



Scrum

PAL-I

Professional Agile Leadership (PAL-I)

QUESTION & ANSWERS

Question: 1

A company needs to form four Scrum Teams. Team members should be spread across the teams to maintain high utilization of resources, be able to respond quickly, and remain productive when impediments occur.

- A. FALSE
- B. TRUE

Answer: A

Explanation/Reference:

Spreading people across multiple teams will increase context switching and decrease focus. High utilization of resources should not be the objective, the objective should be delivering value. To improve throughput and velocity, people should be part of a single cohesive team with a high level of concentration and focus.

Question: 2

You are an Agile Manager and you have a new Product idea to develop, but you don't have a Scrum Team for it. It is your responsibility to use some unassigned professionals within the company and hire new team members for the new Scrum Teams that will build from the new Product. You have a lot of experience in assigning team members and hiring. How would you decide which member will be on which team?

- A. You must assign team members into functional teams.
- B. You must distribute team members into groups according to individual performance and skills.
- C. You must assign team members into teams. Each team will work on different layers of the Product.
- D. Allocate the team members into teams based on the features they are going to develop.
- E. Work with the Product Owner and available members together, discuss the vision and goals for the product, let the group self-organize and divide itself into teams.

Answer: E

Explanation/Reference:

Your past experience may not match how the team should be selected in Scrum. The team members should organize and manage themselves to accomplish the work and meet the goals. As a manager, you must delegate them to

build the teams. The ones that will be doing the work are the best ones to decide on what Developers' structures work best. Scrum Teams and Developers are structured and empowered by the organization to organize and manage their own work. The resulting synergy optimizes the Developers' overall efficiency and effectiveness. They are self-managing. No one (not even the Scrum Master) tells the Developers how to turn Product Backlog into Increments of potentially releasable functionality. Developers are cross-functional, with all the skills as a team necessary to create a product Increment.

Question: 3

In order to reward high performing teams with a bonus, an organization's head of delivery has asked managers to compare Scrum Teams to identify the best Agile Teams. Which of the following statements is true?

- A. Comparing performance between teams results is not a healthy practice.
- B. The Teams with the highest velocity are performing better.
- C. Standardize the meaning of story points across teams to compare their performance based on completed story points.
- D. Compare teams by measuring their defect trends, innovation rate, technical debt and velocity.

Answer: A

Explanation/Reference:

Velocity is the amount of work, measured in story points, completed by the team in a single sprint. Velocity is frustrating because it is often used inappropriately. Teams that are new to Scrum will assume that velocity represents the team's productivity, and this is not the case. If a team allows this misunderstanding to go uncorrected, there is a danger that they will be asked for " ... a report that compares velocities between teams". Different teams will have different expertise, different experience and different team objectives. This is all reflected in the teams' velocity making it unique for each team. So attempting to compare velocities between different teams is to compare different units of measure. The velocity is exclusively owned by the Developers. It merely provides the team itself and the Product Owner with an indication of how much work can be done within one Sprint. Leave the velocity at the Developers. You already know what the costs are; you know the composition of the team, you know how long the Sprint takes, so you can calculate the costs per Sprint per team. If you wish to compare, compare based on value, on the outcome, not on output. Standardizing the Story Points across teams is not a good idea either. When Teams know their success or compensation depends on

a metric or a report, they may feel tempted pushed to game the system to not be seen as losers or just to get the prize. For instance, they can easily inflate the estimates to show a higher velocity. In such a system, the team will focus more on producing good numbers for the ones that observe them rather than focusing on generating value.

Question: 4

A new Developer who is used to working with waterfall joined the team and asked what are the differences between Scrum and waterfall. What would you answer?

- A. Scrum is empirical instead of predictive. The decisions are taken based on experience and observation.
- B. Scrum focuses on value and variable scope rather than a deadline with a fixed scope.
- C. Scrum is self-managing instead of control and command.
- D. Scrum is concentrated on gathering continuous feedback instead of gathering in stages.
- E. All of the answers.
- F. Scrum is iterative instead of sequential, it organizes work in smaller steps.

Answer: E

Explanation/Reference:

Scrum is founded on empiricism and lean thinking. Empiricism asserts that knowledge comes from experience and making decisions based on what is observed. Lean thinking reduces waste and focuses on the essentials. Scrum employs an iterative, incremental approach to optimize predictability and to control risk. Scrum engages groups of people who collectively have all the skills and expertise to do the work and share or acquire such skills as needed. Scrum combines four formal events for inspection and adaptation within a containing event, the Sprint. These events work because they implement the empirical Scrum pillars of transparency, inspection, and adaptation. Scrum combines four formal events for inspection and adaptation within a containing event, the Sprint. Scrum Teams are cross-functional, meaning the members have all the skills necessary to create value each Sprint. They are also self-managing, meaning they internally decide who does what, when, and how. Check this link for more differences between Agile and waterfall: <https://www.seguetech.com/waterfall-vs-agile-methodology/>

Question: 5

Which of these metrics is the strongest signal that a company is doing business with agility?

- A. Time to Pivot.
- B. Lead Time.
- C. Customer Cycle Time.
- D. Time to Learn.
- E. Implementation Time.
- F. Development Time.

Answer: A

Explanation/Reference:

From EBM Guide. Time to Pivot: A measure of true business agility that presents the elapsed time between when an organization receives feedback or new information and when it responds to that feedback; for example, the time between when it finds out that a competitor has delivered a new market-winning feature to when the organization responds with matching or exceeding new capabilities that measurably improve customer experience.

Question: 6

An Agile leader delegates responsibility dependant on the maturity of the team

- A. FALSE
- B. TRUE

Answer: B

Explanation/Reference:

The more mature the team the more a leader can delegate and trust the result will be achieved. There are plenty of agile maturity models out there that companies can use to assess their agility over time. An agile maturity assessment is a way to evaluate how a team is improving its ability to be agile over time. An example of an Agile Maturity Assessment Level 1 - Initial: We lack consistency and need training to get everyone aligned. Level 2 - Just Started: Processes not fully defined. Basic level of agile adoption. Development and testing are not fully in sync yet Level 3 - Defined: Our whole team is using well-defined agile processes, and we're consistently delivering sprint after sprint. Level 4 - Measured: We're measuring code quality and other key measures. Our focus is on engineering maturity. Level 5 - Optimizing: We develop on schedule and release on demand. We've invested in automation for continuous integration and deployment. Consistent delivery across teams.