



Scaled-Agile

Exam Questions SAFe-Agilist

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

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

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 4

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 5

Restoring the speed and innovation of the entrepreneurial network while leveraging the stability of the hierarchical system is a benefit of what?

- A. Dual operating system
- B. Functional silos
- C. Continuous learning culture
- D. Customer centricity

Answer: A

Explanation:

Restoring the speed and innovation of the entrepreneurial network while leveraging the stability of the hierarchical system is a benefit of adopting a dual operating system. A dual 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 dual operating system helps enterprises achieve organizational agility, which is one of the core competencies of business agility in SAFe. References: Organizational Agility, Dual Operating System

NEW QUESTION 6

What represents the workflow, activities, and automation needed to deliver new functionality more frequently?

- A. The Portfolio Kanban
- B. The PI Planning process
- C. The Continuous Delivery Pipeline
- D. The Lean budget Guardrails

Answer: C

Explanation:

The Continuous Delivery Pipeline represents the workflow, activities, and automation needed to deliver new functionality more frequently. The Continuous Delivery Pipeline is a key enabler of Agile Product Delivery, which is one of the core competencies of business agility in SAFe. The Continuous Delivery Pipeline consists of four elements: Continuous Exploration, Continuous Integration, Continuous Deployment, and Release on Demand. These elements help teams continuously explore customer needs, develop high- quality solutions, deploy them to various environments, and release them to customers when and where they want. References: Agile Product Delivery, Continuous Delivery Pipeline

NEW QUESTION 7

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 8

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 9

When basing decisions on economics, how are lead time, product cost, value, and development expense used?

- A. To recover money already spent
- B. To take into account sunk costs
- C. To understand solution tradeoffs
- D. To limit work in process (WIP)

Answer: C

Explanation:

According to the SAFe Agilist 6.0 domain of Apply SAFe Principles, when basing decisions on economics, lead time, product cost, value, and development expense are used to:

- ? Evaluate the economic impact of different design alternatives
- ? Optimize the flow of value delivery by minimizing delays and waste
- ? Maximize the return on investment by delivering the most valuable features first
- ? Balance the tradeoffs between speed, quality, and cost <https://scaledagileframework.com/take-an-economic-view/>

NEW QUESTION 10

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 10

Which basic Agile quality practice reduces bottlenecks and ensures consistency?

- A. Definition of done
- B. Collective ownership and standards
- C. Establish flow
- D. Peer-review and pairing

Answer: B

Explanation:

According to the SAFe Agilist 6.0 domain of Built-in Quality, this practice reduces bottlenecks and ensures consistency by:

- ? Encouraging teams to share responsibility for the quality of their work products
- ? Establishing common standards and guidelines for coding, testing, documentation, etc.
- ? Enabling teams to collaborate and coordinate across domains and dependencies
- ? Promoting a culture of continuous improvement and learning

<https://scaledagileframework.com/built-in-quality/>

NEW QUESTION 14

Who is responsible for managing the Portfolio Kanban?

- A. Solution Management
- B. Lean Portfolio Management
- C. Product Management
- D. Release Train Engineer

Answer: B

Explanation:

Lean Portfolio Management is responsible for managing the Portfolio Kanban. The Portfolio Kanban is a method for visualizing and managing the flow of portfolio epics from ideation to implementation and completion. The Portfolio Kanban helps align strategy with execution, prioritize demand with capacity, reduce cycle time and variability, and foster collaboration and feedback. Lean Portfolio Management is one of the core competencies of business agility in SAFe. Lean Portfolio Management aligns strategy and execution by applying Lean and systemsthinking approaches to strategy and investment funding, Agile portfolio operations, and governance. References: Lean Portfolio Management, Portfolio Kanban

NEW QUESTION 18

Which statement is true about batch size?

- A. The handoff batch should be made as large as possible
- B. Large batch sizes ensure time for built-in quality
- C. Large batch sizes increase variability
- D. When Stories are broken into tasks, it means there are small batch sizes

Answer: C

Explanation:

This statement is true about batch size. Batch size is the amount of work that moves as a unit through a process or system. Large batch sizes increase variability by creating more uncertainty, complexity, dependencies, and unpredictability in the workflow. Large batch sizes also increase waste by causing delays, queues, handoffs, rework, overproduction, and inventory accumulation. Reducing batch size is one of the key ways to optimize value delivery and improve flow efficiency. References: SAFe Lean-Agile Principles, SAFe Principle #5

NEW QUESTION 19

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

- A. Organi2e 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 24

During the PI Planning event, when are planning adjustments agreed upon?

- A. During the draft plan review
- B. During the management review and problem-solving meeting
- C. During the Coach Sync
- D. During breakout sessions

Answer: B

Explanation:

Planning adjustments are agreed upon during the management review and problem-solving meeting in the PI planning event. The management review and problem-solving meeting is a session that occurs at the end of day one of the PI planning event. In this session, the management team reviews the draft plans of all the teams in the ART, identifies any issues or risks that need to be resolved, and proposes any changes or adjustments that are necessary to achieve the program objectives. The management team then communicates their feedback and recommendations to the teams on day two of the PI planning event. References: PI Planning, Management Review and Problem-Solving

NEW QUESTION 28

What triggers the need for a Value Stream?

- A. Spike request
- B. Epic request
- C. User Story request
- D. Feature request

Answer: D

Explanation:

According to the SAFe Agilist 6.0 domain of Lean Thinking, a value stream is triggered by a demand for some value, such as a new feature, a change request, or a defect fix¹. A feature is a service that fulfills a stakeholder need². Therefore, a feature request is a valid trigger for a value stream. A spike request is a type of exploration enabler that addresses technical uncertainty or risk³. A user story request is a type of backlog item that represents an end user goal or function⁴. These are not triggers for a value stream, but rather work items that flow through a value stream.

NEW QUESTION 30

How does SAFe describe Customer Centricity?

- A. As a set of practices employed to make products focused on the Customer
- B. As a strategy to meet the needs of an ever-changing Customer market
- C. As a mindset focused on Customer behaviors that produce the best innovations
- D. As a way of working to include the Customer in daily work processes and planning

Answer: C

Explanation:

This is how SAFe describes Customer Centricity. Customer Centricity is one of the core competencies of business agility in SAFe. Customer Centricity means putting the customer at the center of everything the enterprise does, and understanding their needs, desires, and problems deeply. Customer Centricity also means adopting a mindset that focuses on observing and learning from customer behaviors that produce the best innovations, rather than relying on assumptions or opinions. Customer Centricity helps enterprises deliver solutions that delight their customers and achieve market differentiation. References: Customer Centricity

NEW QUESTION 32

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 economics¹. 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 possible¹. This practice has a direct economic benefit, as it enables faster feedback, higher value, and lower risk¹. You can read more about this principle and practice in this article, under the section ??Deliver early and often??.

NEW QUESTION 37

Which Lean budget Guardrail helps ensure the appropriate allocation of budgets to balance near-term opportunities with long-term strategy and growth?

- A. Applying capacity allocation

- B. Approving significant initiatives
- C. Guiding investments by horizon
- D. Continuous Business Owner engagement

Answer: C

Explanation:

Guiding investments by horizon is the Lean budget guardrail that helps ensure the appropriate allocation of budgets to balance near-term opportunities with long-term strategy and growth. A Lean budget guardrail is a policy or guideline that governs how the portfolio operates within the Lean budgeting system. Guiding investments by horizon means allocating budgets across three time horizons: Horizon 1 (current value streams), Horizon 2 (emerging opportunities), and Horizon 3 (exploration and innovation). This helps the portfolio balance the exploitation of existing markets with the exploration of new ones, and foster a culture of experimentation and learning. References: Lean Portfolio Management, Traditional and Lean Budgeting Approaches

NEW QUESTION 41

Which statement is a value from the Agile Manifesto?

- A. Customer collaboration over ongoing internal conversation
- B. Customer collaboration over contract negotiation
- C. Customer collaboration over a constant indefinite pace
- D. Customer collaboration over Feature negotiation

Answer: B

Explanation:

This statement is one of the values from the Agile Manifesto. The Agile Manifesto is a declaration of four values and twelve principles that guide Agile software development. The four values are: individuals and interactions over processes and tools; working software over comprehensive documentation; customer collaboration over contract negotiation; and responding to change over following a plan. Customer collaboration over contract negotiation means that Agile teams value building strong relationships with their customers based on trust, feedback, and shared understanding, rather than relying on rigid contracts that limit flexibility and creativity. References: Thriving in the Digital Age, Agile Manifesto

NEW QUESTION 43

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 45

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