

B. Lean Agile leadership

C. Continuous learning culture

D. Enterprise Solution Delivery

E. Organizational agility

F. Team and technical agility

Answer: C

Question: 184

During Inspect and Adapt, teams identified a large number of action items aimed at solving their biggest problem as a train. How should the team proceed?

A. Identify two or three improvement items and load them into the Program Backlog

B. Keep all the items and if there is extra capacity in the PI, load as many as will fit into the Program Backlog

C. Select an improvement item using WSJF

D. Load all improvement items into the Program Backlog to ensure the problem is documented and solved

Answer: C

Explanation/Reference:

In a flow system, job sequencing is the key to economic outcomes. In the general case, we give preference to jobs with shorter Duration and higher CoD. And Weighted Shortest Job First (WSJF) takes both of these as an input. To calculate WSJF, the CoD is divided by the duration. WSJF helps to deliver the best economic outcome from a constrained capacity system. For more details, please refer: <http://scaledagileframework.com/wsjf/>

Question: 185

Which two statements are true about DevOps? (Choose two.)

- A. It reduces risk and improves innovation by making it safer to experiment
- B. It removes the need to automate processes
- C. It lessens the severity and frequency of release failures
- D. It increases the Mean Time to Recovery
- E. It alleviates the reliance on the skill sets of Agile teams

Answer: A,C

Explanation/Reference:

The goal of DevOps: • Increases the frequency and quality of deployments • Improves innovation and risk taking by making it safer to experiment • Realizes faster time to market • Improves solution quality and shortens the lead time for fixes • Reduces the severity and frequency of release failures • Improves the MTTR. For more details, please refer: <http://www.scaledagileframework.com/devops/>

Question: 186

Strategic Themes are differentiated business objectives which help guide Solutions. Where are the Strategic Themes found in the SAE big picture?

- A. Large Solution
- B. Portfolio
- C. Team
- D. Program

Answer: B

Explanation/Reference:

Strategic themes are specific, differentiated business goals that communicate aspects of strategic intent from the

Question: 187

What is the best measure of complex system development?

- A. Inspect and Adapt
- B. Prioritized Backlog
- C. Iteration Review
- D. System Demo

Answer: D

Explanation/Reference:

A system demo is a significant event that provides an integrated view of a new feature for the most recent iteration delivered by all the teams in the ART. Each demo provides ART stakeholders with an objective measure of progress during a program increment. For more details please refer: <http://www.scaledagileframework.com/system-demo/>

Question: 188

What is another name for technical or functional spikes needed to uncover knowledge or reduce risk in the next PI?

- A. Capability
- B. Exploration enablers
- C. Proof of concept
- D. Epic

Answer: B

Explanation/Reference:

Spikes are a type of exploration enabler story in SAFe. The purpose of a spike is to gain the knowledge necessary to reduce the risk of a technical approach, better understand a requirement, or increase the reliability of a story estimate. For more details, please refer: <http://www.scaledagileframework.com/spikes/>

Question: 189

Who is responsible for managing the Portfolio Kanban?

- A. System Team
- B. Lean Portfolio Management
- C. Release Management
- D. Solution Management

Answer: B

Explanation/Reference:

Implementation and management of the portfolio kanban system occur with the support of Lean Portfolio Management. Implementing the Kanban system requires an understanding of Lean and Agile development as it applies to Portfolio level practices. For more details please refer: <http://www.scaledagileframework.com/portfolio-kanban/>

Question: 190

Why do Business Owners assign business value to Teams' PI Objective?

- A. To provide an economic view on Solutions
- B. To ensure high return on investment
- C. To determine the highest value using WSJF
- D. To provide the teams with guidance value to the business

Answer: D

Explanation/Reference:

Business Owners help drive investment in the Continuous Delivery Pipeline to improve the responsiveness and quality of ART. They assign business value to Program PI objectives and approve the PI plan. But they don't just disappear after planning. Active and continuous involvement by Business Owners is a determining factor in the success of each train. They are ultimately responsible provide the teams with guidance value to the business For more details, please refer: <http://www.scaledagileframework.com/business-owners/>

Question: 191

What are two of the Agile Release Train Sync meetings? (Choose two.)

- A. Scrum of Scrums
- B. Scrum of Scrums
- C. Solution Demo

D. Inspect and Adapt

E. System Demo

Answer: B

Explanation/Reference:

Participating in the Scrum of Scrum and Product Owner sync fosters progress. For more details, please refer: <http://www.scaledagileframework.com/coach-art-execution/>

Question: 192

During the identification of Value streams, which value stream is identified first?

- A. Support Value Stream
- B. Organizational Value Stream
- C. Development Value Stream
- D. Operational Value Stream

Answer: D

Question: 193

Which statement fits with the SAFe Core Value of Built-in Quality?

- A. Define goals and then build quality in
- B. Quality is not part of the SAFe Core Values
- C. Quality depends on the scale of the project and should be implemented from the top down
- D. You cannot scale crappy code

Answer: D

Explanation/Reference:

You cannot scale crappy code. The Agile Manifesto certainly focused on quality: "Continuous attention to technical excellence and good design enhances agility. For more details, please refer:

<https://www.certsexpert.com/>

Question: 194

In SAFe, an ART and Value stream can have what type of mapping between them?

- A. One to many
- B. One to one
- C. Many to many
- D. Many to one

Answer: C

Question: 195

Why is it important to decouple deployment from release?

- A. To deploy only on a cadence
- B. To enable releasing upon demand
- C. To enable deploying upon demand
- D. To release only on a cadence

Answer: B

Explanation/Reference:

Release on Demand is the process by which features deployed into production are released incrementally or immediately to customers based on market demand. For more details, please refer:

<http://www.scaledagileframework.com/release-on-demand/>

Question: 196

Which core competency puts customer at the center of every decision and uses design thinking to ensure the solution is desirable, feasible, viable, and sustainable

- A. Organizational agility
- B. Agile Product Delivery

- C. Team and technical agility
- D. Continuous learning culture
- E. Lean Agile leadership
- F. Enterprise Solution Delivery

Answer: B

Question: 197

Which pillar of the House of lean can help explain why projects often block enterprise Agility?

- A. Relentless improvement
- B. Respect for people & culture
- C. Flow
- D. Innovation

Answer: C

Explanation/Reference:

One of pillar of SAFe house of Lean is Flow : -Optimizing continuous and sustainable thought-put of value -Understanding and exploiting variability -It Avoids start stop project delays -Provide feedback for fast and effective decision making. The project mindset does the opposite , it makes things asynchronous and generate delays results in reduction in enterprise agility. The key to successfully executing SAFe is to establish a continuous flow of work that supports incremental value delivery based on continuous feedback and adjustment. It is essential for enterprise level agility. For more details, please refer: <http://www.scaledagileframework.com/lean-agile-mindset/>

Question: 198

What is an example of applying cadence and synchronization in SAFe?

- A. Using a Portfolio Kanban System
- B. Creating cross-functional teams
- C. Conducting a PI planning Meeting
- D. Allocating budgets to Agile Release Trains

Answer: C

Explanation/Reference:

PI planning is a cadence-based, face-to-face event that serves as the heartbeat of the ARTs, aligning all the teams on the ART to a common mission and vision. For more details, please refer: <http://www.scaledagileframework.com/pi-planning/>

Question: 199

A single Agile Release Train can have software, firmware and hardware engineers on board.

- A. No
- B. Yes

Answer: B

Explanation/Reference:

Teams are not just to recreate silos. They need to be actual cross-functional teams. For example, if a Train has software, firmware, and hardware engineers on board and is delivering a cyber-physical system. It is not possible that a team consisting only of software engineers as a Feature team.

Question: 200

Some enterprises may release extremely frequently, while others may be constrained by compliance or other market requirements that motivate less frequent releases. What is this termed as in SAFe?

- A. Develop on Cadence
- B. Enterprise Solution Delivery
- C. Release on Demand
- D. Agile Product Delivery

Answer: C

Question: 201

An epic estimate is found to be above the portfolio epic threshold, and therefore sent to the portfolio Kanban systems for approval. Which Guardrail is being followed here?

- A. Apply Capacity Allocation

- B. Approving significant initiatives
- C. Guiding Investments by Horizon
- D. Continuous business owner engagement

Answer: B

Question: 202

What is an example of cross-functional iterations?

- A. Iteration 1: Define, Build
- B. Iteration 1: Define, Build, Test
- C. Iteration 1: Define, Build, Test, Define, Build, Test
- D. Iteration 1: Define

Answer: C

Explanation/Reference:

During the iteration, the team collaborates intensively to define, build, and test the stories developed during iteration planning. Teams avoid the tendency to "waterfall" the iteration and instead ensure that they are completing multiple define-build-test cycles in the course of the iteration. For more details, please refer: <http://www.scaledagileframework.com/iteration-execution/>

Question: 203

In the guardrail for approving significant initiatives, what happens when an epic estimate is below the Portfolio epic threshold?

- A. It is reviewed and approved by portfolio Kanban systems
- B. It is broken down into multiple Epics
- C. It is re-estimated
- D. It is managed through program or solution Kanban

Answer: D

Question: 204

Which one of the following is true about Lean Portfolio Management and budgeting?

- A. It cannot make any budget changes in the portfolio
- B. It monitors the budgets in the different Agile Release Trains but avoids funding new epics
- C. It reviews the top performing solutions to ensure they are staying within budget targets
- D. It empowers stakeholders to adapt the current backlog and roadmap context

Answer: D

Explanation/Reference:

SAFe lean Agile Mindset fosters the decentralization of strategy execution to empower ART and solution trains. In other words, it empowers stakeholders to adapt the current backlog and roadmap context For more details, please refer: <http://www.scaledagileframework.com/lean-portfolio-management/>

Question: 205

SAFe first Lean-Agile Principle includes "Deliver early and often" and what else?

- A. Deliver value incrementally
- B. Apply Cadence
- C. Decentralize decision making
- D. Use system thinking

Answer: A

Explanation/Reference:

Principle #1 - Take an economic view - It includes achieve goals in shortest lead time, with best quality and value for people and society. It has two primary aspects of achieving optimum economic outcomes via Lean-Agile methods. These are: 1. Deliver early and 2. Deliver often By understanding the economic trade-off parameters for each program and Value Stream. Deliver Early and often is based on the incremental development and early continuous value delivery For more details, please refer: <http://www.scaledagileframework.com/take-an-economic-view/>

Question: 206

Innovation Raptides, Gemba and Pivot without mercy are concepts in which core competency?

- A. Enterprise Solution Delivery
- B. Lean Agile leadership
- C. Team and technical agility
- D. Continuous learning culture
- E. Agile Product Delivery
- F. Organizational agility

Answer: D

Question: 207

What does the PI Roadmap do in the Scaled Agile Framework?

- A. It describes the program commitment for the current and next two Program Increments
- B. It communicates the delivery of Features over a near term timeline
- C. It provides visibility into the Portfolio Epics being implemented in the next year
- D. It describes technical dependencies between features and capabilities

Answer: A

Explanation/Reference:

The program Roadmap guides the delivery of Features over time. It shows three PIs maximum: The Current, the next, and +1. It includes committed confidence and visibility for the current PI and a forecast for the next 1 or 2 PIs For more details, please refer: <http://scaledagileframework.com/roadmap/>

Question: 208

What is the recommended frequency for updating Lean budget distribution?

- A. Annually
- B. Twice annually
- C. On Demand

D. Every PI boundary

Answer: B

Explanation/Reference:

Nominally, these budgets can be adjusted twice annually. Less frequently than that, and spending is fixed for too long, limiting agility. More frequently, and the enterprise may seem to be very Agile, but people are standing on shifting sand. That creates too much uncertainty and an inability to commit to any near-term course of action. For more details, please refer: <http://www.scaledagileframework.com/lean-budgets/>

Question: 209

An Organization has recently introduced DevOps Culture and established a continuous delivery pipeline. Which Core competency is the company adhering to?

- A. Organizational agility
- B. Team and technical agility
- C. Continuous learning culture
- D. Lean Agile leadership
- E. Enterprise Solution Delivery
- F. Agile Product Delivery

Answer: F

Question: 210

What is the primary construct for understanding, organizing, and delivering value in SAFe

- A. Lean Agile Leadership
- B. ART
- C. LACE
- D. Agile Product Delivery
- E. Value Stream

Answer: E

Question: 211

Product Management has content authority over Features. What do Product Owners have content authority over?

- A. Team Backlog
- B. Portfolio Vision
- C. Portfolio Backlog
- D. Value Streams

Answer: A

Explanation/Reference:

The PO is the content authority at the team level. They are responsible for the team backlog, prioritizing and accepting stories, and representing the customer to the Agile Team. For more details, please refer: <http://www.scaledagileframework.com/product-owner/>

Question: 212

Who serves as the Servant Leader(s) for the Agile Release Train?

- A. System Architect
- B. System Team
- C. Release Train Engineer
- D. Product Management

Answer: C

Explanation/Reference:

For more details, please refer: <http://www.scaledagileframework.com/glossary> for the roles and responsibilities of RTE.

Question: 213

Lifelong learning is a requirement for Lean-Agile Leaders, and it helps them do what?

- A. Demonstrate the values they want the teams to embody
- B. Commit to quality and productivity

C. Act as an effective enabler for teams

D. Provide the personnel, resources, direction, and support to the Enterprise

Answer: C

Explanation/Reference:

Lean-Agile Leaders are lifelong learners who are responsible for the successful adoption of SAFe and the results it delivers. They empower and help build better systems by learning, exhibiting, and teaching and coaching SAFe Lean-Agile principles and practices. For more details, please refer: <http://www.scaledagileframework.com/lean-agile-leaders/>

Question: 214

What is the statement defining "A series of activities that have proven to be effective in successfully implementing SAFe"?

A. The SAFe implementation Roadmap

B. The SAFe Lean-Agile Principles

C. An Agile Release Train

D. The Scaled Agile Framework

Answer: A

Explanation/Reference:

Implementation Roadmap helps in implementing the changes necessary to become a Lean Agile technology enterprise. It guides organizations on this journey. For more details, please refer: <http://www.scaledagileframework.com/what-is-safe/>

Question: 215

In the Program Kanban some of steps have Work-in-Process limits. Why is this necessary?

A. To help continuous deployment

B. To keep timebox goals

C. To provide visibility into progress

D. To enable flow in a pull-based system

Answer: D

Explanation/Reference:

The Kanban systems allow ART and Solution Trains to manage capacity based on the Work in Process limits of the different states of the process. This helps prevent the system from operating with large handoffs and identifies bottlenecks and opportunities for improvement. It provides clear guidelines for the policies governing each state, as well as the criteria for moving to the next state. This combination of visualization, WIP limits, and policies fosters collaboration and effective decision-making which facilitates a faster flow of a value through the system. For more details, please refer: <http://www.scaledagileframework.com/program-and-solution-kanbans/>

Question: 216

The analysing step of the Portfolio Kanban system has a new Epic with a completed Lean business case. What best describes the next step for Epic?

- A. It will remain in the analysing step until one or more Agile Release Trains have the capacity to implement it
- B. It will be implemented if it has the highest Weighted Shortest Job First ranking
- C. It will be moved to the Portfolio Backlog if it receives a "Go" decision from Lean Portfolio Management
- D. It will be implemented once the Lean business case is approved by the Epic Owner

Answer: C

Explanation/Reference:

Portfolio Backlog has epics approved by the LPM team For more details, please refer: <http://www.scaledagileframework.com/portfolio-kanban/>

Question: 217

The House of Lean is a classic metaphor describing the mindset essential for Lean thinking. Which one of the four pillars advocates a "Get out of the office" mindset?

- A. Flow
- B. Relentless improvement
- C. Innovation
- D. Respect for people and culture

Answer: C

Question: 218

How does SAFe extend the Agile Manifesto foundation to the level of team of teams?

- A. By allowing the team to reflect on how to become more effective
- B. By applying Lean thinking to understand and improve the systems that support the teams
- C. By uncovering better ways of developing software by doing it and helping others do it
- D. By promoting face-to-face conversations across teams as the most efficient way to convey information

Answer: B

Explanation/Reference:

Lean thinking makes a significant impact on organizations that are keen to stay competitive in a rapidly changing world. Along with the various Agile methods, the Agile Manifesto provides the foundation for effective, empowered, self-organizing teams. SAFe extends this foundation to the level of teams of teams, applying Lean thinking to understand and relentlessly improve the systems that support their critical work. For more details, please refer: <http://www.scaledagileframework.com/lean-agile-mindset/>

Question: 219

Which role accepts Capabilities as complete?

- A. Product Management
- B. Solution Architect/Engineer
- C. Solution Management
- D. Solution Train Engineer

Answer: C

Explanation/Reference:

Capabilities are accepted by Solution Managers, who use acceptance criteria to determine whether the functionality has been properly implemented. For more details, please refer: <http://www.scaledagileframework.com/features-and-capabilities/>

Question: 220

What is the ROOF of the Scaled Agile Framework House of Lean?

- A. Innovation

- B. Relentless Improvement
- C. Value
- D. Lean-Agile-Leadership

Answer: C

Explanation/Reference:

Value is the goal which includes sustainable shortest lead time. Best quality and value to people and society. High morale, safety, customer delight. Value has the following pillars: • Respect for people and culture • Flow • Innovation • Relentless Improvement For more details, please refer: <http://www.scaledagileframework.com/lean-agile-mindset/>

Question: 221

Which guardrail ensures that the priorities of the ARTs and Solution Trains are in alignment with LPM, customers and Product and Solution Management

- A. Apply Capacity Allocation
- B. Continuous business owner engagement
- C. Guiding Investments by Horizon
- D. Approving significant initiatives

Answer: B

Question: 222

Which competency adheres to "Learn, Innovate, Improve"?

- A. Continuous learning culture
- B. Team and technical agility
- C. Lean Agile leadership
- D. Enterprise Solution Delivery
- E. Agile Product Delivery

Answer: A

Question: 223

Which Core competency promotes developing on cadence helps manage the variability inherent in product development as well as decoupling the release of value assures customers can get what they need when they need it.

- A. Enterprise Solution Delivery
- B. Agile Product Delivery
- C. Team and technical agility
- D. Lean Agile leadership

Answer: B

Question: 224

Select the statement that best describes the connection between Features and Capabilities in a large Value Stream.

- A. Every Feature has a parent Capability
- B. Some Capabilities may not have child Features
- C. Some Features may not have parent Capabilities

Answer: C

Explanation/Reference:

Features and capabilities are developed and managed through the Program and Value Streams Kanbans, respectively. Capabilities are split into features. After split, these features are moved from Value Stream to Program backlog. Every backlog is emergent in nature, and some features may come directly in program backlog instead from the Value Stream backlog. Having said that, at program level product management team is free to make some level of local decisions (centralized and decentralized decision making) and they may pick up features which may come directly in program backlog, we can also have program epic at this level and may get features as a result of dis-aggregation of program epic. For more details, please refer: <http://www.scaledagileframework.com/features-and-capabilities/>

Question: 225

During the Inspect & Adapt, teams identified a considerable amount of action items aimed at solving their current biggest problem as a train. What is the best way for the teams to proceed?

- A. Select a subset of items that produce a meaningful outcome in solving the problem and load them into the PI plan
- B. Pick any one or two improvement items for the next PI

C. Load all improvement items into the PI plan to ensure that the problem will be fully solved

Answer: B

Explanation/Reference:

We should not try to do too many things. And picking up 2-3 items is the right strategy. It is better to plan few things and get them done instead take a lot of things, increase work in progress and as a result do end to end only a few.

Question: 226

What is the primary focus of Lean Portfolio Management?

- A. Remove Program impediments
- B. Hold PI planning
- C. Align Lean-Agile development with business strategy
- D. Lead Solution management

Answer: C

Explanation/Reference:

Lean Portfolio Management includes Strategy & Investment Funding. It supports the implementation of the business plan. The portfolio budgeting process allocates budgets to value streams and ensures alignment by the overall enterprise strategy. For more details, please refer: <http://www.scaledagileframework.com/lean-portfolio-management/>

Question: 227

The SAFe Implementation Roadmap is based on what?

- A. The SAFe House of Lean
- B. Continuous integration based on Systems Thinking
- C. Large Solution implementations based on the SAFe Framework
- D. Effective Agile Release Train launches based on SAFe adoption

Answer: D

Explanation/Reference:

Bringing an invitation based approach into the ART launch means decentralizing some decisions around how to operate SAFe to the people on the ART themselves. Effective ART launches highly based on Safe adoption. For more details, please refer: <http://www.scaledagileframework.com/invitation-based-safe-implementation/>

Question: 228

Which two areas are part of the Scaled Agile Framework Core Values? (Choose Two)

- A. Alignment
- B. Built-in Quality
- C. Decentralize decision making
- D. System Thinking
- E. Collaboration

Answer: A,B

Explanation/Reference:

The four core values of alignment, built-quality, transparency, and program execution represents the fundamental beliefs that are key to SAFe effectiveness. For more details, please refer: <http://www.scaledagileframework.com/safe-core-values/>

Question: 229

When are team planning adjustments made during PI planning?

- A. At the beginning of day two
- B. When Roaming risks
- C. During breakout sessions
- D. At the end of the day one

Answer: A

Explanation/Reference:

Planning adjustments are done in day two. For more details, please refer: <http://www.scaledagileframework.com/pi-planning/>

Question: 230

What are three components of the Continuous Delivery Pipeline? (Choose three.)

- A. Continuous Improvement
- B. Continuous Deployment
- C. Continuous Planning
- D. Continuous Exploration
- E. Continuous Cadence
- F. Continuous Integration

Answer: B,D,F

Explanation/Reference:

In SAFe, continuous Delivery Pipeline consists of four elements: Continuous Exploration, Continuous Integration, and Continuous Deployment and Release on Demand. For more details, please refer:
<http://www.scaledagileframework.com/continuous-delivery-pipeline/>

Question: 231

How can an organization gain trust between the business and development?S

- A. Give teams access to the Portfolio Kanban
- B. Deliver predictability
- C. Reduce the amount of feature
- D. Pair up IT with Epic Owners for all IT meetings

Answer: B

Explanation/Reference:

Predictability is important in trust of relationships For more details, please refer:
<http://www.scaledagileframework.com/epic-owner/>

Question: 232

What is the biggest benefit of decentralized decision-making to the customer?

- A. Removing accountability from leaders

- B. Delivering value in the shortest sustainable lead time
- C. Positively impacting economies of scale
- D. Ensuring strategic decisions are not made in a vacuum

Answer: B

Explanation/Reference:

Delivering value in the shortest sustainable lead time requires decentralized decision-making. Any decision that must be escalated to higher levels of authority introduces a delay in delivery. For more details, please refer: <http://www.scaledagileframework.com/decentralize-decision-making/>

Question: 233

Which core competency involves multiple planning horizons, continuous integration, Lean systems and Solution Engineering?

- A. Organizational agility
- B. Team and technical agility
- C. Lean Agile leadership
- D. Agile Product Delivery
- E. Enterprise Solution Delivery
- F. Continuous learning culture

Answer: E

Question: 234

What best describes aspects of the team's commitment during PI Planning?

- A. A team commits to the PI Objectives with the highest business value
- B. A team does not commit to stretch Objectives
- C. A team commits to resolve all the risks identified during PI Planning
- D. A team commits to all Stories they put on their PI plan

Answer: B

Explanation/Reference:

Objectives are business summaries of what each team intends to deliver in the next PI. During PI planning, Stretch Objectives are items which are low in confidence for commitment. Stretch Objectives are not included in Team commitment. According to #3 of SAFe - "Assume Variability; preserve options we do consider alternatives rather preserving options. All the alternatives of implementation may not be committed. Thus, the scope is split into committed and stretch objectives

Question: 235

What best describes how a large Value Stream releases the Solution?

- A. Releasing happens either at the Value Stream level or at the ART level, but not at both
- B. As long as the deployment process is coordinated, both the Value Stream and its trains can release
- C. Releasing happens primarily at the ART level to be able to accommodate Release dates that require sprint-level granularity, as opposed to PIs
- D. We can do release either at value stream level or at ART level. As long as the Release process is coordinated, both the Value Stream and its trains can release

Answer: D

Explanation/Reference:

We can do release either at value stream level or at ART level. As long as the Release process is coordinated, both the Value Stream and its trains can release For more details, please refer:
<http://www.scaledagileframework.com/release-on-demand/>

Question: 236

During the System Demo, it turns out that each team demonstrates their own branch of code and the system is not truly integrated. When RTE asks about the reasons behind this, the teams explain that they underestimated the integration effort and now they can't afford integration in every sprint and still accomplish the originally planned PI scope. What should the RTE suggest to the teams?

- A. Integrate the system in the IP sprint
- B. Try to integrate the scope of the next sprint and produce the System Demo then
- C. Integrate the existing branches and produce the System Demo; based on the amount of effort involved, make scope corrections for the remaining sprints in the PI

Answer: C

Explanation/Reference:

In case features shows separate feature branches, then program is not ready for system demo. Continuous Integration helps to ready for deployment and release. It is the process of taking features from the Program Backlog and developing testing, integrating, and validating them in a staging environment. A 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 ART. Each demo provides ART stakeholders with an objective measure of progress during a program increment. For more details, please refer: <http://www.scaledagileframework.com/continuous-integration/> <http://www.scaledagileframework.com/system-demo/>

Question: 237

At the end of PI Planning, after dependencies are resolved, and risks are addressed, a confidence vote is taken. What is the default method used to vote?

- A. Majority Voting
- B. Fist of Five
- C. Planning Poker
- D. Roman Voting

Answer: B

Explanation/Reference:

PI planning includes confidence vote. Once program risks have been addressed, teams vote on their confidence in meeting their program PI objectives. Each team conducts a "fist of five" vote. For more details, please refer: <http://www.scaledagileframework.com/pi-planning/>

Question: 238

What are the top two reasons for adopting Agile in an organization? (Choose two)

- A. Enhance ability to manage changing priorities
- B. Reduce project cost
- C. Increase predictability by reducing changes
- D. Accelerate product delivery
- E. Reduce risk by centralizing decision making

Answer: A,D

Explanation/Reference:

For more details please refer . <https://explore.versionone.com/state-of-agile/versionone-11th-annual-state-of-agile-report-2>

Question: 239

Solution management has to prioritize the capabilities. During, Pre-PI Planning, they realized that three capabilities require services of a supplier who has proven ability to deliver but usually takes longer to coordinate and execute. What could be the best Solution Management decision?

- A. Solution Management will increase the time criticality component of each of these Capabilities to raise them higher in the priority list
- B. Solution Management has to make adjustments to the denominator of the WSJF value for each of these Capabilities, as it will take longer to implement them
- C. Solution Management has to create a separate capacity allocation for the 3 Capabilities to avoid comparing them with the rest of the Capabilities

Answer: B

Explanation/Reference:

In WSJF, important jobs have to be divided into smaller, pretty important jobs to cut easier ways of making money (i.e. small, low-risk jobs that your customers are willing to pay for now). Since the implementation is incremental, whenever a continuing job doesn't rank well against its peers, then you have likely satisfied that particular requirements sufficiently that you can move on to the next job. Let's take an example, During Pre-PI Planning, Product Management realizes that three features require the participation of a Supplier, who has proven able to deliver but usually takes longer to coordinate and execute. In that case, the best approach is to make adjustments to the Job size of the WSJF value for each of these features, as it will take longer to implement them. Again this is one view, you may also use Risk Area of COD , since items which are risky are expected to have high COD. For more details, please refer: <http://www.scaledagileframework.com/wsjf/>

Question: 240

According to the Harvard Business Review article titled, "The New Product Development Game," what does it mean to create built-in instability?

- A. Provide challenging requirements, a high degree of freedom to meet the requirements, and get out of the way
- B. Provide unclear requirements, a volatile demanding work environment, and monitor the team's progress
- C. Provide challenging requirements, a high degree of freedom to meet the requirements, and review team outputs closely
- D. Provide easy requirements, a clear path, a well-articulated plan to meet them, and closely monitor the teams

Answer: A

Explanation/Reference:

For more details please refer: <http://www.wz.uw.edu.pl/pracownicyFiles/id12540-Takeuchi, Nonaka - The new product development game.pdf>

Question: 241

What is the recommended way to express a Feature or Capability?

- A. Feature and benefit statement
- B. Functional requirement
- C. Lean business case
- D. User Story voice

Answer: A

Explanation/Reference:

Features are described using a Features and Benefits Matrix (FAB): Feature: A short phrase giving a name and context Benefit Hypothesis: The proposed measurable benefit to the end-user or business A feature is a system service that fulfils a stakeholder need. Each feature includes a benefits hypothesis and acceptance criteria, and is sized or split as necessary to be delivered by a single ART in a PI. A capability is a high-level solution behaviour that typically spans multiple ART. They are sized and split into multiple features so that they can be implemented in a single PI. For more details, please refer: <http://www.scaledagileframework.com/features-and-capabilities/>

Question: 242

Which three items are found on a Program board? (Choose three.)

- A. Features
- B. User Stories
- C. Tasks
- D. Milestones
- E. Backlog items
- F. Significant dependencies

Answer: A,D,F

Explanation/Reference:

A program board shows Features, significant dependency, and Milestone/Event. For more details, please refer: <http://www.scaledagileframework.com/pi-planning/>

Question: 243

Which of the core competencies are focussed on execution? (Choose 3)

- A. Enterprise Solution Delivery
- B. Organizational agility
- C. Continuous learning culture
- D. Agile Product Delivery
- E. Team and technical agility
- F. Lean Agile leadership

Answer: A,D,E

Question: 244

Which SAFe Competency result in increased productivity, better quality, faster time-to-market, and predictable delivery of value.

- A. Lean Agile leadership
- B. Team and technical agility
- C. Continuous learning culture
- D. Enterprise Solution Delivery
- E. Agile Product Delivery
- F. Organizational agility

Answer: B

Question: 245

Which Spanning Palette tool communicates planned ART and value stream deliverables and milestones over a timeline.

- A. Milestones
- B. Vision
- C. Roadmap
- D. Community of Practices
- E. Shared Services
- F. System Team

Answer: C

Question: 246

Which SAFe Competency describes the critical skills and Lean-Agile principles and practices that high-performing Agile teams and Teams of Agile teams use to create high-quality solutions for their customers

- A. Lean Agile leadership
- B. Continuous learning culture
- C. Team and technical agility
- D. Organizational agility
- E. Enterprise Solution Delivery
- F. Agile Product Delivery

Answer: C

Question: 247

Which of the following isn't a part of SAFe Knowledge Base?

- A. Theories
- B. Practices

C. Principles

D. Competencies

Answer: A

Question: 248

Which SAFe Competency results in engaged employees, increased productivity and innovation, and successful organizational change.

- A. Continuous learning culture
- B. Agile Product Delivery
- C. Team and technical agility
- D. Enterprise Solution Delivery
- E. Organizational agility
- F. Lean Agile leadership

Answer: F

Question: 249

Which Competencies are part of Large SAFe Configuration?

- A. Agile Product Delivery
- B. Continuous learning culture
- C. Team and technical agility
- D. Enterprise Solution Delivery
- E. Lean Agile leadership
- F. Organizational agility

Answer: A,C,D,E

Question: 250

What remains at the centre of the 7 core competencies of SAFe?

- A. Lean Agile leadership
- B. Team and technical agility
- C. Agile Product Delivery
- D. Customer Centricity
- E. Continuous learning culture
- F. Enterprise Solution Delivery

Answer: D

Question: 251

Which SAFe configuration is the basic building block for all SAFe configurations and is the simplest starting point for implementation.

- A. Portfolio
- B. Large Solution
- C. Essential
- D. Full

Answer: C

Question: 252

Which Spanning Palette tools are part of Essential SAFe Configuration?

- A. System Team
- B. Roadmap
- C. Shared Services

- D. Vision
- E. Milestones
- F. Community of Practices

Answer: A,B,D

Question: 253

Which of the core competencies are focussed on strategy development? (Choose 3)

- A. Lean portfolio management
- B. Continuous learning culture
- C. Lean Agile leadership
- D. Organizational agility
- E. Team and technical agility
- F. Enterprise Solution Delivery

Answer: A,B,D

Question: 254

Which of the following is not a Foundation of SAFe?

- A. Implementation Roadmap
- B. Core Values
- C. Lean-Agile Leaders
- D. SAFe Principles
- E. Built-in Quality
- F. Lean-Agile Mindset

Answer: E

Question: 255

Which SAFe Competency describes a set of values and practices that encourage individuals—and the enterprise as a whole—to continually increase knowledge, competence, performance, and innovation

- A. Organizational agility
- B. Lean Agile leadership
- C. Team and technical agility
- D. Continuous learning culture
- E. Enterprise Solution Delivery
- F. Agile Product Delivery

Answer: D

Question: 256

Which Spanning Palette tool describes a future view of the solution to be developed, reflecting customer and stakeholder needs, as well as the Features and Capabilities which are proposed to address those needs.

- A. System Team
- B. Shared Services
- C. Vision
- D. Milestones
- E. Community of Practices
- F. Roadmap

Answer: C

Question: 257

How often should System Demo occur in the default SAFe cadence?

- A. Every 2 weeks

- B. When requested
- C. Weekly
- D. Every 4 weeks

Answer: A

Explanation/Reference:

A system demo is a significant event that provides an integrated view of a new feature for the most recent iteration delivered by all the teams in the ART. Each demo provides ART stakeholders with an objective measure of progress during a program increment. Every 2 weeks it is recommended. For more details please refer:

<http://www.scaledagileframework.com/system-demo/>

Question: 258

Which organizational construct helps enterprises that face the biggest challenges—building large-scale, multidisciplinary software, hardware, cyber-physical, and complex IT systems.

- A. Operational Value Stream
- B. Development Value Stream
- C. Agile Release Train (ART)
- D. Solution Train
- E. Lean Portfolio Management

Answer: D

Question: 259

An Organization thrives on mutual trust. Program Backlogs are visible to executives, all ART teams and other stakeholders. Which Core value is at play here?

- A. Built-in Quality
- B. Transparency
- C. Alignment
- D. Program Execution

Answer: B

Question: 260

Implementing SAE requires buy-in from all levels of the organization. What level of leadership is most important for effecting cultural change?

- A. Product Owners
- B. Executive Management
- C. Solution Management
- D. Release Train Engineers

Answer: D

Explanation/Reference:

Release Train Engineers are the change agents,

Question: 261

Which Spanning Palette item describes a special Agile team that provides assistance in building and using the continuous delivery pipeline, and where necessary, validating full end-to-end system performance.

- A. Community of Practices
- B. Roadmap
- C. Milestones
- D. System Team
- E. Vision
- F. Shared Services

Answer: D

Question: 262

When an Organization implements Cadence and Synchronization, which Core value are they adhering to?

- A. Program Execution
- B. Transparency
- C. Built-in Quality
- D. Alignment

Answer: D

Question: 263

Which core value is essential for ensuring continuous delivery?

- A. Program Execution
- B. Alignment
- C. Built-in Quality
- D. Transparency

Answer: A

Question: 264

An organization delivers its solution in very early phase with less features and high quality. It further relies on quick iterations of delivery. Which SAFe Principle are they following?

- A. Base milestones on objective evaluation of working systems
- B. Apply Systems Thinking
- C. Build incrementally with fast, integrated learning cycles
- D. Take an Economic View
- E. Visualize and limit WIP, reduce batch sizes and manage queue lengths
- F. Assumer variability; Preserve Options

Answer: D

Question: 265

Which statement accurately characterizes Strategic Themes?

- A. They are large initiatives managed in the Portfolio Kanban that require Weighted Shortest Job First prioritization and a lightweight business case
- B. They are a high-level summary of each program's Vision and are updated after every PI
- C. They are business objectives that connect the SAFe Portfolio to the Enterprise business strategy
- D. They are key elements of the Portfolio used to define the overall company Vision

Answer: C

Explanation/Reference:

Strategic Themes connect each SAFe portfolio to the enterprise business strategy. Strategic Themes influence ART funding, Portfolio Backlog, Program Vision, and Roadmap. Strategic Themes represent the key direction for the portfolio. Strategic Themes provides business context for decision-making within the portfolio and influence investments in value Streams and serves as input to the Economic Framework, Budget, Portfolio, Solution, and Program Backlog decisions. <http://www.scaledagileframework.com/strategic-themes/>

Question: 266

What is Organizational Agility?

- A. It describes the critical skills and Lean-Agile principles and practices that high-performing Agile teams and Teams of Agile teams use to create high-quality solutions for their customers.
- B. It describes how Lean-thinking people and Agile teams optimize their business processes, evolve strategy with clear and decisive new commitments, and quickly adapt the organization as needed to capitalize on new opportunities.
- C. It is a customer-centric approach to defining, building and releasing a continuous flow of valuable products and services to customers and users.
- D. It is the ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative business solutions.

Answer: B

Question: 267

What are the 4 core values of SAgile?

- A. Organizational agility
- B. Alignment
- C. Lean-Agile Mindset
- D. Built-in Quality
- E. Program Execution
- F. Transparency

Answer: B,D,E,F

Question: 268

On day two of PI Planning, adjustments are made by the group based on the previous day's management review and problem solving meeting. What are three possible types of changes? (Choose three.)

- A. Planning requirements reset
- B. Changes to scope
- C. Movement of people
- D. Business priorities
- E. User Stories
- F. Adjustment to PI Objectives

Answer: B,C,F

Explanation/Reference:

The day 2 begins with managers describing any changes to planning scope and resources. Team continues planning based on their agenda from the previous day, making the appropriate adjustments. They finalize their objectives for the PI. For more details, please refer: <http://www.scaledagileframework.com/pi-planning/>

Question: 269

Which Spanning Palette tools are part of all SAFe Configurations?

- A. Vision
- B. Community of Practices
- C. Milestones
- D. Roadmap
- E. System Team
- F. Shared Services

Answer: A,D,E

Question: 270

Which SAFe Competency describes how to apply Lean-Agile principles and practices to the specification, development, deployment, operation, and evolution of the world's largest and most sophisticated software applications, networks, and cyber-physical systems

- A. Continuous learning culture
- B. Lean Agile leadership
- C. Agile Product Delivery
- D. Team and technical agility
- E. Organizational agility
- F. Enterprise Solution Delivery

Answer: F

Question: 271

An Organization manages its portfolio investments in 4 horizons including exploring, emerging, investing and retiring. Which SAFe concept is the organization using?

- A. Horizon budgeting

- B. Guardrails
- C. Agile Product Delivery
- D. Lean Investments

Answer: B

Question: 272

Which SAFe Competency gives the enterprise the ability to align strategy to execution, to meet existing commitments reliably, and to better enable innovation.

- A. Agile Product Delivery
- B. Lean portfolio management
- C. Lean Agile leadership
- D. Enterprise Solution Delivery
- E. Continuous learning culture
- F. Team and technical agility

Answer: B

Question: 273

Which SAFe configuration introduces the Enterprise Solution Delivery competency, which supports those building the largest and most complex solutions that require multiple Agile Release Trains and Suppliers, but do not require portfolio level considerations.

- A. Large Solution
- B. Essential
- C. Full
- D. Portfolio

Answer: A

Question: 274

Which Spanning Palette tool is used to track progress toward a specific goal or event

- A. Vision
- B. System Team
- C. Milestones
- D. Roadmap
- E. Community of Practices
- F. Shared Services

Answer: C

Question: 275

Which SAFe Competency is achieved by becoming a learning organization, committing to relentless improvement, and promoting a culture of innovation.

- A. Enterprise Solution Delivery
- B. Organizational agility
- C. Lean Agile leadership
- D. Continuous learning culture
- E. Team and technical agility
- F. Agile Product Delivery

Answer: D

Question: 276

Which Spanning Palette item uses an iterative, hypothesis-driven approach to product development, through constant measurement and learning loops (build-measure-learn).

- A. Metrics

- B. Lean UX
- C. Roadmap
- D. Milestones
- E. Shared Services
- F. Vision

Answer: B

Question: 277

Which Competency is not a part of Portfolio SAFe Configuration?

- A. Lean Agile leadership
- B. Agile Product Delivery
- C. Enterprise Solution Delivery
- D. Organizational agility
- E. Team and technical agility
- F. Continuous learning culture

Answer: C

Question: 278

What is Agile Product Delivery?

- A. It describes how Lean-thinking people and Agile teams optimize their business processes, evolve strategy with clear and decisive new commitments, and quickly adapt the organization as needed to capitalize on new opportunities.
- B. It is the ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative business solutions.
- C. It describes the critical skills and Lean-Agile principles and practices that high-performing Agile teams and Teams of Agile teams use to create high-quality solutions for their customers.
- D. It is a customer-centric approach to defining, building and releasing a continuous flow of valuable products and services to customers and users.

Answer: D

Question: 279

Which Spanning Palette item represents the specialty roles that are necessary for the success of an ART or Solution Train, but that cannot be dedicated full time to any specific train.

- A. Community of Practices
- B. Milestones
- C. System Team
- D. Vision
- E. Shared Services
- F. Roadmap

Answer: E

Question: 280

Whose goal is it to become a thriving digital age business that delivers competitive systems and solutions to its customers in the shortest sustainable lead time.

- A. SAFe
- B. Organizational agility
- C. Continuous learning culture
- D. Lean Enterprise

Answer: D

Question: 281

Which SAFe Competency aligns strategy and execution by applying Lean and systems thinking approaches to strategy and investment funding, Agile portfolio operations, and governance

- A. Enterprise Solution Delivery
- B. Lean Agile leadership
- C. Lean portfolio management
- D. Agile Product Delivery
- E. Continuous learning culture
- F. Team and technical agility

Answer: C

Question: 282

Which SAFe configuration is the minimum set of competencies and practices that can fully enable business agility in the Lean enterprise, including Business Agility

- A. Full
- B. Large Solution
- C. Portfolio
- D. Essential

Answer: C

Question: 283

What is the recommended way to estimate Epics?

- A. Split an Epic into potential Features, estimate each potential Feature in normalized story points, and add up the estimates
- B. Estimate an Epic directly in normalized story points
- C. Find the smallest Epic in the Backlog, give it 1 point, and estimate everything else relative to that
- D. Split an Epic into Features, split Features into Stories, estimate each Story in normalized story points and roll up all estimates to the Epic

Answer: A

Explanation/Reference:

We do estimate Epics to forecast, by breaking the epic in features and estimating the features in story points and finally aggregating it to an epic level. SAgile does recommend doing an epic estimate to do ROI understanding and forecasting.

Question: 284

Which is the most comprehensive configuration, including all seven core competencies needed for business agility

- A. Essential
- B. Full
- C. Portfolio
- D. Large Solution

Answer: B

Question: 285

Which Competencies are not a part of Full SAgile Configuration?

- A. Enterprise Solution Delivery
- B. Continuous learning culture
- C. None
- D. Lean Agile leadership
- E. Agile Product Delivery
- F. Team and technical agility

Answer: C

Question: 286

What is Team and Technical Agility?

- A. It describes the critical skills and Lean-Agile principles and practices that high-performing Agile teams and Teams of Agile teams use to create high-quality solutions for their customers.
- B. It describes how Lean-thinking people and Agile teams optimize their business processes, evolve strategy with clear and decisive new commitments, and quickly adapt the organization as needed to capitalize on new opportunities.
- C. It is the ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative business solutions.
- D. It is a customer-centric approach to defining, building and releasing a continuous flow of valuable products and services to customers and users.

Answer: A

Question: 287

Which SAFe Competency enables the organization to provide solutions that delight customers, lower development costs, reduce risk, and outmaneuver the competition.

- A. Enterprise Solution Delivery
- B. Continuous learning culture
- C. Team and technical agility
- D. Lean Agile leadership
- E. Organizational agility
- F. Agile Product Delivery

Answer: F

Question: 288

What is a minimum viable improvement step for implementing a Continuous Delivery Pipeline?

- A. Reduce Work-in-Process limits on the testing column
- B. Eliminate inter-Iteration waterfalls
- C. Relax the Definition of Done
- D. Assume all products are Minimum Viable Products

Answer: B

Explanation/Reference:

In inter-Iteration waterfalls, continuous delivery pipeline cannot be implemented as in waterfall value is realized at the end.

Question: 289

When an Organization implements BDD, TDD or Agile testing, which Core value are they adhering to?

- A. Built-in Quality
- B. Alignment
- C. Program Execution
- D. Transparency

Answer: A

Question: 290

Which Competencies are part of Essential SAFe Configuration?

- A. Continuous learning culture
- B. Lean Agile leadership
- C. Enterprise Solution Delivery
- D. Team and technical agility
- E. Agile Product Delivery
- F. Organizational agility

Answer: B,D,E

Question: 291

Which SAFe Competency describes how Lean-thinking people and Agile teams optimize their business processes, evolve strategy with clear and decisive new commitments, and quickly adapt the organization as needed to capitalize on new opportunities.

- A. Organizational agility
- B. Enterprise Solution Delivery
- C. Continuous learning culture
- D. Team and technical agility
- E. Agile Product Delivery
- F. Lean Agile leadership

Answer: A

Question: 292

Which SAFe Competency describes a customer-centric approach to defining, building and releasing a continuous flow of valuable products and services to customers and users

- A. Agile Product Delivery
- B. Enterprise Solution Delivery
- C. Continuous learning culture
- D. Lean Agile leadership
- E. Organizational agility
- F. Team and technical agility

Answer: A

Question: 293

Which SAFe configuration includes Business Agility (choose 2)

- A. Full

- B. Essential
- C. Portfolio
- D. Large Solution

Answer: A,C

Question: 294

SAFe is anchored by an organizational structure called the ____, where Agile teams, key stakeholders, and other resources are dedicated to an important, ongoing solution mission.

- A. Agile Release Train (ART)
- B. Lean Portfolio Management
- C. Operational Value Stream
- D. Development Value Stream
- E. Solution Train

Answer: A

Question: 295

Which Core Value is needed to keep pace with fast change, disruptive competitive forces, and geographically distributed teams

- A. Built-in Quality
- B. Program Execution
- C. Alignment
- D. Transparency

Answer: C

Question: 296

Which Spanning Palette item describes an informal group of team members and other experts, acting within the context of a program or enterprise, that has a mission of sharing practical knowledge in one or more relevant domains.

- A. Vision
- B. System Team
- C. Shared Services
- D. Community of Practices
- E. Milestones
- F. Roadmap

Answer: D

Question: 297

What Is Business Agility?

- A. It is the ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative business solutions.
- B. It is a customer-centric approach to defining, building and releasing a continuous flow of valuable products and services to customers and users.
- C. It describes the critical skills and Lean-Agile principles and practices that high-performing Agile teams and Teams of Agile teams use to create high-quality solutions for their customers.
- D. It describes how Lean-thinking people and Agile teams optimize their business processes, evolve strategy with clear and decisive new commitments, and quickly adapt the organization as needed to capitalize on new opportunities.

Answer: A

Question: 298

Which SAFe Competency describes how Lean-Agile Leaders drive and sustain organizational change by empowering individuals and teams to reach their highest potential

- A. Enterprise Solution Delivery

- B. Lean Agile leadership
- C. Team and technical agility
- D. Organizational agility
- E. Agile Product Delivery
- F. Continuous learning culture

Answer: B

Question: 299

Which Spanning Palette item preaches "The primary measure in SAFe is the objective measurement of working solutions".

- A. Lean UX
- B. Milestones
- C. Metrics
- D. Shared Services
- E. Vision
- F. Roadmap

Answer: C

Question: 300

What are the 4 primary bodies of knowledge, SAFe is based on? (Choose 4)

- A. Agile Development
- B. Product Management
- C. DevOps
- D. Lean Product Development
- E. Systems Thinking
- F. Scrum

Answer: A,C,D,E

Question: 301

When is the ROAM technique used to categorize program risk?

- A. At PI planning
- B. At the Agile Release train Sync
- C. At Product Owner Sync
- D. At scrum of scrums

Answer: A

Question: 302

What are two possible problems to be aware of when coaching and Agile Release Train sync meeting? (Choose two)

- A. All the Scrum Masters, Product Owners, and Business Owners are in the meeting
- B. The Release Train Engineer is not vocal in the discussions
- C. Features keep moving to the next iteration with nothing being removed from the PI
- D. The Program board is used as the big visual information radiator for the meeting
- E. All focus is on the current PI with no time spent on preparation of the next PI

Answer: C,E

Question: 303

What is the right use for SAFe Foundations?

- A. Train leaders and executives who do not have time for leading SAFe
- B. Introduce stakeholders to SAFe to drive interest in SAFe training

- C. Train Agile Release Train (ART) leadership before launching the ART
- D. train Agile teams before PI Planning

Answer: B

Question: 304

What are two benefits of communities of Practice? (choose two)

- A. They provide access to expertise
- B. They reduce the Work-in Process
- C. They enable visibility into the skill matrix in large enterprises
- D. They increase coordination /synergy across units
- E. They provide an arena for managers who might not find their role on the SAFe Big picture

Answer: A,D

Question: 305

The time to market is too long and the team is unsure which part of the process is problematic . What should be done first?

- A. Redo the Value Stream Identification workshop
- B. Organize a Value Stream Mapping workshop
- C. Identify the bottlenecks by lowering Work-In-Process at all steps
- D. Set up Key Performance Indicators and reporting to control the flow

Answer: B

Question: 306

What are two reasons to manage an implementation plan as a roadmap (choose 2)

- A. It creates a visible radiator for the Lean-Agile Center of excellence's Daily Stand ups
- B. It gets stakeholders used to the commitment and forecast structure of the Implementation Roadmap.
- C. It allows preserving options in the implementation process
- D. It allows teams to commit in advance to no more than nine month of the implementation roadmap making it more agile
- E. It allows the teams to ensure executives are not over-controlling the implementation process

Answer: B,C

Question: 307

What is a benefit of enhancing enterprise agility?

- A. It allows for a faster response to changing market opportunities
- B. It does not require "What if" analysis of various implementation scenarios
- C. It requires less planning and forecasting
- D. It enables forecasting from the Portfolio Backlog

Answer: A

Question: 308

How can Essential SAFe be used to evaluate a Full SAFe implementation?

- A. Customer Essential SAFe with constructs out of the full spanning palette
- B. Customer Essential SAFe with constructs out of Large Solution configuration
- C. Verify that the Full SAFe implementation performs the elements of Essential SAFe correctly
- D. Customize Essential SAFe with constructs out of the Full SAFe

Answer: C

Question: 309

Niccolo is invited to help a Program where even though not mandated by the External environment, management requires teams to make big, upfront and detailed scope commitments for every release. What are three things Niccolo can do to best coach the decision makers? (choose three)

- A. Explain that too much up front detail demotivates product owners as they have almost nothing to do afterwards
- B. Explain the "Understand and explicit variability" principle of product development flow
- C. Illustrate the power of feedback in content decision making
- D. Emphasize the value of "responding to change" from the Agile Manifesto
- E. Satisfy the immediate need and improve later
- F. Explain the benefits of releasing at the end of the Program Increment

Answer: B,C,D

Question: 310

What are two problems that can be understood from the Program Board? (Choose two)

- A. A significant dependency leading to a Feature
- B. Too much Work-In-Process in one iteration
- C. Too many dependencies leading to a single program milestone
- D. Too many features are placed in a team's swim lane with no strings
- E. Events for future Pis

Answer: A,B

Question: 311

Which tool is used to manage Capabilities evolution?

- A. The program backlog

- B. The capabilities backlog
- C. The Epic to Capabilities funnel
- D. The Solution kanban

Answer: D

Question: 312

Why is capacity allocation important in SAFe?

- A. Work can be better estimated
- B. So that teams continuously invest in the Architectural Runway
- C. to synchronise the development cadence of features and components teams
- D. so the team is able to meet its iteration goals

Answer: A

Question: 313

What is a responsibility of the SAFe program Consultant change agent?

- A. Define Epic Hypothesis statements
- B. prioritize the program backlog
- C. coach release train Engineers on their role
- D. Define work in process limits for the Program Kanban

Answer: C

Question: 314

What does Dunbar number provide guidance for in the scaled Agile framework

- A. The number of people on a self managing self organizing Agile Release Train.
- B. The percent utilization that enables a sustainable pace
- C. the number of people on a solution train
- D. The number of people on a Lean Portfolio Team

Answer: A

Question: 315

Which two factors foster team "Ba"? (Choose two)

- A. Dunbar's number
- B. Decentralized decision-making
- C. I-shaped people
- D. Built in instability
- E. Use of Feature teams

Answer: B,D

Question: 316

Name two practices of Agile HR. (Choose two)

- A. Remove all incentives
- B. Support continuous learning
- C. Hire for technical excellence
- D. Eliminate annual performance reviews
- E. Decentralize all decisions to the teams

Answer: B,D

Question: 317

When building incrementally , how do integration points occur ?

- A. By integrated learning cycles
- B. through phase gate milestones
- C. Upon product management request
- D. At a fixed cadence.

Answer: D

Question: 318

Why launch a train using the quick start approach?

- A. It reduces PI planning to one day since some work is done in the training.
- B. It refactors the program backlog before PI Planning based on feedback from the class
- C. It increases engagement by getting people all in all at once
- D. It allows the teams to begin by doing PI planning and then reinforcing the knowledge by learning SAFe for Teams the next day

Answer: C

Question: 319

Which leadership style helps create a safe environment for learning, growth and mutual influence?

- A. Leader as the influencer
- B. Leader as the conductor
- C. Leader as the servant
- D. Leader as the developer of people

Answer: D

Question: 320

Based on the work of Don Reinertsen, the Scaled Agile Framework denotes five primary economic factors that can be used to consider the economic perspective of a particular investment. What are three of those economic factors? (Choose three)

- A. Development expense
- B. Transaction cost
- C. Lead time
- D. Value stream budget
- E. Risk
- F. Return on investment

Answer: A,C,E

Question: 321

How does SAFe extend the Agile Manifesto foundation to the level of team of teams?

- A. By promoting face to face conversations across teams as the most efficient way to convey information
- B. By applying Lean thinking to understand and improve the systems that support the teams
- C. By uncovering better ways of developing software by doing it and helping others do it
- D. By allowing the team to reflect on how to become more effective

Answer: B

Explanation/Reference:

Lean thinking makes a significant impact on organizations that are keen to stay competitive in a rapidly changing world. Along with the various Agile methods, the Agile Manifesto provides the foundation for effective, empowered, self-organizing teams. SAFe extends this foundation to the level of teams of teams, applying Lean thinking to understand and relentlessly improve the systems that support their critical work. For more details, please refer: <http://www.scaledagileframework.com/lean-agile-mindset/>

Question: 322

Why would an invitation based implementation approach be used?

- A. It engages people by allowing them to choose the implementation

- B. it allows launching more training at the same time
- C. It supports launching Agile Release Train without reorganising around value which makes the organisational change easier
- D. It is easier to mandate from the top.

Answer: A

Question: 323

A company struggles with balancing between features proposed by Product management and Enablers proposed by system architects in their PI planning. Which Guardrail can help in resolving this?

- A. Continuous business owner engagement
- B. Apply Capacity Allocation
- C. Guiding Investments by Horizon
- D. Approving significant initiatives

Answer: B

Question: 324

What is the call to action when promoting SAFe during a meeting with company executives

- A. Launch one pilot Agile Release Train and then learn and adapt
- B. Organise a value stream identification workshop to determine the dependencies and to synchronise the Agile Release trains launch
- C. Train leading and manager and then decide on the next steps
- D. Propose a large preparation (team HR organisation) and then select a date to start the transformation.

Answer: C

Question: 325

What are the top two reasons for adopting the Agile in an organisation (choose 2)

- A. Accelerates product delivery
- B. Reduce risk by centralizing decision making
- C. Reduce project costs
- D. Enhance ability to manage changing priorities
- E. Increase predictability by reducing changes

Answer: C,D

Question: 326

What are two benefits of cadence and synchronization? (Choose two)

- A. Cadence enables variability despite making wait times slightly less predictables
- B. Synchronization enables reduction in Work-In-process
- C. They increase throughput
- D. Cadence limits variance
- E. Synchronization enables multiple perspectives to be understood, resolved, and integrated at the same time

Answer: D,E

Question: 327

After launching the first Agile Release Train what should be the next train to launch

- A. A train in a different Value stream to start building the lean portfolio
- B. A train in a different Portfolio to spread the lean-agile mind-set across the Enterprise
- C. A train in the same value stream to leverage the full flow of value
- D. A train that has considerable challenges regardless of where it is in the organisation

Answer: C

Explanation/Reference:

value streams, in this context, are described as steps which are undertaken by an organization in the development of remedies critical to providing a flow of value to the customers
in this context, the idea would be to create a train that will ensure that all the value is leveraged to the customers as this promotes more buy in and implementation of success measures
furthermore, it promotes the realization of the full value to the stakeholders, as the customers realized the importance of the value streams in supporting them

Question: 328

What is the recommended order of classes and activities when launching an Agile Release Train using the Quickstart approach?

- A. PI planning, SAFe for Teams, SAFe workshop
- B. SAFe workshops, PI planning, SAFe for Teams
- C. SAFe for Teams, PI planning, SAFe workshops
- D. SAFe workshops, SAFe for Teams PI planning

Answer: C

Question: 329

Who Typically facilitates the Agile release train sync?

- A. Release train engineer
- B. Agile coach
- C. Senior scrum master
- D. Value Stream engineer

Answer: A

Question: 330

Grace is invited to help an ART that has struggled through multiple Innovation and planning IP Iterations. They just finished the second Iteration in the current PI and have nothing to demonstrate at the system demo. Program stakeholders are really concerned. What should Grace do?

- A. Re-architect the system so that there are no dependences between
- B. Stop working on any new functionality and fully integrate and test the system adjust scope based on learning
- C. Re-plan the current PI, De-scope to leave enough time to integrate what has built during the IP Iteration
- D. Have every team demonstrate their team increment to the stakeholders separately in the team branch

Answer: C

Explanation/Reference:

One of the key aspects about the iteration is that it is more of a plan such that at the time when there is the need to have fastest learning cycle, the iteration should be re-planned and the requirements taken into account in order to enable fast learning cycles. This will eliminate the instances of bottlenecks as the concern of whether adjusting the scope would bring about the solution to the bottlenecks shall have remedied. So, when the current PI is re-planned, then definitely there will be enough time to integrating what has been built during the IP iteration.

Question: 331

What primary reason for change makes it easiest to drive a transformation across the enterprise?

- A. Analyst input - the view of analysts is that this is the direction of the market
- B. Proactive leadership - improvement is necessary otherwise a burning platform will emerge soon
- C. Burning platform - Failure is occurring and so change is necessary
- D. Following a market trend - everyone is moving to Lean Agile

Answer: C

Question: 332

What are two ways to evolve the Solution Intent from variable to fixed scope? (Choose two)

- A. Modeling
- B. Creating work breakdown structure
- C. Trade studies

D. Adapting work-in-progress limits

E. Defining release milestones

Answer: A,E

Explanation/Reference:

The two ways to evolve the Solution Intent from variable to fixed scope are defining the release milestones and modeling. Defining the release milestones and modeling will facilitate the evolution of the Solution intent from variable to fixed scope by providing a complete version that can be utilized for the next release.

Question: 333

What are two ways an Exploration Enabler is demoed? (Choose two)

- A. Show the prototype produced
- B. Show the functioning code in the production environment
- C. Show the knowledge gained
- D. show the architecture created to support future user stories
- E. Show screen shots of test results

Answer: A,C

Question: 334

Which three actions are needed to launch an Agile Release Train? (Choose three)

- A. Identify the System team
- B. Identify who will set the business context
- C. Decide iteration and program increment cadence
- D. Identify shared services
- E. Have a strategy for unit testing and test automation
- F. Identify the Release Train Engineer

Answer: B,C,F

Question: 335

How can an organisation gain trust between the business and development?

- A. Pair up IT with Epic owners for all IT meetings
- B. Give teams access to program Kanban
- C. Deliver predictability
- D. Reduce the amount of features

Answer: C

Question: 336

What is the purpose of solution intent

- A. To provide an up-front and static definition of the system design
- B. To record and communicate the necessary requirements and design decisions
- C. To provide a roadmap for future development
- D. To create a comprehensive design document for approval before development begins

Answer: B

Question: 337

Why is it important to start an Agile Release Train launches by setting the date for PI planning?

- A. Because without the date it is not possible to know the length of iterations and program increment
- B. Because otherwise there is no forcing function
- C. To book conference and meeting rooms well in advance
- D. To communicate the date to Lean Agile Center of Excellence

Answer: B

Question: 338

What are two areas to examine when identifying operational Value Streams in an enterprise.

- A. The internal departments which are supported
- B. The number of Agile Release trains contained in the portfolio
- C. The current products which the company sells
- D. The systems supporting each operating Value stream
- E. The project cost of accounting procedures in place

Answer: C,D

Question: 339

Relentless improvement as defined in the Scaled Agile Framework includes which two activities

- A. Build long term relationships based on trust.
- B. Reflect at key milestones
- C. Apply Lean problem solving tools and techniques
- D. Hold people accountable
- E. Hold employee reviews to provide fast feedback

Answer: B,C

Question: 340

In a LACE an argument began between Larry, the Development Director and Haley the VP of Quality. Haley wants to launch an Product Quality ART first owing to its importance and history of missing deliveries. Larry wants to start with Automation ART since it is high performing group that can transition quickly to SAFe and present a short term win. Who is right?

- A. Haley is right because ART that face significant challenges will be able to improve and provide a better outcomes for the success of SAFe

- B. Neither is right it is most important to focus on ART that have leadership support and not the level of challenges they face.
- C. Larry is right because a lack of short term successes is a key failure in most change initiatives
- D. Both have good points and so it is best to launch both at the same time

Answer: C

Question: 341

When should a Lean Portfolio be established?

- A. When there are at least 5 Agile Release Trains that require coordinations
- B. When the lack of communication between strategy and execution is hurting value delivery
- C. Only if mandated from the Top because it is better to operate in completely decentralized environment
- D. Establish the Portfolio as part of training the executives

Answer: B

Question: 342

Which statement is true about Lean Portfolio Management and budgeting?

- A. It empowers stakeholders to adapt the current backlog and roadmap context
- B. It cannot make any budget changes to the Portfolio
- C. It reviews the top performing solutions to ensure they are staying within budget targets
- D. It monitors the budgets in the different Agile Release Trains but avoids funding new Epics

Answer: A

Question: 343

What occurs during the Agile Release train Inspect and Adapt event?

- A. Solution Demo
- B. Iteration review
- C. Program Predictability Measure update
- D. Iteration Metrics update

Answer: A

Question: 344

What are two benefits of big room training? (choose two)

- A. leaders do not need to attend multiple times
- B. smaller classroom provide more efficient learning environments
- C. Everyone on the train hears the same message
- D. the program backlog can be ready for the training
- E. Accelerates launch timelines

Answer: C,E

Question: 345

Which statement is a value from Agile Manifesto

- A. working software over continuous attention to technical excellence
- B. Working software over working hardware
- C. Working software over comprehensive documentation
- D. Working software over comprehensive conversation

Answer: C

Question: 346

Why is it important to train Product Owners and Product Managers before launching the Agile Release Train?

- A. Because training the leaders for the first time should not occur with the teams.
- B. In a lean environment of Continuous Delivery and flow of Value the focus is on execution so it is better to train before the launch
- C. To have a better prepared initial Program Backlog for the first PI planning
- D. To help facilitate the first PI Planning process

Answer: C

Question: 347

What is one key message about Little's Law?

- A. The easiest way achieve flow is to reduce queue lengths
- B. The easiest way to reduce wait is to increase the processing rate
- C. A single piece flow should always be the goal
- D. The average wait time is dependant on the varying arrival rate of items coming into the queue

Answer: A

Question: 348

What is the target percentage for the Program Predictability measure ?

- A. 60-80%
- B. 50-75%
- C. 80-100%
- D. <50%

Answer: C

Question: 349

An Inspect and Adapt event is occurring and a program is trying to address a long -existing problem- unreliable PI commitments. One of the participants suggests that they are working on too many things at one time. What aspect of the program causes uncontrollable amount of Work in Progress

- A. Stories are too small
- B. All program teams are cross-functional so every team creates work in multiple areas at the same time
- C. Teams do not do a good job of task switching
- D. Items in the program backlog are large chunks of work at different layers of the system instead of true Features

Answer: D

Question: 350

Which two statements describe SAFe approach to operational and development Value Stream (choose two)

- A. SAFe focuses on development value streams
- B. SAFe focuses on operational value streams
- C. The operational value streams must be understood to define the development value streams
- D. The development Value streams must be understood to define the operational value streams
- E. Operational Value Streams contain the systems and steps to develop those systems

Answer: A,C

Question: 351

During a value stream identification workshop the teams have designed three development value streams in support of the operational value stream the company is focused on. Which test would help identify if these are good development value streams?

- A. Each can operate and deliver value relatively independently from the others
- B. There is a clear definition of who the solution manager is for each one
- C. The structure of the value stream matches existing organisational structures

D. All of them have between 50 -125 people needed to develop their solution

Answer: A

Question: 352

What is the primary purpose of the management review at the end of day 1?

- A. To assign business value to the teams draft PI objectives
- B. To evaluate the performance of teams
- C. To make adjustments to the PI scope and address program challenges
- D. To design the next generation of the product.

Answer: C

Question: 353

When the LACE acts as an agile team, which two teams practices are the likely to use? (Choose two)

- A. Build lean agile budgets
- B. Plan a program increment
- C. Run an iteration retrospective
- D. Use Test Driven Development
- E. Build a lean portfolio

Answer: B,C

Explanation/Reference:

The Lean-Agile Center of Excellence (LACE) is a group of employees within a company that is in charge of implementing the Lean-Agile methodology of working. Lean management focuses on the continuous improvement of the processes necessary to carry out a project aiming to increase the efficiency of those activities, thus, the quality of the outcome. Agile management is a series of strategies that are adopted in a project that needs to be developed fast and require flexibility in its process. In most cases, the project is related to the development of computer software. Agile Teams are usually formed from 5 to 10 employees including Product Owner (represents stakeholders in the team), Scrum Master (organizes the Scrum meetings), and the Development Team (operational workers). Agile teams measure

the complexity of the project, outline the technical design of the project, establishes testing criteria, and test the outcomes to verify if the stakeholders' expectations are met. Agile teams involve as many other departments of the company as necessary to carry out the program effectively.

The LACE is a smaller group with up to 6 members in charge of promoting the Lean-Agile methodology within the company. Its purpose is to create the need for change in the institution and provide the guidelines on how to implement that transition. When the LACE acts as Agile Teams, it is likely to use the following team practices:

Planning a Program Increment (PI). PIs are events where all the units involved in the development of the project gather to match the progress of the program with the stakeholders' demands. They are, in a certain way, similar to Scrum meetings, with the difference that more departments of the organization are present. Besides, PIs allows teams to find ways of collaborating with each other faster depending on the interconnected relationships between them which provokes eliminating needless activities that may delay the delivery of the project. PIs follow an agenda that ends with feedback being provided to continue with the program efficiently.

Running an Iteration Retrospective. An Iteration is a cycle based on the Plan-Do-Check-Adjust (PDCA) continuous improvement strategy. The cycle repeats many times during the development of the project with the contribution of stakeholders in the Adjust phase which is the Iteration Retrospective stage for the Iteration cycle. The team analyses problems that occurred during the development of the program to establish the steps for improvement. Those measures are recorded and reviewed in the following iteration to find out if they effectively mitigated the issue. The cycle repeats throughout all the project every time a milestone is reached until completion.

Question: 354

What are two ways the SAFe Economic Framework guides Value Stream investment decisions? (Choose two)

- A. By requiring Lean Business cases for Epics
- B. By funding Value Streams
- C. By time critically
- D. By empowering the Product Owners to sequence the Solution Backlog
- E. By prioritizing work by return on investment

Answer: A,B

Question: 355

What are two areas of focus when coaching the inspect and adapt event? (choose 2)

- A. If all key people cannot attend delay the event as complete participation is key to its success
- B. Make sure the event finishes with clear improvement items for the program backlog
- C. Prepare in advance the data for the quantitative section.
- D. verify that no two teams are working on the same problem during the problem solving workshop
- E. make sure all scrum masters are working as a single problem solving item to surface and resolve systemic impediments

Answer: B,C

Explanation/Reference:

In a squad, the Inspect & adapt stages are held at every end of the program increment , whereby the current state of the product/solution being developed is evaluated by the coach

It consist of a Demo part, Quantitative measurement as well as a retrospective(Action plans/improvements on what wen or did not go well)

References

<https://www.scaledagileframework.com/inspect-and-adapt/>

Question: 356

Why is it recommended to start with the Essential SAFe?

- A. It does not require up front team training which speeds up the implementation process
- B. It requires just one Agile Release Train so implementation can begin without training executives and leaders
- C. Most implementations start with a single Agile Release Train
- D. It is the newest addition to SAFe so many people will prefer it

Answer: C

Question: 357

Which legacy practice slows the move to Lean Portfolio Management

- A. rolling wave planning
- B. Centralised annual planning
- C. fact based milestones
- D. demand management

Answer: B

Question: 358

What is this statement defining: "A series of activities that have proven to be effective in successfully implementing SAFe"?

- A. The SAFe implementation roadmap
- B. An Agile Release Train
- C. The Scaled Agile Framework
- D. The SAFe Lean Agile principles

Answer: A

Question: 359

Juan is the coach of a new ART. All members of the train are new to Agile. After two iterations Juan is hearing that teams have problems running all of their team events. He does not have time to attend the events of all teams

- A. Attend the iterations retrospectives as this will give him the most opportunity to help
- B. Attend release management meeting to understand possible problems
- C. There is nothing to be done mid-PI, problems that are critical enough will be raised in the Inspect and Adapt event and handled there
- D. Coach the scrum masters by establishing a community of practice
- E. Attend as many events as possible in the first PI and attend more in the following PIs

Answer: A,D

Question: 360

What are three examples of Lean Agile Leadership (choose 3)

- A. Creating work break down structures
- B. Communicating the solution Vision with the teams
- C. Creating an environment of mutual influence
- D. Limiting process improvements to control scope

E. Developing skill and career paths for team members

F. Prioritizing team backlogs

Answer: B,C,E

Question: 361

One of the strengths of SAFe(r) is its ability to be flexed without limit to fit any particular company environment.

A. FALSE

B. TRUE

Answer: A

Explanation/Reference:

SAFe(r) is a framework which is based on globally referable practices. It can be flexed within limits, but dilution of any key areas will lead to loss of benefit. For more information see:

<http://www.scaledagileframework.com/implementation-roadmap/>

Question: 362

What does LACE mean?

A. Lean Agile Centre of Excellence

B. Low Automation; Clear Expression

C. Look; Assess; Change; Extend

Answer: A

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/LACE/>

Question: 363

Fill in the blanks: _____ creates the opposite of the intended effect

- A. Strong Leadership
- B. When words and action don't match
- C. Thinking Lean
- D. The basis of SAFe®

Answer: B

Explanation/Reference:

Read more at: <http://www.scaledagileframework.com/train-executives-managers-and-leaders/>

Question: 364

During Inspect and Adapt, teams identified a large number of action items aimed at solving their biggest problem as a train. How should the team proceed?

- A. Identify two or three improvement items and load them into the Program Backlog
- B. Keep all the items and if there is extra capacity in the PI, load as many as will fit into the Program Backlog
- C. Select an improvement item using WSJF
- D. Load all improvement items into the Program Backlog to ensure the problem is documented and solved

Answer: C

Question: 365

Which SAFe configuration is the basic building block for all SAFe configurations and is the simplest starting point for implementation.

- A. Portfolio
- B. Large Solution
- C. Essential
- D. Full

Answer: C

