

# ScaledAgile.SAFe-Agilist.v2024-02-12.q19

<b>Exam Code:</b>	SAFe-Agilist
<b>Exam Name:</b>	SAFe 6 Agilist - Leading SAFe (SA) (6.0)
<b>Certification Provider:</b>	Scaled Agile
<b>Free Question Number:</b>	19
<b>Version:</b>	v2024-02-12
<b># of views:</b>	571
<b># of Questions views:</b>	190
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## NEW QUESTION: 1

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 (LEAVE A REPLY)**

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: 2

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 (LEAVE A REPLY)**

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: 3**

User business value and time criticality are components of what?

- A. Feature Acceptance Criteria
- B. Story point estimation
- C. Cost of Delay
- D. Product Vision

**Answer: C (LEAVE A REPLY)**

Explanation

User business value and time criticality are components of cost of delay. Cost of delay is a way of quantifying the economic impact of delaying the delivery of a product or feature.

Cost of delay consists of four factors:

user or customer value, time criticality, risk reduction or opportunity enablement value, and job size or duration. Cost of delay is used to prioritize features using Weighted Shortest Job First (WSJF), which is a method that maximizes the economic value delivered by a product development flow. References: ART Backlog and WSJF, SAFe Principle #1

### **NEW QUESTION: 4**

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 (LEAVE A REPLY)**

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: 5**

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 (LEAVE A REPLY)**

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: 6**

What is one of the SAFe Core Values?

- A. Culture
- B. Transparency
- C. Lean-Agile Leadership
- D. Flow

**Answer: B (LEAVE A REPLY)**

Explanation

Transparency is one of the SAFe core values. SAFe core values are the fundamental beliefs that guide the behaviors and actions of SAFe enterprises. Transparency means that all the relevant information about the strategy, plans, progress, risks, and issues are openly shared and visible to everyone who needs it.

Transparency helps build trust, alignment, collaboration, and learning among all the stakeholders in a SAFe enterprise. References: SAFe Core Values, Transparency

**NEW QUESTION: 7**

What is one example of differentiating business objectives?

- A. Strategic Themes
- B. Solution Intent

C. Enterprise Goals

D. Portfolio Vision

**Answer: A (LEAVE A REPLY)**

Explanation

Strategic themes are an example of differentiating business objectives. Strategic themes are specific, itemized business objectives that connect a portfolio to the enterprise strategy. Strategic themes provide guidance and direction for portfolio vision, budget allocation, value stream identification, epic prioritization, and metric definition. Strategic themes help differentiate a portfolio from its competitors and create a unique value proposition for its customers. References: SAFe Portfolio, Strategic Themes

### **NEW QUESTION: 8**

Deploy, verify, monitor, and respond are all activities of what?

A. Release on Demand

B. Continuous Exploration

C. Continuous Deployment

D. Continuous Integration

**Answer: C (LEAVE A REPLY)**

Explanation

Deploy, verify, monitor, and respond are all activities of Continuous Deployment.

Continuous Deployment is one of the elements of the Continuous Delivery Pipeline, which is a key enabler of Agile Product Delivery.

Continuous Deployment means automatically releasing every update to a production environment or a staging environment that is identical to production. Continuous Deployment involves four activities: deploy (releasing the solution to the target environment); verify (ensuring that the solution meets the quality standards and acceptance criteria); monitor (collecting feedback and data on the solution performance and usage); and respond (taking actions to improve or fix the solution based on the feedback and data). References: Agile Product Delivery, Continuous Delivery Pipeline, Continuous Deployment

### **NEW QUESTION: 9**

Who is responsible for managing the Portfolio Kanban?

A. Solution Management

B. Lean Portfolio Management

C. Product Management

D. Release Train Engineer

**Answer: (SHOW ANSWER)**

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 systems thinking approaches to strategy and investment funding, Agile portfolio operations, and governance. References: Lean Portfolio Management, Portfolio Kanban

### **NEW QUESTION: 10**

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 (LEAVE A REPLY)**

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: 11**

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 (LEAVE A REPLY)**

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: 12**

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: (SHOW ANSWER)**

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: 13**

A SAFe Portfolio is a collection of what?

- A.** Functional teams
- B.** Solutions
- C.** Development Value Streams
- D.** Business units

**Answer: C (LEAVE A REPLY)**

Explanation

A SAFe portfolio is a collection of development value streams. A development value stream is a long-lived series of steps that an enterprise uses to continuously deliver value to a customer or stakeholder. A development value stream typically consists of one or more ARTs and SolutionTrains that build and deliver solutions. A SAFe portfolio aligns and governs one or more development value streams that share a common business mission, vision, strategy, and funding. A SAFe portfolio helps enterprises achieve Lean Portfolio Management, which is one of the core competencies of business agility in SAFe. References: SAFe Portfolio, Development Value Streams

### **NEW QUESTION: 14**

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: (SHOW ANSWER)**

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: 15**

What is one way Lean-Agile leaders lead by example?

- A. By using the SAFe Implementation Roadmap to script the path for change
- B. By modeling SAFe's Lean-Agile Mindset, values, principles, and practices
- C. By applying empathic design and focusing on Customer Centricity
- D. By mastering the Seven Core Competencies of the Lean Enterprise

**Answer: B (LEAVE A REPLY)**

Explanation

One way Lean-Agile leaders lead by example is by modeling SAFe's Lean-Agile Mindset, values, principles, and practices. A Lean-Agile Mindset is a way of thinking that embraces the values and principles of Lean thinking and Agile development. A Lean-Agile leader is someone who exhibits this mindset and applies it to lead others in achieving business agility. A Lean-Agile leader models SAFe's four core values: Alignment, Built-in Quality, Transparency, and Program Execution; as well as its ten principles: Take an economic view; Apply systems thinking; Assume variability; preserve options; Build incrementally with fast integrated learning cycles; Base milestones on objective evaluation of working systems; Visualize and limit WIP; reduce batch sizes; manage queue lengths; Apply cadence; synchronize with cross-domain planning; Unlock the intrinsic motivation of knowledge workers; Decentralize decision-making; Organize around value; and Adopt a customer-centric mindset. References: Lean-Agile Mindset, SAFe Core Values, SAFe Lean-Agile Principles, Lead by Example

### **NEW QUESTION: 16**

Whattype of thinking allows the Customer to pull value from the producer?

- A. Lean
- B. Systems
- C. Design

D. Customer-centric

**Answer: A (LEAVE A REPLY)**

Explanation

Lean thinking is the type of thinking that allows the customer to pull value from the producer. Lean thinking is a philosophy and a set of principles and practices that aim to eliminate waste and optimize value delivery. Pull is a concept that means that nothing is built or delivered until there is a demand for it from the customer or the next process. Pull helps reduce overproduction, inventory, and waiting, and ensures that only valuable work is done. References: Thriving in the Digital Age, SAFe Principle #1

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**NEW QUESTION: 17**

What is one of the tools associated with Design Thinking?

- A. Behavior-driven development
- B. Portfolio canvas
- C. Empathy maps
- D. Set-based design

**Answer: (SHOW ANSWER)**

Explanation

A portfolio canvas is one of the tools associated with design thinking. A portfolio canvas is a visual representation of the strategic vision, current state, desired outcomes, and key elements of a Lean portfolio. A portfolio canvas helps teams align their portfolio with the enterprise strategy, identify the value streams that deliver customer value, define the portfolio vision and roadmap, assess the portfolio performance and health, and prioritize the portfolio initiatives. A portfolio canvas helps teams achieve the core competency of Lean Portfolio Management in SAFe. References: Lean Portfolio Management, Portfolio Canvas

**NEW QUESTION: 18**

The primary goal of SAFe is to achieve what?

- A. Customer centricity
- B. Organizing around value
- C. Lean Portfolio Management

#### D. Business Agility

**Answer: D (LEAVE A REPLY)**

#### Explanation

The primary goal of SAFe is 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.

Business agility requires that everyone involved in delivering solutions-business and technology leaders, development, IT operations, legal, marketing, finance, support, compliance, security, and others-use Lean and Agile practices to continually deliver innovative, high-quality products and services faster than the competition. References: Thriving in the Digital Age, Business Agility

#### NEW QUESTION: 19

Which SAFe Lean-Agile Principle includes the critical part of "delaying decisions to the last responsible moment"?

- A. Make value flow without interruptions
- B. Build incrementally with fast, integrated learning cycles
- C. Base milestones on objective evaluation of working systems
- D. Assume variability; preserve options

**Answer: D (LEAVE A REPLY)**

#### Explanation

The SAFe Lean-Agile Principle that includes the critical part of "delaying decisions to the last responsible moment" is "Assume variability; preserve options". This principle is based on the concept of set-based design, which is a way of managing uncertainty and complexity in product development. Set-based design means exploring multiple possible solutions in parallel, eliminating inferior options over time, and converging on the best solution as more information becomes available. Delaying decisions to the last responsible moment means keeping multiple options open until enough data and feedback are gathered to make an informed decision, which reduces risk and waste. References: SAFe Lean-Agile Principles, SAFe Principle #4

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