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Question: 1

What is the largest impact that kaizen has on an organization's culture?

Response:

- A. Kaizen encourages all employees to change their behavior to improve the process.
- B. Kaizen helps the team to visualize improvement opportunities in an organization.
- C. Kaizen leads to a culture in which all team members look out for team performance.
- D. Kaizen requires the organization to make big changes and improve continuously.

Answer: C

Question: 2

Why should different work item types be distinguished from each other?

Response:

- A. Because it allows the team to cope with concurrent activities
- B. Because it helps to analyze demand for each work item type
- C. Because it is a prerequisite for electronic or physical tracking
- D. Because it is the basis on which items are kept in the backlog

Answer: B

Question: 3

A team wants to start using Kanban. As a result, the team creates a new workflow. Once the new workflow is ready, a Kanban consultant is hired to help the team improve their processes. The consultant discovers that the team does not understand their new workflow.

He decides it is best to map and use the old workflow, based on official documentation about the old processes. Months later, the Kanban consultant realizes that this was a mistake. What should the Kanban consultant have done instead?

Response:

- A. He should have also mapped the workflow that the team uses currently, to help them compare the workflows and decide which one is better for them.
- B. He should have started to use work-in-progress limits (WIP-limits), even though using the previous workflow to jump start changes in the environment is fine.

C. He should have mapped the workflow as it was instead of reinstating the previous workflow, because Kanban recommends mapping current processes.

D. He should have used a new and improved workflow that would reflect all the team's process improvements, since the official workflow was outdated.

Answer: C

Question: 4

An organization wants a more structured approach to prioritizing the input for a value stream within a Kanban system. Which meeting would best serve this purpose?

Response:

- A. After meeting
- B. Daily stand-up meeting
- C. Queue replenishment meeting
- D. Release planning meeting

Answer: C

Question: 5

Policies are one of the main success criteria for a process, depending on how visible they are. Why is it important to make policies explicit?

Response:

- A. Explicit policies facilitate communication and risk management between teams because they provide transparency and empowerment to teams.
- B. Explicit policies help teams speed up the completion of work items because they provide a detailed list of tasks that show how the work should be done.
- C. Explicit policies increase efficiency because they include a set of rules and regulations that allow the team to work without interference from others.
- D. Explicit policies support teams in identifying a specific problem and possible solutions because they provide teams with concrete evidence and metrics.

Answer: A

Question: 6

In which type of organizational culture is Kanban most successful?

Response:

- A. In a culture in which employees are trusted and encouraged to experiment and fail
- B. In a culture of an Agile nature where the teams adopt Scrum and add customer value
- C. In a culture that is very competitive but clear about what is expected from all employees
- D. In a culture where all employees work with the same method that gives positive results

Answer: A

Question: 7

What is the main reason why every Kanban system is different?

Response:

- A. Kanban has various historical roots that resulted in many different types of Kanban systems.
- B. Kanban is a set of principles that are adapted to the specific process they are applied to.
- C. Kanban is culturally sensitive and is, therefore, adjusted accordingly in every country.
- D. Kanban is implemented differently based on the vendors' tools that are used in the system.

Answer: B

Question: 8

When adopting Kanban, how can organizational change best be managed?

Response:

- A. Analyze and adjust the organizational structure to support an improved flow of work
- B. Ensure top management provides as much direction as possible to roll out Kanban quickly
- C. Implement Kanban as one big project in a short period to ensure everyone cooperates
- D. Start from the current position and optimize what already exists in smaller increments

Answer: D

Question: 9

What is the main reason why a kaizen culture is hard to achieve?

Response:

- A. It conflicts with some western cultural values.
- B. It needs many changes to the organizational structure.
- C. It often meets with resistance among the employees.
- D. It requires a significant investment in the employees.

Answer: A

Question: 10

How does Kanban drive continuous improvement in an organization?

Response:

- A. By eliminating slack in the value chain, which will optimize the team's performance
- B. By limiting work-in-progress (WIP), which will show the team where bottlenecks are
- C. By preferring the largest changes, which will allow the team to impact processes greatly
- D. By prioritizing requirements early, which will pull all requirements forward continuously

Answer: B

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