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Peoplecert DevOps Leader v2.2 Exam Sample Questions (Q29-Q34):

NEW QUESTION # 29
Thierry is a salesperson at an organization that provides trading software to banking clients. His clients are telling him they are unhappy with the rate at which changes are being made to Thierry's software. Thierry can see that the IT department is extremely busy, but seems to be struggling to deliver anything.
What will help the IT department focus on delivering what the clients need?

- A. Definition of done is customer value outcome realized
- B. Measuring cost and capacity

- C. Having a *Do Not Fail' culture
- D. Disseminating information

Answer: A

Explanation:
The correct answer is A because the core issue is not that the IT department lacks activity; it is that effort is not translating into customer-valued outcomes. DevOps leadership shifts focus from local productivity, task completion, and departmental busyness toward end-to-end value delivery. A feature is not truly "done" merely because development is complete, testing has passed, or a release has occurred. It is done when the intended customer value has been realized and validated.
In this scenario, Thierry's banking clients are dissatisfied with the rate of meaningful change. The IT department appears overloaded, but the business problem is customer responsiveness. Defining done as
"customer value outcome realized" aligns IT work with client needs, improves prioritization, and encourages teams to measure outcomes rather than outputs. This helps reveal whether work is flowing to production, whether it is usable, whether it solves the customer problem, and whether feedback is being incorporated.
A "Do Not Fail" culture would likely reduce experimentation and learning. Disseminating information is useful but insufficient. Measuring cost and capacity may support planning, but it does not by itself align work to customer value. Relevant study guide areas include Becoming a DevOps Organization, Measuring to Learn, Measuring to Improve, and Articulating and Socializing Vision.

NEW QUESTION # 30
What doesn't help to create a culture where people feel safe to fail?

- A. Allowing leaders to punish failure
- B. Making experimentation time explicit
- C. Having shared accountabilities and goals
- D. Using ChatOps to swarm incidents

Answer: A

Explanation:
The correct answer is B because allowing leaders to punish failure directly undermines psychological safety, learning, experimentation, and transparency. A DevOps culture depends on people being willing to surface problems, admit uncertainty, report incidents, share mistakes, and test improvements. If failure is punished, teams hide information, avoid risk, reduce experimentation, and focus on self-protection rather than organizational learning.
Making experimentation time explicit supports innovation and controlled learning. Shared accountabilities and goals reduce blame between functions because teams are aligned around common outcomes rather than departmental defensiveness. Using ChatOps to swarm incidents can improve collaboration, visibility, and collective problem-solving during operational events. These practices contribute to an environment where failure is treated as information that can improve the system.
This does not mean DevOps accepts negligence or lack of discipline. It means leaders distinguish between blameworthy behavior and the normal learning that occurs in complex systems. The goal is to create conditions where teams can learn quickly and safely from failure. Punitive leadership blocks that learning cycle. Relevant study guide references: DevOps and Transformational Leadership; Unlearning Behaviors; Maintaining Energy and Momentum; Measuring to Learn.

NEW QUESTION # 31
When an organization has adopted DevOps principles and practices, releasing a change to their applications and services can be described as which of the following?

- A. A high risk event
- B. The release management team handle it
- C. A release night or weekend is scheduled
- D. Like breathing

Answer: D

Explanation:
In a mature DevOps organization, releasing change should become routine, low-risk, repeatable, and almost unremarkable - "like breathing." This reflects a shift away from large, infrequent, manually coordinated releases toward small, frequent, well-tested, automated, and observable changes. DevOps aims to make delivery safe by improving flow, feedback, collaboration, automation, deployment practices, monitoring, and learning from production.

Option A describes the traditional release pattern DevOps seeks to eliminate: large batches, long lead times, fragile deployments, and fear of failure. Option C also reflects an older operating model in which releases are treated as exceptional events requiring special windows, weekend work, and extensive coordination. Option D implies that release responsibility is isolated in a separate team, whereas DevOps promotes shared ownership across product, development, operations, security, and other stakeholders. The key point is that DevOps does not simply accelerate release frequency; it changes the system so that frequent release becomes safe. Capabilities such as continuous integration, deployment automation, automated testing, feature flags, telemetry, rollback patterns, and blameless learning reduce the risk of change. Relevant study guide references: Becoming a DevOps Organization, Measuring to Improve, Measuring to Learn, and Target Operating Models and Organizational Designs.

NEW QUESTION # 32
What does every successful DevOps transformation start with?

- A. Downloading tools
- B. A value stream mapping exercise
- C. Developers telling the IT operations team what to do
- D. Grass roots initiatives

Answer: B

Explanation:
The correct answer is B because successful DevOps transformation begins by understanding the value stream.
DevOps is not primarily a tooling program, a developer-led takeover of operations, or an isolated grassroots movement. It is an organizational evolution focused on improving the flow of value from idea to customer outcome while increasing quality, reliability, feedback, and learning.
A value stream mapping exercise provides the shared visibility required to start that evolution intelligently. It shows how work actually moves through the organization, where delays occur, where handoffs exist, where rework is created, where approvals slow flow, and where constraints limit delivery. Without this view, organizations often automate the wrong process, reorganize around assumptions, or invest in tools that do not address the real bottleneck.
Tools may become important later, and grassroots energy can help sustain change, but neither replaces the need for a clear view of the end-to-end system. Value stream mapping creates the factual baseline for improvement and alignment. Relevant study guide references: Becoming a DevOps Organization; Measuring to Improve; Measuring to Learn; Target Operating Models and Organizational Designs.

NEW QUESTION # 33
Which of the following is NOT a good way to transform local discoveries into global improvements?

- A. Share and spread user stories and automated tests as documentation
- B. Have multiple source code repositories for each team
- C. Use chat rooms and chat bots, ChatOps, to automate and capture organizational knowledge
- D. Automate standard processes in software for reuse

Answer: B

Explanation:
The correct answer is C because having multiple source code repositories for each team can reinforce fragmentation, duplication, local optimization, and knowledge silos. Transforming local discoveries into global improvements requires mechanisms that make learning visible, reusable, and accessible across the organization. Separate team-specific repositories may be appropriate in some architectures, but as stated here, the practice does not inherently help spread discoveries across teams.
The other options are DevOps-aligned mechanisms for scaling learning. ChatOps can capture operational knowledge, make collaboration visible, and support rapid incident response. Automating standard processes in reusable software helps convert local improvements into repeatable organizational capabilities. Sharing user stories and automated tests as documentation spreads understanding of expected behavior, customer needs, and quality standards.
The broader principle is that high-performing DevOps organizations create feedback loops that allow one team's learning to improve the whole system. Local discoveries should become shared assets, reusable patterns, automation, documentation, and practices. Relevant study guide references: Measuring to Learn; Measuring to Improve; Maintaining Energy and Momentum; Becoming a DevOps Organization.

NEW QUESTION # 34
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