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NEW QUESTION: 1

What is one strategy for managing complex critical path challenges?

- A. Allocate work between teams based on forecasted capacity
- B. Distribute work to other teams
- C. Adjust work between teams or split Features and Stories
- D. Sequence work to eliminate same Iteration dependencies

Answer: C (LEAVE A REPLY)

One effective strategy for managing complex critical path challenges in SAFe is to adjust the allocation of work between teams or to split features and stories. This approach allows for more flexibility in managing dependencies and workload distribution, ensuring that teams can adapt to changes and maintain progress on the critical path.

The strategy is aligned with the principles of SAFe, which emphasize decentralization of decision-making and enabling teams to manage their own workloads effectively

NEW QUESTION: 2

What is defined as a product, service, or system delivered to the Customer?

- A. Capability
- B. Value
- C. Solution
- D. Epic

Answer: C (LEAVE A REPLY)

A solution is defined as a product, service, or system delivered to the customer in SAFe. A solution can be a small mobile application built by a single Agile Release Train (ART) or a large automotive system of systems built by a network of Development Value Streams (DVSs) in a supply chain¹. A solution may also be an insurance or banking product offered by a financial institution. Solutions can be the products a company sells or the internal

products they use to run the business. They may provide direct value to an end-user or may be a component of a larger solution¹.

References:

* Solution - Scaled Agile Framework

NEW QUESTION: 3

What is a PI Planning input that demonstrates how Product Management plans to accomplish the Vision?

- A. The business context
- B. The ART planning board
- C. The top ten Features
- D. The Team Backlog

Answer: (SHOW ANSWER)

Explanation

The top ten Features are a PI planning input that demonstrates how Product Management plans to accomplish the Vision. The vision is a description of the future state of the solution under development, reflecting customer and stakeholder needs, as well as the features and capabilities proposed to meet those needs¹. The top ten Features are the highest priority features of the ART backlog, which are derived from the vision and roadmap, and provide the most value to the customers and stakeholders². By presenting the top ten Features to the Agile Release Train (ART) during PI planning, Product Management communicates the main objectives and scope of the upcoming Program Increment (PI), and guides the teams to plan their work accordingly². The top ten Features also help align the teams and stakeholders to a shared mission and vision, and foster cross-team and cross-ART collaboration².

References: 1 Vision - Scaled Agile Framework, 2 PI Planning - Scaled Agile Framework

NEW QUESTION: 4

What is one input to the Vision?

- A. Customer feedback
- B. Team topologies
- C. Feature context
- D. Portfolio Backlog

Answer: A (LEAVE A REPLY)

One input to the Vision is customer feedback. Customer feedback is the information and opinions that customers and stakeholders provide about the solution, its features, and its value proposition¹. Customer feedback helps to validate the assumptions, test the hypotheses, and measure the satisfaction of the solution².

Customer feedback also helps to identify the needs, preferences, and expectations of the customers and stakeholders, which are essential for defining and communicating the

Vision3. The Vision is a description of the future state of the solution under development, and it reflects the problem(s) that the solution will solve and the benefits that it will deliver4.

References:

- * Customer Feedback - Scaled Agile Framework
- * Continuous Exploration - Scaled Agile Framework
- * Solution Vision - Scaled Agile Framework
- * Vision - Scaled Agile Framework

NEW QUESTION: 5

Which of the following statements is one of the five Lean Thinking principles?

- A. Decentralize decision-making
- B. Customer collaboration over contract negotiation
- C. Identify the Value Stream for each product
- D. Deliver working software frequently

Answer: C ([LEAVE A REPLY](#))

Explanation

Identifying the Value Stream for each product is one of the five Lean Thinking principles proposed by Womack and Jones in 1996. A value stream is the sequence of activities that deliver value to the customer, from the initial request to the final delivery1. Identifying the value stream for each product helps to eliminate waste, optimize flow, and increase customer satisfaction2.

References:

- *The Five Principles of Lean - Project Management Institute
- *Value Streams - Scaled Agile Framework

NEW QUESTION: 6

Which Product Owner responsibility supports the team with value delivery?

- A. Understanding market forces
- B. Supporting the Architectural Runway
- C. Testing benefit hypotheses
- D. Fostering Built-in Quality

Answer: ([SHOW ANSWER](#))

Fostering Built-in Quality is a Product Owner responsibility that supports the team with value delivery. Built-in Quality is one of the four core values of SAFe and it means that every aspect of the solution is continuously verified for quality1. The Product Owner fosters Built-in Quality in the following ways:

- * Collaborating with the Development team and other stakeholders to define clear and testable acceptance criteria for each work item2.
- * Participating in team events such as Iteration Planning, Backlog Refinement, and Iteration Review to provide feedback and guidance on the quality of the work2.

- * Reviewing and approving the work items that meet the Definition of Done and the acceptance criteria².
 - * Encouraging the team to apply Agile testing practices such as Test-First, Test-Driven Development, and Behavior-Driven Development³.
 - * Supporting the team's continuous integration and continuous delivery practices to ensure fast and frequent feedback on the quality of the solution³.
- Some additional information that might be helpful for you are:
- * The other options (A, B, and C) are not Product Owner responsibilities that support the team with value delivery, but rather responsibilities that belong to other roles or activities.
 - * Understanding market forces is a responsibility of Product Management, who is accountable for the market and business aspects of the solution⁴.
 - * Supporting the Architectural Runway is a responsibility of System Architects/Engineers, who provide technical guidance and enablement to the teams.
 - * Testing benefit hypotheses is an activity that occurs in the Continuous Exploration step of the Continuous Delivery Pipeline, where Product Owners and Product Managers collaborate to validate their assumptions about the customer and the solution.

NEW QUESTION: 7

In the Continuous Exploration phase of the Continuous Delivery Pipeline, what is a key activity performed by Product Managers and Product Owners?

- A.** Ensure the Architecture team has sufficient capacity
- B.** Prioritize the Team Backlog
- C.** Negotiate Supplier contracts
- D.** Hypothesize what would create value for Customers

Answer: D (LEAVE A REPLY)

The SAFe POPM workbook describes Continuous Exploration as the phase used to understand Customer needs . The Continuous Exploration model includes the activities Hypothesize, Collaborate and Research, Architect, and Synthesize , with Product Management involved in that flow. Therefore, the key activity is to hypothesize what would create value for Customers .

NEW QUESTION: 8

What is included in the Inspect and Adapt agenda?

- A.** ART Backlog refinement
- B.** System Demo
- C.** Quantitative and qualitative measurement
- D.** Management review and confidence vote

Answer: C (LEAVE A REPLY)

Explanation

The Inspect and Adapt (I&A) agenda in the Scaled Agile Framework (SAFe) is a significant event at the end of each Program Increment (PI), focusing on continuous improvement and adjustment in Agile processes. It comprises three main parts:

1. PI System Demo: This is the first part of the I&A event, intended to showcase all the features developed by the Agile Release Train (ART) over the course of the PI. It typically includes a broader audience and is more formal than regular system demos. Business Owners collaborate with each Agile team to score the actual business value achieved for their Team PI Objectives.

2. Quantitative and Qualitative Measurement: This part involves the collective review of quantitative and qualitative metrics agreed upon by the teams. This review is aimed at discussing data and trends to measure the team's performance. Important metrics like the program predictability measure are also analyzed, with each team's planned vs. actual business value contributing to this measure.

3. Retrospective and Problem-Solving Workshop: This structured session allows teams to reflect on their performance, identify areas of improvement, and create action plans. It includes identifying improvements, conducting root cause analysis using tools like the "5 Whys" or fishbone diagrams, brainstorming solutions, prioritizing actions, and creating detailed action plans for implementation.

The I&A event promotes continuous improvement, enhanced agility, increased transparency, higher quality outcomes, better decision-making, improved employee engagement, and alignment with organizational goals.

It's essential for both Agile Release Trains and Solution Trains to effectively inspect and adapt their processes for optimal performance and continuous improvement.

References:

*Scaled Agile Framework: Inspect and Adapt.

*Dee Project Manager: SAFe Inspect and Adapt: Supercharge Agile Excellence.

NEW QUESTION: 9

What can increase the effectiveness of Backlog Refinement?

- A.** Include a few team members
- B.** Refine Stories during Iteration Planning
- C.** Schedule the event on a regular cadence
- D.** Have separate meetings with subject matter experts

Answer: (SHOW ANSWER)

One of the factors that can increase the effectiveness of Backlog Refinement is to schedule the event on a regular cadence. Backlog Refinement is the process of reviewing, updating, and prioritizing the backlog items to prepare them for future iterations or sprints¹. By scheduling the event on a regular cadence, such as once or twice per week, the team can ensure that the backlog is always accurate, relevant, and ready for planning². A regular cadence also helps the team to avoid cramming too much work into a single session, which can lead to lower quality and reduced collaboration³.

References:

- * Team Backlog - Scaled Agile Framework
- * Backlog refinement - How I learned to love agile business analysis ...
- * Essential Checklist for Effective Backlog Refinement (and What To Avoid ...

NEW QUESTION: 10

What is one method for designing the end-to-end Customer experience?

- A. Journey mapping
- B. Whole-product thinking
- C. Feature storming
- D. Persona development

Answer: (SHOW ANSWER)

Explanation

Journey mapping is one method for designing the end-to-end customer experience. It is a visual representation of the steps, emotions, and pain points that a customer goes through when interacting with a product or service. It helps to identify the customer needs, expectations, and goals, as well as the gaps and opportunities for improvement in the current experience. Journey mapping also helps to align the stakeholders on the customer perspective and prioritize the features and solutions that will deliver the most value and satisfaction¹²³

References:

- *The expanding role of design in creating an end-to-end customer experience
- *End to End Customer Experience: Know and Control its 3 Elements - HEFLO BPM
- *How Design thinking Can Shape end to end Customer Experience

NEW QUESTION: 11

What is one way Kanban boards are used in SAFe?

- A. To manage WIP limits
- B. To manage individual performance
- C. To manage non-functional requirements (NFRs) in the backlog
- D. To manage PI Objectives

Answer: A (LEAVE A REPLY)

One way Kanban boards are used in SAFe is to manage Work-In-Progress (WIP) limits. WIP limits are the maximum number of work items that can be in a given state or column of the Kanban board at any time. They help to prevent bottlenecks, reduce waste, improve flow, and increase quality and predictability. WIP limits are applied at every level of the SAFe framework, from the portfolio to the team, to optimize the value delivery¹²³

References:

- * SAFe Team Kanban - Scaled Agile Framework
- * Applying Kanban in SAFe - Scaled Agile Framework
- * What is one way Kanban boards are used in SAFE? a. To manage runway ...

NEW QUESTION: 12

What is the next action for improvement items identified during the Iteration Retrospective?

- A. They are entered as Stories in the Team Backlog
- B. They are ROAMed with the rest of the risks
- C. They are given to the Scrum Master/Team Coach who resolves them
- D. They are escalated to the Business Owners

Answer: A ([LEAVE A REPLY](#))

The next action for improvement items identified during the Iteration Retrospective is to enter them as Stories in the Team Backlog. By adding these improvement items as Stories, they become part of the team's ongoing work and are prioritized alongside other tasks and user stories for future iterations or sprints¹. This way, the team can track and implement the improvement actions and measure their impact on the team's performance and quality².

References:

* Iteration Retrospective - Scaled Agile Framework

* What happens to improvement items identified during the Iteration Retrospective? - Service Centre List

NEW QUESTION: 13

What system delivers a product or service to a Customer?

- A. Kanban System
- B. Operational Value Stream
- C. Development Value Stream
- D. Dual Operating System

Answer: ([SHOW ANSWER](#))

Explanation

An Operational Value Stream (OVS) is the sequence of activities needed to deliver a product or service to a customer¹. Examples include manufacturing a product, fulfilling an order, admitting and treating a medical patient, providing a loan, or delivering a professional service¹. An OVS is the system that delivers value to the customer and generates revenue for the enterprise². In SAFe®, OVSs are the primary focus of the Customer Centricity competency, which aims to understand and meet the needs and expectations of the customer³.

Some additional information that might be helpful for you are:

*The other options (A, C, and D) are not systems that deliver a product or service to a customer, but rather systems or concepts that support or enable the delivery of value.

*A Kanban System is a method of visualizing and managing the flow of work in a value stream⁴. A Kanban System can be applied to any type of value stream, whether operational or developmental, to improve efficiency, quality, and predictability⁴.

*A Development Value Stream (DVS) is the sequence of activities needed to convert a business hypothesis into a digitally-enabled solution that delivers customer value. A DVS is

the system that develops and supports the solutions used by the OVSSs. In SAFe®, DVSSs are the primary focus of the Agile Product Delivery competency, which aims to continuously explore, integrate, deploy, and release value.

*A Dual Operating System is a concept proposed by John Kotter that describes the need for organizations to balance the traditional hierarchical structure with a more agile and networked structure. A Dual Operating System enables organizations to exploit their existing capabilities while exploring new opportunities for innovation and growth. In SAFe®, a Dual Operating System is achieved by applying the Lean-Agile Leadership competency, which fosters a culture of learning and empowerment.

NEW QUESTION: 14

What is one influence on Solution and PI Roadmaps?

- A.** Value Streams
- B.** Customer-centric Features
- C.** Market dynamics
- D.** ART capacity

Answer: C ([LEAVE A REPLY](#))

Explanation

Market dynamics are one of the influences on Solution and PI Roadmaps, which are visual tools that forecast and communicate the planned deliverables, milestones, and investments over a time horizon¹². Market dynamics are the external factors that affect the demand and supply of a product or service in the market, such as customer needs, competitor actions, regulatory changes, technological trends, and economic conditions³.

Market dynamics influence Solution and PI Roadmaps in the following ways:

*They help identify the market problems or opportunities that the solution aims to address or capture¹².

*They help prioritize the features and capabilities that deliver the most value to the customers and stakeholders¹².

*They help align the solution delivery with the market rhythms and events, which are the periodic or one-time occurrences that have a significant impact on the solution adoption or performance¹².

*They help validate the assumptions and hypotheses about the customer and the solution through feedback and learning¹².

Some additional information that might be helpful for you are:

*The other options (A, B, and D) are not influences on Solution and PI Roadmaps, but rather elements or outcomes of the roadmaps.

*Value Streams are the primary constructs for understanding, organizing, and delivering value to the customer.

Value Streams are the basis for defining the solution vision, strategy, and roadmap⁴.

*Customer-centric Features are the work items that represent the benefits or outcomes that the solution provides to the customer or user. Customer-centric Features are the main content of the Solution and PI Roadmaps⁵.

*ART capacity is the amount of work that an Agile Release Train (ART) can handle in a Program Increment (PI). ART capacity is a factor that determines the feasibility and scope of the Solution and PI Roadmaps.

NEW QUESTION: 15

What is one step when determining initial team capacity during PI Planning?

- A. Add together all of the points from recently completed Features
- B. Compare final team capacity across all teams
- C. Ensure Product Owner/Product Manager approval for all time-based capacity adjustments
- D. Subtract one point for every team member 's vacation day, public holiday, or training day

Answer: (SHOW ANSWER)

One step when determining initial team capacity during PI Planning is to subtract one point for every team member's vacation day, public holiday, or training day. This step helps the team to adjust their capacity based on the actual availability of each team member for the upcoming Program Increment (PI)¹. By accounting for the time-based capacity adjustments, the team can plan their work more realistically and avoid overcommitting or underdelivering².

References:

* PI Planning - Scaled Agile Framework

* How to Improve Your Agile Team's Capacity Planning - Method

NEW QUESTION: 16

What does a Kanban board demonstrate?

- A. The cost of delay of each item on the board
- B. Where a team has too much work-in-process (WIP)
- C. The accumulated value of a team's work
- D. A burndown chart of work completed in the Iteration

Answer: B (LEAVE A REPLY)

Explanation

A Kanban board is a visual tool that helps teams manage the flow of work from start to finish. It shows the steps of the team's workflow, the work items in each step, and the work-in-process (WIP) limits for each step¹. A Kanban board demonstrates where a team has too much work-in-process (WIP), which is the number of work items that are being worked on at any given time. Having too much WIP can cause delays, bottlenecks, and waste in the value stream². By using a Kanban board, teams can identify and resolve the sources of excessive WIP, and optimize their flow and throughput³.

References:

- *SAFe Team Kanban - Scaled Agile Framework
- *Applying Kanban in SAFe - Scaled Agile Framework
- *What is a Kanban Board, and How Do You Use It? - How-To Geek

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NEW QUESTION: 17

What unit of time is used on Solution Roadmaps?

- A. Iterations
- B. Years
- C. PIs
- D. Days

Answer: (SHOW ANSWER)

Program Increments (PIs) are the unit of time used on Solution Roadmaps, which are visual tools that forecast and communicate the planned deliverables, milestones, and investments over a time horizon¹². PIs are fixed-length timeboxes, typically 8 to 12 weeks long, that provide a regular and predictable planning cadence for the Agile Release Trains (ARTs) and Solution Trains³. PIs are used on Solution Roadmaps to:

- * Align the solution delivery with the PI objectives, which are the SMART goals that define the expected outcomes and benefits for each ART and Solution Train in a PI³.
- * Coordinate the dependencies and interfaces between the ARTs and Solution Trains that contribute to the solution³.
- * Provide a near-term forecast of the features and capabilities that will be delivered in the next two to three PIs¹².
- * Incorporate feedback and learning from the previous PIs and adjust the scope and priority of the work items as needed¹².

Some additional information that might be helpful for you are:

- * The other options (A, B, and D) are not the unit of time used on Solution Roadmaps, but rather units of time that may be used for other purposes or in other contexts.
- * Iterations are fixed-length timeboxes, typically one or two weeks long, that provide a regular and predictable development cadence for the Agile Teams⁴. Iterations are used to plan, execute, and demo the work items in the Team Backlog⁴.

* Years are a unit of time that may be used to provide a high-level overview of the roadmap, outlining major milestones, goals, and initiatives that are planned over multiple years². Years are not used to plan or forecast the solution delivery in detail, as they are too long and uncertain for Agile planning².

* Days are a unit of time that may be used to estimate the effort or duration of a work item or a task⁵. Days are not used to schedule or forecast the solution delivery on the roadmap, as they are too granular and variable for Agile planning⁵.

NEW QUESTION: 18

Which of the following events shows how well the ART is progressing toward meeting the PI Objectives?

- A. PO Sync
- B. Inspect and Adapt
- C. Backlog Refinement
- D. PI Planning

Answer: ([SHOW ANSWER](#))

Explanation

The event that shows how well the Agile Release Train (ART) is progressing toward meeting the Program Increment (PI) objectives is the Inspect and Adapt (I&A) event. The Inspect and Adapt event occurs at the end of each PI and provides an opportunity for the entire ART to reflect on the progress made during the PI, identify and address the root causes of any impediments, and plan for improvement actions in the next PI¹.

*Inspect and Adapt - Scaled Agile Framework

NEW QUESTION: 19

In a 12-week PI, how often does the Innovation and Planning (IP) Iteration occur?

- A. Every quarter
- B. Once per year
- C. Every two PIs
- D. Every two Iterations

Answer: A ([LEAVE A REPLY](#))

Explanation

The Innovation and Planning (IP) Iteration is a unique, dedicated iteration that occurs every Program Increment (PI). A PI is a timebox of 8 to 12 weeks, during which an Agile Release Train (ART) delivers incremental value in the form of working, tested software and systems. Therefore, in a 12-week PI, the IP Iteration occurs every quarter

NEW QUESTION: 20

How often does the Innovation and Planning (IP) Iteration occur?

- A. Every two PIs
- B. Every two Iterations

- C. Once per year
- D. During every PI

Answer: (SHOW ANSWER)

The Innovation and Planning (IP) Iteration is a special iteration that occurs during every Program Increment (PI). It serves as an estimating buffer for meeting PI Objectives and provides dedicated time for innovation, continuing education, PI Planning, and Inspect and Adapt events.

NEW QUESTION: 21

What are the minimum requirements for a Feature?

- A. Acceptance criteria, data models, and priority
- B. Name, benefit hypothesis, and acceptance criteria
- C. Benefit hypothesis, acceptance criteria, and priority
- D. Non-functional requirements, data models, and architecture

Answer: B (LEAVE A REPLY)

Explanation

The minimum requirements for a feature are a name, a benefit hypothesis, and acceptance criteria¹². A name is a brief and descriptive phrase that summarizes the feature. A benefit hypothesis is a statement that describes the expected outcome and value of the feature for the customer or user. Acceptance criteria are a set of conditions that the feature must satisfy to be accepted by the customer or stakeholder¹².

Some additional information that might be helpful for you are:

*The other options (A, C, and D) are not the minimum requirements for a feature, but rather additional or optional elements that may be included in the feature definition.

*Data models are representations of the data structures and relationships that the feature requires or affects.

Data models are not mandatory for a feature, but they may be useful for complex or data-intensive features³.

*Priority is the relative importance or urgency of a feature compared to other features. Priority is not a requirement for a feature, but it is a factor that influences the feature selection and sequencing⁴.

*Non-functional requirements (NFRs) are system qualities that guide the design of the solution and often serve as constraints across the relevant backlogs. NFRs are not specific to a feature, but they may affect the feature implementation or testing⁵.

*Architecture is the design and structure of the system that supports the solution. Architecture is not a requirement for a feature, but it is an enabler that facilitates the feature delivery.

NEW QUESTION: 22

During PI Planning, capacity allocation helps an ART to:

- A. Increase team velocity by limiting dependencies

- B.** Balance new business features with enablers, tech debt, and maintenance
- C.** Prioritize only features with the highest WSJF score
- D.** Ensure that every team delivers the same number of stories each iteration

Answer: B (LEAVE A REPLY)

The SAFe POPM workbook states that capacity allocation helps balance functionality with Architectural Runway. It also shows allocation categories such as New Features , Enablers , and Tech Debt and Maintenance , and says teams agree on the percentage of capacity devoted to new Feature development versus Enablers, tech debt, and maintenance.

NEW QUESTION: 23

Which of the following Agile Manifesto principles aligns with conducting a System Demo?

- A.** Welcome changing requirements, even late in development
- B.** The team reflects on how to become more effective at regular intervals
- C.** The best way to convey information is a face-to-face conversation
- D.** Working software is the primary measure of progress

Answer: D (LEAVE A REPLY)

The System Demo is an event where the Agile Release Train (ART) demonstrates the integrated and working software to the stakeholders and customers¹. The System Demo aligns with the Agile Manifesto principle that states: " Working software is the primary measure of progress " ². This principle emphasizes the value of delivering functional and usable software over comprehensive documentation or adherence to a plan³. The System Demo provides feedback on the quality, usability, and value of the software, as well as the effectiveness of the ART¹.

References:

- * System Demo - Scaled Agile Framework
- * 12 Principles Behind the Agile Manifesto | Agile Alliance
- * Manifesto for Agile Software Development

NEW QUESTION: 24

What increases the effectiveness of System Demos?

- A.** Spend a lot of time preparing for the demo
- B.** Limit team attendance to minimize disruptions to the team
- C.** Focus on team-level Metrics
- D.** Consider how and what to demo during Iteration Planning

Answer: (SHOW ANSWER)

Explanation

Considering how and what to demo during Iteration Planning increases the effectiveness of System Demos, which are events that provide an integrated view of new features delivered by the Agile Release Train (ART) in each Iteration¹². By thinking ahead of how and what to demo, the teams can:

- *Align on the product vision and roadmap and ensure that the work items are aligned with the customer value and the PI objectives¹².
 - *Define clear and testable acceptance criteria for each work item and plan how to verify them in the demo¹².
 - *Identify and resolve any dependencies, risks, or impediments that may affect the demo¹².
 - *Prepare the demo environment and the necessary tools and data to support the demo¹².
 - *Practice the demo and rehearse the script and the roles of the presenters¹².
- Some additional information that might be helpful for you are:
- *The other options (A, B, and C) are not actions that increase the effectiveness of System Demos, but rather actions that may reduce it.
 - *Spending a lot of time preparing for the demo may not be effective, as it may take away time and focus from the actual development and testing of the work items. Instead, the teams should aim for continuous integration and built-in quality practices that enable them to demo the work items as soon as they are done¹².
 - *Limiting team attendance to minimize disruptions to the team may not be effective, as it may reduce the feedback and collaboration opportunities that the demo provides. Instead, the teams should invite and engage all the relevant stakeholders, such as Business Owners, executive sponsors, other Agile Teams, development management, and customers, to the demo¹².
 - *Focusing on team-level metrics may not be effective, as it may not reflect the true value and progress of the integrated work across the ART. Instead, the teams should focus on system-level metrics, such as PI objectives, solution quality, and customer satisfaction, to evaluate the outcome and impact of the demo¹².

NEW QUESTION: 25

Communicating and refining the Vision to the Agile Release Train during PI Planning supports which SAFe Core Value?

- A. Relentless Improvement
- B. Alignment
- C. Respect for People
- D. Transparency

Answer: B (LEAVE A REPLY)

Communicating and refining the Vision to the Agile Release Train (ART) during PI Planning supports the SAFe Core Value of Alignment. Alignment is one of the four core values of SAFe that guides the behaviors and actions of the people who work under the framework¹. Alignment means that everyone understands the strategic direction, the value streams, and the solution intent, and how their role and work contribute to them².

PI Planning is a crucial event in SAFe where all the teams within the ART come together to plan their work for the upcoming Program Increment (PI)³. During PI Planning, the Product Management presents the Vision, which describes the future state of the solution and its

features⁴. The Vision helps align the teams and stakeholders to a shared mission and goal, and provides the context and purpose for the PI objectives.

References:

- * SAFe Core Values - Scaled Agile Framework
- * Alignment - Scaled Agile Framework
- * PI Planning - Scaled Agile Framework
- * Vision - Scaled Agile Framework

NEW QUESTION: 26

Which of the following best summarizes the primary purpose of PI Planning in SAFe?

- A.** To assign user stories to each team based on their capacity
- B.** To define the detailed architecture for the next PI
- C.** To align all Agile Release Train participants to a shared mission and common goal
- D.** To allow teams to finalize their backlogs

Answer: ([SHOW ANSWER](#))

The SAFe POPM workbook defines PI Planning as "a cadence-based event that serves as the heartbeat of the ART," aligning all teams on the ART to a shared mission and Vision . This makes the primary purpose of PI Planning alignment across ART participants around a common direction and goal.

NEW QUESTION: 27

Communicating and refining the Vision to the Agile Release Train during PI Planning supports which SAFe Core Value?

- A.** Relentless Improvement
- B.** Alignment
- C.** Respect for People
- D.** Transparency

Answer: ([SHOW ANSWER](#))

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PI Planning is a crucial event in SAFe where all the teams within the ART come together to plan their work for the upcoming Program Increment (PI)³. During PI Planning, the Product Management presents the Vision, which describes the future state of the solution and its features⁴. The Vision helps align the teams and stakeholders to a shared mission and goal, and provides the context and purpose for the PI objectives.

References:

- *SAFe Core Values - Scaled Agile Framework

- *Alignment - Scaled Agile Framework
- *PI Planning - Scaled Agile Framework
- *Vision - Scaled Agile Framework

NEW QUESTION: 28

What is one tool that visualizes Features representing a workflow?

- A. Team Kanban
- B. Story Maps
- C. User Experience Design
- D. Continuous Delivery Pipeline

Answer: ([SHOW ANSWER](#))

Explanation

A story map is a tool that visualizes features representing a workflow. A story map is a two-dimensional arrangement of user stories that shows the relationship between the user activities and the features that support them¹. A story map helps the team to understand the user journey, prioritize the features based on value and dependencies, and plan the releases and iterations².

References:

- *Story Mapping - Scaled Agile Framework
- *What is User Story Mapping? | Definition and Overview

NEW QUESTION: 29

Why is it important to establish a definition of done?

- A. To create alignment on when Stories are complete
- B. To create standardized work between all Agile Teams
- C. To enable Scrum Masters/Team Coaches to enforce quality
- D. To ensure Features provide the expected business benefits

Answer: ([SHOW ANSWER](#))

The definition of done specifies the requirements for completeness of a work product or increment of value¹.

It is important to establish a clear and consistent definition of done across all Agile Teams to ensure that the work products meet the appropriate quality standards and are ready for integration and delivery²³. Without a common definition of done, there may be confusion, rework, delays, and technical debt³.

References:

- * What is the Definition of Done (DOD) in SAFe? - Agilemania
- * Built-In Quality - Scaled Agile Framework
- * Definition of Done - Scaled Agile Framework

NEW QUESTION: 30

What is one characteristic of writing effective PI Objectives?

- A. Listing out committed Features
- B. Describing the value
- C. Identifying significant risks
- D. Including critical Stories

Answer: (SHOW ANSWER)

Explanation

One characteristic of writing effective PI Objectives is describing the value that the objectives will deliver to the customers and stakeholders. PI Objectives are a summary of the business and technical goals that the Agile Release Train (ART) intends to achieve in the upcoming Program Increment (PI)1. They are not just a list of features or stories, but rather a statement of the outcomes and benefits that the features or stories will provide2. By describing the value, the PI Objectives help align the teams and stakeholders to a shared vision and mission, and provide a basis for measuring the progress and performance of the ART3.

References:

*PI Objectives - Scaled Agile Framework

*Your Guide to Writing Great Iteration and PI Objectives - Scaled Agile

*How to Write PI Objectives - ValueGlide

NEW QUESTION: 31

Which role ensures that the ART has the Vision and Backlog needed to engage in PI Planning successfully?

- A. Lean-Agile Center of Excellence
- B. Release Train Engineer
- C. Product Owner
- D. Product Management

Answer: D (LEAVE A REPLY)

Product Management is the role that ensures that the Agile Release Train (ART) has the Vision and Backlog needed to engage in PI Planning successfully. Product Management is responsible for defining and communicating the Vision, which describes the future state of the solution and its features1. Product Management also develops and maintains the Program Backlog, which contains the features and enablers that the ART will implement in the upcoming Program Increments (PIs)2. Product Management collaborates with stakeholders, customers, architects, and other roles to discover, prioritize, and refine the backlog items and present them to the ART during PI Planning3.

References:

* Vision - Scaled Agile Framework

* Product Management - Scaled Agile Framework

* PI Planning - Scaled Agile Framework

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NEW QUESTION: 32

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Explanation

Product Management is the role that ensures that the Agile Release Train (ART) has the Vision and Backlog needed to engage in PI Planning successfully. Product Management is responsible for defining and communicating the Vision, which describes the future state of the solution and its features¹. Product Management also develops and maintains the Program Backlog, which contains the features and enablers that the ART will implement in the upcoming Program Increments (PIs)². Product Management collaborates with stakeholders, customers, architects, and other roles to discover, prioritize, and refine the backlog items and present them to the ART during PI Planning³.

References:

- *Vision - Scaled Agile Framework
- *Product Management - Scaled Agile Framework
- *PI Planning - Scaled Agile Framework

NEW QUESTION: 33

What unit of time is used on Solution Roadmaps?

- A. Iterations
- B. Years
- C. PIs
- D. Days

Answer: C (LEAVE A REPLY)

Explanation

Program Increments (PIs) are the unit of time used on Solution Roadmaps, which are visual tools that forecast and communicate the planned deliverables, milestones, and investments over a time horizon¹². PIs are fixed-length timeboxes, typically 8 to 12 weeks

long, that provide a regular and predictable planning cadence for the Agile Release Trains (ARTs) and Solution Trains³. PIs are used on Solution Roadmaps to:

- *Align the solution delivery with the PI objectives, which are the SMART goals that define the expected outcomes and benefits for each ART and Solution Train in a PI³.

- *Coordinate the dependencies and interfaces between the ARTs and Solution Trains that contribute to the solution³.

- *Provide a near-term forecast of the features and capabilities that will be delivered in the next two to three PIs¹².

- *Incorporate feedback and learning from the previous PIs and adjust the scope and priority of the work items as needed¹².

Some additional information that might be helpful for you are:

- *The other options (A, B, and D) are not the unit of time used on Solution Roadmaps, but rather units of time that may be used for other purposes or in other contexts.

- *Iterations are fixed-length timeboxes, typically one or two weeks long, that provide a regular and predictable development cadence for the Agile Teams⁴. Iterations are used to plan, execute, and demo the work items in the Team Backlog⁴.

- *Years are a unit of time that may be used to provide a high-level overview of the roadmap, outlining major milestones, goals, and initiatives that are planned over multiple years².

Years are not used to plan or forecast the solution delivery in detail, as they are too long and uncertain for Agile planning².

- *Days are a unit of time that may be used to estimate the effort or duration of a work item or a task⁵. Days are not used to schedule or forecast the solution delivery on the roadmap, as they are too granular and variable for Agile planning⁵.

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