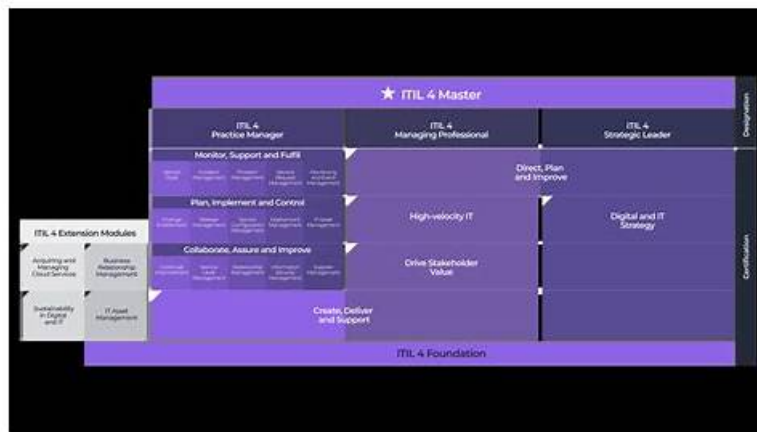


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ITIL 4 Strategist: Direct, Plan and Improve (DPI) Sample Questions (Q19-Q24):

NEW QUESTION # 19

The IT organization of a large company has an existing improvement programme. Individual IT divisions have fully embraced continual improvement. The business has seen areas of improved performance, but the improvements do not last long. Which action BEST maintains long-term improvement?

- A. Starting all improvement efforts with a clear understanding of the current and desired future state
- B. Establishing a strong governance capability to help build a culture of continual improvement
- C. Developing a value stream map for the continual improvement effort to better understand how it is working
- D. Developing a business case for continual improvement and asking for support from senior management

Answer: B

Explanation:

In DPI, sustainable continual improvement requires embedding it into the organization's governance structures. Governance ensures accountability, decision-making, and cultural reinforcement that prevents improvements from being short-lived. Option A is part of

the continual improvement model but does not ensure sustainability. Option B helps with funding, not culture. Option D is useful for visualization but not long-term adoption. Only strong governance embeds continual improvement as an ongoing culture. (Reference: ITIL 4 Strategist DPI, section on "Governance and continual improvement culture")

NEW QUESTION # 20

A manager is planning which interfaces will be needed across the value stream when a new service is created. Which of these steps should be carried out FIRST?

- A. Identify and involve stakeholders in the service
- B. Identify practices that will be used to create and manage the service
- C. Identify utility and warranty requirements for the service
- D. Identify tools that will be used to develop and deploy the service

Answer: A

Explanation:

According to DPI, the first step in value stream planning is to involve stakeholders. Stakeholders help identify requirements, expectations, and dependencies, ensuring the value stream design supports utility (fit for purpose) and warranty (fit for use). Tools and practices (A and B) come later, once needs are clarified.

Utility and warranty requirements (C) are critical, but they must be established with stakeholder input, not in isolation. (Reference: ITIL 4 Strategist DPI, section on "Value stream mapping - stakeholder involvement in design")

NEW QUESTION # 21

An organization has IT divisions distributed globally. As the organization has grown, it has become difficult to align the activities of the IT divisions with the organization's objectives.

How can the organization ensure that all IT activities are aligned with the organization's objectives?

- A. Prioritize risk mitigation strategies in alignment with the organization's risk appetite
- B. Collect feedback from both organizational and IT leadership from each region
- C. Put compliance controls in place to ensure that all centres of expertise are following the same practices
- D. Establish increasingly detailed objectives at each level of the organization that align directly with the objectives of the layer above

Answer: D

Explanation:

In DPI, alignment is achieved through cascading objectives: breaking down high-level organizational goals into increasingly detailed objectives at each layer of the organization. This ensures that every division, team, and activity is aligned to the overall strategic vision. Compliance controls (A) only enforce uniformity, not alignment. Risk prioritization (B) is important but narrower in scope. Collecting feedback (D) helps communication but does not ensure systematic alignment.

(Reference: ITIL 4 Strategist DPI, section on "Cascading objectives and alignment of organizational layers")

NEW QUESTION # 22

A service provider is improving its 'service desk' practice and has established the success factor: "improved user satisfaction with the service desk." Which is the BEST key performance indicator for measuring this?

- A. Accelerate service request fulfilment by the end of quarter 2
- B. Increase average time to answer phones by 5%
- C. 10% increase in calls resolved without escalation by end of the year
- D. Reduce time to resolve the underlying cause of incidents

Answer: C

Explanation:

DPI stresses that KPIs should directly measure progress toward the defined success factor. Here, the success factor is improved user satisfaction with the service desk. Increasing the number of calls resolved without escalation (Option B) directly contributes to satisfaction: faster resolutions, fewer transfers, and better customer experience. Options A and C measure efficiency but not directly user satisfaction. Option D worsens satisfaction by increasing wait times.

(Reference: ITIL 4 Strategist DPI, section on "Defining and measuring critical success factors and KPIs")

NEW QUESTION # 23

A CIO has made value stream mapping a key part of an IT improvement effort. A value stream map for existing services is being developed.

Which approach would produce the BEST results?

- A. Hire process consultants to develop process maps, and minimize the involvement of staff in the design of the future state of the value stream
- B. Hire an organizational change management consultant to identify the attitudes, behaviours, and cultural changes that are required to make value streams more effective
- C. Ask stakeholders to collaborate to optimize and eliminate waste, and establish metrics for measuring improvement
- D. Ask stakeholders to document all value stream activities for which they are responsible, then assign team members to each activity to develop improvements

Answer: C

Explanation:

According to DPI, value stream mapping is collaborative. Stakeholders must work together to identify inefficiencies, optimize flow, and agree on metrics to measure improvement. Option A removes staff engagement, leading to resistance. Option B limits collaboration to documentation, not co-design. Option C addresses change attitudes, not mapping effectiveness. Collaboration + waste elimination + measurement (Option D) reflects Lean/Agile influence in DPI.

(Reference: ITIL 4 Strategist DPI, section on "Value stream mapping - collaborative optimization")

NEW QUESTION # 24

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