

Name: .....

**1 Put the information about the hotel customer and the robot in Chapter One in the correct column.**

brought a toothbrush      was pleased      called the front desk      gave five stars  
 came to the room      took the toothbrush      did a dance      pressed the screen

| The customer | The robot |
|--------------|-----------|
|              |           |
|              |           |
|              |           |
|              |           |

...../8

**2 Match the days with the sprint events. Draw lines between them.**

- |                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1</b> On Monday,</p> <p><b>2</b> On Tuesday,</p> <p><b>3</b> On Wednesday,</p> <p><b>4</b> On Thursday,</p> <p><b>5</b> On Friday,</p> | <p><b>a</b> you will test your prototype on real people.</p> <p><b>b</b> you will make a prototype.</p> <p><b>c</b> you will start to think about different solutions to the problem.</p> <p><b>d</b> you will make some difficult decisions.</p> <p><b>e</b> you will discuss the problem and decide what you need to think about most.</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

...../5

**3 Tick  the five things we know about James Freeman in Chapter Two.**

- |                                                                                                                                                                                                                                                            |                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1</b> He had a coffee cart called Blue Bottle Coffee.</p> <p><b>2</b> He had enough money to invest.</p> <p><b>3</b> He is polite and helpful to customers.</p> <p><b>4</b> He knew a lot about websites.</p> <p><b>5</b> He loves fresh coffee.</p> | <input type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|

- 6 He started roasting the coffee beans in a friend's café.
- 7 He used to be a musician.
- 8 He was worried about how much time a sprint would take.

...../5

**4 List three types of problems that a sprint can help with.**

- a .....
- b .....
- c .....

...../3

**5 Complete the text. Choose from the sentences (a–g) below. There are two extra sentences.**

How do you build the perfect sprint team? <sup>1</sup>..... We call this person the Decider—the person who has to decide what to do in the end. At many start-ups, the Decider is the CEO or the founder.

<sup>2</sup>..... Deciders usually understand problems well, and they often have strong opinions about how to solve them.

<sup>3</sup>..... If you try to guess your Decider's opinion when they are not in the room, your sprint will fail. So, if you are the Decider, you must be in the room. If you are not the Decider, you must persuade the Decider to join the sprint. Maybe the person who you want to be the Decider does not want to join the sprint and tells you that they do not have enough time. If this happens, try one or more of these ways to persuade them:

- Tell your Decider that sprints produce fast results (and everybody loves fast results).
- Ask your Decider to think of your first sprint as an experiment. <sup>4</sup>..... People who do not usually like to change how they work are happy to try an experiment sometimes.
- Show your Decider a big list of all the meetings and work that are going to happen during sprint week. <sup>5</sup>..... Then explain when and how you will be able to do the jobs that you did not do during sprint week.

- a Deciders must always be part of the sprint.
- b Explain to them what jobs you will not do during sprint week and what you will do after sprint week instead.
- c First, you need someone who is able to decide things.
- d If this happens, invite them to join the sprint at a few important times.
- e In bigger companies, the Decider is often a manager or team leader.
- f These are the people who will be in the room with you all day.
- g When the sprint has finished, the Decider can decide if it worked or not.

...../5

**6 Match the words in the box with the definitions.**

|             |                   |               |                  |
|-------------|-------------------|---------------|------------------|
| Facilitator | Customer Expert   | Design Expert | Marketing Expert |
| Decider     | Technology Expert |               | Money Expert     |

- 1 ..... : The person who makes decisions for your team.
- 2 ..... : This person knows where the money comes from and where it goes.
- 3 ..... : This person decides the best way for your company to sell its products.
- 4 ..... : This person's job is to talk to your customers and understand what they want.
- 5 ..... : This person understands what your company can make and build.
- 6 ..... : This person designs the products that your company makes.
- 7 ..... : This person makes it easier for other people to do things.

...../7

**7 Circle the correct words.**

A sprint day looks like this:

We start at 10 a.m. and end at 5 p.m. with an hour

**a** for **breakfast** / **lunch**.

There are only six hours in a normal sprint day.

**b** You **will** / **will not** need more time if everyone in the sprint works hard and has lots of energy.

We start at 10 a.m. so that people have time to

**c** look at their **emails** / **phones**.

And we finish at 5 p.m. so that they

**d** **do not get** / **get** too tired.

...../4

**8 Complete the sprint questions from Chapter Five with the correct question words.**

- 1 ..... do you want your business to look like in the future?
- 2 ..... are we doing this project?
- 3 ..... do we want to be six months, a year, or even five years from now?
- 4 ..... could our goal go wrong?

...../4

**9 Complete these steps for drawing a sprint map from Chapter Six.**

- Step 1.* Make a <sup>1</sup> ..... of all the key people in your story (on the left of the map). Most often, these people will be <sup>2</sup> .....  
 But sometimes they will be important people from your own company.
- Step 2.* <sup>3</sup> ..... the end of the story (on the right). It is usually easier to decide on the end than the middle of the story.
- Step 3.* You only need to use words, arrows, and boxes in your map. You do not need to be able to <sup>4</sup> ..... well!
- Step 4.* Your map should be as <sup>5</sup> ..... as possible. It should have between five and fifteen steps. Do not have more than twenty steps.
- Step 5.* Ask for <sup>6</sup> ..... While you are drawing, you should ask the other people on the team, “Does this map look right?”

...../6

**10 Circle the correct prepositions.**

First, the pages fly <sup>1</sup> **into** / **out of** everyone’s notebooks. Then, the pages organize themselves. After that, the pages cut themselves <sup>2</sup> **down** / **up** into smaller pieces of paper. Finally, the most interesting pieces of paper move <sup>3</sup> **away** / **in** from the other pieces and stick themselves <sup>4</sup> **at** / **on** the wall so that everyone can see them.

...../4

**11 Complete the text. Use the correct forms of the verbs in brackets.**

Here is how <sup>1</sup> ..... (**vote**). Ask everyone on the team <sup>2</sup> ..... (**choose**) the customer and the event that each of them <sup>3</sup> ..... (**think**) is the most important. Then, each team member <sup>4</sup> ..... (**write**) their choices on a piece of paper. When everyone <sup>5</sup> ..... (**choose**), write the votes on the map with a whiteboard pen. After you <sup>6</sup> ..... (**count**) the votes, see if there are any different opinions. If there <sup>7</sup> ..... (**be**), <sup>8</sup> ..... (**discuss**) them. If you <sup>9</sup> ..... (**do**) this, the Decider <sup>10</sup> ..... (**have**) enough help from the team to make a final decision.

...../10

**12 Complete the text. Choose one word (a, b, c or d) for each gap.**

Everybody wants to make <sup>1</sup>..... that is completely new. But there are not many people who have amazing ideas. Instead, we have to use the ideas that we <sup>2</sup>..... have, but we should try to change these ideas and make them better. It is a bit <sup>3</sup>..... when you play with Lego: first you choose the pieces that you want and then you make something new.

The first thing that you will do on Tuesday morning is look <sup>4</sup>..... ideas that you already have. Then, on Tuesday afternoon, you will be able to use these ideas to find a solution. The exercise we use to do this <sup>5</sup>..... called “Lightning Demos.” The people on your team will each explain their favorite solution. They have to do a demo of their solution—a demo shows people how something works. And they have to do it very fast, like lightning. These solutions can be from inside your own company or from different companies and products. <sup>6</sup>....., be careful. This exercise must help you to find new ideas; you should not just copy other companies and products.

- |                     |                     |                  |                    |
|---------------------|---------------------|------------------|--------------------|
| <b>1 a</b> anything | <b>b</b> everything | <b>c</b> nothing | <b>d</b> something |
| <b>2 a</b> already  | <b>b</b> ever       | <b>c</b> just    | <b>d</b> yet       |
| <b>3 a</b> as       | <b>b</b> like       | <b>c</b> same    | <b>d</b> similar   |
| <b>4 a</b> about    | <b>b</b> after      | <b>c</b> for     | <b>d</b> from      |
| <b>5 a</b> be       | <b>b</b> being      | <b>c</b> is      | <b>d</b> was       |
| <b>6 a</b> Although | <b>b</b> However    | <b>c</b> Instead | <b>d</b> So        |

...../6

**13 Choose the correct answers (a, b, c or d) about Chapter Ten.**

- 1** When is it time to find solutions?
  - a** On Monday afternoon.
  - b** On Tuesday morning.
  - c** On Tuesday afternoon.
  - d** On Wednesday morning.
  
- 2** Which of these statements is not true about sketching?
  - a** You can write words.
  - b** You can draw boxes.
  - c** You can show your ideas.
  - d** You can use technology.
  
- 3** Which of these statements is true about the Notes step?
  - a** Don't use laptops or phones.
  - b** Everyone needs to look at them.
  - c** Take twenty minutes to do this step.
  - d** Write down everything: useful or not.

- 4 Where should you first find diagrams?
  - a In the Crazy 8s step.
  - b In the Ideas step.
  - c In the Notes step.
  - d In the Storyboard step.
  
- 5 How will you find customers for Friday's test?
  - a Ask friends and family.
  - b From members of staff.
  - c The GV team will do this.
  - d Use a website like Craigslist.
  
- 6 What does the whole sprint depend on?
  - a Good information.
  - b Good luck.
  - c Good preparation.
  - d Good timing.

...../6

**14 Put these steps from Chapter Eleven in the correct order (1–5).**

- a  The Decider makes the final decision using stickers with a different color.
- b  Stick the sketches on the wall like an art museum.
- c  Look at the solutions without speaking. Then, use dot stickers to show the interesting parts of the sketches.
- d  Each person chooses one solution and votes for it with a dot sticker.
- e  Quickly discuss the most important parts of each solution. Write the big ideas on sticky notes.

...../5

**15 Answer the questions about Chapter Twelve. Choose numbers from the box.**

|                                 |                      |            |
|---------------------------------|----------------------|------------|
| two letter-size sheets of paper | fifteen minutes      | one minute |
| sixty minutes                   | ten to fifteen pages | fifteen    |

- 1 How long will the storyboard be? .....
- 2 How many boxes will the Artist draw? .....
- 3 How big will each box be? .....
- 4 How long is the test? .....
- 5 How long are the customer interviews? .....
- 6 How long does one storyboard box take in your test? .....

...../6

**16 Complete the text with the missing words.**

A cowboy stands <sup>1</sup> ..... of a bar. He lifts his hat and looks across the street. Five men in black clothes are sitting on horses with guns in their hands. The people of the town are standing near the store. Nobody speaks but everybody knows there is going to be trouble.

If you have <sup>2</sup> ..... watched an old cowboy movie, you probably know what is going to happen next. The good guys wear white hats; the bad guys wear black hats; there is lots <sup>3</sup> ..... drama. The town is often the most realistic part of the movie, with real-looking buildings and with real-looking bars for cowboys to drink in.

Of course, these towns in cowboy films were never <sup>4</sup> ..... real as they seemed. Sometimes, the movie makers found a real place that looked right: for example, an old town that nobody lived in any more or a beautiful Italian village. But most cowboy movies <sup>5</sup> ..... made in Hollywood. The bar that you can see behind the cowboy is just the outside wall and there is nothing behind it. This is not a problem for the people watching the film. For a few minutes, <sup>6</sup> ..... they are watching the film, the most important thing for them is the story. Everything looks real. It does not matter if it is a real place or if it just seems real. The illusion works.

...../6

**17 Match the two parts of the sentences. Draw lines between them.**

- |                                                                     |                                                          |
|---------------------------------------------------------------------|----------------------------------------------------------|
| <b>1</b> Savioke was one of the most difficult prototypes           | <b>a</b> when the robot had arrived at their room.       |
| <b>2</b> The situation before we started the prototype              | <b>b</b> to drive the robot around the room.             |
| <b>3</b> Savioke already had the robot                              | <b>c</b> was not bad.                                    |
| <b>4</b> They used the controller from a PlayStation video game     | <b>d</b> "speak to" the robot by touching the screen.    |
| <b>5</b> Savioke wanted their customers to be able to               | <b>e</b> that we have seen.                              |
| <b>6</b> Finally, we needed to have a phone call to the hotel guest | <b>f</b> and most of the things that it did worked well. |

...../6

**18 Complete the text. Choose the correct words (a, b, c, or d).**

Thursday is a bit different from other parts of the sprint. <sup>1</sup>

- a** All
- b** Every
- c** No
- d** Whole

prototype is different,

so we cannot describe the whole process for you. But we can explain four steps that we think are

<sup>2</sup> **a** helping . We will explain <sup>3</sup> **a** what each of these steps is important, and we will show  
**b** helpless **b** which  
**c** helpful **c** who  
**d** helped **d** why

you how to do them. First, we need to talk about your tools. Normally, a tool is a thing that you hold

in your hand to do a special job. (For example, the <sup>4</sup> **a** less important tool in the kitchen is a  
**b** least  
**c** more  
**d** most

knife, which we use to cut food.) But when we talk about tools in this book, we mean the things that

your team uses every day to make and sell your <sup>5</sup> **a** produce : for example, the software that  
**b** producer  
**c** product  
**d** production

you use in your business. Often, the tools that you use for your normal work will not be right for a

prototype. Sometimes, this is because your normal tools are <sup>6</sup> **a** too perfect. Remember that  
**b** so  
**c** over  
**d** also

your prototype is not a real product; it only needs to seem real.

...../6

**19** For each question about Chapter Fourteen choose the correct answer, **A** (*Collector*), **B** (*Interviewer*), **C** (*Maker*), **D** (*Stitcher*), or **E** (*Writer*).

- |                                                                                         |          |          |          |          |          |
|-----------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| <b>1</b> Who creates different things that you need for your prototype?                 | <b>A</b> | <b>B</b> | <b>C</b> | <b>D</b> | <b>E</b> |
| <b>2</b> Whose job is it to combine all the screens, pages and pieces of the prototype? | <b>A</b> | <b>B</b> | <b>C</b> | <b>D</b> | <b>E</b> |
| <b>3</b> Who understands the products and knows how to explain it well?                 | <b>A</b> | <b>B</b> | <b>C</b> | <b>D</b> | <b>E</b> |
| <b>4</b> Whose job is it to find all things you need for the prototype?                 | <b>A</b> | <b>B</b> | <b>C</b> | <b>D</b> | <b>E</b> |
| <b>5</b> Who uses the finished prototype to talk to customers?                          | <b>A</b> | <b>B</b> | <b>C</b> | <b>D</b> | <b>E</b> |

...../5

**20 Complete the sentences. Choose the correct words from the box.**

printed      decision      experts      pile      reacted      publishers

- 1 One evening in August 1996, Nigel Newton left his office in London and walked home carrying a ..... of papers from a book that he needed to read.
- 2 Newton did not think that he was going to enjoy this book; eight ..... had already decided that they did not want it.
- 3 His daughter Alice read and ..... very positively to the book, so Newton agreed to publish it.
- 4 At first, Newton only ..... 500 books, so very few people saw it. This book was called *Harry Potter and the Philosopher's Stone*.
- 5 Eight publishers (all ..... in children's books) did not want *Harry Potter and the Philosopher's Stone*.
- 6 Why did the publishers make such a bad ..... ?

...../6

**21 Circle the correct options to complete the sentences.**

- 1 When we tested with more people, this **helped** / **did not help** us to learn more.
- 2 We have tried testing more than five customers, but we found that it **was** / **was not** worth it.
- 3 If you organize Friday like this, the whole team **can** / **cannot** watch the interviews together and discuss them immediately. You **need** / **do not need** to wait for the results.
- 4 These interviews **are** / **aren't** easy to do. You do not need to be an expert interviewer.
- 5 You **need** / **don't need** to be ready to change your opinion because of what the customer is saying.

...../6

**22 Change the Interviewer's direct questions to the customer into reported questions.**

- 1 "Do you have any questions before we begin?"  
.....
- 2 "What kind of work do you do?"  
.....
- 3 "How long have you been doing that?"  
.....
- 4 "Have you used any apps to help you stay fit?"  
.....

5 “Would you be happy to look at some prototypes?”

.....

6 “How would you describe this product to a friend?”

.....

...../6

**23 Match the words and write new words or phrases.**

- |           |           |       |
|-----------|-----------|-------|
| 1 murder- | a up      | ..... |
| 2 sticky  | b type    | ..... |
| 3 proto   | c note    | ..... |
| 4 white   | d mystery | ..... |
| 5 feed    | e board   | ..... |
| 6 start-  | f back    | ..... |

...../6

**24 Match the words from exercise 23 with the definitions.**

- 1 You make this to see how well a new product works and what people think of it.  
.....
- 2 An opinion about something that can help you to make it better. ....
- 3 A small, new company. ....
- 4 You can write on this and then clean it to write something else. ....
- 5 A story where people die and you don't know what is going to happen in the end.  
.....
- 6 A small piece of paper that you can write on and attach to something else.  
.....

...../6

**25 Complete the sentences. Use the verbs in the box in the *future continuous* form.**

watch                      interview                      use                      lie                      work                      think

- 1 On Wednesday afternoon, you ..... about the test that you are going to do with customers on Friday.
- 2 If the quality is too high, you ..... all night and you will not finish.
- 3 After lunch, you ..... all the work that you have done to sketch some solutions.
- 4 When you practice your prototype, the most important person who ..... you is the Interviewer.
- 5 If the Interviewer worked on the product on Thursday, they should still say, "I didn't design this," even though they actually did. Do not worry: you ..... for a good reason!
- 6 You ..... five customers, so create five columns.

...../6

**26 Complete the conditional sentences.**

- 1 What would you do if you ..... (**forget**) your toothbrush?
- 2 If this hotel ..... (**start**) to use robots, I'll stay here every time.
- 3 Even if you have a great idea, it is not certain that you ..... (**succeed**).
- 4 If new customers liked the website, then the other customers ..... (**like**) it, too.
- 5 If the Interviewer had said, "Read the app description. Now add the app to your phone. Now fill in your name," the results ..... (**be**) much less useful.

...../5

**27 Complete the sentences. Write the correct words formed with the suffix *-ion*.**

- 1 The idea was to put lots of ..... on the website to explain the different kinds of coffee.
- 2 You do not start with a big ..... . Instead, everyone works on their own.
- 3 The Decider makes the final ..... using stickers with a different color.
- 4 You can do this at work, at school, or in an ..... that you work for in your free time.
- 5 These ..... will help you to finish on time.
- 6 Savioke knew that they were not able to make robots that can think like a human and can have a real .....

...../6

**28 Complete the sentences. Use words formed from the words in brackets.**

- 1 They might also help you to learn what the customer thinks about your .....  
(**competition**).
- 2 If you are not sure about something, it is fine to try some ..... (**risk**) ideas.
- 3 First, the customers see the ..... (**market**) page.
- 4 What do you do to stay ..... (**fitness**)?
- 5 On Thursday, the team practiced the ..... (**deliver**).
- 6 Savioke's technical experts decided to use ..... (**controller**).

...../6

**29 Complete these lists. Put the words from the box into the correct categories.**

|           |         |          |          |          |             |
|-----------|---------|----------|----------|----------|-------------|
| interview | fold    | brochure | investor | designer | sticker     |
| diagram   | founder | invest   | deliver  | script   | interviewer |

- Action:** .....
- Person:** .....
- Thing:** .....

...../12

**30 Complete the sentences. Unscramble the words in brackets.**

- 1 As well as lunch, there are two shorter \_\_\_\_\_ ( **s r k e b a** ): one in the morning and one in the afternoon.
- 2 If you want to show a screen on the first box of the storyboard, draw words and buttons and a little \_\_\_\_\_ ( **w r r o a** ).
- 3 When you have a \_\_\_\_\_ ( **b d e e f i r** ), your customers can help you to refocus on everything that you heard.
- 4 You can ask one Maker to create the advertisement, another Maker to create a (false) website, and a third Maker to create a screen for the app \_\_\_\_\_ ( **w n l o o d d a** ).
- 5 Decide if each \_\_\_\_\_ ( **t t r p n e a** ) in the list is positive, negative, or neutral.
- 6 You need \_\_\_\_\_ ( **y u t q l i a** ) that is not too high and not too low, but just right.
- 7 You will \_\_\_\_\_ ( **w v r i e e** ) your long-term goal and your sprint questions from Monday.
- 8 The \_\_\_\_\_ ( **u t s o o n l i** ) to all these problems is easy.

...../8

Total...../180