EXIN Agile

BUSINESS PROFESSIONAL

Certified by

EXIN

考试样卷

202111 版本

目录

考试说明

本试卷是 EXIN Agile Business Professional (ABP.CH)模拟考试。 EXIN 考试准则适用于该考试。

本试卷由 30 道单项选择题组成。每道选择题有多个选项，但这些选项中只有一个是正确答案。

本试卷的总分是 30 分。每道题的分数是 1 分。您需要获得 20 分或以上通过考试。

考试时间为 90 分钟。

祝您好运!

考试样卷

什么**不**是敏捷团队的期望行为？

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

A) 流程进度高于尽善尽美
Favoring progress over perfection

B) 专注于完成已经开始的事项
Obsessing over finishing what they start

C) 频繁地、小规模地做计划
Planning frequently in small bursts

D) 完整的产品高于速度
Preferring complete products over speed

Eleni是一名经理。她对敏捷非常感兴趣，因为如今商界发展迅猛。她不禁问自己，当前的工作方式应做何改变才能实现敏捷。

她想到了一个问题，这个问题应该有助于改变公司的部分思维：

我们在工作中应该不断追求什么？

这个问题涉及了敏捷思维中的哪个要素？

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) 信念
Beliefs

B) 选择
Choices

C) 原则
Principles

D) 价值
Values

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某团队因无法完成计划内工作而感到沮丧。在几次迭代过程中，经过调查和数据收集，他们发现：

-团队实际工作中计划外工作约占40%
-所有计划外的和临时通知的要求都来自高级管理层
-高级管理层也希望计划内工作能在原定的时间内完成

在这种情况下，团队如何利用持续改进推进工作?

A team is frustrated about not being able to get the work done they have planned. After some investigation and data collection during a few iterations, they find the following:

- Around 40% of the team's actual work is unplanned
- All unplanned and short-notice requests come from upper management
- Upper management also expects planned work to get done within original time frames

In this scenario, how can the team use continuous improvement to move forward?

A) 无论是产品或服务，还是工作方式，都可以通过持续改进来改进。在本例中，团队找到了可以优化的流程。他们现在可以审查这些流程，经过优化与组织相适应。
Both the product or service and the way of working can be improved with continuous improvement. Here, the team has found processes that can be optimized. They can now review the processes and optimize them to fit their organization.

B) 只有团队创造的产品或服务，才能通过持续改进来改进。因此，团队必须着力于自己创造的产品。这样就减少了花费在计划内工作上的时间，用来处理计划外工作。
Only the product or service the team creates can be improved with continuous improvement. Thus, the team must work on the product they have created. This reduces the time they spend on planned work in favor of unplanned work.

C) 只有团队的工作方式，才能通过持续改进来改进。因此，他们应该开始忽略计划外工作的要求，并设定界限。这样就可以腾出时间，根据需要，集中精力完成计划内工作。
Only the way of working of the team can be improved with continuous improvement. Therefore, they should start ignoring the requests for unplanned work and set boundaries. This frees up time to focus on the planned work, as required.

D) 在这种情况下，团队不能利用持续改进。相反，他们应该将团队拆分，让一半的团队成员专注于计划外工作。这样将为团队其他成员腾出时间，让他们专注于计划内工作。
In this scenario, the team cannot use continuous improvement. Instead, they should split the team up and have half the team members focus on the unplanned work. This would free up time for the rest of the team to focus on planned work.

在连续三次的日常例会上，都发现了同样的障碍。对第三方存在依赖性，阻碍了团队各项工作的进展。没有人解决这个问题，因为没有人负责"消除障碍"的任务。

团队目前可以继续工作，但很快就会需要第三方的意见。因此，工作的进展可能不如计划那么快，当前迭代的目标可能无法实现。

团队想要确保当前迭代仍能顺利完成。他们也认为，必须确保这种情况不会在未来重演。

什么是这个团队的**最佳**做法？

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) 修改当前迭代的范围，删除造成障碍的工作项。他们应该拒绝带有依赖性的新工作项。
Change the scope of this iteration and remove the work item that causes the impediment. They should refuse new work items with dependencies.

B) 对有依赖性的工作项的团队成员进行问责。未来，他们在这种情况下应该更加严格。
Hold the team member of the work item with dependencies accountable. In the future, they should be stricter in this type of situations.

C) 让专人负责消除障碍。新工作项必须确定新的依赖关系，第三方必须对工作做出承诺。
Make someone responsible for removing impediments. New dependencies must be identified with new work items and third parties must commit to the work.

Lara和Eric讨论在组织中引入敏捷。二人在如何确定新流程和其他战术上产生分歧。

Eric表示，新流程和战术应该直接效仿另一个已成功完成敏捷转型的直接竞争对手。

Lara建议，组织应先建立自己的新价值，并融入敏捷原则，然后将流程和战术建立在此基础之上。

谁是对的，理由是什么？

Lara and Eric are discussing introducing Agile 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，因为效仿竞争对手可以确保竞争对手不再有明显优势。
Eric, because copying a competitor ensures that the competitor no longer has a big advantage.

B) Eric，因为效仿成功的组织可以创造最大的成功机会。
Eric, because copying a successful organization creates the largest opportunity for success.

C) Lara，因为先建立一套价值，可以让团队进行非正式的社交互动。
Lara, because creating a set of values first allows the team to interact informally and socially.

D) Lara，因为先建立一套价值，可以确保增加最多的业务价值。
Lara, because creating a set of values first ensures that the most business value is added.

某大型医生诊所想要建立医疗支持团队。团队将是跨职能的：由一名接待员、一名理疗师、一名全科医生和一名心理医生共同合作。

管理层已经重新整合了人力资源，以适应新的医疗支持团队。他们为每个团队分别创造了团队空间，位置布置在大楼的同一区域，引入了看板，并决定团队每天早上必须开会讨论任务的进展。

虽然团队对这个突如其来的变革感到不知所措和迷茫，但他们仍然为患者提供了优质的护理服务。

该组织的实施是否展现了良好的敏捷思维？

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) 不是，因为没有征求患者的意见，所以团队并不代表所有的利益相关方。
   No, because no input from patients is asked, so not all stakeholders are represented in the teams.

B) 不是，因为团队没有办法把实践的价值和实施的战术联系起来。
   No, because the team has no way to connect the values of the practice to the implemented tactics.

C) 是，因为有敏捷元素存在，团队为患者提供了很好的护理。
   Yes, because there are Agile elements present and the team provides excellent care to the patients.

D) 是，因为团队可以控制自己的任务选择，自组织和跨学科。
   Yes, because this team is in control of choosing their own tasks, self-organizing and multi-disciplinary.

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XYZ公司是一家大型的汽车零部件制造商和供应商，他们想要变得敏捷。CEO认为敏捷将对公司有利，因为它提供了一种更快完成任务的方法。同时，他还认为，敏捷可以通过在公司的各个领域应用相同的流程和实践来降低成本。

XYZ公司现在是否已经做好开始敏捷转型的准备？

Company XYZ 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 XYZ ready to start an Agile transition now?

A) 是。在各个领域应用相同的流程和实践是XYZ应该追求的目标。
   Yes. Applying the same processes and practices across areas is what XYZ should aim for.
B) 是。CEO表示支持，这就是XYZ准备好向敏捷转型所需要的全部。
   Yes. The CEO is onboard and that is all XYZ needs to be ready for its transition to Agile.
C) 不是。敏捷方式并不适合XYZ的所有领域，只适合工作涉及产品的领域。
   No. The Agile way is not suited for all areas of XYZ, only for those areas working on a product.
D) 不是。CEO对敏捷的期望不正确，造成出发点不对。
   No. The CEO's expectations of Agile are not correct, which makes it a wrong starting point.

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ABC公司的IT团队已经成功完成敏捷转型。团队中的一位成员试图说服营销团队也向敏捷转型。

营销人员中一部分人热情高涨，而另一部分人则犹豫不决，因为他们将敏捷与IT领域联系在一起，不相信敏捷工作方式会适合他们的团队。

为什么说敏捷对这个营销团队也有用？

The IT team of company ABC has made a successful transition 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) 因为敏捷为营销活动制定了专门的仪式和工件
   Because Agile has developed special ceremonies and artifacts for marketing activities
B) 因为敏捷最适合可以优化的重复性和技术性工作
   Because Agile is most suitable for repetitive and technical work that can be optimized
C) 因为敏捷是专门为营销等领域设计的市场标准
   Because Agile is a market standard specially designed for an area such as marketing
D) 因为敏捷为任何想要快速、频繁产生价值的领域提供了价值
   Because Agile provides value to any area that wants to generate rapid and frequent value

某公司选择开展一个小规模但雄心勃勃的敏捷试点。该试点不会涵盖团队的所有工作。团队成员会定期在敏捷试点和当前工作方式之间切换。他们将针对试点维护一个高度可视化的计划板。

应让团队警惕敏捷试点的哪一种风险？

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) 不一致。思维与战术不协调。
   Misalignment. The mindset is incongruent with the tactics.
B) 眼不见心不烦。这种情况经常发生于计划板。
   Out of sight, out of mind. This often happens to a plan board.
C) 饥渴。团队成员可能太快完成工作。
   Starving. The team members may run out of work too soon.
D) 窒息。其他工作可能会耗费试点的时间。
   Suffocation. The other work could overwhelm the experiment.

某团队同时进行多个工作项，但限制了单个团队成员每次的工作项数量。

这种做法如何缩短进入市场的时间和提高质量？

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) 让团队专注于最重要的工作，以确保项目如期完成，迅速交付业务或客户价值。
   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) 确保团队成员遇到阻碍时，他们可以放弃一个项目，选择另一个项目，这保证了团队成员始终处于忙碌状态
   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) 确保团队有时间完善每个工作项，使其超出预期的价值或完成标准，让客户始终满意
   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) 将工作项分割到整个迭代周期，使团队不至于过度劳累，有时间思考新产品的改进问题
   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

什么是组织中敏捷思维的重要组成部分?

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

A) 一套完整的敏捷方法论、敏捷流程,以及一套要采用的敏捷实践
A complete set of an Agile methodology, Agile processes, and a set of Agile practices to adopt

B) 以客户和结果为导向、跨团队协作、价值交付和适应的文化
A culture of customer and outcome orientation, cross-team collaboration, value delivery, and adaptation

C) 友好的指挥和控制文化,每个人都互相尊重、共事和乐于助人
A friendly command and control culture, where everyone is respectful to each other, collegial and helpful

某团队正进行敏捷试点。他们决定使用简单的三列式计划板。

工作可视化的目的是什么?

A team is experimenting with Agile. They have decided to use a simple plan board with three columns.

What is the purpose of visualizing the work?

A) 洞察工作流,帮助发现问题,解决问题。
It gives insight in the flow of the work and helps identify problems to solve.

B) 有助于让团队成员投入所选择的工作项。
It helps keep the team members committed to the work items they have chosen.

C) 向团队展示哪些团队成员会出问题,哪些不会。
It shows the team which team members cause problems and which do not.

某组织根据拥有相同的专业来组建团队。

这是个好主意吗?

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

Is this a good idea?

A) 是，因为团队处理的工作项来自多个来源，所以团队应该保持稳定。
Yes, because teams process work items from multiple sources, so the teams should be stable.

B) 是，因为团队应该合作，在保持良性竞争的同时交付最大价值。
Yes, because teams should cooperate and still be in a healthy competition to deliver the most value.

C) 不是，因为专家倾向于专注完成自己的部分，而不是创造价值。
No, because specialists have a tendency to focus on completing their part instead of creating value.

D) 不是，因为专家只会关注影响他们度量和奖励的事情。
No, because specialists will only focus on what impacts how they are measured and rewarded.

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某法务团队对组织不同部门的要求感到不堪负重。他们要不断地变更工作优先级，因为最后期限总是变化。他们想要改进自己的工作方式，但同时需要保持对工作的精准判断。

该团队是否能从敏捷工作方式中获益?

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) 能，因为敏捷只是一种思维方式，任何团队或工作都可以轻易转化。
Yes, because Agile is only a mindset, which easily translates to any team or work.

B) 能，因为工作可视化和精简价值链会让他们受益。
Yes, because visualizing the work and streamlining the value chain will benefit them.

C) 不能，因为法律工作太注重完美主义，不能采用敏捷实践。
No, because legal work requires too much perfectionism to use Agile practices.

D) 不能，因为法律实践中没有开发人员、交付物或产品。
No, because there are no developers, deliverables, or products in legal practices.

某猫粮厂成功完成敏捷试点。他们让营销团队为网站制作了结合近期事件的博客。现在，他们希望营销团队将敏捷试点扩展到日常社交媒体任务的管理上。这意味着敏捷试点的扩展需要让营销团队承担不同类型的工作。

本例中的挑战是什么？

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) 让大家投入更多领域
 Having people pitch in in more areas
B) 保持对工作的全面了解
 Keeping overview over the work
C) 失去与其他团队的联系
 Losing the connection to other teams
D) 成立新的工作团队
 Setting up a new team for the work

Bricks & Mortar公司决定尝试目标和关键结果（OKR）。像许多其他组织一样，该公司经常未能实现既定目标。他们已经意识到，其中一个主要原因是没有客观的方法来度量与既定目标相关的结果。

Bricks & Mortar发现，将公司的战略意图和总体目标转化为一系列目标相当容易，但却发现每个既定目标要统一关键结果（KR）作为度量标准非常困难。

他们应该怎样做才能迅速统一？

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) -征求执行团队成员和其他员工对KR的意见
-结合所有建议，创建一个综合的KR列表
-执行团队成员之间就每个目标的三个KR达成共识
- 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) -创建一个由整个组织成员组成的特别工作组
-让一位执行团队成员领导特别工作组
-让特别工作组进行讨论，直到每个目标有三个或更多的KR
- 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) -将现有的关键绩效指标（KPI）与不同的目标相匹配，并确定新的KR
-将KPI改写成KR的格式和语言
-将KR提交给执行团队成员，供其审批
- 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) -让一个跨职能团队进行头脑风暴，思考每个目标的KR
-要求各团队审查彼此的建议，每个目标选择5-10个KR
-让执行团队成员为每个目标最终选择2-4个KR
- 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

组织之所以利用敏捷，是因为敏捷能使他们应对不断变化的需求。解决方案开发到一部分时，经常会确定新的需求。这意味着有时必须修改已完成的工作。

当出现新需求时，什么是处理已完成工作修改的**最佳**方式？

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) 在确定需求后，立即在迭代待办事项中创建新任务，以防止产生技术债务，即使等到下一次迭代不会有任何后果
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) 充分记录新需求，但在当前迭代完成后再处理，除非新需求与当前任务之间存在明显依赖关系
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) 按标准记录新需求，并纳入待办事项，安排适当的优先级，即使新需求与当前任务存在依赖关系
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

Emilia是一家数据分析软件公司的经理。她已经成功地将敏捷引入她的组织中。

Bill是一家建筑公司的经理，他也想采用敏捷，目前正努力向他的团队推广敏捷工作方式。Bill想要团队学习Emilia的经验，并请她给他的团队召开入门培训。

Bill告诉团队要尽可能地照搬Emilia团队的实践。培训过后，团队准备敏捷试点。几周后，Bill的团队对采用敏捷实践表示疑虑。新的工作方式并没有给团队带来预期的结果。

Bill本应该有何不同的做法？

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应该在让团队开始试点前，先制定明确的完成标准和新的验收标准。
Bill should have created a clear definition of Done and a new set of acceptance criteria before leaving the team to the experiment.

B) Bill应该将大交付物分解成小工作项，在规模和性质上可以实现频繁交付价值。
Bill should have decomposed large deliverables into smaller work items, whose size and nature allow frequent value delivery.

C) Bill应该和团队一起寻找适合公司的敏捷实践，而不是照搬Emilia的实践。
Bill should have worked with the team to find the Agile practices that work for his company, instead of copying Emilia's practices.

ABC公司近期启动了敏捷工作方式的计划。公司内部不同团队经常共享相同的资源，他们尝试用看板对项目进行可视化管理。各团队并不擅长更新当前项目管理软件。

实际上，想办法为各个团队提供直观的在制品（WiP）信息，同时还能显示上级项目中所有团队的整体进度及其关键依赖关系，这也是一大挑战。

什么是这一问题的**最佳**解决方案？

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?

A) 整体进度概览应是优先事项。最佳解决方案是整个组织配套一个带单个泳道的整体看板，而且大家都能直观看到。
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) 视图定制化应是优先事项。最佳解决方案是每个团队配套一个电子项目管理工具，管理各自的看板，比较不同的迭代。
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) 管理团队绩效应该是优先事项。最佳解决方案是每个团队配套一个看板。对于共享资源，资源所有者负责管理依赖关系。
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) 用好共享资源应该是优先事项。最佳解决方案是每个迭代和团队配套一个带泳道的看板，帮助识别和管理资源依赖关系。
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.

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经过短暂的试点，某团队对采用敏捷表示了一些疑虑。该团队一如既往地按流程办事，如今却在不熟悉的领域里挣扎。他们的自然反应是拒绝改变并认为改变是一个坏主意从而导致失败。

团队将敏捷视为一套规范化的流程。他们觉得不能自由地按习惯的方式工作，而新的方式也没有让他们觉得高效。

下次团队会议应注意什么？

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) 为团队制定专门的瀑布-敏捷方法
Creating a customized Waterfall-Agile approach for the team

B) 让团队理解敏捷是一种文化实践和思维方式
Making the team understand Agile as a cultural practice and a mindset

C) 用不同的敏捷框架重启敏捷试点
Restarting the Agile experiment with a different Agile framework

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采用敏捷时有许多事情可能出错，例如敏捷工作一段时间后出现文化漂移。

什么是避免文化漂移等陷阱的**最佳**做法？

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?

A) 围绕价值、原则、行为和自组织团队构建一致的文化
Establish a coherent culture around values, principles, behaviors, and self-organized teams

B) 按部就班地遵循目前市场上的最佳实践和标准
Follow the current best practices and standards that are available in the market by the book

C) 选择对类似公司有用的实践，完全效仿实施
Take the practices that are working for a similar company and implement them the same way

D) 对每个团队的关键成员进行培训，完全按照他们所学内容实施敏捷
Train key people from each of the teams to implement Agile exactly as they have learnt

一家专门定制冲浪装备的小公司正在制定一套运行原则，启动敏捷试点。

该公司最关心的是客户满意度，他们意识到客户在看到部分工作后可能会改变主意。他们希望经常收到客户的反馈，以保持较低的变更成本。公司坚信，经过培训的专业人员应该自由决定先做什么和如何做。

由于公司规模较小，资源有限，管理者人数少，每个管理者要负责管理多个团队。

什么运行原则**最适合**这家公司?

A small company specialized in customized surfing gear is developing a set of operating principles to start an Agile experiment.

The company cares most about customer satisfaction and realizes customers may change their mind after seeing part of the work. They want to receive customer feedback often to keep the cost of change low. The company strongly believes that trained professionals should have the freedom to determine what to do first and how to do it.

Since the company is small, resources are limited and there are only a few managers. Each of them manages multiple teams.

Which set of operating principles fits this company **best**?

A) 团队经常与客户一起认真复核工作，甚至导致工作的延期和成本的提高。他们的迭代周期长，以保持专注。
The team frequently and diligently checks their work with the customer, even if that leads to delays and higher costs. They work in long iterations to maintain focus.

B) 团队必须能够自己做出所有决定，但会征求客户的反馈。团队渐进式地开展工作，以实现这种反馈。
The team must be able to make all decisions themselves but will invite feedback from the customer. The team works in small increments, to allow for this feedback.

C) 团队只有在得到管理者们广泛认可后才会交付工作。团队迭代周期长，可以在一次迭代中完成很多工作。
The team will only deliver work after extensive approval by the managers. The team works in long iterations that allow for much work to be done inside a single iteration.

D) 团队根据客户设定的需求清单开展工作，以降低成本。结果只在每个迭代结束时呈交给客户。
The team works based on a set list of requirements by the customer to keep costs low. The results are only presented to the customer at the end of each iteration.

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为什么协同对敏捷团队很重要？

Why is collaboration important for an Agile team?

A) 因为敏捷团队是由容易与同事协作的社会人组成
Because an Agile team consists of social people who will easily collaborate with their coworkers

B) 因为协同形成对结果的共同所有权，达成更好的工作协议
Because collaboration creates joint ownership over the results and better working agreements

C) 因为协同确保团队目标优先于个人目标
Because collaboration ensures that the team objectives take priority over individual objectives

D) 因为多人协作完成单个工作项，可以更快地得到结果
Because several people collaborating on a single work item leads to results faster

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ZEBRA公司已经有效地组建了几个敏捷团队，在相当长的时间里，他们一直在团队工作。管理团队想要度量各团队的表现，从而给最挣扎的团队提供额外支持。

什么是度量各团队表现的**最佳**做法？

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) 让经理评估他们在团队合作、支持和乐趣等指标上的表现，然后要求团队制定改进计划
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) 建立团队之间良性竞争，根据速率、交付价值或客户满意度等指标奖励最佳团队
Create a healthy competition between teams, rewarding the best teams on metrics such as velocity, delivered value or customer satisfaction

C) 忽略指标，因为敏捷方法不建议采用指标，但是通过互动影响团队的行为
Ignore metrics, because they are not recommended within an Agile approach and instead influence the teams' behavior through interaction

D) 组织一次团队健康检查会议，让每个团队自我评估他们在速度、学习或任务等指标上的表现
Organize a team health-check session where each team self-assesses how they are doing on metrics such as speed, learning or mission

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敏捷团队应该如何专注于单成果价值？

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

A) 始终先处理最重要事项
By always working on what is most important

B) 选择能够最快实现的单成果
By choosing the single outcome that can be achieved fastest

C) 按照现行有效的任务顺序
By following the task sequence that has worked so far

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只有少数组织能够一开始就为敏捷计划甚至一个迭代永久地分配不同技能的资源。而在小公司，可能永远无法获得资源以专注于单件流工作。这常常被列为敏捷无法在某个组织中发挥作用的一大原因。

在没有专门资源的情况下，是否有启动试点项目的可行方案？

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) 是。创建一个团队和工作迭代。让团队有时间时可以独立完成任务，但要保证团队每周开一次站会。
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) 是。每周安排一些时间段，让跨职能团队在继续正常工作的同时，进行一次迭代。在这段时间内，不得受其他需求的影响。
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) 是。选拔团队的兼职成员，扩大团队规模，保证足够的产出。所有迭代都必须交付同等水平的价值，以创造可预测的价值交付。
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) 不是。每个迭代至少要分配专门的资源，这样可以限制在制品（WiP），优化工作流。如果组织不能做到这一点，最好不要采用敏捷方法。
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.

仆人式领导必须不断成长，持续改进自己的行为，才能保持高效。他们的言行会有意无意地影响所处的组织的文化。

哪种特质**最**能促进仆人式领导的成长？

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) 耐心，因为好的敏捷转型是一个漫长的过程
Patience, because a good Agile transformation is a long process

B) 尊重，因为仆人式领导应遵循敏捷的价值
Respect, because the servant leader should follow Agile values

C) 自我认知，因为自省有助于改变行为
Self-awareness, because introspection helps changing behavior

D) 透明，因为仆人式领导应展示自己的进步
Transparency, because a servant leader should show their progress

某团队正在努力应对优先于计划内工作的紧急要求。

什么是处理紧急要求的**最佳**方法?

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

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

A) 制定一份标准清单，只接受符合标准的紧急要求。让团队在计划内工作上节省出产能，这样保证团队不需要加班。
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) 让资深团队成员或经理检查要求的紧急程度，只处理真正高优先级的工作，其余工作按正常顺序进入队列。这样保证快速进入市场的时间。
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) 团队预留部分产能，应付紧急工作。这样既能保证项目按照约定的速度不断推进，又能满足企业的需要。
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) 用有限的加班时间处理紧急要求，以满足组织的需要。这样既保证了团队有时间处理紧急要求和计划内工作，又不损害质量。
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.

CBA公司首次进行敏捷试点。指定团队与董事会一起确定了CBA公司的价值、信念和约束。

团队设立了计划板，认为其效果不错。另外，他们还将前几项任务分解成了小交付物。

他们已经整理出了一份成果清单，带着高度热情开始了第一批任务的工作。在开始处理第一批任务的过程中，团队开始感到有些失控。他们在哪些任务最重要以及先着手哪些任务上产生分歧。

在建立首个工作流时，团队应该问自己哪一个问题来重掌局势？

CBA Company is working on their first Agile experiment. The designated team has determined CBA Company'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) 工作项可以多小？
How small can the work items be made?

B) 如何将工作可视化？
How will the work be visualized?

C) 工作内容应该有哪些反馈环？
Which feedback loops should there be for work content?

D) 由谁管理成果清单，如何管理？
Who will manage the list of outcomes, and how?

敏捷转型后的前几个月，可视化是帮助新团队理解新工作流的关键要素。

为什么?

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?

A) 可视化的目的是用象形图显示新的流程，这有助于按部就班。
Visualization is intended to show the new processes in pictograms, which helps to follow the steps.

B) 可视化可以提神，帮助记住做工作时用来冥想的咒语。
Visualization lifts spirits and helps people to remember mantras used to meditate on when doing work.

C) 可视化更容易看到工作是否按照新流程预期的方式进行。
Visualization makes it easier to see if the work flows the way the new processes intend it to.

D) 可视化显示哪些团队成员落后于目标，帮助纠正他们的工作态度。
Visualization shows which team members are behind on their targets and helps correcting their work ethics.

E) 结合图片和海报的可视化有助于提醒大家如何作为一个团队进行互动。
Visualization using pictures and posters helps remind people of how they should interact as a team.

答案解析

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什么**不**是敏捷团队的期望行为?

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

A) 流程进度高于尽善尽美
Favoring progress over perfection
B) 专注于完成已经开始的事项
Obsessing over finishing what they start
C) 频繁地、小规模地做计划
Planning frequently in small bursts
D) 完整的产品高于速度
Preferring complete products over speed

A) 错误。流程进度高于尽善尽美是敏捷团队的期望行为。
Incorrect. Favoring progress over perfection is a desired behavior for Agile teams.
B) 错误。专注于完成已经开始的事项是敏捷团队的期望行为。
Incorrect. Obsessing over finishing what is started is a desired behavior for Agile teams.
C) 错误。频繁地、小规模地做计划是敏捷团队的期望行为。
Incorrect. Planning frequently in small bursts is a desired behavior for Agile teams.
D) 正确。完成产品需要花费时间,无法做到简短的反馈环,因此产品不能满足客户需求或业务目标。此外,这种工作方式使应对变化的成本更高。(文献:A,第2章)
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)

Eleni是一名经理。她对敏捷非常感兴趣，因为如今商界发展迅猛。她不禁问自己，当前的工作方式应做何改变才能实现敏捷。

她想到了一个问题，这个问题应该有助于改变公司的部分思维：

我们在工作中应该不断追求什么？

这个问题涉及了敏捷思维中的哪个要素？

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) 信念
   Beliefs
B) 选择
   Choices
C) 原则
   Principles
D) 价值
   Values

A) 错误。信念是对个人、团队、工作以及工作客户的基本假设。信念赋予了价值的背景和有效性。"我们的假设是什么？"这个问题会引导出公司的信念。
   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) 错误。选择不是敏捷思维的要素。信念和价值指导原则的选择。
   Incorrect. Choices are not an element of the Agile mindset. Beliefs and values guide the choice of principles.

C) 错误。原则不是敏捷思维的要素。它们由敏捷宣言启发而来并支持敏捷宣言，是支持团队以敏捷方式实施和执行软件开发等生产活动的指导性实践。
   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) 正确。这个问题可以引出公司价值的阐述：什么是公司的重点。价值应从人扩展到交付物、生产和客户。（文献：A，第2章）
   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)

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某团队因无法完成计划内工作而感到沮丧。在几次迭代过程中，经过调查和数据收集，他们发现：

-团队实际工作中计划外工作约占40%
-所有计划外的和临时通知的要求都来自高级管理层
-高级管理层也希望计划内工作能在原定的时间内完成

在这种情况下，团队如何利用持续改进推进工作？

A team is frustrated about not being able to get the work done they have planned. After some investigation and data collection during a few iterations, they find the following:

- Around 40% of the team's actual work is unplanned
- All unplanned and short-notice requests come from upper management
- Upper management also expects planned work to get done within original time frames

In this scenario, how can the team use continuous improvement to move forward?

A) 无论是产品或服务，还是工作方式，都可以通过持续改进来改进。在本例中，团队找到了可以优化的流程。他们现在可以审查这些流程，经过优化与组织相适应。
Both the product or service and the way of working can be improved with continuous improvement. Here, the team has found processes that can be optimized. They can now review the processes and optimize them to fit their organization.

B) 只有团队创造的产品或服务，才能通过持续改进来改进。因此，团队必须着力于自己创造的产品。这样就减少了花费在计划内工作上的时间，用来处理计划外工作。
Only the product or service the team creates can be improved with continuous improvement. Thus, the team must work on the product they have created. This reduces the time they spend on planned work in favor of unplanned work.

C) 只有团队的工作方式，才能通过持续改进来改进。因此，他们应该开始忽略计划外工作的要求，并设定界限。这样就可以腾出时间，根据需要，集中精力完成计划内工作。
Only the way of working of the team can be improved with continuous improvement. Therefore, they should start ignoring the requests for unplanned work and set boundaries. This frees up time to focus on the planned work, as required.

D) 在这种情况下，团队不能利用持续改进。相反，他们应该将团队拆分，让一半的团队成员专注于计划外工作。这样将为团队其他成员腾出时间，让他们专注于计划内工作。
In this scenario, the team cannot use continuous improvement. Instead, they should split the team up and have half the team members focus on the unplanned work. This would free up time for the rest of the team to focus on planned work.

A) 正确。团队应调查计划外工作的流程。通过与高级管理层设定限制条件，简化要求，使要求成为计划内工作的一部分，或者在计划中预留时间，以适应计划外工作量，从而优化这一过程。审查这些流程可以成为持续改进的一部分，其中包括工作方式以及团队负责的产品或服务。（文献：A，第10章）

Correct. The team should investigate the process for unplanned work. This process can be optimized by setting limits with upper management, streamlining the requests so that they become part of the planned work, or setting aside time in the planning to accommodate for the amount of unplanned work. Reviewing these processes can be part of continuous improvement, which includes the way of working as well as the product or service the team works on. (Literature: A, Chapter 10)

B) 错误。忽略计划内工作是个坏主意，因为计划内工作为企业或客户增加价值。此外，持续改进既包括工作方式，也包括团队负责的产品或服务。

Incorrect. Ignoring the planned work is a bad idea, since this adds value for the business or the customer. In addition, continuous improvement includes both the way of working and the product or service the team works on.

C) 错误。如果计划外工作为企业或客户增加价值，那么忽略计划外工作是个坏主意。此外，持续改进既包括工作方式，也包括团队负责的产品或服务。

Incorrect. Ignoring the unplanned work is a bad idea, if this adds value for the business or the customer. In addition, continuous improvement includes both the way of working and the product or service the team works on.

D) 错误。持续改进既包括工作方式，也包括团队负责的产品或服务。此外，拆分团队是个坏主意，因为半支团队很可能不具备工作所需的所有能力。

Incorrect. Continuous improvement includes both the way of working and the product or service the team works on. In addition, splitting up the team is a bad idea, as half the team will most likely not have all competencies necessary for the work.

在连续三次的日常例会上，都发现了同样的障碍。对第三方存在依赖性，阻碍了团队各项工作的进展。没有人解决这个问题，因为没有人负责"消除障碍"的任务。

团队目前可以继续工作，但很快就会需要第三方的意见。因此，工作的进展可能不如计划那么快，当前迭代的目标可能无法实现。

团队想要确保当前迭代仍能顺利完成。他们也认为，必须确保这种情况不会在未来重演。

什么是这个团队的**最佳**做法？

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) 修改当前迭代的范围，删除造成障碍的工作项。他们应该拒绝带有依赖性的新工作项。
Change the scope of this iteration and remove the work item that causes the impediment. They should refuse new work items with dependencies.

B) 对有依赖性的工作项的团队成员进行问责。未来，他们在这种情况下应该更加严格。
Hold the team member of the work item with dependencies accountable. In the future, they should be stricter in this type of situations.

C) 让专人负责消除障碍。新工作项必须确定新的依赖关系，第三方必须对工作做出承诺。
Make someone responsible for removing impediments. New dependencies must be identified with new work items and third parties must commit to the work.

题目未完，接下一页

A) 错误。在迭代期间修改工作范围绝不是好主意。删除工作项可能会产生其他不良影响，比如无法实现迭代目标。拒绝有依赖性的工作几乎是不可能的。依赖性通常只有在团队着手工作项后才会确认。

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) 错误。问责不属于敏捷行为。相反，现在应该团结起来解决问题。为了防止重蹈覆辙，派专人负责消除障碍是有帮助的。

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) 正确。任何（敏捷）团队都能从派专人处理障碍的做法中受益。要求工作项所依赖的第三方做出承诺，是确保工作持续推进的好方法。（文献：A，第2、7、8章）

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)

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Lara和Eric讨论在组织中引入敏捷。二人在如何确定新流程和其他战术上产生分歧。

Eric表示，新流程和战术应该直接效仿另一个已成功完成敏捷转型的直接竞争对手。

Lara建议，组织应先建立自己的新价值，并融入敏捷原则，然后将流程和战术建立在此基础之上。

谁是对的，理由是什么？

Lara and Eric are discussing introducing Agile 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，因为效仿竞争对手可以确保竞争对手不再有明显优势。
Eric, because copying a competitor ensures that the competitor no longer has a big advantage.

B) Eric，因为效仿成功的组织可以创造最大的成功机会。
Eric, because copying a successful organization creates the largest opportunity for success.

C) Lara，因为先建立一套价值，可以让团队进行非正式的社交互动。
Lara, because creating a set of values first allows the team to interact informally and socially.

D) Lara，因为先建立一套价值，可以确保增加最多的业务价值。
Lara, because creating a set of values first ensures that the most business value is added.

A) 错误。由于这些战术和流程不一定在另一个环境中奏效，所以竞争对手仍然会有明显优势。
Incorrect. Since the tactics and processes are unlikely to work in another environment, the competitor will still have a big advantage.

B) 错误。无论另一个组织的战术多么成功，简单地效仿这些战术在任何其他环境中都不可能奏效。
Incorrect. However successful another organization is with a set of tactics, simply copying those is unlikely to work in any other environment.

C) 错误。Lara是对的，但理由不是这个。非正式的社交互动并不是将流程和战术建立在组织价值、战略和宗旨之上的理由。
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) 正确。流程和战术应该与组织自身的价值、战略和宗旨相适应，以提高业务价值。（文献：A，第2章）
Correct. Processes and tactics should fit with the organization's own values, strategy, and mission to increase business value. (Literature: A, Chapter 2)

某大型医生诊所想要建立医疗支持团队。团队将是跨职能的：由一名接待员、一名理疗师、一名全科医生和一名心理医生共同合作。

管理层已经重新整合了人力资源，以适应新的医疗支持团队。他们为每个团队分别创造了团队空间，位置布置在大楼的同一区域，引入了看板，并决定团队每天早上必须开会讨论任务的进展。

虽然团队对这个突如其来的变革感到不知所措和迷茫，但他们仍然为患者提供了优质的护理服务。

该组织的实施是否展现了良好的敏捷思维?

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) 不是，因为没有征求患者的意见，所以团队并不代表所有的利益相关方。
No, because no input from patients is asked, so not all stakeholders are represented in the teams.

B) 不是，因为团队没有办法把实践的价值和实施的战术联系起来。
No, because the team has no way to connect the values of the practice to the implemented tactics.

C) 是，因为有敏捷元素存在，团队为患者提供了很好的护理。
Yes, because there are Agile elements present and the team provides excellent care to the patients.

D) 是，因为团队可以控制自己的任务选择，自组织和跨学科。
Yes, because this team is in control of choosing their own tasks, self-organizing and multi-disciplinary.

A) 错误。利益相关方参与团队讨论和决策十分重要，但从情景来看，并不清楚是否存在反馈环。患者不应被纳入团队。

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) 正确。敏捷思维是关于原则、价值和信念，它将工作的原因和方式联系起来。让管理层只是"实施敏捷"并不能形成敏捷思维。（文献：A，第2章）

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) 错误。仅仅有敏捷元素的存在和提供优秀的服务，并不是敏捷思维的表现。团队只讲究投入工作和效率，但并没有表现出组织对变革的反应，也没有体现组织的文化。

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) 错误。团队可能完全控制自己的任务，但与原则、价值和信念没有任何联系，而这三者形成了敏捷思维。

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.

XYZ公司是一家大型的汽车零部件制造商和供应商，他们想要变得敏捷。CEO认为敏捷将对公司有利，因为它提供了一种更快完成任务的方法。同时，他还认为，敏捷可以通过在公司的各个领域应用相同的流程和实践来降低成本。

XYZ公司现在是否已经做好开始敏捷转型的准备？

Company XYZ 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 XYZ ready to start an Agile transition now?

A) 是。在各个领域应用相同的流程和实践是XYZ应该追求的目标。
Yes. Applying the same processes and practices across areas is what XYZ should aim for.

B) 是。CEO表示支持，这就是XYZ准备好向敏捷转型所需要的全部。
Yes. The CEO is onboard and that is all XYZ needs to be ready for its transition to Agile.

C) 不是。敏捷方式并不适合XYZ的所有领域，只适合工作涉及产品的领域。
No. The Agile way is not suited for all areas of XYZ, only for those areas working on a product.

D) 不是。CEO对敏捷的期望不正确，造成出发点不对。
No. The CEO's expectations of Agile are not correct, which makes it a wrong starting point.

A) 错误。强制所有领域采用相同的流程和实践，意味着选择流程而舍弃人。这样将会产生摩擦，助长转型抗拒，不能衍生价值。敏捷的目的也不是将各领域的工作标准化。
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) 错误。尽管向敏捷转型需要CEO对这一历程的充分承诺和理解，但这本身还不够。
Incorrect. Even though a transition to Agile requires full commitment and understanding of the journey from the CEO, this in itself is not enough.

C) 错误。任何领域都可以从敏捷中受益，而不仅仅是工作涉及产品的领域。
Incorrect. Any area can benefit from Agile, not just the ones working on a product.

D) 正确。将组织的各个领域实现流程和实践的标准化，并不是敏捷工作方式，也不能加快完成任务。（文献：A，第3章）
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)

ABC公司的IT团队已经成功完成敏捷转型。团队中的一位成员试图说服营销团队也向敏捷转型。

营销人员中一部分人热情高涨，而另一部分人则犹豫不决，因为他们将敏捷与IT领域联系在一起，不相信敏捷工作方式会适合他们的团队。

为什么说敏捷对这个营销团队也有用？

The IT team of company ABC has made a successful transition 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) 因为敏捷为营销活动制定了专门的仪式和工件
Because Agile has developed special ceremonies and artifacts for marketing activities

B) 因为敏捷最适合可以优化的重复性和技术性工作
Because Agile is most suitable for repetitive and technical work that can be optimized

C) 因为敏捷是专门为营销等领域设计的市场标准
Because Agile is a market standard specially designed for an area such as marketing

D) 因为敏捷为任何想要快速、频繁产生价值的领域提供了价值
Because Agile provides value to any area that wants to generate rapid and frequent value

A) 错误。敏捷没有为某一领域制定专门的仪式或工件。
Incorrect. Agile has not developed special ceremonies or artifacts specifically for a certain area.

B) 错误。只要敏捷的工作方式能够帮助团队实现目的，帮助公司更好发展，它就可以应用于公司的任何领域。
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) 错误。敏捷不是市场标准，也不是为营销等特定领域设计的。
Incorrect. Agile is not a market standard, nor is it designed for a specific area such as marketing.

D) 正确。敏捷工作方式为任何想要快速、频繁产生价值的领域提供了价值。（文献：A，第1章）
Correct. The Agile way of working provides value to any area that wants to generate fast and frequent value. (Literature: A, Chapter 1)

某公司选择开展一个小规模但雄心勃勃的敏捷试点。该试点不会涵盖团队的所有工作。团队成员会定期在敏捷试点和当前工作方式之间切换。他们将针对试点维护一个高度可视化的计划板。

应让团队警惕敏捷试点的哪一种风险？

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) 不一致。思维与战术不协调。
Misalignment. The mindset is incongruent with the tactics.

B) 眼不见心不烦。这种情况经常发生于计划板。
Out of sight, out of mind. This often happens to a plan board.

C) 饥渴。团队成员可能太快完成工作。
Starving. The team members may run out of work too soon.

D) 窒息。其他工作可能会耗费试点的时间。
Suffocation. The other work could overwhelm the experiment.

A) 错误。不一致有两种形式。一种是思维与战术不协调，另一种是相互依赖获得成功的人以不同的思维方式工作。但这点对该团队而言并不是风险。
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) 错误。电子工具容易出现眼不见心不烦的风险：许多团队忽视了对它们的更新。高度可视化的计划板很可能会得到及时更新。
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) 错误。当待办工作项清单较短时，策划反应会变得更加迅速和及时，但当团队准备好做更多工作时，团队会迫切想要工作的可能性更高。团队的试点雄心勃勃，所以可能会有更多的工作要做。
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) 正确。敏捷试点的一个常见风险是窒息。紧急的非试点性工作、临时通知的任务、对特定团队成员专业的要求，都可能会耗费可以投入到敏捷团队工作中的时间和精力。（文献：A，第6章）
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)

某团队同时进行多个工作项，但限制了单个团队成员每次的工作项数量。

这种做法如何缩短进入市场的时间和提高质量？

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) 让团队专注于最重要的工作，以确保项目如期完成，迅速交付业务或客户价值。
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) 确保团队成员遇到阻碍时，他们可以放弃一个项目，选择另一个项目，这保证了团队成员始终处于忙碌状态
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) 确保团队有时间完善每个工作项，使其超出预期的价值或完成标准，让客户始终满意
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) 将工作项分割到整个迭代周期，使团队不至于过度劳累，有时间思考新产品的改进问题
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) 正确。限制个人的工作项数量，确保团队不分心，完成计划内工作。如果所有团队成员都按照这个原则工作，将减少延期的项目，从而确保迅速交付业务价值。（文献：A，第7章）
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) 错误。虽然团队成员可以转到另一个工作项，但最好是寻求帮助，先完成进行中的工作项。启动超过能完成的工作量，属于虚假的产能。完成比启动更重要。
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) 错误。敏捷工作就是要做适量的工作，而不是给解决方案"镀金"或尽善尽美。解决方案应符合预期价值。因有空余时间而增加额外的功能，通常不会增加价值。
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) 错误。这是工作量不足，或者团队迫切想要工作的表现。团队不应过度劳累，但应有适量工作项，当有人完成手头任务后，可以随时接手。
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.

什么是组织中敏捷思维的重要组成部分？

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

A) 一套完整的敏捷方法论、敏捷流程，以及一套要采用的敏捷实践
A complete set of an Agile methodology, Agile processes, and a set of Agile practices to adopt

B) 以客户和结果为导向、跨团队协作、价值交付和适应的文化
A culture of customer and outcome orientation, cross-team collaboration, value delivery, and adaptation

C) 友好的指挥和控制文化，每个人都互相尊重、共事和乐于助人
A friendly command and control culture, where everyone is respectful to each other, collegial and helpful

A) 错误。把敏捷理解为一种方法论，一套流程，或者仅仅是一系列可被采纳的实践是一个常见的误区。这不是敏捷思维。
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) 正确。敏捷组织具有以客户和结果为导向、跨团队协作、价值交付和适应的文化（文献：A，第3章）
Correct. An Agile organization has a culture of customer and outcome orientation, cross-team collaboration, value delivery, and adaptation. (Literature: A, Chapter 3)

C) 错误。在友好的指挥和控制文化中，许多管理者和个人贡献者之间的合作时间更长，他们相互尊重、共事和乐于助人。但是，他们规划和执行工作的方式，显然是一个自上而下的劳动压榨问题。这不是敏捷思维。
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.

某团队正进行敏捷试点。他们决定使用简单的三列式计划板。

工作可视化的目的是什么？

A team is experimenting with Agile. They have decided to use a simple plan board with three columns.

What is the purpose of visualizing the work?

A) 洞察工作流，帮助发现问题，解决问题。
It gives insight in the flow of the work and helps identify problems to solve.

B) 有助于让团队成员投入所选择的工作项。
It helps keep the team members committed to the work items they have chosen.

C) 向团队展示哪些团队成员会出问题，哪些不会。
It shows the team which team members cause problems and which do not.

A) 正确。这就是工作可视化的目的。（文献：A，第7章）
Correct. This is the goal of visualizing work. (Literature: A, Chapter 7)

B) 错误。团队成员不应该需要计划板才有投入感。
Incorrect. Team members should not need a plan board to feel commitment.

C) 错误。虽然计划板可能会指出障碍所在，但绝不应该用来指责个人或确定问题制造者。
Incorrect. Although the plan board may show where impediments are, it should never be used to blame individuals or identify who is causing problems.

某组织根据拥有相同的专业来组建团队。

这是个好主意吗?

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

Is this a good idea?

A) 是，因为团队处理的工作项来自多个来源，所以团队应该保持稳定。
Yes, because teams process work items from multiple sources, so the teams should be stable.

B) 是，因为团队应该合作，在保持良性竞争的同时交付最大价值。
Yes, because teams should cooperate and still be in a healthy competition to deliver the most value.

C) 不是，因为专家倾向于专注完成自己的部分，而不是创造价值。
No, because specialists have a tendency to focus on completing their part instead of creating value.

D) 不是，因为专家只会关注影响他们度量和奖励的事情。
No, because specialists will only focus on what impacts how they are measured and rewarded.

A) 错误。一个跨职能团队可以处理来自多个来源的工作项，并保持稳定。按专业指定团队没有充分的理由。
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) 错误。敏捷方法不鼓励竞争，因为团队成员应该合作。
Incorrect. Within Agile, competition is not encouraged, because the team members should cooperate.

C) 正确。敏捷团队最好是跨职能团队，以确保他们能够自始至终作为一个团队全程交付产品或服务，并共同解决自己的问题。将专家从团队中抽调出来，并不能确保他们全力投入，所以他们往往专注于完成自己的部分，而不是交付价值。（文献：A，第7章）
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) 错误。跨职能团队可能也有同样的问题。这不仅限于专家。
Incorrect. Cross-functional teams may have the same problem. This is not limited to specialists.

某法务团队对组织不同部门的要求感到不堪负重。他们要不断地变更工作优先级，因为最后期限总是变化。他们想要改进自己的工作方式，但同时需要保持对工作的精准判断。

该团队是否能从敏捷工作方式中获益？

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) 能，因为敏捷只是一种思维方式，任何团队或工作都可以轻易转化。
Yes, because Agile is only a mindset, which easily translates to any team or work.

B) 能，因为工作可视化和精简价值链会让他们受益。
Yes, because visualizing the work and streamlining the value chain will benefit them.

C) 不能，因为法律工作太注重完美主义，不能采用敏捷实践。
No, because legal work requires too much perfectionism to use Agile practices.

D) 不能，因为法律实践中没有开发人员、交付物或产品。
No, because there are no developers, deliverables, or products in legal practices.

A) 错误。敏捷是一种思维方式，但并非任何团队或工作都可以轻易转化。有些敏捷实践不适合该团队。
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) 正确。工作可视化、敏捷规划、专注于交付价值等敏捷实践将适合该团队。（文献：A，第5章）
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) 错误。完美主义只会对判定一个工作项何时可以被认为完成产生影响。
Incorrect. The sense of perfectionism will only have impact on when a work item can be considered done.

D) 错误。法务团队为（内部）客户生产交付物，所以他们属于开发人员，存在交付物或产品。
Incorrect. The legal team produces deliverables for their (internal) customers, so they are developers and there are deliverables or products.

某猫粮厂成功完成敏捷试点。他们让营销团队为网站制作了结合近期事件的博客。现在，他们希望营销团队将敏捷试点扩展到日常社交媒体任务的管理上。这意味着敏捷试点的扩展需要让营销团队承担不同类型的工作。

本例中的挑战是什么？

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) 让大家投入更多领域
   Having people pitch in in more areas
B) 保持对工作的全面了解
   Keeping overview over the work
C) 失去与其他团队的联系
   Losing the connection to other teams
D) 成立新的工作团队
   Setting up a new team for the work

A) 错误。这个挑战出现在团队承担更多单价值流的工作时。
   Incorrect. This is a challenge when the team takes on more work of a single value stream.
B) 正确。该团队在过程中会承担更多类型的工作，全面了解不同任务可能会有问题。（文献：A，第10章）
   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) 错误。这个挑战出现在多个团队做互相依赖的工作时。
   Incorrect. This is a challenge when multiple teams do codependent work.
D) 错误。这个挑战出现在增加更多的团队时，本例中的情况并非如此。
   Incorrect. This is a challenge when more teams are added, which is not the case here.

Bricks & Mortar公司决定尝试目标和关键结果（OKR）。像许多其他组织一样，该公司经常未能实现既定目标。他们已经意识到，其中一个主要原因是没有客观的方法来度量与既定目标相关的结果。

Bricks & Mortar发现，将公司的战略意图和总体目标转化为一系列目标相当容易，但却发现每个既定目标要统一关键结果（KR）作为度量标准非常困难。

他们应该怎样做才能迅速统一？

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) -征求执行团队成员和其他员工对KR的意见
　　-结合所有建议，创建一个综合的KR列表
　　-执行团队成员之间就每个目标的三个KR达成共识
　　- 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) -创建一个由整个组织成员组成的特别工作组
　　-让一位执行团队成员领导特别工作组
　　-让特别工作组进行讨论，直到每个目标有三个或更多的KR
　　- 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) -将现有的关键绩效指标（KPI）与不同的目标相匹配，并确定新的KR
　　-将KPI改写成KR的格式和语言
　　-将KR提交给执行团队成员，供其审批
　　- 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) -让一个跨职能团队进行头脑风暴，思考每个目标的KR
　　-要求各团队审查彼此的建议，每个目标选择5-10个KR
　　-让执行团队成员为每个目标最终选择2-4个KR
　　- 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

题目未完，接下一页

A) 正确。这种做法征求了整个组织的反馈意见，但确保执行团队对实现目标负责。（文献：B，第3章）

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) 错误。虽然欢迎不同的意见，而且不同意见也有帮助，但确定KR是组织领导层的责任。一个目标关联太多的KR也不是一个好主意。每个目标的KR应限于三个。

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) 错误。KPI与KR之间有明显的区别。KPI是展现预期产出的中期指标。KR注重的是结果和成果，它强调即使产出达成，组织也可能未实现目标（成果）。不可能把KPI改写成KR，因为二者的预期用途、重点和应用都大不相同。

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) 错误。高管要负责目标的实现，因此不能委托他们参与制定KR的工作。这种做法是将执行责任推给代理人，由代理人代为决策。

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.

组织之所以利用敏捷，是因为敏捷能使他们应对不断变化的需求。解决方案开发到一部分时，经常会确定新的需求。这意味着有时必须修改已完成的工作。

当出现新需求时，什么是处理已完成工作修改的**最佳**方式？

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) 在确定需求后，立即在迭代待办事项中创建新任务，以防止产生技术债务，即使等到下一次迭代不会有任何后果
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) 充分记录新需求，但在当前迭代完成后再处理，除非新需求与当前任务之间存在明显依赖关系
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) 按标准记录新需求，并纳入待办事项，安排适当的优先级，即使新需求与当前任务存在依赖关系
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) 错误。在迭代期间修改工作是不明智的，尽管有时别无选择。最好始终尽力保护计划内工作，避免任务切换。任务切换会阻碍工作流，经常产生其他意外后果。如果没有直接后果，应优先考虑计划内工作。
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. Tasks switching impedes flow and often has other unintended consequences. If there are no direct consequences, planned work should take precedence.

B) 正确。任务切换并非好主意，因为会阻碍工作流，造成工作出错。如果不处理新需求的后果是会产生重大影响，则在当前迭代期间进行处理。如果不会直接产生问题，则在未来迭代期间处理。（文献：A，第7章）
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) 错误。这个答案是典型的将敏捷看作一种方法，有始终遵循的固定流程。僵化性并非敏捷思维或行为的表现。标准化工作固然不错，但应对绝不能僵化、不懂变通。
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.

Emilia是一家数据分析软件公司的经理。她已经成功地将敏捷引入她的组织中。

Bill是一家建筑公司的经理,他也想采用敏捷,目前正努力向他的团队推广敏捷工作方式。Bill想要团队学习Emilia的经验,并请她给他的团队召开入门培训。

Bill告诉团队要尽可能地照搬Emilia团队的实践。培训过后,团队准备敏捷试点。几周后,Bill的团队对采用敏捷实践表示疑虑。新的工作方式并没有给团队带来预期的结果。

Bill本应该有何不同的做法?

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应该在让团队开始试点前,先制定明确的完成标准和新的验收标准。
Bill should have created a clear definition of Done and a new set of acceptance criteria before leaving the team to the experiment.

B) Bill应该将大交付物分解成小工作项,在规模和性质上可以实现频繁交付价值。
Bill should have decomposed large deliverables into smaller work items, whose size and nature allow frequent value delivery.

C) Bill应该和团队一起寻找适合公司的敏捷实践,而不是照搬Emilia的实践。
Bill should have worked with the team to find the Agile practices that work for his company, instead of copying Emilia's practices.

A) 错误。为了实现敏捷性,完成标准和验收标准是有用的,但这不是本例的问题所在。
Incorrect. To achieve agility, a definition of Done and acceptance criteria are useful, but that is not what went wrong here.

B) 错误。敏捷实践确实会将大交付物分解成小工作项,但这不是本例的问题所在。
Incorrect. Agile practices do decompose large deliverables into smaller work items, but that is not what went wrong here.

C) 正确。Bill的公司不开发软件,盲目照搬软件开发实践毫无意义。如果某个敏捷实践看起来大有前景,那么就应该找到这个实践的目的,并根据其工作环境进行适应。(文献:A,第8章)
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)

ABC公司近期启动了敏捷工作方式的计划。公司内部不同团队经常共享相同的资源，他们尝试用看板对项目进行可视化管理。各团队并不擅长更新当前项目管理软件。

实际上，想办法为各个团队提供直观的在制品（WiP）信息，同时还能显示上级项目中所有团队的整体进度及其关键依赖关系，这也是一大挑战。

什么是这一问题的**最佳**解决方案？

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?

A) 整体进度概览应是优先事项。最佳解决方案是整个组织配套一个带单个泳道的整体看板，而且大家都能直观看到。
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) 视图定制化应是优先事项。最佳解决方案是每个团队配套一个电子项目管理工具，管理各自的看板，比较不同的迭代。
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) 管理团队绩效应该是优先事项。最佳解决方案是每个团队配套一个看板。对于共享资源，资源所有者负责管理依赖关系。
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) 用好共享资源应该是优先事项。最佳解决方案是每个迭代和团队配套一个带泳道的看板，帮助识别和管理资源依赖关系。
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) 错误。虽然已完成工作概览非常重要，但这个解决方案几乎不可能实现有效交付迭代，也不可能让团队的迭代可视化达到足以管理绩效和交付物的程度。

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) 错误。使用电子工具容易出现眼不见心不烦的风险，许多团队忽视了及时更新，所以团队的看板失去了作为工作管理工具的作用。虽然工具可以得到有效利用，但在本例中，由于团队不善于更新软件，所以这个解决方案不会带来预期的结果。

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) 错误。以牺牲整个组织为代价来优化单个团队的绩效，是一种次优的做法。这种倾向经常出现在刚开始采用敏捷的组织中，他们试图严格遵循Scrum等给出的指导，却未意识到Scrum指南并不能满足这种复杂程度的需求。

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) 正确。这种方法既可以管理组织对关键约束可视化的需求，又可以满足团队管控自己工作的需求。资源依赖性容易发现，在规划迭代或版本发布时考虑约束。（文献：A，第8章）

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)

经过短暂的试点，某团队对采用敏捷表示了一些疑虑。该团队一如既往地按流程办事，如今却在不熟悉的领域里挣扎。他们的自然反应是拒绝改变并认为改变是一个坏主意从而导致失败。

团队将敏捷视为一套规范化的流程。他们觉得不能自由地按习惯的方式工作，而新的方式也没有让他们觉得高效。

下次团队会议应注意什么？

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) 为团队制定专门的瀑布-敏捷方法
Creating a customized Waterfall-Agile approach for the team
B) 让团队理解敏捷是一种文化实践和思维方式
Making the team understand Agile as a cultural practice and a mindset
C) 用不同的敏捷框架重启敏捷试点
Restarting the Agile experiment with a different Agile framework

A) 错误。不建议将敏捷与瀑布等传统方法相结合。该团队似乎并不理解真正的敏捷。恢复到瀑布法解决不了这个问题。
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) 正确。团队似乎没有正确理解敏捷，所以这一点必须注意。（文献：A，第5章）
Correct. The team does not seem to understand Agile correctly, so this must be paid attention to. (Literature: A, Chapter 5)
C) 错误。不建议用特定的框架重启敏捷试点，尽管该框架可能受欢迎、口碑好。框架可能忽略背景，剥夺人的自由和选择。安装框架不会带来支持任何框架所需的文化和思维变化。
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.

采用敏捷时有许多事情可能出错，例如敏捷工作一段时间后出现文化漂移。

什么是避免文化漂移等陷阱的**最佳**做法？

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?

A) 围绕价值、原则、行为和自组织团队构建一致的文化
Establish a coherent culture around values, principles, behaviors, and self-organized teams

B) 按部就班地遵循目前市场上的最佳实践和标准
Follow the current best practices and standards that are available in the market by the book

C) 选择对类似公司有用的实践，完全效仿实施
Take the practices that are working for a similar company and implement them the same way

D) 对每个团队的关键成员进行培训，完全按照他们所学内容实施敏捷
Train key people from each of the teams to implement Agile exactly as they have learnt

A) 正确。这是实施敏捷的最佳做法，避免了这种规模文化变革的大部分陷阱。其他陷阱包括过度相信标准、框架和最佳实践，以及非敏捷人员管理。（文献：A，第10章）
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) 错误。按部就班地遵循最佳实践或标准，会迫使人遵循一种可能不适合公司和公司文化的工作方式。
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) 错误。在某家公司行得通的东西，在另一家公司不一定行得通。这种做法会导致敏捷的教条式实施，只注重流程和制度，而不注重最适合公司的文化和工作方式。
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) 错误。课程所教授的标准方法和技巧，在工具或技术方面可能对实施有用，但每个公司或团队都需要根据自己的信念、价值和原则来确定自己的工作方式。
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.

一家专门定制冲浪装备的小公司正在制定一套运行原则，启动敏捷试点。

该公司最关心的是客户满意度，他们意识到客户在看到部分工作后可能会改变主意。他们希望经常收到客户的反馈，以保持较低的变更成本。公司坚信，经过培训的专业人员应该自由决定先做什么和如何做。

由于公司规模较小，资源有限，管理者人数少，每个管理者要负责管理多个团队。

什么运行原则**最适合**这家公司？

A small company specialized in customized surfing gear is developing a set of operating principles to start an Agile experiment.

The company cares most about customer satisfaction and realizes customers may change their mind after seeing part of the work. They want to receive customer feedback often to keep the cost of change low. The company strongly believes that trained professionals should have the freedom to determine what to do first and how to do it.

Since the company is small, resources are limited and there are only a few managers. Each of them manages multiple teams.

Which set of operating principles fits this company **best**?

A) 团队经常与客户一起认真复核工作，甚至导致工作的延期和成本的提高。他们的迭代周期长，以保持专注。
The team frequently and diligently checks their work with the customer, even if that leads to delays and higher costs. They work in long iterations to maintain focus.

B) 团队必须能够自己做出所有决定，但会征求客户的反馈。团队渐进式地开展工作，以实现这种反馈。
The team must be able to make all decisions themselves but will invite feedback from the customer. The team works in small increments, to allow for this feedback.

C) 团队只有在得到管理者们广泛认可后才会交付工作。团队迭代周期长，可以在一次迭代中完成很多工作。
The team will only deliver work after extensive approval by the managers. The team works in long iterations that allow for much work to be done inside a single iteration.

D) 团队根据客户设定的需求清单开展工作，以降低成本。结果只在每个迭代结束时呈交给客户。
The team works based on a set list of requirements by the customer to keep costs low. The results are only presented to the customer at the end of each iteration.

题目未完，接下一页

A) 错误。长迭代加上客户频繁反馈，在运行原则中产生了冲突，这将阻碍敏捷的成功。
Incorrect. Long iterations coupled with frequent feedback from the customer creates a contradiction within the operating principles, which will frustrate success with Agile.

B) 正确。这些运行原则对公司的价值、信念和约束起作用。（文献：A，第9章）
Correct. These operating principles work with the values, beliefs, and constraints of the company. (Literature: A, Chapter 9)

C) 错误。广泛认可的环节与有限和弹性管理的约束不符。周期长的迭代不符合客户满意度的价值，这点需要简短的反馈环。
Incorrect. The extensive approval cycle does not fit the constraint of limited and stretched management. The long iterations do not fit the value of customer satisfaction, which needs a short feedback loop.

D) 错误。需求清单固定和缺乏反馈不符合顾客满意度的价值，客户可能会改变主意。
Incorrect. The set list of requirements and lack of feedback do not fit the value of customer satisfaction, where customers may change their minds.

为什么协同对敏捷团队很重要？

Why is collaboration important for an Agile team?

A) 因为敏捷团队是由容易与同事协作的社会人组成
Because an Agile team consists of social people who will easily collaborate with their coworkers

B) 因为协同形成对结果的共同所有权，达成更好的工作协议
Because collaboration creates joint ownership over the results and better working agreements

C) 因为协同确保团队目标优先于个人目标
Because collaboration ensures that the team objectives take priority over individual objectives

D) 因为多人协作完成单个工作项，可以更快地得到结果
Because several people collaborating on a single work item leads to results faster

A) 错误。敏捷不是一种理念，认为善于社交的人完全可以与他人和睦相处。敏捷团队只包含善于社交的人的说法也不正确。真正的协同是团队为实现共同的目标和责任而做出的努力，它需要纪律和协调，而不仅仅是良好的意愿和社交技巧。
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) 正确。对结果的共同所有权将确保尽早、频繁地交付价值。团队成员共同承担完成任务的责任，从而达成更好的工作协议。（文献：A，第7章)
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) 错误。优先考虑团队的目标而不是个人的目标，会引发沮丧，也无助于在团队中形成预期的行为。这不是比拼哪个目标更重要，而是要同时达成团队目标和个人目标。
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) 错误。并非所有任务都可以或应该由多人同时进行。这种做法会产生不好的结果，团队的产能和时间也得不到有效利用。
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.

ZEBRA公司已经有效地组建了几个敏捷团队，在相当长的时间里，他们一直在团队工作。管理团队想要度量各团队的表现，从而给最挣扎的团队提供额外支持。

什么是度量各团队表现的**最佳**做法？

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) 让经理评估他们在团队合作、支持和乐趣等指标上的表现，然后要求团队制定改进计划
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) 建立团队之间良性竞争，根据速率、交付价值或客户满意度等指标奖励最佳团队
Create a healthy competition between teams, rewarding the best teams on metrics such as velocity, delivered value or customer satisfaction

C) 忽略指标，因为敏捷方法不建议采用指标，但是通过互动影响团队的行为
Ignore metrics, because they are not recommended within an Agile approach and instead influence the teams' behavior through interaction

D) 组织一次团队健康检查会议，让每个团队自我评估他们在速度、学习或任务等指标上的表现
Organize a team health-check session where each team self-assesses how they are doing on metrics such as speed, learning or mission

A) 错误。各小组不要由别人来评估，而要自我评估，为管理团队提供准确、真实的信息。
Incorrect. The teams should not be assessed by others, but assess themselves, to provide accurate and real information to the management team.

B) 错误。营造人为竞争会导致团队之间的怨恨。选择赢家对最挣扎的团队没有帮助。
Incorrect. Creating artificial competition can lead to resentment between teams. Selecting a winner will not help the teams that are struggling the most.

C) 错误。虽然在健康指标的判定以及指标的使用问题上存在一些争论，但敏捷社区已经对这些指标和符合敏捷思维的方法有了一些认识。
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) 正确。团队健康检查是度量团队内部人员参与度的一种推荐方法，可以帮助管理层关注最挣扎的团队，而不需要通过指标比较或评估表现。（文献：A，第10章）
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)

敏捷团队应该如何专注于单成果价值？

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

A) 始终先处理最重要事项
By always working on what is most important

B) 选择能够最快实现的单成果
By choosing the single outcome that can be achieved fastest

C) 按照现行有效的任务顺序
By following the task sequence that has worked so far

A) 正确。敏捷工作方式始终专注于最重要事项，每次只关注一个成果。（文献：A，第7章）
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) 错误。实现最快的单成果不一定是创造价值最大的成果。
Incorrect. The fastest single outcome is not necessarily the one that creates most value.

C) 错误。按照现行有效的已知任务顺序，并不一定意味着团队可以交付所需的价值。这种方式也没有任何反馈和学习的空间。
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.

只有少数组织能够一开始就为敏捷计划甚至一个迭代永久地分配不同技能的资源。而在小公司，可能永远无法获得资源以专注于单件流工作。这常常被列为敏捷无法在某个组织中发挥作用的一大原因。

在没有专门资源的情况下，是否有启动试点项目的可行方案？

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) 是。创建一个团队和工作迭代。让团队有时间时可以独立完成任务，但要保证团队每周开一次站会。
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) 是。每周安排一些时间段，让跨职能团队在继续正常工作的同时，进行一次迭代。在这段时间内，不得受其他需求的影响。
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) 是。选拔团队的兼职成员，扩大团队规模，保证足够的产出。所有迭代都必须交付同等水平的价值，以创造可预测的价值交付。
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) 不是。每个迭代至少要分配专门的资源，这样可以限制在制品（WiP），优化工作流。如果组织不能做到这一点，最好不要采用敏捷方法。
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.

题目未完，接下一页

A) 错误。联合站会是好办法，但让团队各自为政，并不能实现敏捷团队中逐渐形成的集体所有权和相互支持。此外，如果成员一有时间（尤其是在日常工作压力大的情况下）必须执行任务，他们要么不能交付任务，要么表现不佳，导致整个团队处于危险之中。

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) 正确。虽然任务切换并不是最优的方法，但这是大多数转型期都要面对的现实（至少是在初期，有时甚至是长期）。要想发挥团队的作用，需要有专门的时间来完成迭代中分配的任务，否则，团队将无法交付价值。（文献：A，第4章和第8章）

Correct. Although task-switching is not optimal, it is a reality that most transitions 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) 错误。这个团队没办法实现集体所有权和相互支持。此外，还引入了在大团队中工作、交接工作和试图管控产出的复杂问题。事实证明，在采用自主、自组织团队的敏捷原则时，大团队是行不通的。

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) 错误。任何组织都可以实现至少某种程度的敏捷性。这个答案并没有体现对敏捷的真正理解，只是非常僵化的看法。

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.

仆人式领导必须不断成长，持续改进自己的行为，才能保持高效。他们的言行会有意无意地影响所处的组织的文化。

哪种特质**最**能促进仆人式领导的成长？

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) 耐心，因为好的敏捷转型是一个漫长的过程
Patience, because a good Agile transformation is a long process

B) 尊重，因为仆人式领导应遵循敏捷的价值
Respect, because the servant leader should follow Agile values

C) 自我认知，因为自省有助于改变行为
Self-awareness, because introspection helps changing behavior

D) 透明，因为仆人式领导应展示自己的进步
Transparency, because a servant leader should show their progress

A) 错误。文化变革通常是缓慢的过程，需要耐心，但这并不是作为高效领导成长的关键。
Incorrect. Cultural change is usually slow and requires patience, but it is not key for growth as an effective leader.

B) 错误。仆人式领导应表现出与所选择的价值和原则相一致的行为。这种行为的例子包括假设他人具有积极意图（尊重），但这并不是作为高效领导成长的关键。
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) 正确。自我认知是作为高效领导成长的关键。如果仆人式领导看不清自己的行为有何问题或为何无效，就没办法成长。（文献：A，第9章）
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) 错误。领导应表现出与所选择的价值和原则相一致的行为。这种行为的例子包括解释决策的理由（透明），但这并不是作为高效领导成长的关键。
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.

某团队正在努力应对优先于计划内工作的紧急要求。

什么是处理紧急要求的**最佳**方法?

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

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

A) 制定一份标准清单,只接受符合标准的紧急要求。让团队在计划内工作上节省出产能,这样保证团队不需要加班。
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) 让资深团队成员或经理检查要求的紧急程度,只处理真正高优先级的工作,其余工作按正常顺序进入队列。这样保证快速进入市场的时间。
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) 团队预留部分产能,应付紧急工作。这样既能保证项目按照约定的速度不断推进,又能满足企业的需要。
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) 用有限的加班时间处理紧急要求,以满足组织的需要。这样既保证了团队有时间处理紧急要求和计划内工作,又不损害质量。
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) 错误。有些紧急要求始终会被确定为关键要求,但可能不符合标准清单。在计划内工作上节省,意味着原先约定的成果可能无法实现。
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) 错误。即使是资深人士,把影响其他任务的工作项带入项目,也会存在压力。工作过度的团队不会加快交付速度。团队最好预留部分产能,应付紧急要求。
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) 正确。这可以在团队协议中确定。如果时间不用于应付紧急要求,那么可以用在项目的其他地方。(文献:A,第9章)
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) 错误。依靠加班来完成任务是不可持续的做法,可能会导致工作倦怠,降低工作质量。
Incorrect. Relying on overtime to complete tasks is not sustainable and may lead to burnout and lower quality work.

CBA公司首次进行敏捷试点。指定团队与董事会一起确定了CBA公司的价值、信念和约束。

团队设立了计划板，认为其效果不错。另外，他们还将前几项任务分解成了小交付物。

他们已经整理出了一份成果清单，带着高度热情开始了第一批任务的工作。在开始处理第一批任务的过程中，团队开始感到有些失控。他们在哪些任务最重要以及先着手哪些任务上产生分歧。

在建立首个工作流时，团队应该问自己哪一个问题来重掌局势？

CBA Company is working on their first Agile experiment. The designated team has determined CBA Company'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) 工作项可以多小？
How small can the work items be made?

B) 如何将工作可视化？
How will the work be visualized?

C) 工作内容应该有哪些反馈环？
Which feedback loops should there be for work content?

D) 由谁管理成果清单，如何管理？
Who will manage the list of outcomes, and how?

A) 错误。虽然大的工作项可能会不清晰，令人感觉缺少控制，但在本例中，这似乎不是问题所在。他们已经将工作项分解成小交付物。
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) 错误。他们已经设立了自认为效果不错的计划板。
Incorrect. They have set up a plan board that they feel is working well.

C) 错误。本例中的困惑并不是因为缺乏反馈，而是因为在确定工作项的优先级上缺乏所有权。
Incorrect. The confusion here does not stem from lack of feedback, but from lack of ownership over prioritizing work items.

D) 正确。回答这个问题将赋予某人关于工作项优先级的所有权，从而解决团队缺乏控制的问题。（文献：A，第8章）
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)

敏捷转型后的前几个月，可视化是帮助新团队理解新工作流的关键要素。

为什么?

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?

A) 可视化的目的是用象形图显示新的流程，这有助于按部就班。
Visualization is intended to show the new processes in pictograms, which helps to follow the steps.

B) 可视化可以提神，帮助记住做工作时用来冥想的咒语。
Visualization lifts spirits and helps people to remember mantras used to meditate on when doing work.

C) 可视化更容易看到工作是否按照新流程预期的方式进行。
Visualization makes it easier to see if the work flows the way the new processes intend it to.

D) 可视化显示哪些团队成员落后于目标，帮助纠正他们的工作态度。
Visualization shows which team members are behind on their targets and helps correcting their work ethics.

E) 结合图片和海报的可视化有助于提醒大家如何作为一个团队进行互动。
Visualization using pictures and posters helps remind people of how they should interact as a team.

A) 错误。虽然新工作方式的直观提醒是有帮助的，尤其是图形，但工作可视化的原因是为了跟踪进度和工作流。使用步骤象形图没有帮助。
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) 错误。敏捷不使用冥想咒语，也不用咒语振奋团队士气。咒语是帮助记住关键原则或实践的东西。
Incorrect. Agile does not use mantras in a meditation context or to uplift spirits of the team. A mantra is something that helps remember a key principle or practice.

C) 正确。如果一直可以将全部工作一目了然，就容易发现失衡之处：启动的工作项多于完成的工作项，工作项随着工作流不断累积，或者工作项受阻。（文献：A，第9章）
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) 错误。可视化不是为了度量团队成员个人的绩效。
Incorrect. Visualization is not meant to measure the performance of individual team members.

E) 错误。虽然使用图片、海报和咒语等可视化辅助手段可以提醒人应该做什么，但工作可视化显示了工作如何进行和完成，而不是团队成员应如何互动。
Incorrect. Although the use of visual aids like pictures, posters and mantras serves as a reminder of what people should do, the visualization of work shows how the work flows and gets completed, not how the team members should interact.

试题评分

如下表格为本套样题的正确答案，供参考使用。

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

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