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Question 1

Restoring the speed and innovation of the entrepreneurial network while leveraging the stability of the hierarchical system is a benefit of what?

Options:

A- Functional silos

B- Customer centricity

C- Dual operating system

D- Continuous learning culture

Answer:

C

Explanation:

: A dual operating system is a model of business agility that combines the entrepreneurial network and the hierarchical system. The network is optimized for speed and innovation, while the hierarchy is optimized for efficiency and stability. The dual operating system

allows the organization to balance the competing demands of exploration and exploitation, and to respond effectively to fast-changing environments. SAFe implements the network as a set of development value streams and provides the necessary interfaces to the hierarchy to restore the system's balance.Reference:Principle #10 -- Organize around value - Scaled Agile Framework,Business Agility Flashcards | Quizlet,Balancing the Dual Operating System - Scaled Agile Framework

Question 2

Question Type: **MultipleChoice**

The Lean Thinking principle, "make value flow without interruptions" means identifying what?

Options:

A- Predictability issues of the train

B- Key performance indicators

C- Activities that lack innovation

D- Delays

Answer:

D

Explanation:

The Lean Thinking principle, "make value flow without interruptions" means identifying and eliminating any delays that prevent the smooth and fast movement of work product from step to step in a value stream. Delays are a form of waste that reduce the efficiency and effectiveness of the system, increase the lead time and cost, and lower the customer satisfaction. Delays can be caused by various factors, such as handoffs, queues, bottlenecks, rework, defects, approvals, dependencies, and variability. To make value flow without interruptions, SAFe applies the following eight flow accelerators: Visualize and limit WIP, reduce batch sizes, and manage queue lengths Implement full test automation and continuous integration Take an economic view Apply product development flow principles Understand and exploit variability Implement fast feedback and integrated learning Build quality in Base milestones on objective evaluation of working systemsReference:Principle #6 - Make Value Flow Without Interruptions - Scaled Agile Framework,Accelerating Flow with SAFe - Scaled Agile Framework

Question 3

Question Type: MultipleChoice

Turn mistakes into learning moments, create a trust-based environment, and visualize work are examples of which SAFe Core Value?

Options:

A- Transparency

B- Respect for People

C- Relentless Improvement

D- Alignment

Answer:

B

Explanation:

Respect for People is one of the four SAFe Core Values. It means that the enterprise fosters a culture of mutual influence, trust, empowerment, and collaboration among all the people involved in delivering value, including customers, employees, partners, and suppliers. Respect for People also implies that the enterprise values diversity, inclusion, and psychological safety, and that it treats people as the most important asset.Respect for People supports the following practices in SAFe1:

Turn mistakes into learning moments. Mistakes are inevitable in complex and uncertain environments, and they provide opportunities for learning and improvement. Instead of blaming or punishing people for making mistakes, the enterprise encourages them to share their learnings, experiment with new ideas, and apply the Plan-Do-Check-Adjust (PDCA) cycle.

Create a trust-based environment. Trust is the foundation of effective collaboration and high performance. The enterprise builds trust by being transparent, honest, supportive, and accountable. It also empowers people to make decisions, take ownership, and self-organize

around value delivery.

Visualize work. Visualization helps people see the flow of value, identify bottlenecks, dependencies, and waste, and collaborate on solutions.The enterprise uses various tools and techniques to visualize work, such as Kanban boards, Cumulative Flow Diagrams, Program Boards, and Value Stream Maps.Reference:1:Respect for People and Culture - Scaled Agile Framework

Question 4

Question Type: MultipleChoice

What is one component of the Continuous Delivery Pipeline?

Options:

A- Continuous Exploration

B- Continuous Cadence

C- Continuous Planning

D- Continuous Improvement

Answer:

A

Explanation:

Continuous Exploration (CE) is one of the four aspects of the Continuous Delivery Pipeline (CDP), along with Continuous Integration (CI), Continuous Deployment (CD), and Release on Demand1.CE focuses on creating alignment on what needs to be built by applying design thinking and Lean startup principles2.CE involves generating and validating hypotheses, defining a Minimum Viable Product (MVP), and developing a vision, roadmap, and features for the solution2.CE enables the enterprise to understand the market problem or customer need and the solution required to meet that need2.Reference:Continuous Delivery Pipeline,Continuous Exploration

Question 5

Question Type: MultipleChoice

What is one way to show true progress of business outcomes?

Options:

A- Review the Kanban board

B- Discuss during PI Planning

C- Analyze ART metrics

D- Conduct a System Demo

Answer:

D

Explanation:

A System Demo is one way to show true progress of business outcomes. A System Demo is a significant event that provides an integrated view of new features for the most recent iteration delivered by all the teams in the Agile Release Train (ART). The System Demo is attended by customers, stakeholders, and ART members, who evaluate the system and provide feedback. The System Demo is a key measure of solution quality, customer value, and ART velocity. It also helps to validate the alignment of the PI Objectives with the business outcomes.Reference:System Demo - Scaled Agile Framework,SAFe for Teams - Know Your Role on an Agile Team | Scaled Agile,Exam Study Guide: SP (6.0) - SAFe Practitioner - scaledagile.com

Question 6

Question Type: MultipleChoice

Which of the following measures tracks progress toward achieving desired outcomes?

Options:

A- Burn-down charts

B- Cumulative flow diagrams

C- Objectives and key results

D- ART actual business value

Answer:

C

Explanation:

Objectives and key results (OKRs) are a framework for defining and tracking measurable goals and outcomes. OKRs consist of an objective, which is a concise, qualitative, and inspirational statement of what is to be achieved, and one or more key results, which are specific, quantitative, and time-bound measures of progress toward the objective. OKRs help align teams and individuals around a common vision, focus on the most important outcomes, and foster a culture of feedback and learning.In SAFe, OKRs are used at the portfolio, solution, and program levels to communicate and evaluate strategic intent and business value delivery12.Reference:Objectives and Key Results - Scaled Agile Framework,OKRs: A Simple Way to Set and Achieve Your Goals.

Question 7

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

Options:

A- Enabling team

B- Platform team

C- Stream-aligned team

D- Complicated subsystem team

Answer:

A

Explanation:

Enabling teams are one of the four team topologies defined by Skelton and Pais in their book Team Topologies. They are organized to assist other teams with specialized capabilities and help them become more proficient in new technologies. They provide guidance, coaching, and mentoring to stream-aligned teams, platform teams, or complicated subsystem teams, and help them adopt new practices, tools, or frameworks. They also collaborate with them to deliver specific features or components that require their expertise. Enabling teams are temporary and dissolve once their mission is accomplished or no longer needed.Reference:Organizing Agile Teams and ARTs: Team Topologies at Scale,Team Topologies at Scale: A Worked Example,Exam Study Guide: SP (6.0) - SAFe Practitioner

Question 8

Question Type: MultipleChoice

What are the four types of team topologies?

Options:

A- Stream-aligned, platform, enabling, and complicated subsystem

B- Stream-aligned, functional requirements, product domain, and technical

C- Functional requirements, platform, enabling, and technical

D- Functional requirements, product domain, technical, and complicated subsystem

Answer:

A

Explanation:

: According to the book Team Topologies by Matthew Skelton and Manuel Pais, the four types of team topologies are stream-aligned, platform, enabling, and complicated subsystem. These team types are designed to optimize the flow of work and information in an organization, and to align with the principles of DevOps and agile. A stream-aligned team is focused on a single stream of work, such as a product, a feature, a user journey, or a user persona. A platform team provides the infrastructure and services that enable other teams to deliver value to customers. An enabling team helps other teams overcome obstacles and learn new skills and technologies. A complicated-subsystem team handles tasks that require specialized knowledge and expertise, such as mathematics, algorithms, or cryptography.Reference:Team Topologies: The 4 Team Types Explained | Shortform Books,Team Topologies | Atlassian,Key Concepts --- Team Topologies,The Four Team Types from Team Topologies - IT Revolution,What are the core team types in Team Topologies?

Question 9

Question Type: MultipleChoice

Who is responsible for managing the Portfolio Kanban?

Options:

A- Product Management

B- Release Train Engineer

C- Solution Management

D- Lean Portfolio Management

Answer:

D

Explanation:

: The Portfolio Kanban system is a method to visualize and manage the flow of portfolio Epics, from ideation through analysis, implementation, and completion. The Portfolio Kanban system is operated by the Lean Portfolio Management (LPM) function, which is responsible for strategy and investment funding, Agile portfolio operations, and Lean governance. The LPM function consists of three collaborating roles: the Enterprise Architect, the Lean Portfolio Manager, and the Operational Excellence Manager. The LPM function uses the strategic portfolio review and portfolio sync events to manage and monitor the flow of work in the Portfolio Kanban system.Reference:Portfolio Kanban - Scaled Agile Framework,Lean Portfolio Management - Scaled Agile Framework

Question 10

What are Lean Portfolio Management, Agile Product Delivery, and Lean-Agile Leadership?

Options:

A- Steps in the Business Agility Value Stream

B- Agile values

C- SAFe Core Competencies

D- SAFe Lean-Agile Principles

Answer:

C

Explanation:

Lean Portfolio Management, Agile Product Delivery, and Lean-Agile Leadership are three of the seven SAFe Core Competencies.These competencies are essential to achieving Business Agility, which is the ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative business solutions1.The SAFe Core Competencies are as follows2:

Lean-Agile Leadership: Inspires, empowers, and coaches the people who design, build, and support the world's solutions

Team and Technical Agility: Drives high-quality, innovative solutions that delight customers and operate reliably

Agile Product Delivery: Builds solutions that customers love, delivered with high frequency and quality

Enterprise Solution Delivery: Builds and evolves the world's largest and most sophisticated software, hardware, cyber-physical, and systems-of-systems solutions

Lean Portfolio Management: Aligns strategy and execution by applying Lean and systems thinking approaches to strategy and investment funding, Agile portfolio operations, and governance

Organizational Agility: Adapts quickly to changing market conditions and customer needs by reconfiguring strategy, structure, processes, people, and technology toward value-creating and value-preserving opportunities

Continuous Learning Culture: Improves the competency and skills of individuals and teams, fosters a culture of innovation, and creates organizational resiliencyReference:1:Business Agility - Scaled Agile Framework2:Core Competencies - Scaled Agile Framework

Question 11

Question Type: **MultipleChoice**

Which core competency of the Lean Enterprise helps drive Agile Quality practices?

Options:

A- DevOps and Release on Demand

B- Lean Portfolio Management

C- Lean systems Engineering

D- Team and Technical Agility

Answer:

D

Explanation:

: Team and Technical Agility is one of the core competencies of the Lean Enterprise that helps drive Agile Quality practices. This competency describes the critical skills and Lean-Agile principles and practices that high-performing Agile teams and teams of Agile teams use to create high-quality solutions for their customers. The main aspects of this competency are: team and technical agility, Agile team, Built-in Quality, and Agile architecture. Built-in Quality is a set of practices to help ensure that the outputs of Agile teams in business and technology domains meet appropriate quality standards throughout the process of creating customer value. Built-in Quality practices include test-first, test automation, continuous integration, refactoring, pair work, code reviews, exploratory testing, and more.Reference:Team and Technical Agility - Scaled Agile Framework,Built-In Quality - Scaled Agile Framework

Question 12

What is one dimension of the Team and Technical Agility Core Competency?

Options:

A- Relentless Improvement

B- Innovation Culture

C- Built in Quality

D- Leading by Example

Answer:

C

Explanation:

: The Team and Technical Agility Core Competency describes the critical skills and Lean-Agile principles and practices that high-performing Agile teams and Teams of Agile teams use to create high-quality solutions for their customers.It consists of three dimensions: Agile Teams, Team of Agile Teams, and Built in Quality1. Built in Quality is the dimension that ensures that every aspect of the solution, from code to compliance, is designed and implemented with high standards and practices that guarantee quality. Built in Quality enables

fast and reliable delivery of value, reduces waste and rework, and fosters a culture of continuous improvement.Some of the practices that support Built in Quality in SAFe are Test-First, Behavior-Driven Development, Acceptance Test-Driven Development, Continuous Integration, Continuous Deployment, and Communities of Practice2.Reference:Team and Technical Agility - Scaled Agile Framework,Built-In Quality - Scaled Agile Framework.

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