



Sample Exam

Edition 202409

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Introduction

This is the EXIN Agile Business Professional (ABP.EN) sample exam. The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 30 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is correct.

The maximum number of points that can be obtained for this exam is 30. Each correct answer is worth 1 point. You need 20 points or more to pass the exam.

The time allowed for this exam is 90 minutes.

Good luck!

Sample exam

1 / 30

Which is **not** a desired behavior for Agile teams?

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

2 / 30

In any Agile transformation, there are many things that can go wrong. An example is cultural drift some time after introducing the Agile mindset.

Which is the **best** approach to avoid pitfalls like cultural drift?

- 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

3 / 30

Eleni is a manager. She is very interested in Agile because the world of business moves fast these days and is asking herself what should change from the current way of working to become Agile.

She comes across a question that should help change part of the business' mindset:

What should we constantly aspire to as we do the work?

Which element of the Agile mindset does this question address?

- A) Beliefs
- B) Choices
- C) Principles
- D) Values

4 / 30

What are the essential parts of an Agile mindset in an organization?

- A) A complete set of an Agile methodology, Agile processes, and a set of Agile practices to adopt
- B) A culture of customer and outcome orientation, cross-team collaboration, value delivery, and adaptation
- C) A friendly command and control culture, where everyone is respectful to each other, collegial and helpful

5 / 30

A large doctors' practice wants to establish medical support teams. The teams will be cross-functional: they will have a receptionist, a physical therapist, a general practitioner, and a psychologist working together.

Management has re-grouped their human resources to fit the new medical support teams. They have created a team space for each team to sit together in the same area of the building, introduced a Kanban board, and decided the team must meet every morning to discuss progress on the tasks.

Although the team feels overwhelmed and lost by this sudden change, they keep providing excellent care to their patients.

Is this organization demonstrating a good Agile mindset with its implementation?

- A) No, because no input from patients is asked, so not all stakeholders are represented in the teams.
- B) No, because the team has no way to connect the values of the practice to the implemented tactics.
- C) Yes, because there are Agile elements present and the team provides excellent care to the patients.
- D) Yes, because this team is in control of choosing their own tasks, self-organizing and multi-disciplinary.

6 / 30

The IT team of TechShift has made a successful transformation to the Agile way of working. One of the team members is trying to convince the marketing team to make the transition to Agile as well.

Some marketers are very enthusiastic, while others are hesitant, because they associate Agile with the IT domain, and they do not believe an Agile way of working will fit their team.

Why could Agile be useful for this marketing team as well?

- A) Because Agile has developed special ceremonies and artifacts for marketing activities
- B) Because Agile is most suitable for repetitive and technical work that can be optimized
- C) Because Agile is a market standard specially designed for an area such as marketing
- D) Because an Agile way of working provides value to any area that wants to generate rapid and frequent value

7 / 30

Lara and Eric are discussing introducing the Agile mindset in the context of their organization. They have a disagreement on how to determine the new processes and other tactics.

Eric states that the new processes and tactics should be copied from another organization, a direct competitor, that has already undergone a successful Agile transformation.

Lara suggests that the organization should first establish their own new values and incorporate the Agile principles, and then base processes and tactics on that work.

Who is right and for which reason?

- A) Eric, because copying a competitor ensures that the competitor no longer has a big advantage.
- B) Eric, because copying a successful organization creates the largest opportunity for success.
- C) Lara, because creating a set of values first allows the team to interact informally and socially.
- D) Lara, because creating a set of values first ensures that the most business value is added.

8 / 30

A team is experimenting with Agile and wants to start visualizing the work. They have decided to use a simple plan board with three columns.

What is the purpose of visualizing the work?

- A) It gives insight in the flow of the work and helps identify problems to solve.
- B) It helps keep the team members committed to the work items they have chosen.
- C) It shows the team which team members cause problems and which do not.

9 / 30

Company ZEBRA has effectively formed several Agile teams that have been working as a team for quite some time now. The management team wants to measure how the teams are doing, so they can give extra support to the teams that are struggling the most.

Which is the **best** approach to measuring the teams' performance?

- A) Ask the manager to assess how they are doing on metrics such as teamwork, support, and fun, then ask the team for an improvement plan
- B) Create a healthy competition between teams, rewarding the best teams on metrics such as velocity, delivered value or customer satisfaction
- C) Ignore metrics, because they are not recommended within an Agile approach and instead influence the teams' behavior through interaction
- D) Organize a team health-check session where each team self-assesses how they are doing on metrics such as speed, learning or mission

10 / 30

The company Bricks & Mortar decided to give Objectives and Key Results (OKRs) a go. Like many other organizations they often fail to achieve set objectives. They have realized that one of the main reasons is that there is no objective way to measure outcomes associated to the objectives set.

Bricks & Mortar found it fairly easy to translate their strategic intent and overall goals to a set of objectives, but they are finding it extremely hard to agree on what Key Results (KRs) should be used as a metric for each of the set objectives.

What should they do to reach an agreement quickly?

- A) - Ask input for KRs from both executive team members and other employees
 - Merge all suggestions to create a comprehensive list of KRs
 - Reach consensus between the executive team members on three KRs per Objective
- B) - Create a task force with members from throughout the organization
 - Ask a single executive team member to lead the task force
 - Let the task force discuss until they have three or more KRs per Objective
- C) - Match existing key performance indicators (KPIs) to the different Objectives and define new KRs
 - Rewrite the KPIs into the format and language of KRs
 - Present the KRs to the executive team members for approval or ratification
- D) - Let a cross-functional team brainstorm for KRs for each Objective
 - Ask the teams to review each other's suggestions and select five to ten KRs per Objective
 - Let executive team members do a final selection of two to four KRs per Objective

11 / 30

Agile teams focus on continuous improvement by reducing complexity. While this is an empowering perspective, teams sometimes feel stuck or unsure how to proceed.

What type of complexity is decreased through continuous improvement?

- A) Accidental complexity
- B) Complexity of covering every eventuality
- C) Essential complexity
- D) Increasing complexity

12 / 30

An organization forms teams based on them having the same specialty.

Is this a good idea?

- A) Yes, because teams process work items from multiple sources, so the teams should be stable.
- B) Yes, because teams should cooperate and still be in a healthy competition to deliver the most value.
- C) No, because specialists have a tendency to focus on completing their part instead of creating value.
- D) No, because specialists will only focus on what impacts how they are measured and rewarded.

13 / 30

How should Agile teams focus on a single outcome of value?

- A) By always working on what is most important
- B) By choosing the single outcome that can be achieved fastest
- C) By following the task sequence that has worked so far

14 / 30

Organizations use Agile because it enables them to be responsive to changing needs. New requirements are often identified while developing part of the solution. This means that sometimes changes must be made to work that is already done.

When new requirements emerge, what is the **best** way to handle changes to work that has already been done?

- A) Create new tasks in the iteration backlog immediately after a requirement is identified to prevent creating technical debt, even if there are no consequences of waiting until the next iteration
- B) Document new requirements adequately but deal with them after the current iteration is complete unless there is a significant dependency between the new requirements and the current tasks
- C) Record new requirements in the standardized way and make them part of the backlog so they can be prioritized appropriately, even if there are dependencies with current tasks

15 / 30

During three successive daily meetings the same impediment has been identified. There is a dependency on a third party that hinders the progress of various tasks of the team. No one has addressed the issue, because no one is responsible for the task 'removing impediments'.

The team can continue their work for now, but input from the third party will be needed shortly. Therefore, the work may not progress as fast as planned and the goals for this iteration may not be achieved.

The team wants to make sure that the current iteration is still finished successfully. They also feel that they must make sure this scenario does not repeat in the future.

What is the **best** course of action for this team?

- A) Change the scope of this iteration and remove the work item that causes the impediment. They should refuse new work items with dependencies.
- B) Hold the team member of the work item with dependencies accountable. In the future, they should be stricter in this type of situations.
- C) Make someone responsible for removing impediments. New dependencies must be identified with new work items and third parties must commit to the work.

16 / 30

A team struggles with emergency requests that take priority over planned work.

What is the **best** way to deal with emergency requests?

- 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.

17 / 30

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?

- 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

18 / 30

Company ProMotive is a large car parts manufacturer and supplier and wants to become Agile. The CEO feels that Agile will be beneficial for the company, as it provides a way of getting things done faster. At the same time, he argues, Agile can reduce costs by applying the same processes and practices across all areas of the company.

Is ProMotive ready to start an Agile transition now?

- A) Yes. Applying the same processes and practices across areas is what ProMotive should aim for.
- B) Yes. The CEO is onboard and that is all ProMotive needs to be ready for its transformation to Agile.
- C) No. The Agile way is not suited for all areas of ProMotive, only for those areas working on a product.
- D) No. The CEO's expectations of Agile are not correct, which makes it a wrong starting point.

19 / 30

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?

- 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.

20 / 30

An organization plans to adopt an Agile way of working. Interviews with employees show that the organization is very siloed, and all work is currently handed off from specialist to specialist. Employees are not motivated by this way of working. After speaking with key customers, the organization discovers that customers feel insecure about changes in the way of working. The customers want detailed commitments to work up-front.

To address this, the organization has defined their core beliefs as:

- Customers deserve to know what to expect.
- Our employees are all educated professionals and should be free to determine how they work.

The organization has also defined two core values to fit with their beliefs:

- Delivering new product releases within the promised timeframe.
- Putting people first.

Which general operating principles will fit an Agile team in this organization **best**?

- A) - Always work on what is most important
 - Break work down
 - Keep the cost of change low
- B) - Constrain the intake of work
 - Get feedback frequently
 - Visualize the work
- C) - Produce outcomes of value
 - Self-organization
 - Team autonomy

21 / 30

CustomerCorp is working on their first Agile experiment. The designated team has determined CustomerCorp's values, beliefs, and constraints, together with the board.

The team has set up a plan board and feels that it is working well. They have also broken down the first few tasks into small deliverables.

They have compiled a list of outcomes and have started to work on their first tasks very enthusiastically. As they start working on the first tasks, the team starts to feel a bit out of control. They cannot agree on which tasks are most important and should happen first.

In setting up their first workflow, which question should the team ask itself to regain control?

- A) How small can the work items be made?
- B) How will the work be visualized?
- C) Which feedback loops should there be for work content?
- D) Who will manage the list of outcomes, and how?

22 / 30

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?

- 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.

23 / 30

Emilia is the manager at a data analysis software company. She has successfully introduced Agile into her organization.

Bill is the manager of a construction company and would also like to adopt Agile. He is trying to introduce the Agile way of working to his team. Bill wants his team to learn from Emilia's experiences and asks her to lead introductory workshops with his team.

Bill tells the team to copy the practices from Emilia's team as closely as possible. The team is left to experiment with Agile after the workshop. A few weeks later, Bill's team expresses doubts about adopting the Agile practices. The new way of working is not giving the results the team expected.

What should Bill have done differently?

- A) Bill should have created a clear definition of done (DoD) and a new set of acceptance criteria before leaving the team to the experiment.
- B) Bill should have decomposed large deliverables into smaller work items, whose size and nature allow frequent value delivery.
- C) Bill should have worked with the team to find the Agile practices that work for his company, instead of copying Emilia's practices.

24 / 30

AdaptaBrand has recently started initiatives with Agile ways of working. In AdaptaBrand, 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?

- 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.

25 / 30

A legal team is feeling overwhelmed by requests from different parts of the organization. They continuously have to reprioritize work, because deadlines keep shifting. They want to improve their way of working, but also need to keep their sense of precision in their work.

Could this team benefit from Agile ways of working?

- A) Yes, because Agile is only a mindset, which easily translates to any team or work.
- B) Yes, because visualizing the work and streamlining the value chain will benefit them.
- C) No, because legal work requires too much perfectionism to use Agile practices.
- D) No, because there are no developers, deliverables, or products in legal practices.

26 / 30

After a short experiment, a team expresses some doubts about adopting Agile. The team successfully followed their old processes, but now struggles in unfamiliar territory. Their natural reaction is to reject the change as a failure or a bad idea.

The team views Agile as a set of prescriptive processes. They do not feel the freedom to do the work the way they used to, and the new way does not feel productive.

What should a next team meeting pay attention to?

- A) Creating a customized Waterfall-Agile approach for the team
- B) Making the team understand Agile as a cultural practice and a mindset
- C) Restarting the Agile experiment with a different Agile framework

27 / 30

A cat food factory has done a successful experiment with Agile. They have let the marketing team create blogs for the website that tie in with recent events. They now wish the marketing team to expand the Agile experiment to managing daily social media tasks as well. This means that the Agile experiment will be expanded by asking the team to take on a different type of work.

What is a challenge in this scenario?

- A) Having people pitch in in more areas
- B) Keeping overview over the work
- C) Losing the connection to other teams
- D) Setting up a new team for the work

28 / 30

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

Why is that?

- 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.

29 / 30

Why is collaboration important for an Agile team?

- 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

30 / 30

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**?

- 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 key

1 / 30

Which is **not** a desired behavior for Agile teams?

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

- A) Incorrect. Favoring progress over perfection is a desired behavior for Agile teams.
- B) Incorrect. Obsessing over finishing what is started is a desired behavior for Agile teams.
- C) Incorrect. Planning frequently in small bursts is a desired behavior for Agile teams.
- D) Correct. Completing products takes time at the expense of a short feedback loop, thus products do not meet customer needs or business objectives. In addition, this way of working makes responding to change more costly. (Literature: A, Chapter 2)

2 / 30

In any Agile transformation, there are many things that can go wrong. An example is cultural drift some time after introducing the Agile mindset.

Which is the **best** approach to avoid pitfalls like cultural drift?

- 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
-
- A) Correct. This is the best approach to implement Agile in a way that avoids most of the pitfalls of a cultural change of this magnitude. Other pitfalls are putting too much trust in standards, frameworks, and best practices, and non-Agile people management. (Literature: A, Chapter 10)
 - B) Incorrect. By following best practices or standards by the book, people are forced to follow a way of working that may not be suited to the culture and the company.
 - C) Incorrect. What works in a certain company will not necessarily work in another. This approach will lead to a dogmatic implementation of Agile, focusing on the process and the system and not on the culture and the way of working that is best for the company.
 - D) Incorrect. Courses teach standard methodologies and techniques which may be useful for implementation when it comes to tools or technology, but each company or team will need to define its own way of working based on its beliefs, values, and principles.

3 / 30

Eleni is a manager. She is very interested in Agile because the world of business moves fast these days and is asking herself what should change from the current way of working to become Agile.

She comes across a question that should help change part of the business' mindset:

What should we constantly aspire to as we do the work?

Which element of the Agile mindset does this question address?

- A) Beliefs
- B) Choices
- C) Principles
- D) Values

- A) Incorrect. Beliefs are fundamental assumptions about individuals, teams, the work, and the work's customer. Beliefs give values context and validity. The question 'What are our assumptions?' would lead to the business' beliefs.
- B) Incorrect. Choices are not an element of the Agile mindset. Beliefs and values guide the choice of principles.
- C) Incorrect. Principles are not an element of the Agile mindset. They are inspired by and supportive of the Agile Manifesto and are guiding practices that support teams in implementing and executing with agility the production of software development and much more.
- D) Correct. This is one of the questions which elicit an articulation of the business' values: what is important to the business. The values should be expanded beyond the people to the deliverable, the production, and the customers. (Literature: A, Chapter 2)

4 / 30

What are the essential parts of an Agile mindset in an organization?

- A) A complete set of an Agile methodology, Agile processes, and a set of Agile practices to adopt
- B) A culture of customer and outcome orientation, cross-team collaboration, value delivery, and adaptation
- C) A friendly command and control culture, where everyone is respectful to each other, collegial and helpful

- A) Incorrect. A common fallacy is that Agile is a methodology, a process, or merely a set of practices to adopt. This is not an Agile mindset.
- B) Correct. An Agile organization has a culture of customer and outcome orientation, cross-team collaboration, value delivery, and adaptation. (Literature: A, Chapter 3)
- C) Incorrect. In a friendly command and control culture many of the managers and individual contributors work with each other for a longer time, and are respectful, collegial, and helpful. However, how they plan and execute work is clearly a matter of top-down labor extraction. This is not an Agile mindset.

5 / 30

A large doctors' practice wants to establish medical support teams. The teams will be cross-functional: they will have a receptionist, a physical therapist, a general practitioner, and a psychologist working together.

Management has re-grouped their human resources to fit the new medical support teams. They have created a team space for each team to sit together in the same area of the building, introduced a Kanban board, and decided the team must meet every morning to discuss progress on the tasks.

Although the team feels overwhelmed and lost by this sudden change, they keep providing excellent care to their patients.

Is this organization demonstrating a good Agile mindset with its implementation?

- A) No, because no input from patients is asked, so not all stakeholders are represented in the teams.
 - B) No, because the team has no way to connect the values of the practice to the implemented tactics.
 - C) Yes, because there are Agile elements present and the team provides excellent care to the patients.
 - D) Yes, because this team is in control of choosing their own tasks, self-organizing and multi-disciplinary.
-
- A) Incorrect. It is important that stakeholders are included in team discussions and decisions, but from the scenario it is not clear whether or not a feedback loop is present. Patients should not be included in the teams.
 - B) Correct. The Agile mindset is about principles, values and beliefs, which connect the 'why' of the work, and its 'how'. Having management just 'implementing Agile' cannot create an Agile mindset. (Literature: A, Chapter 2)
 - C) Incorrect. Just having Agile elements present and providing an excellent service are not demonstrations of an Agile mindset. They speak of dedication to the work and efficiency, but it does not show how the organization reacts to change or what the culture of the organization is.
 - D) Incorrect. The team may well be in control of its own tasks, but there is no connection to the principles, values, and beliefs, which form the Agile mindset.

6 / 30

The IT team of TechShift has made a successful transformation to the Agile way of working. One of the team members is trying to convince the marketing team to make the transition to Agile as well.

Some marketeers are very enthusiastic, while others are hesitant, because they associate Agile with the IT domain, and they do not believe an Agile way of working will fit their team.

Why could Agile be useful for this marketing team as well?

- A) Because Agile has developed special ceremonies and artifacts for marketing activities
 - B) Because Agile is most suitable for repetitive and technical work that can be optimized
 - C) Because Agile is a market standard specially designed for an area such as marketing
 - D) Because an Agile way of working provides value to any area that wants to generate rapid and frequent value
-
- A) Incorrect. Agile has not developed special ceremonies or artifacts specifically for a certain area.
 - B) Incorrect. Agile can be used in any area of the company, as long as it provides a way of working that helps the teams to fulfill their purpose and the company's better.
 - C) Incorrect. Agile is not a market standard, nor is it designed for a specific area such as marketing.
 - D) Correct. The Agile way of working provides value to any area that wants to generate fast and frequent value. (Literature: A, Chapter 1)

7 / 30

Lara and Eric are discussing introducing the Agile mindset in the context of their organization. They have a disagreement on how to determine the new processes and other tactics.

Eric states that the new processes and tactics should be copied from another organization, a direct competitor, that has already undergone a successful Agile transformation.

Lara suggests that the organization should first establish their own new values and incorporate the Agile principles, and then base processes and tactics on that work.

Who is right and for which reason?

- A) Eric, because copying a competitor ensures that the competitor no longer has a big advantage.
 - B) Eric, because copying a successful organization creates the largest opportunity for success.
 - C) Lara, because creating a set of values first allows the team to interact informally and socially.
 - D) Lara, because creating a set of values first ensures that the most business value is added.
-
- A) Incorrect. Since the tactics and processes are unlikely to work in another environment, the competitor will still have a big advantage.
 - B) Incorrect. However successful another organization is with a set of tactics, simply copying those is unlikely to work in any other environment.
 - C) Incorrect. Lara is right, but not for this reason. Interacting informally and socially is not the reason for basing the processes and tactics on the organization's values, strategy, and mission.
 - D) Correct. Processes and tactics should fit with the organization's own values, strategy, and mission to increase business value. (Literature: A, Chapter 2)

8 / 30

A team is experimenting with Agile and wants to start visualizing the work. They have decided to use a simple plan board with three columns.

What is the purpose of visualizing the work?

- A) It gives insight in the flow of the work and helps identify problems to solve.
 - B) It helps keep the team members committed to the work items they have chosen.
 - C) It shows the team which team members cause problems and which do not.
-
- A) Correct. This is the goal of visualizing work. (Literature: A, Chapter 7)
 - B) Incorrect. Team members should not need a plan board to feel commitment.
 - C) Incorrect. Although the plan board may show where impediments are, it should never be used to blame individuals or identify who is causing problems.

9 / 30

Company ZEBRA has effectively formed several Agile teams that have been working as a team for quite some time now. The management team wants to measure how the teams are doing, so they can give extra support to the teams that are struggling the most.

Which is the **best** approach to measuring the teams' performance?

- A) Ask the manager to assess how they are doing on metrics such as teamwork, support, and fun, then ask the team for an improvement plan
 - B) Create a healthy competition between teams, rewarding the best teams on metrics such as velocity, delivered value or customer satisfaction
 - C) Ignore metrics, because they are not recommended within an Agile approach and instead influence the teams' behavior through interaction
 - D) Organize a team health-check session where each team self-assesses how they are doing on metrics such as speed, learning or mission
-
- A) Incorrect. The teams should not be assessed by others, but assess themselves, to provide accurate and real information to the management team.
 - B) Incorrect. Creating artificial competition can lead to resentment between teams. Selecting a winner will not help the teams that are struggling the most.
 - C) Incorrect. Even though there are some debates on which metrics are healthy and how to use them, the Agile community has come to several realizations on them and ways that are aligned with the Agile mindset.
 - D) Correct. A team health check is a recommended way to measure people's engagement within a team and can help management to focus on the teams that are struggling the most, without using these metrics to compare or assess performance. (Literature: A, Chapter 10)

10 / 30

The company Bricks & Mortar decided to give Objectives and Key Results (OKRs) a go. Like many other organizations they often fail to achieve set objectives. They have realized that one of the main reasons is that there is no objective way to measure outcomes associated to the objectives set.

Bricks & Mortar found it fairly easy to translate their strategic intent and overall goals to a set of objectives, but they are finding it extremely hard to agree on what Key Results (KRs) should be used as a metric for each of the set objectives.

What should they do to reach an agreement quickly?

- A)** - Ask input for KRs from both executive team members and other employees
 - Merge all suggestions to create a comprehensive list of KRs
 - Reach consensus between the executive team members on three KRs per Objective
 - B)** - Create a task force with members from throughout the organization
 - Ask a single executive team member to lead the task force
 - Let the task force discuss until they have three or more KRs per Objective
 - C)** - Match existing key performance indicators (KPIs) to the different Objectives and define new KRs
 - Rewrite the KPIs into the format and language of KRs
 - Present the KRs to the executive team members for approval or ratification
 - D)** - Let a cross-functional team brainstorm for KRs for each Objective
 - Ask the teams to review each other's suggestions and select five to ten KRs per Objective
 - Let executive team members do a final selection of two to four KRs per Objective
-
- A)** Correct. This approach solicited feedback from the whole organization but ensures that the executive team is accountable for achieving the Objectives. (Literature: B, Chapter 3)
 - B)** Incorrect. Although diverse input is welcome and helpful, defining KRs is the responsibility of the leadership of the organization. It is also not a good idea to have too many KRs associated to an objective. KRs should be limited to three per Objective.
 - C)** Incorrect. There is a marked difference between KPIs and KRs. KPIs are interim indicators that shows the intended output. KRs focus on results and outcomes which highlight that even if output is achieved, the organization may still not achieve its Objectives (outcomes). It is not possible to re-write KPIs as KRs, because their intended use, focus and application are vastly different.
 - D)** Incorrect. The executives are accountable for the achievement of objectives and as such cannot delegate their involvement in the creation of KRs. This approach is fobbing off executive responsibilities to proxies to make decisions on their behalf.

11 / 30

Agile teams focus on continuous improvement by reducing complexity. While this is an empowering perspective, teams sometimes feel stuck or unsure how to proceed.

What type of complexity is decreased through continuous improvement?

- A) Accidental complexity
 - B) Complexity of covering every eventuality
 - C) Essential complexity
 - D) Increasing complexity
-
- A) Correct. Accidental complexity is the only type of complexity that can be diminished. (Literature: A, Chapter 10)
 - B) Incorrect. When using Agile, starting with a simple system will be more successful, so there should not be a complexity of covering every eventuality to begin with.
 - C) Incorrect. Essential complexity is not something that should be or can be diminished (other than, most likely, letting technology handle it).
 - D) Incorrect. As technology disrupts industry after industry, teams of all kinds are facing increasing complexity and uncertainty and must learn how to succeed in this environment. This is not something that can be diminished by continuous improvement.

12 / 30

An organization forms teams based on them having the same specialty.

Is this a good idea?

- A) Yes, because teams process work items from multiple sources, so the teams should be stable.
 - B) Yes, because teams should cooperate and still be in a healthy competition to deliver the most value.
 - C) No, because specialists have a tendency to focus on completing their part instead of creating value.
 - D) No, because specialists will only focus on what impacts how they are measured and rewarded.
-
- A) Incorrect. A cross-functional team can handle work items from multiple sources and is stable. There is no good reason to order the teams by specialty.
 - B) Incorrect. Within Agile, competition is not encouraged, because the team members should cooperate.
 - C) Correct. An Agile team is ideally a cross-functional team, to make sure they can deliver a product or service from start to finish as a team and solve their own problems together. Pulling specialists from teams does not create commitment, so they tend to focus on completing their part, not on delivering value. (Literature: A, Chapter 7)
 - D) Incorrect. Cross-functional teams may have the same problem. This is not limited to specialists.

13 / 30

How should Agile teams focus on a single outcome of value?

- A) By always working on what is most important
 - B) By choosing the single outcome that can be achieved fastest
 - C) By following the task sequence that has worked so far
-
- A) Correct. The Agile way of working always focuses on what is most important and on one outcome at a time. (Literature: A, Chapter 7)
 - B) Incorrect. The fastest single outcome is not necessarily the one that creates most value.
 - C) Incorrect. Following a known task sequence that has worked so far does not necessarily mean that the team will be delivering the required value. It will not leave any room to feedback and learning either.

14 / 30

Organizations use Agile because it enables them to be responsive to changing needs. New requirements are often identified while developing part of the solution. This means that sometimes changes must be made to work that is already done.

When new requirements emerge, what is the **best** way to handle changes to work that has already been done?

- A) Create new tasks in the iteration backlog immediately after a requirement is identified to prevent creating technical debt, even if there are no consequences of waiting until the next iteration
 - B) Document new requirements adequately but deal with them after the current iteration is complete unless there is a significant dependency between the new requirements and the current tasks
 - C) Record new requirements in the standardized way and make them part of the backlog so they can be prioritized appropriately, even if there are dependencies with current tasks
-
- A) Incorrect. It is not wise to change work during an iteration, although sometimes there is no choice. It is best to always attempt to protect planned work and avoid task switching. Task switching impedes flow and often has other unintended consequences. If there are no direct consequences, planned work should take precedence.
 - B) Correct. Task-switching is not a good idea as it impedes flow and introduces errors into work. If the consequence of not dealing with the new requirement is that it will have a material effect, deal with it during the current iteration. If there is no direct problem, deal with it during a future iteration. (Literature: A, Chapter 7)
 - C) Incorrect. This answer is typical of someone who sees Agile as a method with a fixed process that is always followed. Rigidity does not show an Agile mindset or behavior. Standardizing work is great, but response should never become rigid and inflexible.

15 / 30

During three successive daily meetings the same impediment has been identified. There is a dependency on a third party that hinders the progress of various tasks of the team. No one has addressed the issue, because no one is responsible for the task 'removing impediments'.

The team can continue their work for now, but input from the third party will be needed shortly. Therefore, the work may not progress as fast as planned and the goals for this iteration may not be achieved.

The team wants to make sure that the current iteration is still finished successfully. They also feel that they must make sure this scenario does not repeat in the future.

What is the **best** course of action for this team?

- A) Change the scope of this iteration and remove the work item that causes the impediment. They should refuse new work items with dependencies.
 - B) Hold the team member of the work item with dependencies accountable. In the future, they should be stricter in this type of situations.
 - C) Make someone responsible for removing impediments. New dependencies must be identified with new work items and third parties must commit to the work.
-
- A) Incorrect. Changing the scope of work during an iteration is never a good idea. Removing the item may have other undesirable effects, such as not achieving the iteration goal. Refusing work with dependencies is virtually impossible. Dependencies are often only recognized after the team starts working on a work item.
 - B) Incorrect. Holding someone accountable is not an Agile behavior. Instead, the team should pull together to solve the issue now. To prevent it from happening again, someone that is allocated the role of removing impediments is helpful.
 - C) Correct. Any (Agile) team benefits from allocating someone the role of dealing with impediments. Asking for commitment from the third party that a work item depends on is a good way of making sure the work keeps moving forward. (Literature: A, Chapters 2, 7 and 8)

16 / 30

A team struggles with emergency requests that take priority over planned work.

What is the **best** way to deal with emergency requests?

- 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.
-
- A) Incorrect. Some emergency requests will always be determined to be critical but may not fit a list of criteria. Economizing on planned work means that previously agreed outcomes may not be achieved.
 - B) Incorrect. Even if this is a senior person, there will still be pressure to take items into the project which will impact other tasks. An overworked team will not deliver faster. It is better to set aside some capacity on the team that can be used for emergency requests.
 - C) Correct. This can be defined in the team agreement. If the time is not used to emergency requests, then it can be used elsewhere in the project. (Literature: A, Chapter 9)
 - D) Incorrect. Relying on overtime to complete tasks is not sustainable and may lead to burnout and lower quality work.

17 / 30

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?

- 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
-
- A) Correct. Limiting the number of items an individual works on, ensures that the team does not get distracted and finishes the planned work. If all team members work according to this principle, fewer items get delayed, which ensures business value gets delivered swiftly. (Literature: A, Chapter 7)
 - B) Incorrect. Although the team members can move on to another item, it is better to ask for help and finish the item they are working on first. Starting more work than can be finished is false productivity. Finishing matters more than starting.
 - C) Incorrect. Working Agile is about doing the right amount of work, not 'gold-plating' or perfecting the solution. The solution should match the expected value. Adding extra functionality because there is spare time is usually not adding value.
 - D) Incorrect. This is a symptom of insufficient work, or the team 'starving' for work. The team should not be overworked, but there should be sufficient items of work ready to take on when someone has finished their current tasks.

18 / 30

Company ProMotive is a large car parts manufacturer and supplier and wants to become Agile. The CEO feels that Agile will be beneficial for the company, as it provides a way of getting things done faster. At the same time, he argues, Agile can reduce costs by applying the same processes and practices across all areas of the company.

Is ProMotive ready to start an Agile transition now?

- A) Yes. Applying the same processes and practices across areas is what ProMotive should aim for.
 - B) Yes. The CEO is onboard and that is all ProMotive needs to be ready for its transformation to Agile.
 - C) No. The Agile way is not suited for all areas of ProMotive, only for those areas working on a product.
 - D) No. The CEO's expectations of Agile are not correct, which makes it a wrong starting point.
-
- A) Incorrect. Forcing all areas to use the same processes and practices, means choosing processes over people. This will create friction, fostering resistance to change and not deriving value. It is also not the purpose of Agile to standardize work across areas.
 - B) Incorrect. Even though a transformation to Agile requires full commitment and understanding of the journey from the CEO, this in itself is not enough.
 - C) Incorrect. Any area can benefit from Agile, not just the ones working on a product.
 - D) Correct. Standardizing processes and practices across all areas of the organization is not the Agile way of working, nor is getting things done faster. (Literature: A, Chapter 3)

19 / 30

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?

- 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.
-
- A) Incorrect. There are two forms of misalignment. One form is when the mindset is incongruent with the tactics. The other form of misalignment is when people who depend on each other for success operate with different mindsets. But this is not a risk for this team.
 - B) Incorrect. Electronic tools are susceptible to the out of sight, out of mind risk: many teams neglect to update them. A highly visual plan board will likely be updated in time.
 - C) Incorrect. When the list of next items is short, planning is more responsive and just in time, but the team runs a higher risk of 'starving' when they are ready for more work. The team has an ambitious experiment, so there is likely more than enough work.
 - D) Correct. A common risk to an Agile experiment is suffocation. Urgent non-experiment work, short-notice tasks, requests for specific team members' expertise may all use up the time and attention people can devote to their Agile teamwork. (Literature: A, Chapter 6)

20 / 30

An organization plans to adopt an Agile way of working. Interviews with employees show that the organization is very siloed, and all work is currently handed off from specialist to specialist. Employees are not motivated by this way of working. After speaking with key customers, the organization discovers that customers feel insecure about changes in the way of working. The customers want detailed commitments to work up-front.

To address this, the organization has defined their core beliefs as:

- Customers deserve to know what to expect.
- Our employees are all educated professionals and should be free to determine how they work.

The organization has also defined two core values to fit with their beliefs:

- Delivering new product releases within the promised timeframe.
- Putting people first.

Which general operating principles will fit an Agile team in this organization **best**?

- A)** - Always work on what is most important
 - Break work down
 - Keep the cost of change low
- B)** - Constrain the intake of work
 - Get feedback frequently
 - Visualize the work
- C)** - Produce outcomes of value
 - Self-organization
 - Team autonomy

- A)** Incorrect. Keeping the cost of change low usually means that there is a short feedback loop in place. This does not fit well with the core belief that customers deserve to know what to expect. When frequent feedback is required, deadlines should be flexible to allow for changes in the releases. The other two operating principles do not particularly fit with the specific beliefs and values of the organization either.
- B)** Incorrect. Getting feedback frequently does not fit with the value of delivering product releases within a timeframe. When frequent feedback is required, deadlines should be flexible to allow for changes in the releases. The other two operating principles do not particularly support the specific values and beliefs of the organization.
- C)** Correct. All these operating principles fit with the core values and beliefs of the organization. Producing outcomes of value fits with keeping the timeframe: customer value is partly determined by predictability in this scenario. Self-organization supports the belief that employees should be free to determine how they work and fits with putting people first. Team autonomy also supports these. (Literature: A, Chapter 8)

21 / 30

CustomerCorp is working on their first Agile experiment. The designated team has determined CustomerCorp's values, beliefs, and constraints, together with the board.

The team has set up a plan board and feels that it is working well. They have also broken down the first few tasks into small deliverables.

They have compiled a list of outcomes and have started to work on their first tasks very enthusiastically. As they start working on the first tasks, the team starts to feel a bit out of control. They cannot agree on which tasks are most important and should happen first.

In setting up their first workflow, which question should the team ask itself to regain control?

- A) How small can the work items be made?
 - B) How will the work be visualized?
 - C) Which feedback loops should there be for work content?
 - D) Who will manage the list of outcomes, and how?
-
- A) Incorrect. Although large work items could become unclear and create a feeling of lack of control, that does not seem to be the problem in this scenario. They have broken down the work items into small deliverables.
 - B) Incorrect. They have set up a plan board that they feel is working well.
 - C) Incorrect. The confusion here does not stem from lack of feedback, but from lack of ownership over prioritizing work items.
 - D) Correct. Answering this question will give someone ownership over prioritization of the work items, which should solve the team's lack of control. (Literature: A, Chapter 8)

22 / 30

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?

- 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.
-
- A)** Incorrect. A joint stand-up meeting is a good idea but working on their own will not achieve the desired collective ownership and mutual support that develops in Agile teams. In addition, if members must work on tasks when they can, especially if under pressure in their day-to-day job, they will either not deliver, or they will underperform putting the whole team at risk.
 - B)** Correct. Although task-switching is not optimal, it is a reality that most transformations will have to deal with (at least initially, and sometimes always). For the team to function as a team, dedicated time to work on the tasks assigned in the iteration is important. Without dedicated time, the team will not be able to deliver value. (Literature: A, Chapters 4 and 8)
 - C)** Incorrect. There is no way this team can achieve collective ownership and mutual support. It also introduces the complexity of working in a large team, handing over work, and trying to regulate output. Large teams have been proven not to work when using the Agile principle of autonomous, self-organizing teams.
 - D)** Incorrect. Any organization can achieve at least some level of agility. This answer does not demonstrate true understanding of agility but rather a very rigid view of what Agile is.

23 / 30

Emilia is the manager at a data analysis software company. She has successfully introduced Agile into her organization.

Bill is the manager of a construction company and would also like to adopt Agile. He is trying to introduce the Agile way of working to his team. Bill wants his team to learn from Emilia's experiences and asks her to lead introductory workshops with his team.

Bill tells the team to copy the practices from Emilia's team as closely as possible. The team is left to experiment with Agile after the workshop. A few weeks later, Bill's team expresses doubts about adopting the Agile practices. The new way of working is not giving the results the team expected.

What should Bill have done differently?

- A)** Bill should have created a clear definition of done (DoD) and a new set of acceptance criteria before leaving the team to the experiment.
 - B)** Bill should have decomposed large deliverables into smaller work items, whose size and nature allow frequent value delivery.
 - C)** Bill should have worked with the team to find the Agile practices that work for his company, instead of copying Emilia's practices.
-
- A)** Incorrect. To achieve agility, a DoD and acceptance criteria are useful, but that is not what went wrong here.
 - B)** Incorrect. Agile practices do decompose large deliverables into smaller work items, but that is not what went wrong here.
 - C)** Correct. Bill's company does not make software. It does not make sense to blindly copy software practices. If an Agile practice looks promising, the purpose of the practice should be found and adapted to the context it is supposed to work in. (Literature: A, Chapter 8)

24 / 30

AdaptaBrand has recently started initiatives with Agile ways of working. In AdaptaBrand, 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?

- 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.
-
- A) Incorrect. Although an overall view of what is done is very important, this solution will make it nearly impossible to effectively deliver iterations and for the team to have a proper level of visibility of an iteration to manage performance and deliverables.
 - B) Incorrect. The use of electronic tools is susceptible to the 'out of sight, out of mind' risk and many teams neglect to update them in a timely fashion, so their boards lose their utility as a work management tool. Although tools can effectively be used, in this scenario, as the team is not good at updating their software, this solution will not deliver the desired outcome.
 - C) Incorrect. Optimizing the performance of single teams at the expense of the overall organization is a sub-optimal approach. This tendency is often found in organizations that just started with Agile and are trying to keep closely to guidance given by, for instance, Scrum, without realizing that the Scrum Guide does not cater for this level of complexity.
 - D) Correct. This approach allows for managing both the requirements of the organization to have visibility of key constraints and for the needs of the team to manage and control their own work. Resource dependency can easily be spotted, and planning of iterations or releases can consider constraints. (Literature: A, Chapter 8)

25 / 30

A legal team is feeling overwhelmed by requests from different parts of the organization. They continuously have to reprioritize work, because deadlines keep shifting. They want to improve their way of working, but also need to keep their sense of precision in their work.

Could this team benefit from Agile ways of working?

- A) Yes, because Agile is only a mindset, which easily translates to any team or work.
 - B) Yes, because visualizing the work and streamlining the value chain will benefit them.
 - C) No, because legal work requires too much perfectionism to use Agile practices.
 - D) No, because there are no developers, deliverables, or products in legal practices.
-
- A) Incorrect. Agile is a mindset but it does not easily translate to any team or work. Some Agile practices will not work for this team.
 - B) Correct. Agile practices such as visualizing the work, Agile planning, and focusing on delivering value will work for this team. (Literature: A, Chapter 5)
 - C) Incorrect. The sense of perfectionism will only have impact on when a work item can be considered done.
 - D) Incorrect. The legal team produces deliverables for their (internal) customers, so they are developers and there are deliverables or products.

26 / 30

After a short experiment, a team expresses some doubts about adopting Agile. The team successfully followed their old processes, but now struggles in unfamiliar territory. Their natural reaction is to reject the change as a failure or a bad idea.

The team views Agile as a set of prescriptive processes. They do not feel the freedom to do the work the way they used to, and the new way does not feel productive.

What should a next team meeting pay attention to?

- A) Creating a customized Waterfall-Agile approach for the team
 - B) Making the team understand Agile as a cultural practice and a mindset
 - C) Restarting the Agile experiment with a different Agile framework
-
- A) Incorrect. It is not advisable to combine Agile with a legacy methodology such as Waterfall. The team does not seem to understand true Agile. Reverting to Waterfall methods will not solve this.
 - B) Correct. The team does not seem to understand Agile correctly, so this must be paid attention to. (Literature: A, Chapter 5)
 - C) Incorrect. It is not advisable to restart the Agile journey with a specific framework, despite their popularity and promises. Frameworks may ignore context and deprive people of freedom and choice. Installing a framework will not bring about the culture and mindset changes needed to support any framework.

27 / 30

A cat food factory has done a successful experiment with Agile. They have let the marketing team create blogs for the website that tie in with recent events. They now wish the marketing team to expand the Agile experiment to managing daily social media tasks as well. This means that the Agile experiment will be expanded by asking the team to take on a different type of work.

What is a challenge in this scenario?

- A) Having people pitch in in more areas
- B) Keeping overview over the work
- C) Losing the connection to other teams
- D) Setting up a new team for the work

- A) Incorrect. This is a challenge when the team takes on more work of a single value stream.
- B) Correct. This team will take on more kinds of work in their processes. This may lead to problems with keeping overview over the different tasks. (Literature: A, Chapter 10)
- C) Incorrect. This is a challenge when multiple teams do codependent work.
- D) Incorrect. This is a challenge when more teams are added, which is not the case here.

28 / 30

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

Why is that?

- 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.
-
- A) Incorrect. Although visual reminders of new ways of work are helpful especially as graphics, the reason work is shown visually is to track progress and flow. Using pictograms of the steps is not helpful for this.
 - B) Incorrect. Agile does not use mantras in a meditation context or to uplift spirits of the team. A mantra in Agile is something that helps remember a key principle or practice.
 - C) Correct. When you consistently capture all the work in a visual manner, it becomes easy to detect forms of imbalance: more items are getting started than finished, items are piling up someplace along the workflow, or items are getting blocked. (Literature: A, Chapter 9)
 - D) Incorrect. Visualization is not meant to measure the performance of individual team members.

29 / 30

Why is collaboration important for an Agile team?

- 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
- A) Incorrect. Agile is not just a soft-spoken idea that believes that social people simply work well with others. Neither is it true that an Agile team consists of 'social' people only. True collaboration is a team's effort towards a shared goal and responsibility that requires discipline and alignment, not just good will and social skills.
- B) Correct. Joint ownership over the results will ensure that value is delivered early and frequently. The team members share the responsibility of getting things done, which leads to a better working agreement. (Literature: A, Chapter 7)
- C) Incorrect. Prioritizing the team objectives over individual objectives can lead to frustration and will not help to create the desired behavior within the team. It is not a competition on which goal is more important, but a matter of reaching both team objectives and individual objectives at the same time.
- D) Incorrect. Not all tasks can or should be worked on by several people at the same time. It can lead to bad results and an inefficient use of the team's capacity and time.

30 / 30

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**?

- 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
- A) Incorrect. Cultural change is usually slow and requires patience, but it is not key for growth as an effective leader.
- B) Incorrect. A servant leader should demonstrate behaviors congruent with the chosen values and principles. Examples of such behaviors include assuming positive intent on the part of others (respect), but it is not key for growth as an effective leader.
- C) Correct. Self-awareness is key for growth as an effective leader. If servant leaders cannot see what is wrong with their behavior or why it does not work, they cannot grow. (Literature: A, Chapter 9)
- D) Incorrect. A leader should demonstrate behaviors congruent with the chosen values and principles. Examples of such behaviors include explaining decisions (transparency), but it is not key for growth as an effective leader.

Evaluation

The table below shows the correct answers to the questions in this sample exam.

Question	Answer	Question	Answer
1	D	16	C
2	A	17	A
3	D	18	D
4	B	19	D
5	B	20	C
6	D	21	D
7	D	22	B
8	A	23	C
9	D	24	D
10	A	25	B
11	A	26	B
12	C	27	B
13	A	28	C
14	B	29	B
15	C	30	C



Driving Professional Growth

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