Table of Contents

[1. Which Design Thinking tool helps teams understanding what a specific user is thinking, feeling, hearing & seeing as they are the product? 2](#_Toc83070861)

[2. How do Lean-thinking people and Agile Teams enable Organizational Agility? 2](#_Toc83070862)

[3. What is the one way Lean-Agile leaders lead by example? 2](#_Toc83070863)

[4. What are two ways empathetic design impacts Customer Centricity? (Choose Two) 3](#_Toc83070864)

[5. When expressing Strategic Themes as objectives and key results what are the key results? 3](#_Toc83070865)

[6. Which two SAFe configurations are enough to achieve Business Agility? (Choose tew.) 3](#_Toc83070866)

[7. Whenever an Enterprise makes a decision, it deeply considers the effect it will have on its end users. What is this statement describing? 4](#_Toc83070867)

[8. When mapping Value Streams what is often the most influential factor to long lead times? 4](#_Toc83070868)

[9. Which team role was removed from SAFe 5.0? 4](#_Toc83070869)

[10. How should organizations view market changes? 4](#_Toc83070870)

[11. Developing software or systems on a cadence helps manages what? 4](#_Toc83070871)

[12. Which SAFe House of Lean pillar addresses moving from projects to projects? 5](#_Toc83070872)

[13. How does SAFe recommend using a second operating system to deliver value? 5](#_Toc83070873)

[14. What is one way trains and Suppliers can be aligned to a shared business and technology mission? 5](#_Toc83070874)

[15. Which aspect of strategy and investment funding involves developing and communicating the Strategic Themes throughout the portfolio? 6](#_Toc83070875)

[16. What is the goal of psychological safety? 6](#_Toc83070876)

[17. Agile Release Trains are organized around the ability to deliver what? 6](#_Toc83070877)

[18. What is defined as the ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative business solutions? 6](#_Toc83070878)

[19. How does SAFe provide time and space for innovation? 7](#_Toc83070879)

[20. What is the purpose of the SAFe implementation Roadmap? 7](#_Toc83070880)

[21. Which level is no longer in SAFe 5.0 7](#_Toc83070881)

[22. What are the steps of the iterative PDCA cycle? 7](#_Toc83070882)

[23. The accelerate step of the Implementation Roadmap is the beginning of another journey that is based on a foundation of what? 7](#_Toc83070883)

[24. Who is responsible for Strategy and Investment Funding? 8](#_Toc83070884)

[25. During which stage of the Continuous Delivery Pipeline Should Features be verified in production before the business needs them? 8](#_Toc83070885)

[26. Which SAFe competency helps live systems evolve? 8](#_Toc83070886)

[27. Which dimension of the Enterprise Solution Delivery competency applies Lean-Agile practices to align and coordinate all the activities necessary to specify, architect, design, implement, test, deploy, evolve, and ultimately decommission Solutions? 8](#_Toc83070887)

[28. Enterprise Solution Delivery, Agile Product Delivery, and which other competency are part of the Execution side of the SAFe Business Agility overview? 9](#_Toc83070888)

[29. Which SAFe Core Competency describes a set of values and practices that encourage the whole Enterprise to increase knowledge, competence, performance, and innovation? 9](#_Toc83070889)

[30. What is one way to help establish a future state portfolio canvas? 9](#_Toc83070890)

SAFe 5 Certified Member Upgrade Exam (5.0) – Question

# Which Design Thinking tool helps teams understanding what a specific user is thinking, feeling, hearing & seeing as they are the product?

* **Empathy maps**
* Customer journey maps
* Personas
* Story

# How do Lean-thinking people and Agile Teams enable Organizational Agility?

* **By optimizing business processes, evolving strategy, and quickly adapting the organization**
* By inspiring others through modelling desired behaviours
* By applying Lean system engineering to build really big system
* By aligning strategy, funding, and execution

# What is the one way Lean-Agile leaders lead by example?

* **By modelling SAFe’s Lean-Agile Mindset, values. Principles, and practices**
* By applying empathic design and focusing on Customer Centricity
* By using the SAFe Implementation Roadmap to script the way for change
* By mastering the Seven Core Competencies of the Lean Enterprise

# What are two ways empathetic design impacts Customer Centricity? (Choose Two)

* It validates the Enterprise’s Solution hypothesis
* **It motivates teams to understand and experience the Customer’s Perspective**
* **It emphasizes user research and Gemba walks**
* It supports designing for the broader market
* It enables Solution to be built based on functional needs

# When expressing Strategic Themes as objectives and key results what are the key results?

* A set of Lean Metrics used to measure the performance of the portfolio
* A set of key performance indicators that measure the performance of Value Streams
* **A set of Metrics that measures progress towards the Strategic Theme**
* A memorable description of what the portfolio wants to achieve through Strategic Themes

# Which two SAFe configurations are enough to achieve Business Agility? (Choose tew.)

* **Large Solution**
* **Essential**
* **Portfolio**
* **Full**
* Program

# Whenever an Enterprise makes a decision, it deeply considers the effect it will have on its end users. What is this statement describing?

* Agile product Delivery
* **Customer Centricity**
* Continues Integration
* Built-in Quality

# When mapping Value Streams what is often the most influential factor to long lead times?

* **Inefficient in the steps of the Value Streams**
* Low percent complete and accurate
* Long process times
* Long delays between steps

# Which team role was removed from SAFe 5.0?

* **Dev Team**
* Product Owner
* Scrum Master
* Value Stream Leader

# How should organizations view market changes?

* **As opportunities**
* As distractions
* As chaos
* As threats

# Developing software or systems on a cadence helps manages what?

* **Variability**
* Releases
* Consistency
* Deployment

# Which SAFe House of Lean pillar addresses moving from projects to projects?

* Relentless improvement
* **Flow**
* Respect for people and culture
* Innovation

# How does SAFe recommend using a second operating system to deliver value?

* Create teams to focus on innovation and growth and break down the existing organizational structures
* Leverage Solutions with economies of scale
* **Organize the Enterprise around the flow of value while maintaining the hierarchies**
* Build a small entrepreneurial network focused on the Customer instead of the existing hierarchies

# What is one way trains and Suppliers can be aligned to a shared business and technology mission?

* Build and use a Continuous Delivery Pipeline model
* Apply Lean-Agile practices to coordinate all activities necessary to build a system
* Build and integrate Solution components and Capabilities with Agile Release Trains
* **Use coordinated Vision, backlogs, and Roadmaps in a Solution Train**

# Which aspect of strategy and investment funding involves developing and communicating the Strategic Themes throughout the portfolio?

* Establish portfolio flow
* **Maintain a Portfolio Vision**
* **Connect the portfolio to the Enterprise strategy**
* Fund Value Streams

# What is the goal of psychological safety?

* **To create an environment for responsible risk-taking**
* To communicate why change is needed
* To ensure that everyone is trained in the values, principles, and practices of Lean and Agile
* To positively influence and motivate others to engage in the organizational change

# Agile Release Trains are organized around the ability to deliver what?

* Software systems
* Components
* Features
* **Customer Solutions**

# What is defined as the ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative business solutions?

* Organizational Agility
* **Business Agility**
* Team and Technical Agility
* Lean Portfolio Management

# How does SAFe provide time and space for innovation?

* **By including an innovation and Planning Iteration**
* By creating Agile Innovation Teams
* By providing monetary rewards for innovative ideas
* By reserving capacity each iteration for innovation

# What is the purpose of the SAFe implementation Roadmap?

* **To coach an Agile release Train launch**
* To strategically foster Lean-Agile Leadership
* **To provide a strategy for a SAFe transformation based on proven pattern**
* To move from ad-hoc Agile Teams to a team of Agile Teams

# Which level is no longer in SAFe 5.0

* Large Solution Level
* **Team Level**
* Essential Level
* Portfolio Level

# What are the steps of the iterative PDCA cycle?

* Prioritize, Declare, Commit, Adjust
* Plan, Declare, Create, Adjourn
* **Plan, Do, Check, Adjust**
* Prepare, Decide, Commit, Adapt

# The accelerate step of the Implementation Roadmap is the beginning of another journey that is based on a foundation of what?

* Agile Product Delivery
* **Relentless improvement**
* Continuous Delivery
* Customer Centricity

# Who is responsible for Strategy and Investment Funding?

* Business owners
* Epic Owners
* Product Management
* **Lean Portfolio Management**

# During which stage of the Continuous Delivery Pipeline Should Features be verified in production before the business needs them?

* Release on Demand
* Continuous Exploration
* Continuous Integration
* **Continuous Deployment**

# Which SAFe competency helps live systems evolve?

* Lean Portfolio Management
* Agile Product Delivery
* **Enterprise Solution Delivery**
* Team & Technical Agility

# Which dimension of the Enterprise Solution Delivery competency applies Lean-Agile practices to align and coordinate all the activities necessary to specify, architect, design, implement, test, deploy, evolve, and ultimately decommission Solutions?

* **Lean System and Solution Engineering**
* DevOps and Continuous Delivery Pipeline
* Coordinate Trains and Suppliers
* Evolve Live Systems

# Enterprise Solution Delivery, Agile Product Delivery, and which other competency are part of the Execution side of the SAFe Business Agility overview?

* Organizational Agility
* Lean Portfolio Management
* **Team and Technical Agility**
* Lean-Agile Leadership

# Which SAFe Core Competency describes a set of values and practices that encourage the whole Enterprise to increase knowledge, competence, performance, and innovation?

* Team and Technical Agility
* **Continuous Learning culture**
* Lean-Agile Leadership
* Organizational Agility

# What is one way to help establish a future state portfolio canvas?

* Perform Fishbone diagram analysis
* Write a postcard from the culture
* **Create a TOWS analysis**
* Establish a Portfolio Kanban system