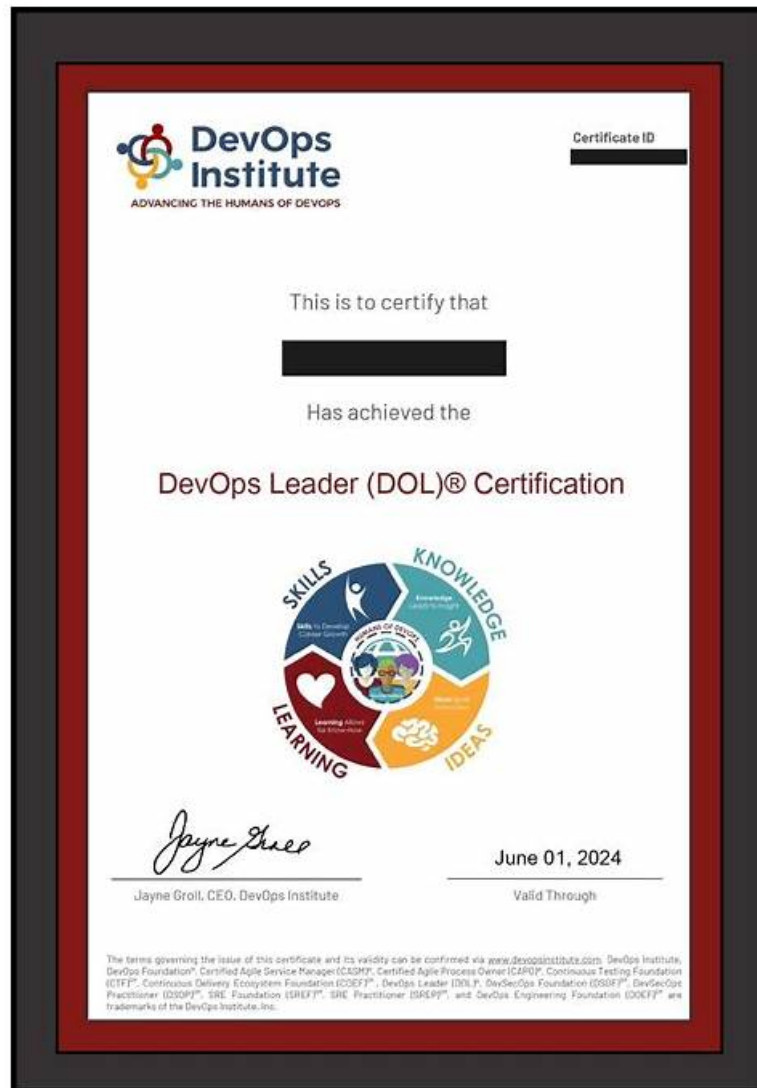


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Peoplecert DevOps Leader v2.2 Exam Sample Questions (Q19-Q24):

NEW QUESTION # 19

What is a mirror metric for % Rework in the context of Value Stream Mapping?

- A. % Planned work
- B. % Repeated work
- C. % Unplanned work
- **D. % Complete and accurate**

Answer: D

Explanation:

The correct answer is B because "% Complete and Accurate" is effectively the mirror metric of "% Rework." In value stream mapping, teams need to understand not only how long work takes, but also the quality of the work as it moves between steps. If work arrives incomplete, incorrect, unclear, or unusable, downstream teams must spend time clarifying, correcting, or repeating work. That creates rework, delays, queues, frustration, and reduced flow efficiency.

"% Complete and Accurate" measures the proportion of work that can proceed without needing correction or additional information. A higher complete-and-accurate percentage indicates better upstream quality and smoother flow. Conversely, a high rework percentage indicates that defects, missing information, poor requirements, weak handoffs, or inadequate validation are causing work to loop backward through the system.

The other options are not the correct mirror metric. Unplanned work and planned work describe work-type allocation, not quality of transfer. Repeated work is similar in meaning to rework, but it is not the recognized inverse measurement. Relevant study guide references: Measuring to Improve; Value Stream Mapping; Measuring to Learn; Becoming a DevOps Organization.

NEW QUESTION # 20

Which is NOT a characteristic of a DevOps culture?

- **A. Cross-functional collaboration is frowned upon**
- B. Failure is viewed as a learning opportunity
- C. New ideas are welcomed
- D. Risks and responsibilities are shared

Answer: A

Explanation:

The correct answer is D because DevOps culture depends on cross-functional collaboration. DevOps emerged to reduce the friction created by separated development, operations, testing, security, release, and business functions. When collaboration is discouraged, teams revert to silos, handoffs, blame, delayed feedback, and local optimization. That is the opposite of the cultural intent of DevOps.

The other options are positive DevOps cultural characteristics. Viewing failure as a learning opportunity supports psychological safety, experimentation, incident learning, and continuous improvement. Welcoming new ideas encourages innovation and helps teams challenge legacy assumptions. Sharing risks and responsibilities creates alignment across functions and reduces the "throw it over the wall" mentality that often exists in traditional IT.

A DevOps culture does not mean absence of discipline or accountability. It means teams use transparency, shared goals, evidence, and feedback to improve the system of work. Leaders should actively encourage collaboration across product, development, operations, security, and business stakeholders so that outcomes are owned collectively. Relevant study guide references: DevOps and Transformational Leadership; Unlearning Behaviors; Becoming a DevOps Organization; Maintaining Energy and Momentum.

NEW QUESTION # 21

What does every successful DevOps transformation start with?

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

Answer: B

NEW QUESTION # 22

When you are putting the customer upfront and center, what shouldn't you do?

- A. Use live-streaming reaction and prediction services
- B. Be data-driven
- **C. Let the highest paid person make the decisions**
- D. Pull ideas for improvement from the customer

Answer: C

Explanation:

The correct answer is A because customer-centric DevOps decision-making should be based on evidence, feedback, and validated learning rather than hierarchy. The "highest paid person's opinion" problem, often called HiPPO-driven decision-making, occurs when seniority overrides customer evidence, operational data, team insight, or experiment results. This is especially harmful in DevOps evolution because it reinforces command-and-control behavior and prevents organizations from learning from the actual users of the system.

Putting the customer upfront and center means using customer feedback, telemetry, usage data, support patterns, market signals, and outcome measures to guide prioritization and improvement. Pulling improvement ideas from customers is appropriate because it connects delivery to real needs. Using live-streaming reaction and prediction services can help organizations understand behavior and sentiment quickly.

Being data-driven supports faster feedback and better product decisions.

A DevOps leader should create conditions where decisions are informed by the people closest to the customer, the work, and the evidence. Relevant study guide references: Measuring to Learn; Becoming a DevOps Organization; DevOps and Transformational Leadership; Articulating and Socializing Vision.

NEW QUESTION # 23

Which of the following is NOT a type of cognitive bias?

- A. Risk compensation
- B. Clustering illusion
- C. Bandwagon effect
- **D. Flamingo fallacy**

Answer: D

Explanation:

The correct answer is A because "Flamingo fallacy" is not a recognized cognitive bias in the context of DevOps leadership, organizational learning, or decision-making psychology. Cognitive biases are systematic patterns of deviation in judgment that can distort how individuals and groups interpret information, assess risk, make decisions, and respond to evidence. In DevOps transformation, these biases are especially important because they can reinforce legacy behaviors, prevent learning, and cause leaders to misread the real state of the organization.

The clustering illusion is a recognized bias where people perceive patterns in random or limited data. This can lead teams to infer false trends from incidents, metrics, or customer feedback. The bandwagon effect is also a recognized bias, where people adopt beliefs or behaviors because others do, rather than because evidence supports them. Risk compensation describes behavioral adjustment in response to perceived safety or risk controls and is relevant when assessing how people respond to safeguards, automation, or controls.

DevOps leaders must unlearn biased thinking by using evidence, feedback, experimentation, and diverse perspectives. Relevant study guide references: Unlearning Behaviors, Measuring to Learn, DevOps and Transformational Leadership, and Measuring to Improve.

NEW QUESTION # 24

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