



## **Scaled-Agile**

### **Exam Questions SAFe-Agilist**

SAFe 6 Agilist - Leading SAFe (SA) (6.0)

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#### NEW QUESTION 1

Who decides the Team PI Objective Business Value scoring after negotiation?

- A. Product Management
- B. Business Owner
- C. The Agile Team
- D. The RTE

**Answer: B**

#### Explanation:

The business owner is the person who decides the team PI objective business value scoring after negotiation. The business owner is a key stakeholder who has the primary business and technical responsibility for governance, compliance, and return on investment (ROI) for a specific value stream. The business owner participates in the PI planning event and assigns business value points to each team PI objective based on their alignment with the program vision and objectives. The business owner also reviews and approves the final plan and value scores after the team and program risks are resolved. References: PI Planning, Business Owners

#### NEW QUESTION 2

What is found on an ART planning board?

- A. Features
- B. Tasks
- C. EPics
- D. User Stories

**Answer: A**

#### Explanation:

Features are found on an ART planning board. An ART planning board is a tool that helps teams visualize and manage the work items for an Agile Release Train (ART). An ART is a long-lived team of Agile teams that delivers value in a regular cadence. Features are high-level descriptions of system behaviors that provide business value to a stakeholder. Features are derived from epics and decomposed into user stories or enablers. Features are prioritized by business value using Weighted Shortest Job First (WSJF) and planned for Program Increments (PIs) by the ART teams. References: Organizing Around Value with ARTs, ART Planning Board

#### NEW QUESTION 3

The analyzing step of the Portfolio Kanban system has a new Epic with a completed Lean business case. What best describes the next step for the Epic?

- A. It will be implemented once the Epic Owner approves the Lean business case
- B. It will be implemented if it has the highest weighted shortest job first (WSJF) ranking
- C. It will be moved to the ready state in the Portfolio Kanban if it receives a 'go' decision from Lean Portfolio Management
- D. It will remain in the analyzing step until one or more Agile Release Trains have the capacity to implement it

**Answer: C**

#### Explanation:

The next step for an epic with a completed Lean business case in the analyzing step of the Portfolio Kanban is to move it to the ready state if it receives a ??go?? decision from Lean Portfolio Management. The analyzing step is where the epic hypothesis statement and the Lean business case are developed and validated. The Lean business case provides the economic justification, assumptions, risks, and potential benefits of the epic. The Lean Portfolio Management is the authority that reviews and approves the Lean business case and decides whether to fund and implement the epic or not. If the epic receives a ??go?? decision, it moves to the ready state, where it waits for implementation capacity. If the epic receives a ??no go?? decision, it is either deferred or cancelled. References: Portfolio Kanban, Lean Portfolio Management

#### NEW QUESTION 4

What is one key to leading a successful change?

- A. Instituting traditions
- B. Generating long-term wins
- C. Forming a strategic vision
- D. Sustaining deceleration

**Answer: C**

#### Explanation:

Forming a strategic vision is one key to leading a successful change. A strategic vision is a clear and compelling statement that describes what the organization wants to achieve in the future. A strategic vision helps leaders communicate the purpose, direction, and benefits of the change to all stakeholders, inspire them to embrace the change, align their actions with the desired outcomes, and measure their progress and success. References: Lead by Example, Lead the Change, SAFe Implementation Roadmap

#### NEW QUESTION 5

Why do Business Owners assign business value to team PI Objectives?

- A. To determine what the teams should work on first
- B. To empower teams to make decisions around work
- C. To ensure the teams do not work on architectural Enablers
- D. To override the decisions made in WSJF prioritization

**Answer:**

B

**Explanation:**

The reason why business owners assign business value to team PI objectives is to empower teams to make decisions around work. Business value is a relative measure of the importance of a work item or an outcome to the business. Team PI objectives are SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals that reflect the value that each team intends to deliver in a PI. Business owners assign business value points to each team PI objective based on their alignment with the program vision and objectives. This helps teams prioritize their work, balance their capacity, negotiate dependencies, and make trade-offs based on value delivery. References: PI Planning, Business Owners

**NEW QUESTION 6**

What is one of the Agile Release Train events?

- A. Iteration Retrospective
- B. Backlog refinement
- C. Solution Demo
- D. Product Owner sync

**Answer: C**

**Explanation:**

A Solution Demo is one of the Agile Release Train (ART) events in the Scaled Agile Framework (SAFe). It is a periodic event that provides an integrated view of the current state of the solution under development. It is typically held at the end of each Program Increment (PI), after the System Demo and before the Inspect and Adapt workshop. The Solution Demo is attended by the Solution Train stakeholders, including Customers, Suppliers, Solution Management, Solution Architect/Engineering, and Release Management. The purpose of the Solution Demo is to evaluate the solution and collect feedback for improvement. The Solution Demo also provides an opportunity to measure the solution's fitness for purpose, quality, compliance, and readiness for release

**NEW QUESTION 7**

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

- A. Steps in the Business Agility Value Stream
- B. Agile values
- C. SAFe Core Competencies
- D. SAFe Lean-Agile Principles

**Answer: C**

**Explanation:**

Lean Portfolio Management, Agile Product Delivery, and Lean-Agile Leadership are SAFe core competencies. A SAFe core competency is a set of knowledge, skills, and behaviors that enable an organization to achieve business agility. Business agility is the ability to compete and thrive in the digital age by quickly responding to market changes and emerging opportunities with innovative solutions. There are seven core competencies in SAFe: Team and Technical Agility, Agile Product Delivery, Enterprise Solution Delivery, Lean Portfolio Management, Organizational Agility, Continuous Learning Culture, and Lean-Agile Leadership. References: SAFe as an Operating System for Business Agility, Core Competencies of Business Agility

**NEW QUESTION 8**

How does SAFe recommend using a second operating system to deliver value?

- A. Reorganize the hierarchies around the flow of value
- B. Decide whether to apply a hierarchical or Value Stream organizational model across the Enterprise
- C. Build a small entrepreneurial network focused on the Customer in place of the existing hierarchies
- D. Organize development around the flow of value while maintaining the hierarchies

**Answer: D**

**Explanation:**

This is how SAFe recommends using a second operating system to deliver value. A second operating system is a way of organizing an enterprise that combines two complementary structures: a traditional hierarchy that provides stability, alignment, and efficiency; and a network of empowered teams that provides speed, agility, and creativity. A second operating system helps enterprises achieve organizational agility, which is one of the core competencies of business agility in SAFe. Organizing development around the flow of value means creating cross-functional Agile teams and ARTs that deliver value in a regular cadence. Maintaining the hierarchies means preserving the existing roles and functions that provide governance, compliance, and support. References: Organizational Agility, Dual Operating System

**NEW QUESTION 9**

Which implementation step follows Coach ART Execution on the SAFe Implementation Roadmap?

- A. Organize Around Value
- B. Train Executives, Leaders, and Managers
- C. Accelerate
- D. Launch more ARTs and Value Streams

**Answer: D**

**Explanation:**

Launching more ARTs and Value Streams is the implementation step that follows Coach ART Execution on the SAFe Implementation Roadmap. The SAFe Implementation Roadmap is a guide that helps enterprises implement SAFe in a structured and reliable way. The roadmap consists of 12 critical moves that span from reaching the tipping point to extending to the portfolio and beyond. Coach ART Execution is the seventh move, where the first ART is launched and coached by a SAFe Program Consultant (SPC) or other expert. Launch more ARTs and Value Streams is the eighth move, where the enterprise expands the implementation of SAFe to other value streams and ARTs, based on the learnings and successes of the first ART. References: SAFe Implementation Roadmap, Coach ART Execution, Launch more ARTs and Value Streams

#### NEW QUESTION 10

Which type of decision should remain centralized even in a decentralized decision-making environment?

- A. Decisions that come with a high cost of delay
- B. Decisions that deliver large and broad economic benefits
- C. Decisions that are made frequently
- D. Decisions that require local information

**Answer:** B

#### Explanation:

Decisions that deliver large and broad economic benefits are the type of decisions that should remain centralized even in a decentralized decision-making environment. Decentralized decision-making is a principle and practice that empowers individuals and teams to make decisions about their work without excessive interference or control from others. Decentralized decision-making fosters autonomy, agility, innovation, and ownership among knowledge workers. However, some decisions are better made centrally by those who have more authority, information, or expertise. These include decisions that affect the whole enterprise or portfolio, such as strategy, vision, budgeting, governance, compliance, etc. References: SAFe Lean-Agile Principles, SAFe Principle #9

#### NEW QUESTION 10

A confidence vote is taken at the end of PI Planning after dependencies are resolved and risks are addressed. What best describes the process of the confidence vote?

- A. The teams and the ARTs vote
- B. Each person votes
- C. The Business Owners vote
- D. The managers vote

**Answer:** A

#### Explanation:

According to the SAFe Agilist 6.0 domain of PI Planning, the confidence vote is a process where:

? Each team conducts a vote using their fingers (fist of five) or a digital tool for remote events

? The teams vote on the confidence level for the objectives as a set, and if confidence is high enough, the aggregate set of objectives becomes the committed ART plan

? The Release Train Engineer summarizes the team objectives into the ART PI objectives in a format suitable for management communication

<https://scaledagileframework.com/pi-planning/>

#### NEW QUESTION 12

Which SAFe Lean-Agile Principle includes an emphasis on "deliver early and often"?

- A. Make value flow without interruptions
- B. Build incrementally with fast, integrated learning cycles
- C. Take an economic view
- D. Organize around value

**Answer:** C

#### Explanation:

According to the SAFe Agilist 6.0 domain of Apply SAFe Principles, this principle is the first Lean-Agile Principle and it describes how to make decisions based on economics<sup>1</sup>. One of the practices essential to achieving optimum economic outcomes is to deliver early and often, which means moving new system features through the

development value stream as quickly as possible<sup>1</sup>. This practice has a direct economic benefit, as it enables faster feedback, higher value, and lower risk<sup>1</sup>. You can read more about this principle and practice in this article, under the section ??Deliver early and often??.

#### NEW QUESTION 16

What is an example of applying cadence and synchronization in SAFe?

- A. Conducting a PI Planning event
- B. Allocating budgets to Value Streams
- C. Creating cross-functional ARTs and Agile teams
- D. Using a Portfolio Kanban system

**Answer:** A

#### Explanation:

Conducting a PI planning event is an example of applying cadence and synchronization in SAFe. Cadence is a regular and predictable pattern of events that provides a rhythm for development. Synchronization is the alignment of multiple perspectives and activities within a cadence. PI planning is a two-day event that occurs at the beginning of every Program Increment (PI), which is typically an 8-12 week timebox. PI planning brings together all the teams in an ART to align on a common vision, identify dependencies, plan features, establish objectives, and commit to a plan for the next

PI. References: Develop on Cadence; Release on Demand, PI Planning

#### NEW QUESTION 19

What is one way to describe a cross-functional Agile Team?

- A. They release customer products to production continuously
- B. They are made up of individuals, each of whom can define, develop, test, and deploy the system
- C. They deliver value every 6 weeks
- D. They are optimized for communication and delivery of value

**Answer:** D

**Explanation:**

This is one way to describe a cross-functional Agile team. A cross-functional Agile team is a group of 5-11 individuals who have the skills and authority to define, build, test, and deploy some element of solution value—all within a short iteration timebox. A cross-functional Agile team is optimized for communication and delivery of value by having clear roles and responsibilities, shared goals and commitments, frequent feedback and collaboration, high trust and accountability, and continuous improvement. References: Cross-functional Agile Teams

**NEW QUESTION 22**

What is one of the dimensions of Lean-Agile Leadership?

- A. Relentless improvement
- B. Mindset and principles
- C. Support organizational change
- D. Emotional intelligence

**Answer:** B

**Explanation:**

Mindset and principles is one of the dimensions of Lean-Agile Leadership. Lean-Agile Leadership is one of the core competencies of business agility in SAFe. Lean-Agile Leadership means exhibiting the behaviors that enable an organization to achieve business agility. Lean-Agile Leadership has three dimensions: mindset and principles; leading change; and developing people. Mindset and principles means adopting the values and principles of Lean thinking and Agile development, and applying them to lead others in achieving business agility. References: Lean-Agile Leadership, Mindset and Principles

**NEW QUESTION 27**

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