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Question: 1

In any Agile adoption, there are many things that can go wrong. An example is cultural drift after some time of working Agile. Which is the best approach to avoid pitfalls like cultural drift?

Response:

- A. Establish a coherent culture around values, principles, behaviors, and self-organized teams
- B. Follow the current best practices and standards that are available in the market by the book
- C. Take the practices that are working for a similar company and implement them the same way
- D. Train key people from each of the teams to implement Agile exactly as they have learnt

Answer: A

Question: 2

A team struggles with emergency requests that take priority over planned work. What is the best way to deal with emergency requests?

Response:

- A. Define a list of criteria and accept only those emergency requests that fit the criteria. Allow the team to economize on planned work to make capacity. This ensures the team does not need to work overtime.
- B. Have a senior team member or manager check the urgency of the request and only deal with truly high priority jobs, the rest go into the queue as normal. This ensures a speedy time to market.
- C. Set aside some capacity on the team that can be used for emergency work. This ensures that the project keeps moving forward at the agreed pace, while also fulfilling the needs of the business.
- D. Spend a limited amount of overtime on emergency requests, to fulfill the needs of the organization. This ensures time for the team to spend on both emergency requests and planned work, without losing quality.

Answer: C

Question: 3

In the first few months after a transition to Agile, visualization is a key element in helping new teams understand the new workflows. Why is that?

Response:

- A. Visualization is intended to show the new processes in pictograms, which helps to follow the steps.

- B. Visualization lifts spirits and helps people to remember mantras used to meditate on when doing work.
- C. Visualization makes it easier to see if the work flows the way the new processes intend it to.
- D. Visualization shows which team members are behind on their targets and helps correcting their work ethics.
- E. Visualization using pictures and posters helps remind people of how they should interact as a team.

Answer: C

Question: 4

A team works on many items at the same time but sets a limit on the number of items that an individual team member can work on at a time. How does this practice reduce time to market and enhance quality?

Response:

- A. By allowing the team to focus on the most important work, so that finished items do not get delayed and business or customer value is delivered swiftly
- B. By ensuring that when a team member gets stuck, they can abandon an item and choose another, which ensures the team members are always busy
- C. By making sure the team has the time to perfect each item beyond the expected value or definition of done, so that the customer is always delighted
- D. By spacing out the work items over an iteration, so that the team does not get overworked and has time to think about new product improvements

Answer: A

Question: 5

A servant leader must keep growing and continuously improve their behavior to stay effective. Their words and actions will affect the culture of the organization they work in, whether intended or not.

Which characteristic facilitates a servant leader's growth most?

Response:

- A. Patience, because a good Agile transformation is a long process
- B. Respect, because the servant leader should follow Agile values
- C. Self-awareness, because introspection helps changing behavior
- D. Transparency, because a servant leader should show their progress

Answer: C

Question: 6

Which is not a desired behavior for Agile teams?

Response:

- A. Favoring progress over perfection
- B. Obsessing over finishing what they start
- C. Planning frequently in small bursts
- D. Preferring complete products over speed

Answer: D

Question: 7

Why is collaboration important for an Agile team?

Response:

- A. Because an Agile team consists of social people who will easily collaborate with their coworkers
- B. Because collaboration creates joint ownership over the results and better working agreements
- C. Because collaboration ensures that the team objectives take priority over individual objectives
- D. Because several people collaborating on a single work item leads to results faster

Answer: B

Question: 8

Company ABC has recently started initiatives with Agile ways of working. In company ABC, different teams often share the same resources, and they have tried to manage projects visually using Kanban boards. The teams are not very good at keeping the current project management software up to date. It also proves to be challenging to find a way to provide individual teams with visual information on their work-in-progress (WiP), while also showing the overall progress of all teams in higher-level projects and their key dependencies.

What is the best solution to solve this problem?

Response:

- A. An overview of overall progress should be the priority. The best solution is to have an overall Kanban board with a single swimlane for the entire organization, visible to anybody.
- B. Customization of views should be the priority. The best solution is to have an electronic project management tool for each team to manage their own Kanban board and compare different iterations.
- C. Managing team performance should be the priority. The best solution is to have a Kanban board for each team. For shared resources, the resource owner is responsible for managing dependencies.
- D. Proper use of shared resources should be the priority. The best solution is to have a Kanban board with swimlanes for each iteration and team to help identify and manage resource dependencies.

Answer: D

Question: 9

Only few organizations can initially afford to permanently assign resources with different skills to an Agile initiative or even an iteration. In smaller companies, it may never be possible to get resources to concentrate on single-piece-flow work. This is often cited as a reason why Agile cannot work in a certain organization.

Is there a feasible manner to launch a pilot project, even without dedicated resources?

Response:

- A. Yes. Create a team and an iteration to work on. Allow the team to work on their tasks independently when they have time but ensure that the team meets every week to do a stand-up meeting.
- B. Yes. Schedule blocks of time every week in which cross-functional teams can work on an iteration while continuing their regular work. These blocks of time must be protected from other demands.
- C. Yes. Select part-time members of the team and expand the size of the team to ensure enough output. All iterations must deliver a similar level of value to create predictable value delivery.
- D. No. Resources should be dedicated to at least an iteration, so work-in-progress (WiP) can be limited and flow can be optimized. If an organization cannot do this, it is best not to use Agile methods.

Answer: B

Question: 10

A company has chosen to do a small, but ambitious Agile experiment. The experiment will not cover all the team's work. The team members will be regularly switching between the Agile experiment and the current way of working. They will maintain a highly visible plan board for the experiment.

Of which risk to the Agile experiment should the team be warned?

Response:

- A. Misalignment. The mindset is incongruent with the tactics.
- B. Out of sight, out of mind. This often happens to a plan board.
- C. Starving. The team members may run out of work too soon.
- D. Suffocation. The other work could overwhelm the experiment.

Answer: D



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