CODING N CONCEPTS

ASHISH LAHOTI'S TECHNICAL BLOG

MENU

Leading SAFe (Scaled Agile Framework) Exam Notes

👤 Ashish Lahoti   🕐 Last Modified: April 10, 2022   📁 Agile

SEARCH...

FOLLOW US

PAGE CONTENT

If you are planning or preparing for Leading SAFe 5.1 (Scaled Agile Framework) certification then this article is for you to get started.

Overview

1) Prepare well for the exam. Understand all SAFe concepts and you can crack it like **me**!

2) Requires **1 to 3 weeks** of preparation depending upon your commitment per day.

3) You need to solve **45 questions** (multiple choice = 1 answer and multiple select = 2-3 answers) in **90 mins** from your laptop **without any supervision**. It is an open book online exam where you can search for the answers.

4) Passing score is **35/45 (77%)** means you should answer at least 35 (out of 45) questions correctly. No negative scoring so answer all the questions!

5) You get the result (Pass or Fail) once you submit the exam.

6) First attempt included in the course registration fee if taken within 30 days of course completion. Each retake or attempt past the 30-day window is $50

7) You can download the **Leader SAFe Student Workbook** after the course registration from **https://community.scaledagile.com/**

8) Learn more from **Exam Guide**

9) Learn all about SAFe from **https://www.scaledagileframework.com/**

Exam Sections and Percentages	References
Thriving in the digital age with business agility (13%)	Leading SAFe Student Workbook: materials and exercises from Lesson 1 **www.scaledagileframework.com/implementation-roadmap/** **www.scaledagileframework.com/business-agility/** **www.scaledagileframework.com/lean-agile-leadership/** **www.scaledagileframework.com/organize-around-value/**

Exam Sections and Percentages	References
Becoming a Lean-Agile leader (29%)	Leading SAFe Student Workbook: materials and exercises from Lessons 2 and 3 **www.scaledagileframework.com/safe-core-values/** **www.scaledagileframework.com/lean-agile-mindset/** **www.scaledagileframework.com/safe-lean-agile-principles/** **www.scaledagileframework.com/assume-variability-preserve-options/** **www.scaledagileframework.com/visualize-and-limit-wip-reduce-batch-sizes-and-manage-queue-lengths/** **www.scaledagileframework.com/apply-cadence-synchronize-with-cross-domain-planning/** **www.scaledagileframework.com/unlock-the-intrinsic-motivation-of-knowledge-workers/** **www.scaledagileframework.com/decentralize-decision-making/** **www.scaledagileframework.com/organize-around-value/**
Establishing team and technical agility (9%)	Leading SAFe Student Workbook: materials and exercises from Lessons 3 and 4

Exam Sections and Percentages	References
Building solutions with Agile product delivery (33%)	Leading SAFe Student Workbook: materials and exercises from Lessons 4 and 5 **www.scaledagileframework.com/business-owners/** **www.scaledagileframework.com/customer-centricity/** **www.scaledagileframework.com/design-thinking/** **www.scaledagileframework.com/continuous-integration/** **www.scaledagileframework.com/DevOps/** **www.scaledagileframework.com/solution-demo/**
Exploring Lean Portfolio Management (11%)	Leading SAFe Student Workbook: materials and exercises from Lessons 5 **www.scaledagileframework.com/Portfolio-SAFe/** **www.scaledagileframework.com/value-streams/** **www.scaledagileframework.com/strategic-themes/** **www.scaledagileframework.com/guardrails/**
Leading the change (4%)	Leading SAFe Student Workbook: materials and exercises from Lessons 2 and 6 **www.scaledagileframework.com/lean-agile-leadership/**

Exam Notes

Lesson 1: Thriving in the Digital Age with Business Agility

> **Q1. What are the 12 steps of SAFe Implementation Roadmap?**

Roadmap is a **script of critical moves**, which gives best results when follow in same sequence to implement SAFe:-

1. Reaching the Tipping Point

2. Train Lean-Agile Change Agents

3. Train Executives, Managers, and Leaders

4. Create a Lean-Agile Center of Excellence

5. Identify Value Streams and ARTs

6. Create the Implementation Plan

7. Prepare for ART Launch

8. Train Teams and Launch the ART

9. Coach ART Execution

10. Launch More ARTs and Value Streams

11. Extend to the Portfolio

12. Accelerate

Q2. What are different stages of technological revolution?

1. **Installation Period** – New technology and financial capital combine to create a 'Cambrian explosion' of new market entrants, disrupting entire industries from the previous age

2. **Turning Point** – Existing businesses either master the new technology or decline and become relics of the last age

3. **Deployment Period** – Production capital of the new technological giants start to take over

Q3. What are the dual operating system for Business Agility?

1. **Functional hierarchy** for efficiency and stability

2. **Value Stream network** for the speed of innovation

SAFe is a second operating system around streams, without disrupting the existing hierarchy.

Q4. Why SAFe?

- 30% Happier, more motivated employees

- 35% Increase in productivity

- 50% Faster time-to-market

- 50% Defect reduction

Q5. What are the four SAFe configurations provide the right configuration for each Enterprise?

1) **Essential** = Agile Team + Program

2) **Large Solution** = Agile Team + Program + Solution

3) **Portfolio** = Agile Team + Program + Portfolio

4) **Full** = Agile Team + Program + Solution + Portfolio

Q6. What are the 7 SAFe core competencies to achieve business agility?

1) **Team and Technical Agility** has 3 Components:-
   Agile Teams
   Teams of Agile Teams (ART)
   Built-In Quality

2) **Agile Product Delivery** has 3 Dimensions:-
   Customer Centricity and Design Thinking
   Develop on cadence and release on demand
   DevOps and the Continuous Delivery Pipeline

3) **Enterprise Solution Delivery** has 3 Dimensions:-
   Lean System and Solution Engineering
   Coordinate ARTs and Suppliers
   Continually Evolve Live Systems

4) **Lean Portfolio Management** has 3 Dimensions:-
   Strategy & Investment Funding
   Agile Portfolio Operations
   Lean Governance

5) **Organizational Agility**
   Lean-thinking People and Agile Teams
   Lean Business Operations
   Strategy Agility

6) **Continuous Learning Culture**
   Learning Organization
   Innovation Culture
   Relentless Improvement - Inspect & Adapt (I&A) - Plan
   Do Check Adjust

⑦ **Lean-Agile Leadership** has 3 Dimensions:-
Leading by Example
Align Mindset & Lean-Agile Principles
Leading the Change to new ways of Working

Q7. How to measure the business agility?

① **Flow** metrics help determine how fast is the value stream at creating and delivering value

② **Outcome** metrics help ensure that what has been delivered, provides benefit to the customer and to the business. Value Stream KPIs are primarily used to measure these outcomes.

③ Measuring the level of organizational **Competency** is accomplished via two separate assessment mechanisms also called **Measure and Grow**:-

  ◉ **The SAFe Business Agility Assessment** is designed for LPM and portfolio stakeholders to evaluates their portfolio's progress toward Business Agility and determines their next improvement steps.

  ◉ **The SAFe Core Competency Assessments** are used to help teams and trains improve on the technical and business practices they need to help the portfolio achieve that larger goal.
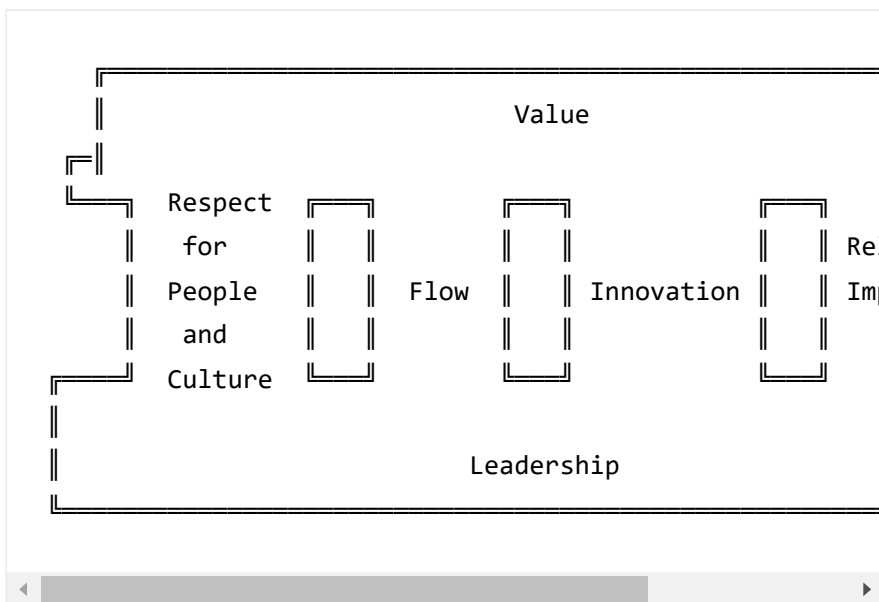
Lesson 2: Becoming a Lean-Agile Leader

Q8. What are the four SAFe core values?

① Alignment

② Built-in Quality

③ Transparency

④ Program Execution

Q9. What are the components of SAFe House of Lean?

① **Value** (The best quality and value to people and society, High morale, safety and Customer delight)

2) **Respect for People and Culture** (Generative culture, People do all the work, Your Customer is whoever consumes your work, Build long-term partnerships based on trust, To change the culture, you have to change the organization)

3) **Flow** (Optimize sustainable value delivery, Build in quality, Understand, exploit and manage variability, Move from projects to products)

4) **Innovation** (Innovative people, Provide time and space for innovation, "Go see", Experimentation and feedback, Innovation riptides, Pivot without mercy or guilt)

5) **Relentless Improvement** (A constant sense of danger, Optimize the whole, Problem-solving culture, Base improvements on facts, Reflect at key Milestones)

6) **Leadership** (Lead by example, Adopt a growth mindset, Exemplify the values and principles of Lean-Agile and SAFe, Develop people, Lead the change, Foster psychological safety)

```
                          Value

      ┌─┐
      └─┐
        └─┐ Respect   ┌─┐  ┌─┐       ┌─┐  ┌─┐        ┌─┐  ┌─┐
           for        ║  ║  ║         ║  ║  ║          ║  ║  Rel
          People      ║  ║  ║  Flow   ║  ║  Innovation ║  ║  Imp
           and        ║  ║  ║         ║  ║  ║          ║  ║
      ┌─┐ Culture     └─┘  └─┘        └─┘  └─┘         └─┘  └─┘
      ║
      ║                      Leadership
      └─
```

Q10. What is Agile Manifesto?

Agile Manifesto uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individual and interactions** over processes and tools

- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan
That is, while there is a value in the items on the right, we value the items on the left more

Q11. What are the 12 Agile Manifesto Principles?

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

2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale.

4. Business people and developers must work together daily throughout the project.

5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

7. Working software is the primary measure of progress.

8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9. Continuous attention to technical excellence and good design enhances agility.

10. Simplicity – the art of maximizing the amount of work not done – is essential.

11. The best architectures, requirements, and designs emerge from self-organizing teams.

12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Q12. What are the 10 SAFe Lean-Agile Principles?

1) **Take an economic view**
   Agile economics: deliver early and often
   Deliver value incrementally,
   Early delivery has higher market value
   Economic Trade-offs parameters: Lead time, Product cost, Value, Development expense, and Risk

2) **Apply systems thinking**
   Optimizing a component does not optimize a system
   For the system to behave well as a system, a higher-level understanding of behavior and architecture is required The value of a system passes through its interconnections
   A system can evolve no faster than its slowest integration point
   Focus on the delays and reduce them

3) **Assume variability; preserve options**
   Flexible requirements and design, the Cone of uncertainty, set-based over point-based approach

4) **Build incrementally with fast, integrated learning cycles**
   PDCA = Plan – Do – Check – Adjust, The shorted the cycles, the faster the learning
   Integration points control product development and reduce risk

5) **Base milestones on objective evaluation of working systems**
   Phase-gate milestones force design decisions too early, false-positive feasibility, they assume a point Solution exists, huge batches and long queues, centralized requirements and design.
   Use Objective milestones instead, PI System Demos, continuous, cost-effective adjustments towards an optimum Solution)

6) **Visualize and limit WIP, reduce batch sizes, and manage queue lengths**
   Reduce batch size for higher predictability. Total cost = Holding cost + Transaction cost. Reduce transaction costs increases predictability, accelerates feedback,

reduces rework, lowers cost.

Little's Law: Wq = Lq / Lambda, Average wait time = Average queue length / Average processing rate

7) **Apply cadence, synchronize with cross-domain planning**

Cadence – converts unpredictable events into predictable occurrences and lowers cost, makes waiting times for new work predictable, supports regular planning and cross-functional coordination, limits batch sizes to a single interval, controls injection of new work, provides scheduled integration points;

Synchronization – causes multiple events to happen simultaneously, facilitates cross-functional trade-offs, provides routine dependency management, supports full system integration and assessment, provides multiple feedback perspectives

8) **Unlock the intrinsic motivation of knowledge workers**

Workers are most qualified to make decisions about how to perform their work

The workers must be heard and respected for management to lead effectively

Knowledge workers must manage themselves. They need autonomy

Continuing innovation must be part of the work, the tasks, and the responsibilities of knowledge workers. Unlocking intrinsic motivation with autonomy, mastery, and purpose

9) **Decentralize decision-making**

Centralize – Infrequent, Long-lasting, Significant economies of scale

Decentralize – Frequent, Time critical, Requires local information

10) **Organize around value**

Value doesn't follow silos

Organize around Development Value Streams.

Q13. Why focus on the SAFe Lean-Agile Principles?

- A Lean-Agile transformation will deliver substantial benefits

- However, it is a significant change, and every implementation is different
- Leaders should understand why the practices work; it's part of 'knowing what it is they must do'
- If a practice needs to change, understanding the principles will assure the change moves the Enterprise in the right direction

Lesson 3: Establishing Team and Technical Agility

Q14. What is Agile team?

Agile teams are **cross-functional** and self-organizing group of **5 to 11 people**, that can define, build, test, and where applicable, deploy increments of value in short time boxes of two weeks called **Iterations**.

Team contains two specialty roles:-

1) **Scrum Master** - coaches the team in self-management; helps the team focus on creating increments of value; removes impediments; ensures that all team events take place, are productive and kept within the timebox

2) **Product Owner** - contributes to the Vision and Roadmap; acts as the Customer for team questions; creates, clearly communicates and accepts stories;prioritizes the backlog

Team responsibilities are:-

1) Create and refine Stories and acceptance criteria
2) Develop and commit to team PI Objectives and Iteration Goals

Team execute Iterations with **Scrum**. Iteration Events are:-

- Iteration Planning
- Daily Standup

- ⦿ Iteration Review
- ⦿ Iteration Retrospective
- ⦿ Backlog Refinement

Team visualize flow with **Kanban**

Q15. What is Agile Release Train (ART)?

ART is a **cross functional**, virtual organization of **5-12 teams** (50-125+ individuals), synchronized on common cadence, a Program Increment (PI), aligned to a common mission via a single program backlog. ART Events are:-

- ⦿ Pre and Post PI Planning
- ⦿ PI Planning
- ⦿ ART Sync (Weekly or more frequently, 30–60 minutes) - consist of **Scrum of scrums** and **PO Sync**
- ⦿ System Demo (Occurs at the end of each Iteration in PI)
- ⦿ Solution Demo (Occurs at the end of each PI) - presents the combined development effort of multiple ARTs and Suppliers
- ⦿ Inspect & Adapt (Occurs at the end of each PI)

ART are organized for flow:-

- ⦿ **Stream-aligned team** – organized around the flow of work and has the ability to deliver value directly to the Customer or end user.
- ⦿ **Complicated subsystem team** – organized around specific subsystems that require deep specialty skills and expertise.
- ⦿ **Platform team** – organized around the development and support of platforms that provide services to other teams.
- ⦿ **Enabling team** – organized to assist other teams with specialized capabilities and help them become proficient in new technologies.

Roles on the Agile Release Train:-

- **Release Train Engineer** acts as the Chief Scrum Master for the train.
- **Product Management** owns, defines, and prioritizes the Program Backlog.
- **System Architect/Engineering** provides architectural guidance and technical enablement to the teams on the train.
- The **System Team** provides processes and tools to integrate and evaluate assets early and often.
- **Business Owners** are key stakeholders on the Agile Release Train.

Lesson 4: Building Solutions with Agile Product Delivery

Q16. What is Design Thinking?

Design Thinking is a clear and continuous understanding of the target market, Customers, the problems they are facing, and the jobs to be done.

- Understand the problem - Use **Personas** and **Empathy Maps** to understand customers
- Design the right solution (**Desirable, Viable, Feasible, Sustainable**) - Use **Journey Maps** to design end-to-end customer experience and **Story Maps** to capture workflows

Q17. What is Program Backlog?

The Program Backlog is the holding area for upcoming Features that will address user needs and deliver business benefits for a single Agile Release Train (ART).

Q18. What is Feature?

- Features are maintained in Program Backlog
- Feature are sized to fit in a Program Increment (PI) and delivered by a single Agile Release Train (ART)

- Features are split into Stories and fits in one Iteration for one team
- Features includes a definition of Minimum Marketable Feature (MMF), a **benefit hypothesis** (to justify development cost) and **Acceptance criteria** (defined during program backlog refinement).
- Features are prioritized using WSJF and top 10 features are presented to the team during PI planning
- Typically Product Management creates **business features** and System Architect creates **enabler features**

Q19. What is Capability?

- Capabilities are maintained in Solution Backlog
- Capabilities are sized to fit in a Program Increment (PI) and delivered by multiple Agile Release Trains (ARTs)
- Capabilities includes a Phrase, a benefit hypothesis and Acceptance criteria

Q20. How to prioritize Program Backlog for optimal ROI?

Using Weighted Shortest Job First (WSJF)

```
        Cost of Delay (CoD)
WSJF = ----------------------
        Job Duration (Job Size)


CoD  = User-business  +    Time     + Risk reduction
          value            criticality    opportunity er
```

Q21. What is Program Increment (PI) and its Events?

PI is time boxes, typically 5 iteration long. Usually 5th Iteration is in a PI is called Innovation and Planning (IP) Iteration.

Events are:-

- **PI Planning** - facilitated by Release Train Engineer (RTE) for **2 days** every typical 10 weeks, Product management provides vision and backlog, System architect provides architectural guidance, Teams of agile team plan the work and visualize on Program board. Outcome is Team/Program PI Objectives and Program board. Business Owner assign business value to PI Objectives on a scale of 1 to 10.

- **System Demo** - ART demo integrated solution after each Iteration

- **Inspect & Adapt** - Retrospect at the end of PI, product management understand customer's problem and find desirable, viable, feasible, and sustainable solution.

Q22. What is PI Uncommitted Objectives?

Uncommitted objectives are used to identify work that can be variable within the scope of a PI. The work is planned, but the outcome is simply not certain. Teams can apply uncommitted objectives whenever there is low confidence in meeting the objective. This can be due to many circumstances:

- Dependencies with another team or supplier that cannot be guaranteed.

- The team has little to no experience with functionality of this type. In this case the teams may plan 'Spikes' early in the PI to reduce uncertainty.

- There are a large number of fairly critical objectives that the business is depending on and the team is already loaded close to full capacity.

Q23. What is CALMR approach to DevOps?

- **Culture** - Establish a culture of shared responsibility for development, deployment, and operations.

- **Automation** - Automate the Continuous Delivery Pipeline.

- **Lean flow** - Keep batch sizes small, limit WIP, and provide extreme visibility.

- **Measurement** - Measure the flow through the pipeline. Implement full-stack telemetry.

- **Recovery** - Architect and enable low-risk releases. Establish fast recovery, fast reversion, and fast fix-forward.

Q24. How to build Continuous Delivery Pipeline with DevOps?

- **Continuous Exploration** - Understand Customer needs - Hypothesize, Collaborate & Research, Architect, Synthesize

- **Continuous Integration** – A critical technical practice of the ART - Develop, Build, Test End-to-End, Stage

- **Continuous Deployment** – Getting to production early - Deploy, Verify, Monitor, Respond - Deploy to Staging every Iteration, Automate deployment, Automate testing of features and NFRs, Decouple deployment from release

- **Release on Demand** - Release, Stabilize, Measure, Learn

Q25. What is Architectural Runway?

Architectural Runway is existing code, hardware components, marketing branding guidelines, etc., that enable near-term business Features. **Enablers** build up the runway to support **Features** for e.g. A single sign-on mechanism will enable sign-on in multiple applications.

Lesson 5: Exploring Lean Portfolio Management

Q26. What is SAFe Portfolio?

- SAFe Portfolio is a collection of **Value Streams** for a specific business domain in an Enterprise.

- An Enterprise may have a single portfolio or multiple portfolios

- Each value stream can have multiple Solution trains and Agile release trains.

- The **portfolio canvas** is a template for identifying a specific SAFe portfolio. One of the primary uses of the canvas is to record the current state of the portfolio

Q27. What is Portfolio Epic?

Epics are defined at portfolio level, they are typically cross-cutting and spanning multiple Value Streams and PIs. There are two types:

1. **Business Epics** directly deliver business value
2. **Enabler Epics** support the Architectural Runway and future business functionality

Epics need a Lean business case, the definition of a minimum viable product (MVP), an Epic Owner, and approval by LPM.

Epics are described with four major fields:

- Value statement
- Business outcomes hypothesis
- Leading indicators
- Nonfunctional requirements

Q28. What is Strategic Themes?

Strategic themes provide a mechanism to align the business objectives of an enterprise to SAFe portfolio. They influence portfolio strategy and provide business context for portfolio decision-making. Strategic themes are direct inputs to the portfolio vision.

Strategic themes can be defined by a phrase or by using the Objectives and Key Results (OKRs) template.

Q29. What is Lean Budget?

Funding Value Streams, not projects. Expenses across a PI are fixed and easy to forecast

Q30. What is Participatory Budgeting?

Participatory Budgeting (PB) is the process that Lean Portfolio Management (LPM) uses to allocate the total portfolio budget to its value streams.

The **Enterprise** provides a portion of its total budget to each portfolio. In turn, **Lean Portfolio Management (LPM)** allocates the portfolio Budget to individual **Value Streams**. The value streams fund the people and resources needed to achieve the current Portfolio Vision and Roadmap. Empowered Agile Release Trains (ART) advance **Solutions** and implement **Epics** approved by LPM.

Lesson 6: Leading the Change

Q31. What are the characteristics of a Leader?

- Authenticity
- Emotional intelligence
- Lifelong learning
- Growing others
- Decentralized decision-making

Q32. Steps for Leading successful change?

- Establish a sense of urgency
- Create a powerful guiding coalition
- Develop the vision and strategy
- Communicate the vision
- Empower employees for broad-based action
- Generate short-term wins
- Consolidate gains and produce more wins
- Anchor new approaches in the culture

150+ Exam Questions

Go through the below list of complied questions from Leading SAFe certification exam. You can expect the similar questions in the real exam. If you are looking for exam dumps then you can rely on below list of questions though exact same questions are not guaranteed to appear in the exam.

Q1. Which operating system does SAFe represent?

☑ **The network**
☒ The hierarchy
☒ The dual operating system

Q2. What is the ultimate goal of SAFe?

☒ Faster Delivery
☒ Servant Leadership
☑ **Delivering Value**
☒ Functional Teams

Q3. Which two areas are part of the Scaled Agile Framework Core Values? (Choose two.)

☑ **Alignment**
☒ Collaboration
☒ Decentralize decision making
☑ **Built-in Quality**
☒ Systems Thinking

Q4. What are two of the SAFe Core Values? (Choose two.)

☑ **Program execution**
☑ **Transparency**
☒ Flow
☒ Culture
☒ Relentless improvement

Q5. Which statement fits with the SAFe Core Value of Built-in Quality?

☒ Quality should only be worked on during the Innovation and Planning Iteration

☑ **You cannot scale crappy code**

☒ Quality is not part of the SAFe Core Values

☒ Quality depends on the scale of the project and should be implemented from the top down

Q6. The primary need for SAFe is to scale the idea of what?

☒ Technical Solution Delivery

☒ Organizational and Functional Alignment

☒ Lean Portfolio Management

☑ **Business Agility**

Q7. What are the top two reasons for adopting Agile in an organization? (Choose two.)

☑ **Accelerate product delivery**

☒ Reduce changes

☒ Centralize decision-making

☑ **Enable changing priorities**

☒ Reduce project cost

Q8. What are the top two reasons for adopting Agile in an organization? (Choose two.)

☒ Increase predictability by reducing changes

☒ Reduce risk by centralizing decision making

☑ **Enhance ability to manage changing priorities**

☑ **Accelerate product delivery, Reduce project cost**

Q9. According to SAFe Principle #10, what should the Enterprise do when markets and customers demand change?

☒ Create an Agile Release Train to focus on value

☒ Create a reliable decision-making framework to empower employees and ensure a fast flow of value

☒ Apply development cadence and synchronization to operate effectively and manage uncertainty

☑ **Reorganize the network around the new value flow**

Q10. When should new approaches be anchored in an organization's culture?

☒ Culture should not be changed because SAFe respects current culture

☒ Culture change needs to happen before the SAFe implementation can begin

☑ **Culture change comes last as a result of changing work habits**

☒ Culture change comes right after a sense of urgency is created in the organization

Q11. What is one output of enterprise strategy formulation?

☑ **Portfolio Budgets**

☒ Portfolio Governance

☒ Portfolio Vision

☒ Portfolio Canvas

Q12. What is the biggest benefit of decentralized decision-making?

☒ Ensuring strategic decisions are not made in a vacuum

☑ **Delivering value in the shortest sustainable lead time**

☒ Creating better visualization

☒ Removing accountability from leaders

Q13. When should a decision be decentralized?

☒ If it's long lasting

☑ **If it requires local information**

☒ If it provides large economies of scale

☒ If it's infrequent

Q14. Which two types of decisions should remain centralized even in a decentralized decision-making environment? (Choose two.)

☒ Decisions that are made frequently

☒ Decisions that come with a high cost of delay

☒ Decisions that require local information

☑ **Decisions that deliver large and broad economic**

benefits

☑ **Decisions unlikely to change in the short term**

Q15. How does Decentralized decision making Help?

☒ Limiting WIP

☒ Reducing risks

☑ **Getting better Economic Value**

☒ Reducing Defects

Q16. What is the basic building block when organizing around value?

☑ **Agile Teams**

☒ Hierarchies

☒ Individuals

☒ Agile Release Trains

Q17. Which two quality practices apply to Agile teams? (Choose two.)

☒ Providing architectural runway

☑ **Peer review and pairing**

☒ Decentralized decision-making

☒ Using nonfunctional requirements

☑ **Establishing flow**

Q18. What are two ways to describe a cross-functional Agile Team? (Choose two.)

☑ **They are optimized for communication and delivery of value**

☒ They deliver value every six weeks

☒ They are made up of members, each of whom can define, develop, test, and deploy the system

☑ **They can define, build, and test an increment of value**

☒ They release customer products to production continuously

Q19. Who has content authority to make decisions at the User Story level during Program Increment (PI) Planning?

☒ Scrum Masters

☒ Agile Team

☑ **Product Owner**

☒ Release Train Engineer

Q20. What does the Product Owner do as part of the prep work for iteration planning?

☒ They collaborate with their team to detail stories with acceptance criteria and acceptance tests.

☑ **They review and reprioritize the backlog.**

☒ They elaborate backlogs into user stories for implementation.

☒ They build, edit, and maintain the team backlog.

Q21. What is found on a program board?

☑ **Features**

☒ User Stories

☒ Tasks

☒ Epics

Q22. Which three items are found on a Program board? (Choose three.)

☑ **Significant dependencies**

☑ **Milestones**

☒ Tasks

☒ Backlog items

☑ **Features**

☒ User Stories

Q23. The program board shows which two items? (Choose two.)

☒ Epics

☒ Capacity and Load

☑ **Features**

☑ **Significant dependencies**

☒ Risks

Q24. What are two problems that can be understood from the Program Board? (Choose two.)

☒ Events for future PI

☑ **Too many dependencies leading to a single program milestone**

☒ Too much Work-in-Process in one Iteration

☒ Too many Features are placed in a team's swim lane with no strings

☑ **A significant dependency leading to a Feature**

Q25. When looking at a Program Board, what does it mean when a feature is placed in a team's swim lane with no strings?

☑ **That the feature can be completed independent from the other teams**

☒ That all the risks have been ROAMed

☒ That the team has little confidence it will happen

☒ That the feature should be completed before any other feature

---

Q26. What is one of the Agile Release Train sync meetings?

☒ Solution Demo

☑ **Scrum of scrums**

☒ Iteration Retrospective

☒ Iteration Review

Q27. What are two of the Agile Release Train Sync meetings? (Choose two.)

☑ **Product Owner Sync**

☒ System Demo

☒ Solution Demo

☑ **Scrum of Scrums**

☒ Inspect and Adapt

Q28. Which statement is true about ART events?

☒ The daily stand-up is an ART event that requires the scrum of scrums and Program Owner sync involvement in the closed-loop system

☒ The Inspect and Adapt is the only ART event required to

create a closed-loop system

☑ **Team events run inside the ART events, and the ART events create a closed-loop system**

☒ ART events run inside the team events, and the team events create a closed-loop system

---

Q29. Who facilitates PO Sync meeting?

☑ **Release Train Engineer**

☒ Product Owner

☒ Business Owner

☒ Scrum Master

Q30. Who assign business value (BV) to the team PI Objectives?

☒ Release Train Engineer

☒ Product Owner

☑ **Business Owner**

☒ Scrum Master

Q31. Who decides the Team PI Objective Business Value scoring after negotiation?

☒ Product Manager

☒ The Agile Team

☒ The Scrum Team

☑ **Business Owner**

Q32. Why do Business Owners assign business value to team PI Objectives?

☒ To determine the highest value using WSJF

☒ To ensure the teams do not work on architectural Enablers

☑ **To provide guidance on the business value of the team objectives**

☒ To override the decisions made in WSJF prioritization

Q33. Which team type is 'organized to assist other teams with specialized capabilities and help them become more proficient in new technologies'?

☒ Stream-aligned team

☒ Platform team

☒ Complicated subsystem team

☑ **Enabling team**

Q34. Why do teams have an Iteration Retrospective?

☒ To iterate on stories

☒ To identify acceptance criteria

☑ **To adjust and identify ways to improve**

☒ To evaluate metrics

Q35. The Agile Release Train uses which type of teams to get work done?

☒ Solution teams

☒ Phased-review-process teams

☒ Management teams

☑ **Cross-functional teams**

Q36. Which role serves as the servant leader for the Agile Release Train?

☒ Business Owner

☑ **Release Train Engineer**

☒ Agile Coach

☒ Scrum Master

Q37. What is the focus of the Daily Stand-up meeting?

☒ PI objectives versus outcomes

☑ **Iteration goals versus what got done**

☒ Scrum Master goals versus Development Team goals

☒ Plan objectives versus Program Owner objectives

Q38. You need someone in your organization who will be the authority on the Program backlog and is the internal voice of the Customer. What SAFe Program-level role must you fill?

☒ Customer Support Representative

☒ Product Owner

☒ Release Train Engineer

☑ **Product Management**

Q39. What is part of the role of Product Management?

☑ **To prioritize the Program Backlog**

☒ To prioritize Enablers

☒ To facilitate backlog refinement sessions

☒ To assign business value to Features

Q40. Who is responsible for the Solution Backlog?

☒ Product Owners

☒ Solution Train Engineer

☒ Product Management

☑ **Solution Management**

Q41. Which role accepts Capabilities as complete?

☑ **Solution Management**

☒ Product Management

☒ Solution Architect/Engineer

☒ Solution Train Engineer

Q42. What portfolio-level role takes responsibility for coordinating portfolio Epics through the Portfolio Kanban system?

☑ **Epic Owners**

☒ Enabler Epic

☒ Lean Portfolio Management

☒ Enterprise Architect

Q43. Who is responsible for managing the Portfolio Kanban?

☒ Release Train Engineer

☒ Solution Management

☒ Product Management

☑ **Lean Portfolio Management**

Q44. The analyzing step of the Portfolio Kanban system has a new Epic with a completed Lean

business case. What best describes the next step for the Epic?

☑ **It will be moved to the Portfolio Backlog if it receives a 'go' decision from Lean Portfolio Management**

☒ It will be implemented if it has the highest weighted shortest job first (WSJF) ranking

☒ It will remain in the analyzing step until one or more Agile Release Trains have the capacity to implement it

☒ It will be implemented once the Lean business case is approved by the Epic Owner

Q45. You need someone on your team who will work across value streams and programs to help provide the strategic technical direction that can optimize portfolio outcomes. What portfolio-level must you fill?

☒ Scrum Master

☒ Lean Portfolio Management

☒ Epic Owners

☑ **Enterprise Architect**

Q46. What Portfolio-level highlight has the role of describing the purpose of the Scaled Agile Framework portfolio?

☒ Portfolio Retrospective

☒ Portfolio Value Stream

☑ **Portfolio Canvas**

☒ Portfolio Kanban

Q47. What is used to capture the current state of the Portfolio and a primer to the future state?

☑ **Portfolio Canvas**

☒ Portfolio Backlog

☒ Portfolio Kanban

☒ Portfolio Vision

Q48. How is the flow of Portfolio Epics managed?

☒ In the Program Kanban

☒ In the Portfolio Backlog

☒ In the Program Backlog

☑ **In the Portfolio Kanban**

Q49. Which option is a Scaled Agile Framework Portfolio-level highlight?

☑ **Lean Budgets**

☒ Program Increment

☒ Economic Framework

☒ Solution Intent

Q50. When using the Scaled Agile Framework, what is one benefit of adding synchronization to the cadence of multiple teams?

☒ System-wide development variability is reduced to zero

☑ **System-wide demos are possible since all the team demos happen at the same time**

☒ Each team will work faster since they all start at the same time

☒ Overall work-in-progress is reduced

Q51. You're managing a team which has embodied SAFe. It takes about 5 days for each of your internal clients' requests for a feature to be answered by the development lead and, on average, only about 2 days to implement a feature. The testing team also takes another day, but the handover from development to testing takes two days per feature request. What's the immediate SAFe tip you would implement in order to ensure that value is delivered sooner?

☒ Remove, or minimize, the implementation time.

☒ Remove the development lead and educate a self-organizing team.

☒ Have the developers carry out the testing of their own work and remove the testing team completely.

☑ **Remove, or minimize, the request wait time and the testing handover time.**

Q52. You want to store, version, and index binary software artifacts. What type of tool do you use?

☒ Code Repository

☒ Linter

☑ **Artifact Management Repository**

☒ Code Generator

> **Q53. Which is an explanation of the Continuous Delivery Pipeline at the Scaled Agile Framework Program Level?**

☒ It encompasses everything needed to go from untested software artifacts to tested software artifacts.

☑ **It encompasses everything needed to provide a continuous stream of value to clients.**

☒ It encompasses everything needed to deploy working software artifacts from a test environment to a production environment.

☒ It encompasses everything needed to go from source code to working software artifacts.

> **Q54. What does the Continuous Delivery Pipeline enable?**

☑ **Ongoing learning**

☒ Continuous refactoring

☒ Increased technical debt

☒ Delivery of large batches

> **Q55. Why is it important to decouple deployment from release?**

☒ To remove the need to respond quickly to production issues

☒ To allow inspection of Agile maturity based on different cycle times

☒ To make deploying of assets a business decision

☑ **To enable releasing functionality on demand to meet business needs**

> **Q56. What do Shared Services represent?**

☒ A future view of the solution to be developed, reflecting customer and stakeholder needs.

☒ A community of practice is an informal group of team

members and other experts.

☒ A team that provides assistance in building and using the continuous delivery pipeline.

☑ **The specialty roles, people, and services required for the success of an Agile Release Train or Solution Train.**

> **Q57. You're working on a complex multi-component software project and would like to control the variability of the development process. What SAFe mechanism can you employ?**

☑ **Integration points**

☒ Stand-up meetings

☒ Detailed upfront planning

☒ Decentralized decision making

> **Q58. You are trying to coordinate the architectural runway through different layers, You want to increase velocity in your portfolio. What could you do to accomplish this?**

☒ Follow built-in quality practices

☑ **Implement enablers**

☒ Implement epics

☒ Follow QMS guidelines

> **Q59. What is the principal advantage of using objective evaluation of working systems as milestones in the Scaled Agile Framework?**

☒ Centralized decisions regarding design and requirements

☒ Increased system performance

☒ Significantly lower solution bug rate

☑ **Risk mitigation**

> **Q60. When working with the team backlog, what is the specific function of the Product Owner?**

☒ Helping surface problems with the current plan.

☒ Investing all their time in developing specific acceptance tests.

☒ Holding all features that are planned to be delivered by an ART.

☑ **Protecting the team from the problem of multiple stakeholders.**

> **Q61. You are an advocate for the Scaled Agile Framework in your organization and are trying to convince your organization that it is in need of change. What type of view could you take to help accomplish your goal?**

☒ An immediate view

☑ **An economic view**

☒ A pragmatic view

☒ A business view

> **Q62. What is one benefit of unlocking the intrinsic motivation of knowledge workers?**

☒ To centralize decision-making

☑ **To provide autonomy with purpose, mission, and minimum constraints**

☒ To lower work in process (WIP) limits

☒ To strive to achieve a state of continuous flow

> **Q63. What else does the SAFe principle, unlock the intrinsic motivation of knowledge workers, require besides purpose and mission?**

☒ Innovation

☒ Transparency

☑ **Minimum possible constraints**

☒ Incentive-based compensation

> **Q64. What can be used as a template for putting SAFe into practice within an organization?**

☒ SAFe Principles

☒ SAFe Core Values

☑ **SAFe Implementation Roadmap**

☒ SAFe House of Lean

> **Q65. Which pathway would a LACE use on the Agile growth lifecycle?**

☒ The 7 Core Competencies of Business Agility

☑ **The SAFe Implementation Roadmap**

☒ Agile Maturity Roadmaps

☒ The Scaled Agile Framework

Q66. What is this statement defining: "A series of activities that have proven to be effective in successfully implementing SAFe"?

☒ SAFe Principles

☒ SAFe Core Values

☑ **SAFe Implementation Roadmap**

☒ SAFe House of Lean

Q67. When does a Roadmap become a queue?

☒ When it is longer than one Program Increment

☑ **When it is fully committed**

☒ When it includes no commitments

☒ When it contains Features and not Epics

Q68. What is the first step of the SAFe Implementation Roadmap?

☑ **Reach the tipping point**

☒ Create the Implementation Plan

☒ Prepare for ART Launch

☒ Coach ART Execution

Q69. What are the first three steps of the SAFe Implementation Roadmap?

☒ Train Lean-Agile change agents, train executives, managers and leaders, and then prepare for Agile Release Train launch

☒ Reach the tipping point, Train Lean-Agile change agents, and then train the identified support personnel

☒ Charter a Lean-Agile Center of Excellence, Train Lean-Agile change agents, and then train executives, managers and leaders

☑ **Reach the tipping point, train Lean-Agile change agents, and then train executives, managers and leaders**

Q70. What are the last three steps of the SAFe Implementation Roadmap?

☒ Train Lean-Agile change agents, extend to the portfolio, accelerate

☒ Launch trains, coach Agile Release Train execution, train executives and managers

☒ Train Lean-Agile change agents, identify Value Streams and Agile Release Trains, extend to the portfolio

☑ **Launch more Agile Release Trains and Value Streams, extend to the portfolio, accelerate**

Q71. A Team has just adopted the SAFe Implementation Roadmap and is in the process of training executives, managers, and leaders. What is their next step?

☑ **Identify Value Stream and Agile Release train**

☒ Create the Implementation Plan

☒ Prepare for ART Launch

☒ Coach ART Execution

Q72. An Enterprise has just adopted the SAFe Implementation Roadmap and is in the process of training executives, managers, and leaders. What is their next step?

☒ Train the leaders in Portfolio and Product Management to solve problems before fixing symptoms

☒ Perform process mapping on the current state

☒ Train Lean-Agile change agents to push out the roadmap and build consensus

☑ **Identify Value Streams and Agile Release Trains to start alignment of the organization**

Q73. Which statement is true about a Value Stream that successfully uses Devops?

☒ It has a technology stack without legacy code

☒ It has objective measurements with automation

☑ **It has a closed loop process of learning**

☒ It has a lower threshold of defects approved to production

Q74. Which statement is a principle of the Agile Manifesto?

☒ Measure everything

☑ **Simplicity–the art of maximizing the amount of work not done–is essential**

☒ Visualize and limit WIP, reduce batch sizes, and manage queue lengths

☒ Respect for people and culture

Q75. When basing decisions on economics, how are lead time, product cost, value, and development expense used?

☒ To limit work in process (WIP) through the system

☑ **To identify different parameters of the economic framework**

☒ To take into account sunk costs

☒ To recover money already spent

Q76. What is considered an anti-pattern when assigning business values to team PI Objectives?

☒ Business Owners assigning the business value

☒ Assigning business values to uncommitted objectives

☑ **All PI Objectives are given a value of 10**

☒ Business Owners assign high values to important Enabler work

Q77. What are the three primary keys to implementing flow? (Choose three.)

☑ **Manage queue lengths**

☒ Frequent context switching

☒ Increase capacity

☒ Address the systemic problems

☑ **Reduce the batch sizes of work**

☑ **Visualize and limit work in process (WIP)**

Q78. What should the team focus on in order to optimize flow?

☒ Cost

☒ Requests

☑ **Delays**

☒ Results

Q79. Optimizing flow means identifying what?

☒ Key performance indicators

☑ **Delays**

☒ Predictability issues of the train

☒ Activities that lack innovation

Q80. What is the last step in Kotter's approach to change management?

☑ **Anchor new approaches in the culture**

☒ Sustain and improve

☒ Consolidate gains and produce more wins

☒ Generate short-term wins

Q81. Product Management has content authority over the Program Backlog. What do Product Owners have content authority over?

☒ Value Streams

☒ Portfolio Backlog

☒ Portfolio Vision

☑ **Team Backlog**

Q82. What is the impact of Customer Centricity?

☒ To interpret market rhythms

☑ **To understand the Customer's needs**

☒ To build small, partial systems just in time

☒ To design custom-built Customer Solutions

Q83. How does SAFe describe Customer Centricity?

☑ **As a mindset focused on Customer behaviors that produce the best innovations**

☒ As a set of practices employed to make products focused on the Customer

☒ As a strategy to meet the needs of an ever-changing
Customer market

☒ As a way of working to include the Customer in daily work
processes and planning

Q84. What is one issue when organizing around hierarchical functions?

☒ It moves the decision to where the information is

☒ It reduces political tensions

☒ It creates Agile business teams

☑ **It is not how value flows**

Q85. What is a minimum viable product?

☒ A minimal product that can be built to achieve market
dominance

☒ A minimal Story a team can deliver in an Iteration

☒ A prototype that can be used to explore user needs

☑ **A minimal version of a new product used to test a hypothesis**

Q86. What is Business Agility?

☒ Applying Lean-Agile principles and practices to the
specification, development, deployment, operation, and
evolution of the world's largest and most sophisticated
systems.

☒ 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 customer-centric approach to defining, building, and
releasing a continuous flow of valuable products and
services to customers and users.

☑ **The ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative business Solutions.**

Q87. Which statement accurately characterizes Strategic Themes?

☑ **They are business objectives that connect the SAFe portfolio to the Enterprise business strategy**

☒ They are a high-level summary of each program's Vision and are updated after every PI

☒ They are requirements that span Agile Release Trains but must fit within a single Program Increment

☒ They are large initiatives managed in the Portfolio Kanban that require weighted shortest job first prioritization and a lightweight business case

---

Q88. What is the foundation of the SAFe House of Lean?

☑ **Leadership**

☒ Relentless improvement

☒ Value

☒ Flow

Q89. The House of Lean is a classic metaphor describing the mindset essential for Lean thinking. Which one of the four pillars advocates a 'Go See' mindset?

☒ Relentless improvement

☑ **Innovation**

☒ Flow

☒ Respect for people and culture

Q90. 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?

☒ Relentless improvement

☑ **Innovation**

☒ Flow

☒ Respect for people and culture

Q91. Which pillar in the House of Lean focuses on the Customer being the consumer of the work?

☒ Innovation

☒ Value

☒ Flow
☑ **Respect for People and Culture**

Q92. Which Pillar in the House of Lean encourages Learning and Growth?

☒ Innovation
☒ Flow
☑ **Relentless Improvement**
☒ Respect for People and Culture

Q93. What is the goal of the House of Lean?

☒ Lean-Agile Leadership as an organizational culture
☑ **Value with the shortest sustainable lead time**
☒ Aligning principles and values to a fixed cause
☒ Building a Grow Lean Mindset as opposed to Fixed Mindset

Q94. What is the best measure of progress for complex system development?

☒ Inspect and Adapt
☑ **System Demo**
☒ Prioritized backlog
☒ Iteration Review

Q95. What is the main reason for System Demo?

☒ to provide an optional quality check
☑ **To enable faster feedback by integration across teams**
☒ To fulfill SAFe PI Planning requirement
☒ To give product owner the opportunity to provide feedback on team increment

Q96. Which statement is true about the Innovation and Planning (IP) Iteration?

☒ It is used annually when the team needs to refocus on work processes
☒ It is used as a weekly sync point between the Scrum

Masters

☑ **Without the IP Iteration, there is a risk that the 'tyranny of the urgent' outweighs all innovation activities**

☒ The Scrum Master can decide if the IP Iteration is necessary

---

Q97. What is the foundation of SAFe core competencies?

☑ **Lean-Agile Leadership**

☒ Organizational Agility

☒ Continuous Learning Culture

☒ Team and Technical Agility

Q98. How many dimensions does the Agile product delivery competency has?

☒ two

☑ **three**

☒ four

☒ five

Q99. What are the three dimensions of Lean-Agile Leadership? (Choose three.)

☑ **Mindset and principles**

☒ Emotional intelligence

☒ SAFe Core Values

☑ **Lead by example**

☒ Support organizational change

☑ **Lead the change**

Q100. SAFe's first Lean-Agile Principle includes "Deliver early and often" and what else?

☒ Decentralize decision-making

☒ Apply cadence

☒ Apply systems thinking

☑ **Deliver value incrementally**

Q101. What is one Guardrail on Lean Budget spend?

☒ Learning Milestones as objective measurements

☒ Spending caps for each Agile Release Train

☒ Participatory budgeting

☑ **Continuous Business Owner engagement**

Q102. What is one component of a Guardrail in Lean Portfolio Management?

☒ Allocation of centralized vs decentralized decisions in the Enterprise

☑ **Capacity allocation of the Value Stream compared to process mapping**

☒ Participatory budgeting forums that lead to Value Stream budget changes

☒ Determining if business needs meet the Portfolio Threshold

Q103. How does SAFe provide a second operating system that enables Business Agility?

☒ By achieving economies of scale

☑ **By focusing on customers, products, innovation, and growth**

☒ By building up large departments and matrixed organizations to support rapid growth

☒ By creating stability and hierarchy

Q104. How does SAFe recommend using a second operating system to deliver value?

☑ **Organize the Enterprise around the flow of value while maintaining the hierarchies**

☒ Reorganize the hierarchies around the flow of value

☒ Leverage Solutions with economies of scale

☒ Build a small entrepreneurial network focused on the Customer instead of the existing hierarchies

---

Q105. What can be used to script the change to SAFe?

☑ **The Implementation Roadmap**

☒ The Program Kanban

☒ The Lean-Agile Center of Excellence (LACE) charter

☒ The portfolio canvas

Q106. In the Program Kanban some steps have work in process (WIP) limits. Why is this necessary?

☒ To enable multitasking

☑ **To ensure large queues are not being built**

☒ To help Continuous Deployment

☒ To keep timebox goals

Q107. Which statement is a value from the Agile Manifesto?

☑ **Respond to change**

☒ Respect for people and culture

☒ Build incrementally with fast, integrated learning cycles

☒ Limit work in process

Q108. Which statement is a value from the Agile Manifesto?

☒ Responding to a plan over responding to customer collaboration

☒ Responding to a plan over responding to change

☒ Responding to change over following a system

☑ **Responding to change over following a plan**

Q109. Which statement is a value from the Agile Manifesto?

☑ **Customer collaboration over contract negotiation**

☒ Customer collaboration over ongoing internal conversation

☒ Customer collaboration over a constant indefinite pace

☒ Customer collaboration over feature negotiation

Q110. Which statement is a value from the Agile Manifesto?

☒ Customer collaboration over a constant indefinite pace

☒ Individuals and interactions over contract negotiation

☒ Customer collaboration over following a plan

☑ **Individuals and interactions over processes and tools**

Q111. Which two statements are true about uncommitted objectives? (Choose two.)

☒ The work to deliver the uncommitted objectives is not planned into the iterations during PI Planning

☒ Uncommitted objectives are extra things the team can do in case they have time

☑ **Uncommitted objectives are not included in the team's commitment**

☒ Uncommitted objectives do not get assigned a planned business value score

☑ **Uncommitted objectives help improve predictability**

Q112. What must management do for a successful Agile transformation?

☒ Send someone to represent management, and then delegate tasks to these individuals

☒ Change Scrum Masters in the team every two weeks

☒ Strive to think of adoption as an area they can control

☑ **Commit to quality and be the change agent in the system**

Q113. Which of the core competencies of the Lean Enterprise helps align strategy and execution?

☒ Business Solutions and Lean Systems Engineering

☑ **Lean Portfolio Management**

☒ DevOps and Release on Demand

☒ Team and Technical Agility

Q114. What is an example of applying cadence-based synchronization in SAFe?

☒ Teams decide their own Iteration length

☑ **Teams align their Iterations to the same schedule to support communication, coordination, and system integration**

☒ Teams allow batch sizes across multiple intervals

☒ Teams meet twice every Program Increment (PI) to plan
and schedule capacity

**Q115. Design Thinking identifies at least four new
ways to measure success. What are two of those
ways? (Choose two.)**

☒ Reliability

☒ Scalability

☒ Marketability

☑ **Sustainability**

☑ **Desirability**

**Q116. What is one of the tools associated with Design
Thinking?**

☒ Divergent Feature Decomposition

☑ **Empathy maps**

☒ Solution Canvas

☒ Behavior driven development

Q117. Which is an aspect of system thinking?

☒ Mastery drives intrinsic motivation

☑ **Optimizing a component does not optimize the
system**

☒ Cadence makes routine that which is routine

☒ The length of the queue impact the wait time

**Q118. If a program repeatedly shows separate Feature
branches rather than a true System Demo, which
practice should be reviewed to address the issue?**

☒ Test first

☒ Roadmap creation

☑ **Continuous Integration**

☒ Scrum of scrums

Q119. Which statement is true about DevOps?

☑ **DevOps is an approach to bridge the gap between
development and operations**

☒ DevOps automation of testing reduces the holding cost

☒ Measurements are not a top priority for DevOps

☒ Lean-Agile principles are not necessary for a successful DevOps implementation

Q120. Which statement is true when continuously deploying using a DevOps model?

☒ It alleviates the reliance on the skill sets of Agile teams

☒ It increases the transaction cost

☒ It lessens the severity and frequency of release failures

☑ **It ensures that changes deployed to production are always immediately available to end-users**

Q121. What is one key purpose of DevOps?

☑ **DevOps joins development and operations to enable continuous delivery**

☒ DevOps enables continuous release by building a scalable Continuous Delivery Pipeline

☒ DevOps focuses on a set of practices applied to large systems

☒ DevOps focuses on automating the delivery pipeline to reduce transaction cost

Q122. What is the recommended frequency for updating Lean budget distribution?

☒ Every iteration

☒ Annually

☑ **On demand**

☒ Twice annually

Q123. What is SAFe's release strategy?

☑ **Release on demand**

☒ Release continuously

☒ Release every Program Increment

☒ Release on cadence

Q124. What is one component of the Continuous Delivery Pipeline?

☒ Continuous Planning

☒ Continuous Improvement

☒ Continuous Cadence

☑ **Continuous Exploration**

> **Q125. What are three components of the Continuous Delivery Pipeline? (Choose three.)**

☒ Continuous Planning

☒ Continuous Improvement

☑ **Continuous Integration**

☒ Continuous Cadence

☑ **Continuous Deployment**

☑ **Continuous Exploration**

> **Q126. When is the best time to release software in SAFe?**

☒ After every PI

☒ After every Iteration

☒ As soon as the software meets the Solution Definition of Done

☑ **Whenever the Business needs it**

> **Q127. What is the recommended way to express a Feature?**

☑ **Phrase, benefit hypothesis, and acceptance criteria**

☒ Lean business case

☒ Functional requirement

☒ Epic hypothesis statement

> **Q128. 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?**

☑ **Load all improvement items into the Program Backlog to ensure the problem is documented and solved**

☒ Select an improvement item using WSJF

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

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

---

Q129. The Agile Release Train passes through four steps in order to deliver Solutions which includes: defining new functionality, implementing, acceptance testing, and what else?

☒ Completing phase-gate steps

☑ **Deploying**

☒ Regulatory compliance

☒ DevOps testing

Q130. If small batches go through the system faster with lower variability, then which two statements are true about batch size? (Choose two.)

☒ Good infrastructure enables large batches

☑ **Proximity (co-location) enables small batch size**

☒ Batch sizes cannot influence our behavior

☑ **Severe project slippage is the most likely result of large batches**

☒ Low utilization increases variability

Q131. Which statement is true about batch size?

☑ **Large batch sizes limit the ability to preserve options**

☒ When stories are broken into tasks it means there are small batch sizes

☒ Large batch sizes ensure time for built-in quality

☒ When there is flow it means there are small batch sizes

Q132. Weighted Shortest Job First gives preference to jobs with which two characteristics? (Choose two.)

☑ **Higher Cost of Delay**

☒ Lower Cost of Delay

☒ Fixed date

☑ **Shorter duration**

☒ Revenue impact

Q133. During the final plan review, Program risks are addressed using ROAM. What do the letters in ROAM

represent?

☑ **Resolved, Owned, Accepted, Mitigated**

☒ Relegated, Owned, Approved, Managed

☒ Accepted, Redesigned, Ordered, Mitigated

☒ Managed, Resolved, Ordered, Accepted

Q134. Implementing SAFe requires buy-in from all levels of the organization. What level of leadership is most important for effecting cultural change?

☒ Release Train Engineers

☒ Solution Management

☒ Product Owners

☑ **Executive Management**

Q135. Which two statements describe a Capability? (Choose two.)

☒ It is maintained in the Portfolio Backlog

☑ **It must be structured to fit within a single PI**

☑ **It is written using a phrase, benefit hypothesis, and acceptance criteria**

☒ It remains complete and becomes a Feature for implementation

☒ It is developed and approved without a dependence on the Solution Kanban

Q136. Lifelong learning is a requirement for Lean-Agile Leaders, and it helps them do what?

☒ Provide the personnel, resources, direction, and support to the Enterprise

☒ Act as an effective enabler for teams

☑ **Demonstrate the values they want the teams to embody**

☒ Commit to quality and productivity

Q137. How often should System Demos occur in the default SAFe cadence?

☒ Every 4 weeks

☒ When requested

☒ Weekly
☑ **Every 2 week**

Q138. How often should a System Demo occur?

☒ Every Release
☒ Every Week
☒ Every PI
☑ **Every Iteration**

Q139. What does the Program Roadmap do in the Scaled Agile Framework?

☒ It provides visibility into the Portfolio Epics being implemented in the next year
☒ It describes technical dependencies between Features
☒ It communicates the delivery of Features over a near term timeline
☑ **It describes the program commitment for the current and next two Program Increments**

Q140. Peter Drucker defines knowledge workers as individuals who know more about the work they perform than who?

☒ Their coworkers
☒ Their team
☒ Their organization
☑ **Their bosses**

Q141. Which statement describes the connection between Features and Capabilities in a large Solution?

☒ Some Features may not have parent Capabilities
☒ There cannot be more than 5 Features for each
☒ Some Capabilities may not have child Features
☑ **Every Feature has a parent Capability**

Q142. What is an example of applying cadence and synchronization in SAFe?

☒ Creating cross-functional teams
☒ Using a Portfolio Kanban system

☒ Allocating budgets to Agile Release Trains

☑ **Conducting a PI Planning meeting**

Q143. When is a Pre-PI Planning event needed?

☒ When there is only one day to run PI Planning, so more time is needed to prepare to run it effectively

☒ When Product Owners and Scrum Masters need to coordinate dependencies within the Agile Release Train

☑ **When multiple Agile Release Trains working on the same Solution need to align and coordinate**

☒ When teams cannot identify and estimate Stories in PI Planning and need more time to prepare

---

Q144. During PI Planning, who owns Feature priorities?

☒ Business Owner

☑ **Product Management**

☒ Release Train Engineer

☒ Solution Architect/Engineer

Q145. During PI Planning, which two tasks are part of the Scrum Master's role in the first team breakout? (Choose two.)

☒ Review and Reprioritize the team backlog as part of the preparatory work for the second team breakout

☑ **Facilitate the coordination with other teams for dependencies**

☒ Provide clarifications necessary to assist the team with their story estimating and sequencing

☑ **Identify as many risks and dependencies as possible for the management review**

☒ Be involved in the program backlog refinement and preparation

---

Q146. During the PI Planning event, when are planning adjustments agreed upon?

☒ During the draft plan review

☒ During breakout sessions

☑ **During the management review and problem-solving**

☒ During Scrum of scrums

> **Q147. Why is a confidence vote held at the end of PI Planning?**

☒ To remove the risks for the PI

☑ **To build share commitment to the Program plan**

☒ To ensure that Business Owners accept the plan

☒ To hold the team accountable if the Agile Release Train does not deliver on its commitment

> **Q148. Which statement correctly describes one aspect of the team's commitment at the end of PI Planning?**

☒ A team commits only to the PI Objectives with the highest business value

☑ **A team does not commit to uncommitted objectives**

☒ A team commits to all the Features they put on the program board

☒ A team commits to all the Stories they put on their PI plan

> **Q149. 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 vote by team then a vote of every person for the train

☒ A vote by every person then normalized for the train

☒ A vote by team normalized for the train

☑ **A single vote by every person for the train**

> **Q150. 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?**

☒ Change a team's plan

☒ Create new User Stories

☑ **Adjust business priorities**

☒ Adjust the length of the PI

> **Q151. 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.)

☒ Adjustment to PI Objectives

☑ **Business priorities**

☒ User Stories

☒ Planning requirements reset

☑ **Movement of people**

☑ **Changes to scope**

Q152. What is part of the role of the Scrum Master?

☒ To prioritize and identify what is ready for Iteration Planning

☒ To escalate ART impediments

☒ To coach the interactions with the Scrum Framework

☑ **To facilitate all team events**

Q153. Which two behaviors should a SAFe scrum master represent as a Coach? (Choose two.)

☑ **Be a facilitator**

☒ Focus on deadlines and technical options

☒ Drive towards specific outcomes

☒ Provide subject matter expertise

☑ **Help the team find their own way**

Q154. The Scrum Master is what above all else?

☑ **A Servant Leader**

☒ A team coach

☒ A SAFe Agilist

☒ An empathetic leader

Q155. What falls outside the Scrum Master's responsibility?

☒ Facilitating the Innovation and Planning event

☒ Facilitating team events

☒ Attending Scrum of scrums

☑ **Estimating stories for the team**

Q156. What is a characteristics of an effective Scrum Master?

☑ **Supports the autonomy of the team**

☒ Articulates Architectural solutions

☒ Is a technical expert

☒ Understands customer needs

Q157. Which activity is a Scrum Master's responsibility?

☒ Coaching the Release Train Engineer(s)

☒ Owning the Daily stand-up

☑ **Coaching the Agile team**

☒ Prioritizing the Team Backlog

Q158. What does SAFe's CALMeR approach apply to?

☒ PI Planning

☑ **DevOps**

☒ Economic Framework

☒ Continuous Deployment

Q159. What is one way Lean-Agile leaders lead by example?

☒ By applying empathic design and focusing on Customer Centricity

☑ **By modeling SAFe's Lean-Agile Mindset, values, principles, and practices**

☒ By mastering the Seven Core Competencies of the Lean Enterprise

☒ By using the SAFe Implementation Roadmap to script the way for change

Q160. What is one example of differentiating business objectives?

☒ Portfolio Vision

☒ Solution Intent

☒ Enterprise Goals

☑ **Strategic Themes**

Q161. How can trust be gained between the business and development?

☒ Release new value to production every day

☑ **Deliver predictability**

☒ Maintain Iterations as a safe zone for the team

☒ Automate the delivery pipeline

Q162. Which of the following adjectives do you think best describes Agile development?

☒ Adaptive *(responds well to change)*

☒ Collaborative *(requires many hands and minds)*

☒ Iterative *(repeats the process)*

☒ Incremental *(adds small pieces of value)*

☑ **All of the above**

Q163. Which core competency of the Lean Enterprise helps drive Built-In Quality practices?

☑ **Team and Technical Agility**

☒ DevOps and Release on Demand

☒ Lean Portfolio Management

☒ Business Solutions and Lean Systems Engineering

Comparisons

Let's do some comparisons within SAFe:-

Q1. Compare SAFe vs Scrum?

SAFe	Scrum
Iteration	Sprint
Iteration Planning	Sprint Planning
Iteration Review	Sprint Review
Iteration Retrospective	Sprint Retrospective
Program Increment (PI)	Typically 5 Sprints

SAFe	Scrum
Program Increment Planning	Planning for typically 5 Sprints
Cadence and Synchronization	Velocity
Agile Team	Scrum Team
Agile Release Train (ART) - Teams of Agile teams	Teams of Scrum teams
Release Train Engineer	Chief scrum Master
ART Sync	Scrum of Scrum

Q2. Compare Agile Team vs Program vs Solution vs Portfolio?

Comparison	Agile Team	Program	Solution	Portfolio
SAFe Configuration	Essential	Essential	Large Solution	Portfolio
Cycle	Iteration	Program Increment & Agile Release Train	Solution Train has multiple ARTs and suppliers	Value Stream has multiple STs and ARTs
Time Box	typically 2-weeks long	typically 5 iteration long	typically 5 iteration long	-
Planning	Iteration Planning	PI Planning	-	-
Coordination	Daily Standup	ART Sync	-	-
Retro	Iteration Retrospective	Inspect & Adapt	-	-
Backlog	Team Backlog	Program Backlog	Solution Backlog	Portfolio Backlog
Backlog contains	User Stories	Features	Capabilities	Epics

Comparison	Agile Team	Program	Solution	Portfolio
Backlog provided by	Product Owner	Product Management	Solution Management	Epic Owners
Coordinator	Scrum Master	Release Train Engineer	Solution Train Engineer	
Architect	-	System Architect	Solution Architect	Enterprise Architect
Other Members	Development & Testing Team	Business Owners	-	-
Agile Methodology	Kanban or Scrum/XP	Kanban	Kanban	Kanban
Economic View	Economic Framework	Economic Framework	Economic Framework	Lean Budgets

SAFE   POPULAR POSTS

🥤 Buy me a coffee

See Also

- AWS Certified Solutions Architect Associate (SAA-C02) Exam Notes
- MarkDown Getting Started
- Elastic Search - Basic Concepts
- Build Your First AWS DeepRacer Model
- Blockchain Explained

About Ashish Lahoti

Ashish Lahoti has 10+ years of experience in front-end and back-end technologies.

He is a technology enthusiast and has a passion for coding
& blogging.

---

2 Comments - *powered by utteranc.es*

Varrek-Minos commented 2 weeks ago

Q14
the correct answer is

1. Decisions that deliver large and broad economic benefits
2. Decisions unlikely to change in the short term

Q120
Which statement is true when continuously deploying using a
DevOps model?
the correct answer is

- It ensures that changes deployed to production are always
  immediately available to end-users

Q10
When should new approaches be anchored in an
organization's culture?
the correct answer is

- Culture change comes last as a result of changing work
  habits

👍 1

ashishlahoti commented 2 weeks ago   Owner

@Varrek-Minos Thanks for your contribution for correcting the
answers and for the new question. Updated the post.

| Write | Preview |

Sign in to comment

Ⓜ Styling with Markdown is supported   Sign in with GitHub