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Scrum Professional Agile Leadership (PAL I) Sample Questions (Q32-Q37):

NEW QUESTION # 32

Which of the following is a measure of the experience that the customer would like to have?

- A. Time-to-Learn
- B. Customer Usage Index
- C. Customer Satisfaction
- D. Customer or User Satisfaction Gap
- E. Desired Customer Experience or satisfaction
- F. Employee Satisfaction

Answer: E

NEW QUESTION # 33

You manage a product development organization. Susan, a Developer, comes to you frustrated with how her team is making decisions. She has many years of experience in a particular technology and feels her opinion is not being respected. Susan asks for your help in getting the other members of the team to consult with her on technology decisions in her area of expertise. You deeply respect her opinion and feel that she may have a point. To respond, you decide to:

(Choose the best answer)

- A. Ask Susan whether she has discussed the issue with her other team members and whether she has raised the issue with the Scrum Master.
- B. Help Susan find a position on another project where her skills are needed and where she is likely to be more respected.
- C. Meet with the team to discuss Susan's concerns, explaining how you feel that her views should be respected.
- D. Encourage Susan to enlist the Scrum Master's help in learning how to become a better coach and mentor to other team members.

Answer: D

Explanation:

This scenario highlights a common Agile leadership challenge: addressing team dynamics and fostering collaboration while maintaining self-organization. Agile leaders should enable teams to resolve issues autonomously rather than imposing top-down solutions.

Analysis of Each Answer Option:

#Option A: Help Susan find a position on another project where her skills are needed and where she is likely to be more respected.

- * Moving Susan to another project does not solve the underlying issue of team collaboration and decision-making.
- * Agile principles emphasize continuous improvement, collaboration, and resolving conflicts within teams rather than avoiding them.
- * This response could weaken the team's cohesion and lead to a culture where valuable contributors leave rather than improving team interactions.

#Option B: Ask Susan whether she has discussed the issue with her other team members and whether she has raised the issue with the Scrum Master. (Partially correct, but not the best choice)

- * This encourages self-organization by prompting Susan to discuss the issue with the team.
- * However, it does not provide a direct solution for how Susan can become more influential within the team.
- * While raising the issue with the Scrum Master is a good step, a more proactive approach is needed to improve her ability to contribute effectively.

#Option C: Encourage Susan to enlist the Scrum Master's help in learning how to become a better coach and mentor to other team members. (Best answer)

- * This aligns with Agile leadership principles by empowering Susan rather than solving the issue for her.
- * Encouraging her to become a coach and mentor helps the team naturally recognize her expertise and involve her in decision-making.
- * The Scrum Master is responsible for facilitating team collaboration and can help Susan develop better ways to share her knowledge without creating conflict.
- * This approach supports Servant Leadership, where leaders enable team members to grow rather than dictate solutions.

#Option D: Meet with the team to discuss Susan's concerns, explaining how you feel that her views should be respected.

- * This undermines self-organization by inserting leadership authority into team dynamics.
- * Teams should be encouraged to find their own balance and decision-making processes, rather than being told whose opinion to prioritize.
- * A leader stepping in this way may create resentment or unintended bias, making it harder for Susan to integrate her expertise naturally.

References from Professional Agile Leadership (PAL) Documents:

- * Scrum Guide (2020)- The Scrum Master is responsible for coaching the team to collaborate effectively and resolve internal conflicts.
- * Professional Agile Leadership Essentials (PAL-E) Guide- Agile leaders should empower individuals to grow rather than impose solutions on teams.
- * Servant Leadership Model (Robert K. Greenleaf)- Leaders should develop individuals to become more effective contributors rather than enforcing respect.

* Agile Manifesto - Principles Behind the Agile Manifesto- Encourages teams to be self-organizing and emphasizes individuals and interactions over processes and tools.

By applying these principles, the best response is Option C, as it helps Susan develop influence naturally through coaching and mentoring, rather than through external intervention.

NEW QUESTION # 34

A Scrum Team is finding it difficult to get work done since team members are distracted by being pulled away to take care of work requested by other teams. The team has been regularly failing to deliver on their Sprint Goals. As a Manager, if the Scrum Team asks you for help, what should you do to solve this problem?

(choose the best two answers)

- A. Extend the length of a Sprint if they need more time to complete the Sprint Goal.
- B. Coach the Scrum Team to be more conservative in defining their Sprint Goal, to account for the time team members will need to spend doing other work.
- C. Work with the Scrum Team and other teams to find ways to re-assign the interrupting work to people outside of the Scrum Team.
- D. Make their Sprints longer to account for the interruptions.
- E. Ask for more people on the team to compensate for the interruptions.

Answer: B,C

Explanation:

To help the Scrum Team focus on their work, it's essential to remove distractions and interruptions. By re- assigning the unrelated work to other teams and ensuring the Sprint Goals are realistic, the Scrum Team can better focus on delivering value. Making Sprints longer or extending them compromises the Agile framework.

NEW QUESTION # 35

Of the following choices, what is the most effective way a Scrum Master can keep a Scrum Team working at its highest level of productivity? (choose the best answer)

- A. Facilitate Scrum Team decisions and remove impediments.
- B. Prevent changes to the backlogs once the Sprint begins.
- C. Ensure the meetings start and end at the proper time.
- D. Keep high value features high in the Product Backlog.
- E. Run the Daily Scrum.

Answer: A

NEW QUESTION # 36

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

NEW QUESTION # 37

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