

Week 3 Quiz: Building and Managing

LATEST SUBMISSION GRADE

80%

1. Which of the following is pair programming least likely to accomplish?

1 / 1 point

- ☐ More considered design decisions
- ☒ Cranking out code faster
- ☐ Knowledge transfer
- ☐ Defect reduction

✓ **Correct**

While many teams find they work faster with pair programming, it's emphasis is on building smarter, not faster (at least on a line by line basis).

2. You're switching from managing using a waterfall process to using agile. What is your primary goal as you make this transition?

1 / 1 point

- ☐ Explain to upper management and outside stakeholders why you're making this transition
- ☐ Make sure you have everything set up in advance to ensure success
- ☐ Direct team members' to keep things on schedule
- ☒ Foster an agile-friendly environment

✓ **Correct**

This is the most important role of the manager: To create an environment in which the team can experiment with agile practices and iterate towards better outcomes.

3. You learn you're getting a few new team members from the West Coast. Your East Coast-based team is excited to work with them and implement some agile processes, such as automation and continuous integration, and you kick off with a focus on narrative collaboration. Despite few obstacles reported, the output of the first sprint is less complete and a lot buggier than you'd anticipated. What's a reasonable hypothesis to explore about why?

1 / 1 point

- ☐ Your new team lacks the skills to create a quality product.

- ☐ Your investment in automation is finding problems that used to slip through the cracks.
- ☒ Your new team is hesitant to bring up issues in the stand ups.
- ☐ Your development cycles are too long.

**Correct**

Getting your team comfortable with reporting obstacles and saying "no" takes time, especially across locations. Spend more time building team connections so that the new team feels comfortable questioning approaches and decisions.

4. Based on the success of your previous releases, the CEO announces a new product release in six months. You think it's too soon based on your velocity and meet with her to get a solid understanding of what she wants to accomplish with the release and why. At the end of the meeting, she offers to double the size of your team--but she refuses to budge on the launch date. What should you do?

0 / 1 point

- ☐ Explain in detail what agile is and how and why due dates are antithetical to it.
- ☐ Ask for a bigger budget rather than more team members.
- ☒ Set up a schedule of specific deliverables so you can meet the deadline.
- ☐ Gratefully accept the extra help and look forward to doubling your production rate.

**Incorrect**

Planning out your deliverables six months in advance is something agile would recommend against. Instead, figure out your overall charter, how you'll measure success, and how you can learn what's valuable to the user ASAP so you can iterate as much and as meaningfully as possible over the next six months. Review recommendations for working with non-agile stakeholders in the "Agile Teams Meet Waterfall Processes" video.

5. After learning about Spotify and Salesforce.com's implementation of agile, you're determined to build on their success in your own small startup. Which of their lessons learned is least applicable to your situation?

1 / 1 point

- ☐ Get outside training and coaching and leverage it.
- ☒ Ensure executive commitment and give them deliverables to complete.
- ☐ Be clear about which agile practices you'll use, tightly align, and give lots of autonomy to teams to iterate.
- ☐ Focus on automation and prioritize test infrastructure.

Correct



Since you're the owner of the startup and initiating the move to agile, your commitment and sense of what you need to do is (presumably) already in place. Other learnings from Spotify and Salesforce are more applicable.

Week 3 Quiz: Building and Managing

LATEST SUBMISSION GRADE

20%

1. Which of the following is pair programming least likely to accomplish?

0 / 1 point

- ☐ Knowledge transfer
- ☐ Cranking out code faster
- ☒ More considered design decisions
- ☐ Defect reduction

! Incorrect

This is a common benefit of pair programming. See the "XP on Writing Software" videos to review.

2. As a new Chief Technology Officer for a national nonprofit, you're excited to jump in. The organization is used to traditional dev practices, but you want to switch to agile. You plan to start with one team. Which of the following is the most important thing you can do for them?

1 / 1 point

- ☐ Make sure they're isolated from the rest of the organization.
- ☒ Make sure their charter is anchored to a user problem area vs. a specific solution technology
- ☐ Make sure their project isn't large and important
- ☐ Make sure their first project is very small.

✓ Correct

This will give the team flexibility to deliver fundamentally more valuable outcomes.

3. You learn you're getting a few new team members from the West Coast. Your East Coast-based team is excited to work with them and implement some agile

0 / 1 point

processes, such as automation and continuous integration, and you kick off with a focus on narrative collaboration. Despite few obstacles reported, the output of the first sprint is less complete and a lot buggier than you'd anticipated. What's a reasonable hypothesis to explore about why?

- ☐ Your new team lacks the skills to create a quality product.
- ☒ Your investment in automation is finding problems that used to slip through the cracks.
- ☐ Your new team is hesitant to bring up issues in the stand ups.
- ☐ Your development cycles are too long.

**Incorrect**

Automation and continuous integration are great ways to enhance your process and quickly correct errors before they're embedded. That said, something else is probably going on that's causing surprises with the results. Review recommendations for successful collaboration in the "International and Distributed Teams" video.

4. The CEO announces a new product release in two months. You're not certain the full-fledged product will be available then--or even what the product will look like. What's your best first step to meet this goal?

0 / 1 point

- ☐ Ask for a bigger budget to hire more coders
- ☐ Meet with her and figure out what she needs
- ☒ Tell her you're following an agile methodology and can't promise anything
- ☐ Define specific deliverables ASAP and get going

**Incorrect**

This might be true in principal, but it's probably not the right place to focus and unlikely to build her confidence in your process or your success with the project. Review recommendations for working with non-agile stakeholders in the "agile Teams Meet Waterfall Processes" video.

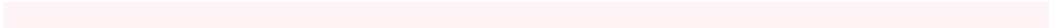
5. After learning about Spotify and Salesforce.com's implementation of agile, you're determined to build on their success in your own small startup. Which of their lessons learned is least applicable to your situation?

0 / 1 point

- ☒ Be clear about which agile practices you'll use, tightly align, and give lots of autonomy to teams to iterate.
- ☐ ~~Focus on automation and prioritize test infrastructure.~~
- ☐ Get outside training and coaching and leverage it.
- ☐ Ensure executive commitment and give them deliverables to complete.

**Incorrect**

This is a key learning that you'll want to consider. Review lessons learned in the Spotify and Salesforce videos.



Week 3 Quiz: Building and Managing

LATEST SUBMISSION GRADE

60%

1. The team agrees that the work of the testers is too back-loaded toward the end of the development cycle. What is the likely effect of trying out shorter iterations? **1 / 1 point**

- ☒ The testers will get working software sooner which will likely even out their flow some.
- ☐ Developers and testers will work together more closely.
- ☐ Probably nothing.
- ☐ Defects will go down.

**Correct**

Even if the rate of defects stays the same, at least the testers are seeing working software sooner.

2. As a new Chief Technology Officer for a national nonprofit, you're excited to jump in. The organization is used to traditional dev practices, but you want to switch to agile. You plan to start with one team. Which of the following is the most important thing you can do for them? **1 / 1 point**

- ☐ Make sure they're isolated from the rest of the organization.
- ☒ Make sure their charter is anchored to a user problem area vs. a specific solution technology
- ☐ Make sure their first project is very small.
- ☐ Make sure their project isn't large and important

**Correct**

This will give the team flexibility to deliver fundamentally more valuable outcomes.

3. You learn you're getting a few new team members from the West Coast. Your **0 / 1 point**

East Coast-based team is excited to work with them and implement some agile processes, such as automation and continuous integration, and you kick off with a focus on narrative collaboration. Despite few obstacles reported, the output of the first sprint is less complete and a lot buggier than you'd anticipated. What's a reasonable hypothesis to explore about why?

reasonable hypothesis to explore about why:

- ☐ Your development cycles are too long.
- ☐ Your new team is hesitant to bring up issues in the stand ups.
- ☒ Your new team lacks the skills to create a quality product.
- ☐ Your investment in automation is finding problems that used to slip through the cracks.

! Incorrect

Blaming the technical team won't help you build better software. It's better to look at what you can do as manager to help them be successful. Review recommendations for successful collaboration in the "International and Distributed Teams" video.

4. The CEO announces a new product release in two months. You're not certain the full-fledged product will be available then--or even what the product will look like. What's your best first step to meet this goal?

0 / 1 point

- ☐ Ask for a bigger budget to hire more coders
- ☒ Define specific deliverables ASAP and get going
- ☐ ~~Tell her you're following an agile methodology and can't promise anything~~
- ☐ Meet with her and figure out what she needs

! Incorrect

Getting started quickly is probably a pretty good idea, but make sure you've investigated and thought carefully about where you want to go. Review recommendations for working with non-agile stakeholders in the "agile Teams Meet Waterfall Processes" video.

5. When you're introducing agile methodology to your team, how should you approach it?

1 / 1 point

- ☐ Follow all agile rules to a T.
- ☐ Get your whole company on board with the implementation right from the start.
- ☒ Apply design thinking principles to your implementation of this new methodology.
- ☐ Leave the team alone to self-organize.

✓ Correct

To help a team self-organize, you'll need to pair empathy for their individual concerns and perspectives with the

portfolio of creative solutions you have available from the agile methodologies and body of practice.

Which of the following is pair programming least likely to accomplish?

1 / 1 point

- ☐ More considered design decisions
- ☐ Defect reduction
- ☐ Knowledge transfer
- ☒ Cranking out code faster



Correct

While many teams find they work faster with pair programming, it's emphasis is on building smarter, not faster (at least on a line by line basis).

2. You're switching from managing using a waterfall process to using agile. What is your primary goal as you make this transition?

0 / 1 point

- ☐ Foster an agile-friendly environment
- ☐ Direct team members' to keep things on schedule
- ☐ ~~Make sure you have everything set up in advance to ensure success~~
- ☒ Explain to upper management and outside stakeholders why you're making this transition



Incorrect

While it's important to get upper management and outside stakeholders' buy-in to agile processes, that's not the primary success factor when transitioning to agile. See "The Agile Manager" and "Creating an Agile-Friendly Environment" to review.

3. You learn you're getting a few new team members from the West Coast. Your East Coast-based team is excited to work with them and implement some agile processes, such as automation and continuous integration, and you kick off with a focus on narrative collaboration. Despite few obstacles reported, the output of the first sprint is less complete and a lot buggier than you'd anticipated. What's a reasonable hypothesis to explore about why?

0 / 1 point

- ☐ Your development cycles are too long.
- ☒ Your new team lacks the skills to create a quality product.
- ☐ Your investment in automation is finding problems that used to slip through the cracks.
- ☐ Your new team is hesitant to bring up issues in the stand ups.

! Incorrect

Blaming the technical team won't help you build better software. It's better to look at what you can do as manager to help them be successful. Review recommendations for successful collaboration in the "International and Distributed Teams" video.

4. Based on the success of your previous releases, the CEO announces a new product release in six months. You think it's too soon based on your velocity and meet with her to get a solid understanding of what she wants to accomplish with the release and why. At the end of the meeting, she offers to double the size of your team--but she refuses to budge on the launch date. What should you do?

0 / 1 point

- ☒ Gratefully accept the extra help and look forward to doubling your production rate.
- ☐ Ask for a bigger budget rather than more team members.
- ☐ Set up a schedule of specific deliverables so you can meet the deadline.
- ☐ ~~Explain in detail what agile is and how and why due dates are antithetical to it.~~

! Incorrect

Scaling agile takes time and it's unlikely that doubling the size of your team will result in producing valuable software twice as fast, at least over all of these next six months. Review recommendations for working with non-agile stakeholders in the "agile Teams Meet Waterfall Processes" video.

5. After learning about Spotify and Salesforce.com's implementation of agile, you're determined to build on their success in your own small startup. Which of their lessons learned is least applicable to your situation?

0 / 1 point

- ☐ Get outside training and coaching and leverage it.
- ☐ Be clear about which agile practices you'll use, tightly align, and give lots of autonomy to teams to iterate.
- ☒ Focus on automation and prioritize test infrastructure.
- ☐ Ensure executive commitment and give them deliverables to complete.

! Incorrect

This is a key learning that you'll want to consider. Review lessons learned in the Spotify and Salesforce videos.