



Measure Your Knowledge

# **The Velocity Advantage**

## QUESTIONS AND ANSWERS

### The Velocity Advantage

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**1) The purpose of *The Velocity Advantage* is:**

- a) to explain why traditional scientific-management techniques fail to work well in knowledge-based organizations;
- b) to introduce a management model and process for improving the speed and direction of organizational work (work that is invisible, interdependent, and ever changing);
- c) to explain how to understand and apply the Envision-Design-Build-Activate (EDBA) model and process, Strategic Profiling – Action Planning (SP-AP), and the project-management life cycle (PMLC);
- d) all of the above.**

**2) What question does “Envision” answer in EDBA?**

- a) **Where do we intend to go, why, and in what time frame?**
- b) What priorities need to happen, and when?
- c) How can we best implement the most important priorities?
- d) Who will best be able to do an implementation?

**3) What question does “Design” answer in EDBA?**

- a) Where do we intend to go, why, in what time frame?
- b) What priorities need to happen, and when?**
- c) How can we best implement the most important priorities?
- d) Who will best be able to do an implementation?

**4) What question does “Build” answer in EDBA?**

- a) Where do we intend to go, why, and in what time frame?
- b) What priorities need to happen, and when?
- c) How can we best implement the most important priorities?**
- d) Who will best be able to do an implementation?

**5) What question does “Activate” answer in EDBA?**

- a) Where do we intend to go, why, and in what time frame?
- b) What priorities need to happen, and when?
- c) How can we best implement the most important priorities?
- d) Who will best be able to do an implementation?**

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- 6) **Pick the characteristic that is not part of Envision:**
- a) **relating to people**
  - b) thinking strategically
  - c) creating a visionary destination
  - a) being objective
- 7) **Pick the characteristic that is not part of Design:**
- b) engaging in detailed planning
  - a) **being spontaneous**
  - b) establishing clear measures
  - c) being objective
- 8) **Pick the characteristic that is not part of Build:**
- a) following standard processes
  - b) implementing step-by-step procedures
  - c) **establishing detailed objectives**
  - d) using proven methods
- 9) **Pick the characteristic that is not part of Activate:**
- a) building strong relationships
  - b) coaching others
  - c) being spontaneous
  - d) **being creative**
- 10) **The best sequence to manage work is:**
- a) Envision, Activate, Design, Build
  - b) Design, Envision, Build, Activate
  - c) **Envision, Design, Build, Activate**
  - d) Build, Activate, Envision, Design
- 11) **Which is not an attribute of Strategic Profiling?**
- a) **It judges whether someone is suitable for a specific job.**
  - b) It helps people visualize their preferences and abilities.
  - c) It highlights potential team blindspots;
  - d) It helps people internalize the EDBA framework.

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**12) This is not a good application for SP-AP:**

- a) productively cocreating integrated cross-functional initiatives;
- b) helping teams solve important issues better and faster;
- c) helping a key constituency get a wayward project on track;
- d) substituting SP-AP for a brainstorming session without having an objective.**

**13) Which is not true of the EDDBA Project Management Life Cycle (PMLC)?**

- a) It is the most detailed approach in the industry.**
- b) It productively operationalizes the output from SP-AP sessions.
- c) It helps sustain the EDDBA language, model, and thought process.
- d) It integrates cross-functional stakeholders at the right time.

**14) Every Strategic Profile has a unique productivity path.**

- a) True**
- b) False

**15) What is considered most important in Strategic Profiling?**

- a) Abilities
- b) Preferences**

**16) Profiles that are more holistic tend to have:**

- a) better results;
- b) gap issues;
- c) sequence opportunities;**
- d) neither gap nor sequence opportunities.

**17) Profiles that are more skewed tend to have:**

- a) better results;
- b) gap issues;
- c) sequence opportunities;
- d) gap and sequence opportunities.**

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**18) To increase velocity, people with the “Holistic Worker” EDDBA profile should:**

- a) **ensure that they continually follow the EDDBA sequence;**
- b) help coach others who have a gap in their EDDBA sequence;
- c) be in charge, since they have all areas covered;
- d) work independently, since there is no obvious need for others.

**19) If someone is a “Strategic Connector” (Envision/Activate), then:**

- a) The person may have a significant blind spot in Design and Build.
- b) He or she is likely to jump to an immediate answer.
- c) He or she can follow the EDDBA process flawlessly.
- d) **all of the above.**

**20) Many teams have holistic SPs, which means that:**

- a) Teams will work well naturally because they have all bases covered.
- b) **Improved EDDBA sequence is often the biggest productivity driver.**
- c) The right skills are present for success.
- d) The team is likely to get along well.

**21) The equation for the velocity advantage (VA) is:**

- a)  $EDDBA = VA$
- b)  $SP-AP = VA$
- c)  $PMLC = VA$
- d)  **$EDDBA + SP-AP + PMLC = VA$**

**22) The velocity advantage will not achieve:**

- a) a common language, framework, and process for key stakeholders;
- b) the potential to significantly improve speed and direction;
- c) a process to systematically improve cross-functional results;
- d) **guaranteed success.**

**23) SP-AP should be used for improving strategy work.**

- a) **True**
- b) False

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**24) SP-AP should be used when a new leader or team member joins the group**

- a) True
- b) False

**25) SP-AP should be used when launching key initiatives.**

- a) True
- b) False

**26) SP-AP should be used to set functional and cross-functional priorities.**

- a) True
- b) False

**27) SP-AP should be used to more rapidly address urgent issues.**

- a) True
- b) False

**28) The velocity advantage should result in people being:**

- a) better leaders;
- b) more focused on outcomes;
- c) better team players;
- d) **all of the above.**

**29) Good Envision statements don't require a clear purpose or time frame.**

- a) True
- b) **False**

**30) The Design step turns the Envision statement into a clear set of priorities.**

- a) True
- b) False

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**31) Numbers are ultimately the destination.**

- a) True
- b) False**

**32) Build capabilities are a common blind spot in today's organizations.**

- a) True**
- b) False

**33) "Less is more" is a velocity advantage guiding principle.**

- a) True**
- b) False

**34) Queue reduction, the 80/20 rule, and the *N* formula are most important for this step:**

- a) Envision
- b) Design
- c) Build**
- d) Activate

**35) To improve velocity (speed and direction):**

- a) Unproductive practices should be stopped.
- b) Areas of strength should be built upon.
- c) New activities should be started.
- d) All of the above apply.**

**36) This is to the knowledge age what the assembly line was to the industrial age:**

- a) knowledge-work productivity;
- b) cross-functional projects;**
- c) information systems;
- d) human achievement.

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**37) Coaching is to knowledge work what training is manual work.**

- a) True
- b) False

**38) Emotionally based communication(s) that produce better results in the Activate step lead to:**

- a) the desire to win;
- b) approval and acceptance;
- c) recognition;
- d) **all of the above.**

**39) Strong Activate capabilities benefit from the right people with the right skills and motivation at the right time, linked to Envision, Design, and Build.**

- a) True
- b) False

**40) You should embrace the velocity advantage to achieve better performance from your company, build more fun into it, and create a better society for all.**

- a) True
- b) False