# **PMI-ACP Exam Simulator**



Question 19 of 20 Question ID: 402580522

During a retrospective meeting after a failed sprint, emotions run high as the team members blame each other for the failure. Phrases like "He always forgets to check in his code!" or "You never listen to what I have to say!" predominate this heated debate.

What is the first thing that an experienced agile coach should do in such situation?

- A Sit back for a while and observe the team members
- B Intervene immediately to avoid further harm
- C Call in a human resources department representative
- **D** Start a coaching session with the team members
- **Question answered incorrectly**

#### Hint:

The conflict is at its third level, the "Contest". The first action might look counter-intuitive and go against the common sense.

#### **Correct Answer: A**

## **Explanation:**

It is important to understand what the question is asking and to watch for the keywords and hints in the question. The question is asking to select the choice that describes the 'first' thing that an experienced agile coach would do in such situation. There are different levels of conflict. From Level 1 to 5, from the least to the greatest level of conflict they are 'Problem to Solve', 'Disagreement', 'Contest', 'Crusade', and 'World War'. Each level is characterized by language (both verbal and body) used by the parties involved as well as by the overall atmosphere felt in the air. Agile leaders should use their soft skills to identify the level of conflict and act accordingly. Language such as "He always forgets to check in his code!" or "You never listen to what I have to say!" are examples of conflict at the "Contest" level. In the reference provided, the author states: "Agile teams – even new ones and even broken ones – can often navigate conflict by themselves, even conflict up into the level 3 range. So, sit back for a while and witness their moves. See whether they make progress."

While this approach may seem to be counter-intuitive at first glance and even go against some of the agile coach's duties, such as helping teams resolve conflicts, sometimes sitting and watching would be the best (and the 'first') thing to do when a conflict is at its lower levels, namely 'Problem to Solve', 'Disagreement', and 'Contest'. Then, if the team members are able to navigate the conflict on their own, they will become a stronger team, with better collaboration and mutual trust, and would likely perform better. If the team, however, is unable to resolve the conflict on their own or the conflict is at its higher levels, such as 'Crusade' or 'World War', then the agile coach should step in.

### **Details for Each Option:**

A Sit back for a while and observe the team members

Correct. Sitting back and observing the team members may be interpreted as lack of action. However, as a first step, it is important for an experienced agile coach to sufficiently observe the situation.

**B** Intervene immediately to avoid further harm

Incorrect. Immediate intervention would be an appropriate action only if the conflict is extremely intense, which is not the case in the scenario described.

C Call in a human resources department representative

Incorrect. There is nothing in the question suggesting that a human resources representative would handle the situation better than an experienced agile coach.

D Start a coaching session with the team members

Incorrect. Retrospectives are neither the right place nor the right time to coach team members.

# **Body of Knowledge:**

Domain: 2. Leadership

Subdomain: 2.6 Facilitate conflict management

+ Reference: