The AgileSHIFT™ Examination

Sample Paper 1

Answers and Rationales

For exam paper: EN_AgileSHIFT_2018_SamplePaper1_QuestionBk_v1.1

Q	A	Syllabus Ref	Rationale
1	B	1.1	A. Incorrect. A fear of doing something new and unknown is likely to stifle organizational change, not drive it. Technological innovations are a driver for organizational change. Ref 1.1 B. Correct. Technological innovations are a driver for organizational change. Ref 1.1 C. Incorrect. A dominant place in the market is likely to reduce an organization's appetite to change what it does, not to drive organization change. Technological innovations are a driver for organizational change. Ref 1.1 D. Incorrect. Organizations have traditionally sought business stability and resisted change. Within this new context, other organizations concerned with maintaining stability and continuity, find themselves uncertain as to how to respond. Ref 1.1
2	B	1.2.a	A. Incorrect. Disruptors uproot established ways of working and change how we think and behave. In approaching a market, product, or service from a very different perspective, they may totally displace existing organizations, destroying as they create. Ref 1.3 B. Correct. A disruptor is an entity that changes the way in which an industry or sector operates, especially in a new, more effective, and unexpected way. It may create a market where none existed before. It can be caused by, or expressed through, digital capabilities, channels, or assets. Ref 1.3, glossary C. Incorrect. Disruptors uproot established ways of working and change how we think and behave. In approaching a market, product, or service from a very different perspective, they may totally displace existing organizations, destroying as they create. Ref 1.3 D. Incorrect. Disruptors uproot established ways of working and change how we think and behave. In approaching a market, product, or service from a very different perspective, they may totally displace existing organizations, destroying as they create. Ref 1.3

Q	A	Syllabus Ref	Rationale
3	B	1.2.d	A. Incorrect. It is a common misunderstanding in many organizations that there is no requirement for any planning when using agile ways of working. AgileSHIFT addresses that misconception by including a start-up step. Ref 10 B. Correct. Agile techniques are typified by collaboration, prioritization, iterative and incremental delivery, and timeboxing. Ref 2.1, glossary C. Incorrect. Agile techniques adhere to guiding principles and techniques (e.g. collaboration, time-boxing), but are not generally bound by prescriptive processes. Ref 2.1, 2.1.1 D. Incorrect. Agile delivery teams tend to operate in a self-organizing manner, which is less reminiscent of traditional, hierarchical "command and control" style approaches. The benefits of enterprise agility to individuals include increased motivation through working autonomously in self-organizing teams. Flatter or non-hierarchical decision-making structures help to motivate and optimize individual and team performance. Ref 2.4, 8
4	A	1.2.e	A. Correct. AgileSHIFT defines enterprise agility as the ability of an organization to move and adapt quickly in response to shifting customer and market needs. Ref 2.1.1, glossary B. Incorrect. AgileSHIFT defines enterprise agility as the ability of an organization to move and adapt quickly in response to shifting customer and market needs. The term tech-enabled is used for describing previously manual activities that are now automated, with efficiency and effectiveness being improved as a result. Ref 2.1.1, glossary, 1.2 C. Incorrect. AgileSHIFT defines enterprise agility as the ability of an organization to move and adapt quickly in response to shifting customer and market needs. A disruptor is an entity that changes the way in which an industry or sector operates, especially in a new, more effective, and unexpected way. It may create a market where none existed before. It can be caused by, or expressed through, digital capabilities, channels, or assets. Ref 2.1.1, glossary 1.3 D. Incorrect. AgileSHIFT defines enterprise agility as the ability of an organization to move and adapt quickly in response to shifting customer and market needs. Value is defined as the benefits delivered in proportion to the resources put into acquiring them. Ref 2.1.1, glossary, 1.4.1

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Q	A	Syllabus Ref	Rationale
5	B	1.3.c	B. Correct.
			(2) The cloud refers to data solutions and services that are hosted remotely and that are frequently paid for on a per-use or availability basis. Ref 1.3.1.3
			(3) The cloud refers to data solutions and services that are hosted remotely and that are frequently paid for on a per-use or availability basis. Ref 1.3.1.3
			A, C, D. Incorrect.
			(1) Providers of cloud solutions remove the high set up costs and investment away from consumers, and offer a cheaper and less risk business model for new entrants. Ref 1.3.1.3
			(2) Providers of cloud solutions remove the high set up costs and investment away from consumers, and offer a cheaper and less risk business model for new entrants. Ref 1.3.1.3
6	D	1.4.b	A. Incorrect. The delta is not static, so the organization must continue to focus on understanding it and taking action to narrow it, if it wishes to survive. Simply monitoring it will not achieve any positive change. Ref 1.4
			B. Incorrect. The delta is not static, and the larger the delta the more exposed the organization will be to disruption. Ref 1.4
			C. Incorrect. The delta is the gap that disruptors will seek to exploit. As the delta grows, the organization must continue to focus on understanding it and taking action to narrow it, if it wishes to survive. Ref 1.4
			D. Correct. As the delta grows, the organization must continue to focus on understanding it and taking action to narrow it, if it wishes to survive. Ref 1.4

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Q	A	Syllabus Ref	Rationale
7	B	1.5	A. Incorrect. Large-scale whole organizational change should still be managed by transformational change specialists (such as programme managers or business change managers), but they should be supported by individuals and teams who can identify and act upon opportunities for local-level and small- to medium-scale change to the organization. Some change will be managed by project managers, however change should become a part of everyone's role. Ref 2.3.2 B. Correct. For transformational change to succeed, not only must these specialists be trained, equipped, and authorized to bring about high-impact change, but the culture must embrace change so that change must become part of everyone's role. Ref 2.3.2 C. Incorrect. Changes, at all levels, are enabled by more established approaches such as Managing Successful Programmes (MSP), and those more recently defined, such as Agile. It is not the objective of AgileSHIFT to teach or embed these approaches; however, some understanding of them is vital to those in and close to organizations that are changing and transforming. There are many ways of working that could be useful to teams and organizations wishing to become more agile. They are all valid according to the particular circumstances. AgileSHIFT is not intended to replace any of these but rather to provide a flexible, simple-to-understand framework that enables any team to become more agile almost immediately. Ref 11.1, 2.3.2 D. Incorrect. Changes, at all levels, are enabled by more established approaches such as Managing Successful Programmes (MSP), and those more recently defined, such as Agile. It is not the objective of AgileSHIFT to teach or embed these approaches; however, some understanding of them is vital to those in and close to organizations that are changing and transforming. Ref 2.3.2
8	C	1.7	A. Incorrect. Greater innovation is a benefit of enterprise agility. Ref tab 2.1 B. Incorrect. Growth is a benefit of enterprise agility. Ref tab 2.1 C. Correct. Lack of buy-in at all levels is a barrier to enterprise agility. Ref tab 2.1 D. Incorrect. Better organizational change management is a benefit of enterprise agility. Ref tab 2.1

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Q	A	Syllabus Ref	Rationale
9	B	1.8	B. Correct. (1) The correct steps in the path to value are: outputs - outcomes - benefits - value. Ref 3.2.3, fig 3.2 (2) The correct steps in the path to value are: outputs - outcomes - benefits - value. Ref 3.2.3, fig 3.2 A, C, D. Incorrect. (3) The correct steps in the path to value are: outputs - outcomes - benefits - value. Ref 3.2.3, fig 3.2 (4) The correct steps in the path to value are: outputs - outcomes - benefits - value. Ref 3.2.3, fig 3.2
10	A	1.6	A. Correct. Multimodal working consists of sources, variables and approaches to consider. The variables are type of output and working environment. Ref fig 2.3 B. Incorrect. Multimodal working consists of sources, variables and approaches to consider. The variables are type of output and working environment, not benefits. Ref fig 2.3 C. Incorrect. Multimodal working consists of sources, variables and approaches to consider. The variables are type of output and working environment, not type of outcomes. Ref fig 2.3 D. Incorrect. Multimodal working consists of sources, variables and approaches to consider. The variables are type of output and working environment, not value delivered. Ref fig 2.3
11	C	2.1	A. Incorrect. There are many ways of working that could be useful to teams and organizations wishing to become more agile. They are all valid according to the particular circumstances, and they include Scrum, PRINCE2 Agile, and other project management frameworks. AgileSHIFT is not intended to replace any of these but rather to provide a flexible, simple-to-understand framework that enables any team to become more agile almost immediately. Ref 11.1 B. Incorrect. A key message in AgileSHIFT is that the whole organization needs to develop agility for the co-created value to be fully optimized. Ref 5 C. Correct. A key message in AgileSHIFT is that the whole organization needs to develop agility for the co-created value to be fully optimized. If this whole organization approach to agility is not followed, a team that has embraced agile ways of working may ultimately be hindered by other teams, internal and external, that have not similarly adapted. The team may even need to revert to its previous ways of working to deliver anything. Ref 5 D. Incorrect. A key message in AgileSHIFT is that the whole organization needs to develop agility for the co-created value to be fully optimized. Ref 5

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Q	A	Syllabus Ref	Rationale
12	C	2.2.b	A. Incorrect. Senior management is often seen as higher-level management and the guide refers to "middle managers" who became the organizations way to navigate through the change. Ref 6.1 B. Incorrect. Project management is the use of a range of frameworks, methods and best practice to support organizations that deliver products and services. Ref B.1.3 C. Correct. These middle managers become the way that the organization navigates its way through the changes being made in response to the VUCA world described in Chapter 1. As well as being the way that top-down transformations are understood by the RTO level, they also provide effective feedback from that level to the strategists at the leadership level. Ref 6.1 D. Incorrect. Portfolio management provides senior management of an organization with reliable evidence to make better decisions. Ref B.1.1
13	B	2.3.a	A. Incorrect. The AgileSHIFT practices are an aspect of working in an agile way that should be addressed continually. Ref 8 B. Correct. There are two key characteristics of the AgileSHIFT principles: 1. They are universal in that they apply to the whole organization using AgileSHIFT. 2. They are empowering, as they describe 'the way things should be', and therefore provide everyone involved with greater ability and influence to shape the work they do. Ref 7 C. Incorrect. The AgileSHIFT principles are universal in that they apply to the whole organization using AgileSHIFT. Ref 7 D. Incorrect. The delta is the difference between where the organization wants to be and where it currently is. This could be measured in terms of capability, performance, or value delivered. The larger the delta, the greater the vulnerability of the organization to competitors and disruptors. Ref glossary
14	D	2.4.e	A. Incorrect. There are five AgileSHIFT principles: Change will happen, so embrace it, focus on co-creation of customer value, develop an environment where everybody adds value, challenge the status quo, tailor your approach. Ref 7 B. Incorrect. There are five AgileSHIFT principles: Change will happen, so embrace it, focus on co-creation of customer value, develop an environment where everybody adds value, challenge the status quo, tailor your approach. Ref 7 C. Incorrect. There are five AgileSHIFT principles: Change will happen, so embrace it, focus on co-creation of customer value, develop an environment where everybody adds value, challenge the status quo, tailor your approach. Ref 7 D. Correct. There are five AgileSHIFT principles: Change will happen, so embrace it, focus on co-creation of customer value, develop an environment where everybody adds value, challenge the status quo, tailor your approach. Ref 7

Q	A	Syllabus Ref	Rationale
15	D	2.4.f	A. Incorrect. 'Challenge the status quo' is not a practice; it is a principle. Ref 7 B. Incorrect. The 'measure value' practice ensures that the increase in value creation is quantifiable and that 'before', 'during', and 'after' measurements are recorded. Ref 8 C. Incorrect. The 'build collaborative teams' practice states that cross-functional teams that span silos are vital to effective value creation. Communication is the key to successful collaboration. Flatter or non-hierarchical decision-making structures help to motivate and optimize individual and team performance. Ref 8 D. Correct. The 'engage stakeholders' practice states that those who have an interest in or an influence over the work and its outcomes should be involved from the start of the work, offering feedback and advice on progress and value delivered so far. This will encourage the sense of being part of change, not a subject of it. Ref 8
16	A	2.5.a	A. Correct. Change should not be seen as a singular, occasional or supplementary process. It must be a continual, all-encompassing activity that is embedded throughout the organization. To accomplish this, it must be an intrinsic part of the day-to-day work of everybody in the organization. Ref 7.1 B. Incorrect. Change should not be seen as a singular, occasional or supplementary process. It must be a continual, all-encompassing activity that is embedded throughout the organization. To accomplish this, it must be an intrinsic part of the day-to-day work of everybody in the organization. Ref 7.1 C. Incorrect. One of the AgileSHIFT principles is 'change will happen, embrace it'. This is an active response to change, and change should not be ignored. Ref 7.1 D. Incorrect. Small, incremental changes will tend to be easier to understand and implement than large changes delivered all at once. Ref 7.1
17	C	2.5.b	A. Incorrect. All value-driven ways of working should focus on early and frequent delivery of value to stakeholders, users and customers. Ref 7.2.1 B. Incorrect. Value is delivered at the end of the path to value and is a consequence of delivering outputs. Ref 3.2.3, fig 3.2 C. Correct. All value-driven ways of working should focus on early and frequent delivery of value to stakeholders, users and customers. Ref 7.2.1 D. Incorrect. The purpose of an organization is to serve and satisfy its customers in the co-creation of value. Ref 3, 7.2

Q	A	Syllabus Ref	Rationale
18	A	2.5.d	A. Correct. A key part of challenging the status quo is encouraging experimentation and innovation. Ref 7.4.1 B. Incorrect. AgileSHIFT does not suggest that organizations should have no rules, policies or processes. In fact, AgileSHIFT proposes its own set of principles, practices and roles that should be used. Ref fig 4.1 C. Incorrect. The principle 'challenging the status quo' does not advocate the use of inappropriate business practices; it merely enforces the need to avoid complacency and stagnation. Ref 7.4 D. Incorrect. Failing to challenge the status quo is likely to result in a larger delta, making the organization more vulnerable. Ref 7.4
19	C	2.6	A. Incorrect. AgileSHIFT practices should only be used in a flexible manner that is appropriate for the organization and the work being undertaken. Ref 8 B. Incorrect. The five practices are not optional. They are broad themes that should be applied by people throughout any work being undertaken in AgileSHIFT environments. Ref 8 C. Correct. AgileSHIFT practices should only be used in a flexible manner that is appropriate for the organization and the work being undertaken. Ref 8 D. Incorrect. Alongside the roles and practices, the principles are a key part of the AgileSHIFT framework. Ref 4.1
20	A	2.7.e	A. Correct. The 'measure value' practice ensures that the increase in value delivery is "quantifiable" and that "before", "during" and "after" measurements are recorded. Ref 8 B. Incorrect. The measure value practice ensures that the increase in value delivery is "quantifiable", not "financial" Not all value will be financial, but it must be quantifiable. Ref 8 C. Incorrect. The measure value practice ensures that the increase in value delivery is "quantifiable", not "non- financial". It is important to note that value can be both financial as non-financial, whichever it is, it must always be quantifiable. Ref 8 D. Incorrect. The measure value practice ensures that the increase in value delivery is "quantifiable", but it does not mention value needing to be qualitative. Value can be presented in many forms, but whichever form it comes in, it must always be quantifiable. Ref 8

Q	A	Syllabus Ref	Rationale
21	B	2.7.b	A. Incorrect. The 'engage stakeholders' practice states that those who have an interest in or an influence over the work and its outcomes should be involved from the start of the work, offering feedback and advice on progress and value delivered so far. This will encourage the sense of being part of change, not a subject of it. Ref 8 B. Correct. The 'build collaborative teams' practice advises that cross-functional teams that span across silos are vital to effective value creation. Communication is the key to successful collaboration. Flatter or non-hierarchical decision-making structures help to motivate and optimize individual and team performance. Ref 8 C. Incorrect. The 'plan to be flexible and adaptable' practice states that plans are not absolute instruction manuals, they are a guide to what is known about the future in the present. Plans will need to change as the context for work changes. Ref 8 D. Incorrect. The 'measure value' practice ensures that the increase in value creation is quantifiable and that 'before', 'during' and 'after' measurements are recorded. Ref 8
22	A	2.7.d	A. Correct. (1) The purpose of iterative ways of working is to frequently deliver something of use (an increment). There are many advantages associated with this. For example, it enables an early delivery of value to the customer. Ref 8.4 (2) The purpose of iterative ways of working is to frequently deliver something of use (an increment). There are many advantages associated with this such as: It is likely to reduce the risk of delivering the wrong product or service. Ref 8.4 B, C, D. Incorrect. (3) Planning can structure your thinking and identifies all key tasks. Ref 8.3 (4) The 'measure value' practice determines the value expected from the work. Ref 8.5
23	C	3.1.b	A. Incorrect. An AgileSHIFT principle is a rule that can guide an organization in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure. Ref glossary B. Incorrect. An AgileSHIFT practice is an aspect of working in an agile way that should be addressed continually. Ref glossary C. Correct. Team processes are one of the five elements of an effective team. They provide clarity around how the team will operate and are the ground rules. Ref 9.1.3 D. Incorrect. Team roles are another one of the five elements of effective teams. The provide each team member with an understanding of their role and responsibilities. Ref 9.1.3

Q	A	Syllabus Ref	Rationale
24	B	3.2	A. Incorrect. Auditing is not part of any of the AgileSHIFT roles. This would be done by the wider organization. The AgileSHIFT coach should be seen as a facilitator, enabler, and advocate for agile ways of working. Ref 9.2 B. Correct. The AgileSHIFT coach should be seen as a facilitator, enabler, and advocate for agile ways of working. Ref 9.2 C. Incorrect. This is the most misunderstood role in all agile environments, yet it can prove extremely valuable in an organization's move towards greater agility. In many organizations, this role is incorrectly viewed as an agile project manager, when instead the coach should be seen as a facilitator, enabler, and advocate for agile ways of working. Ref 9.2 D. Incorrect. The AgileSHIFT Coach does not make decisions. The team and sponsor are responsible for making decisions. Ref 9.3, 9.1.2
25	C	3.3	A. Incorrect. The AgileSHIFT team owns the work from concept through to delivery, avoiding the need for time-consuming handovers. Ref 9.1.2 B. Incorrect. The AgileSHIFT coach must be a critical friend to the AgileSHIFT team and be committed to helping teams develop agility. Ref 9.2 C. Correct. Communicating organizational strategy and task priority to the AgileSHIFT team is a responsibility of the AgileSHIFT sponsor. Ref 9.3 D. Incorrect. Facilitating meetings is a responsibility of the AgileSHIFT coach. Ref 9.2
26	A	3.4.a	A. Correct. During start-up we get ready to begin the work by developing a vision statement. Ref 10.2 B. Incorrect. The reason to start is part of the trigger step. The response to a trigger, whatever its type, is the AgileSHIFT start-up. Ref 10.1 C. Incorrect. An iteration plan is an activity in an iteration. Ref fig 11.1 D. Incorrect. A value demo is an activity in an iteration. Ref fig 11.1
27	D	3.4.c	A. Incorrect. Stakeholder analysis occurs during start up. Ref 10.2 B. Incorrect. Information radiators are created during start up. Ref 10.2 C. Incorrect. Go/no go decisions occur at the end of each iteration. Ref 10.5 D. Correct. The final iteration is one where loose ends can be tidied up e.g. contracts closed. Ref 10.6

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Q	A	Syllabus Ref	Rationale
28	C	3.5	A. Incorrect. Testing will be part of the 'do' activity. Ref fig 10.3 B. Incorrect. 'Check' is a step in a different cycle, called the Deming Cycle. The AgileSHIFT iteration activities are Plan, Do, Show, Listen. Ref fig 10.3 C. Correct. Once we have enabled the stakeholders to see and use the output, the next and final step of the cycle is to listen to their feedback. This is incorporated into planning the next steps. Ref fig 10.3 D. Incorrect. By completing the work and demonstrating its value, we have done the 'show' part of the cycle which includes 'telling' stakeholders what we have done. Now we need to listen. Ref fig 10.3
29	B	3.6.a	A. Incorrect. At the start of each iteration the team conducts an iteration planning session. This offers an opportunity for the people who will do the work to meet and define the work, based on the sponsor's description of business priorities and the whole team's knowledge and experience. The iteration planning meeting is split into two parts. The first part seeks to understand and record 'what' will be done by the end of the iteration. The second part is concerned with 'how' this will be done. Ref 11.2 B. Correct. At the start of each iteration the team conducts an iteration planning session. This offers an opportunity for the people who will do the work to meet and define the work, based on the sponsor's description of business priorities and the whole team's knowledge and experience. The iteration planning meeting is split into two parts. The first part seeks to understand and record 'what' will be done by the end of the iteration. The second part is concerned with 'how' this will be done. Ref 11.2 C. Incorrect. Having a value demo and retrospective goes beyond the iteration planning and describes the activities of the whole iteration. A value demo and iteration retrospective conclude the iteration. Ref 11.1, fig 11.1 D. Incorrect. While agile working is only a framework and does not dictate every action to be taken, it does have clear steps and activities within them. The iteration planning meeting is split into two parts. The first part seeks to understand and record 'what' will be done by the end of the iteration. The second part is concerned with 'how' this will be done. Ref 11.2

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Q	A	Syllabus Ref	Rationale
30	C	3.6.d	A. Incorrect. The value demo offers an opportunity to show stakeholders the progress that has been made so far. Ref 11.4 B. Incorrect. The objectives of iteration planning are to define the work to be done in the iteration, and how to do it. Ref 11.2 C. Correct. One of the questions asked during the retrospective is "Should changes be made to the process or team?" Ref 11.6 D. Incorrect. The purpose of the daily stand-up is to allow the team members to synchronize their work and coordinate with each other. Ref 11.3
31	A	3.6.e	A. Correct. An iteration should be cancelled if the AgileSHIFT team no longer believe they can deliver the iteration goal, or a change in context means the goal will no longer add value to the organization or the customer. Ref 11.7 B. Incorrect. The AgileSHIFT coach's belief in the product is not a reason to cancel an iteration. The AgileSHIFT coach advises on agile concepts, not the viability of the product. Ref 11.7, 9.2 C. Incorrect. An iteration is a fixed timebox of work. The use of timeboxes challenges the tendency to overrun on time and cost commitments in the pursuit of perfection. Ref 10.4 D. Incorrect. Most timeboxes describe the maximum period available; if the activity is completed more quickly, the timebox can be closed early. In the case of an iteration timebox, the period is fixed and no early close is permitted, even if the team has completed all promised tasks. Instead, the team will select further tasks to ensure it is delivering output until the period ends. This would be taken from the prioritized list of work on the task list. Ref glossary, 10.4
32	D	3.7.f	A. Incorrect. A timebox is a finite period of time within which one or more activities should take place. Ref glossary, 10.4 B. Incorrect. A roadmap is a high-level view of the general direction of the work being undertaken. Ref glossary C. Incorrect. Daily stand-ups are typically held in the same location and at the same time each day. The meetings are often timeboxed to 15 minutes to keep the discussion brisk but relevant. During the stand-up, each team member answers the following three questions: What did you do yesterday? What will you do today? Are there any blockers in your way? Ref glossary D. Correct. A swarm is the practice of everyone in the team collectively working on a single task until it is complete before they move on to tackle other tasks. Ref 12.5, glossary

Q	A	Syllabus Ref	Rationale
33	B	3.7.c	A. Incorrect. Top down is a traditional estimating method. T-shirt sizing and story pointing are the relative estimating techniques identified in AgileSHIFT. Ref 12.2 B. Correct. T-shirt sizing is a relative estimating technique. Ref 12.2 C. Incorrect. Parametric estimating is a traditional estimating method. T-shirt sizing and story pointing are the relative estimating techniques identified in AgileSHIFT. Ref 12.2 D. Incorrect. Comparative estimating is a traditional estimating method. T-shirt sizing and story pointing are the relative estimating techniques identified in AgileSHIFT. Ref 12.2