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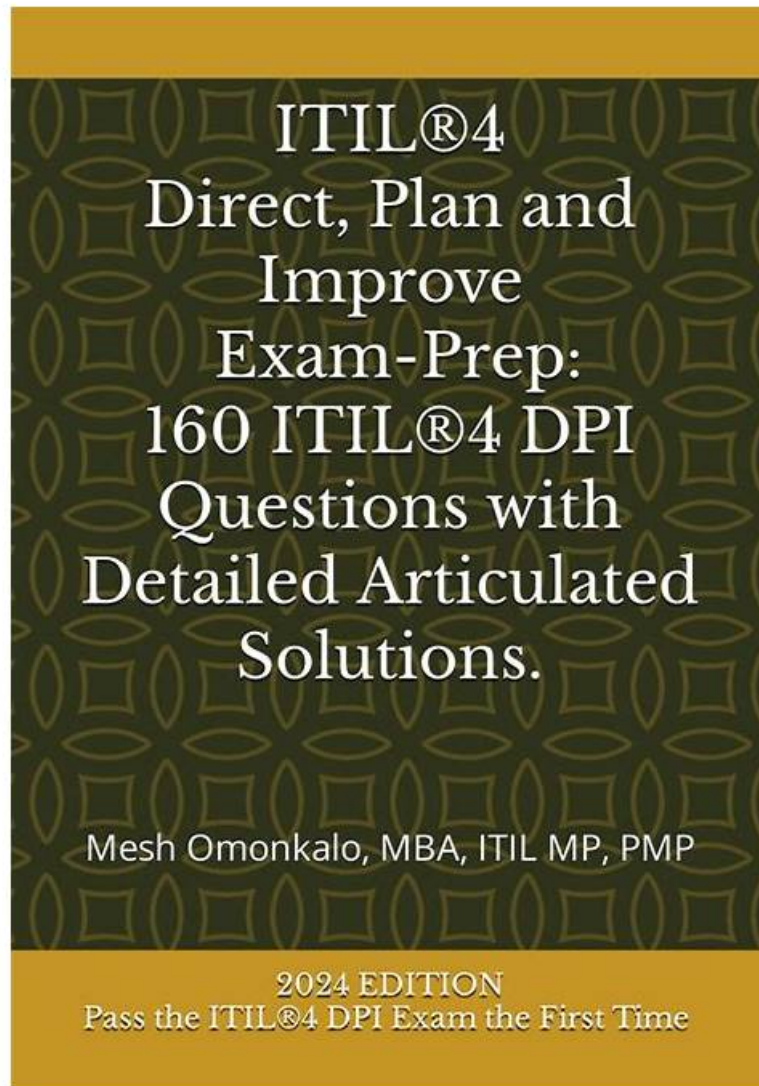Pass the ITIL®4 DPI Exam the First Time

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ITIL 4 Strategist: Direct, Plan and Improve (DPI) Sample Questions (Q20-Q25):

NEW QUESTION # 20
A company is starting a digital transformation effort that will require significant changes in how IT operates.
The CIO hired consultants to assess the IT department, and they identified a number of improvements that would increase customer value.
Which approach would BEST prioritize improvement outcomes?

- A. Prioritize outcomes that move the organization closer to its vision, which will maximize value for all stakeholders
- B. Prioritize outcomes that impact staff the least, which will help staff develop confidence in making improvements
- C. Prioritize outcomes that reduce waste the most, which will ensure efficient use of the organization's resources
- D. Prioritize outcomes that can be achieved with the least effort, which will help create momentum for future improvements

Answer: A

Explanation:
DPI emphasizes that improvements should be prioritized based on strategic alignment with the organizational vision. This ensures that the most valuable outcomes are delivered first, maximizing stakeholder benefit. While "quick wins" (A), minimizing staff disruption (B), and waste reduction (D) are important considerations, they are secondary to moving closer to the strategic vision.
(Reference: ITIL 4 Strategist DPI, section on "Prioritizing improvements - alignment with vision and strategy")

NEW QUESTION # 21
What is the difference between a policy and a control?

- A. Policies focus on organizations and people, controls focus on information and technology
- B. A control is a type of policy that directs staff behaviour
- C. A policy is a type of control that states what management expects
- D. Policies are defined by governance, controls are defined by management

Answer: D

Explanation:
In ITIL 4 DPI, policies are the high-level expectations, rules, or guidelines that are defined by the organization' s governing body. They establish the framework for decision-making and behaviour. Controls, on the other hand, are management mechanisms used to enforce policies and ensure compliance. Thus, policies come from governance, while controls are implemented by management to enforce those policies.
(Reference: ITIL 4 Strategist DPI, section on "Policies, controls, and guidelines - governance vs.
management responsibilities")

NEW QUESTION # 22
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. Developing a business case for continual improvement and asking for support from senior management
- B. Establishing a strong governance capability to help build a culture of continual improvement
- C. Starting all improvement efforts with a clear understanding of the current and desired future state
- D. Developing a value stream map for the continual improvement effort to better understand how it is working

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. Onlystrong governanceembeds continual improvement as anongoing culture.
(Reference: ITIL 4 Strategist DPI, section on "Governance and continual improvement culture")

NEW QUESTION # 23

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

Answer: C

Explanation:
According to DPI, thefirst step in value streamplanning is to involve stakeholders. Stakeholders help identify requirements, expectations, and dependencies, ensuring the value stream design supportsutility (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 establishedwith stakeholder input, not in isolation.
(Reference: ITIL 4 Strategist DPI, section on "Value streammapping - stakeholder involvement in design")

NEW QUESTION # 24

An internet service provider has recently acquired a smaller competitor and has performed an analysis of internal and external factors affecting both companies. The competitor was acquired because of their popularity in the market due to excellent service levels. The management are about to integrate the staff and practices of the two organizations and would like to ensure that this is successful.
Which assessment method is BEST for them to adopt?

- A. Change readiness
- B. Customer/user satisfaction
- C. SLA achievement
- D. Strengths, weaknesses, opportunities, threats (SWOT)

Answer: D

Explanation:
DPI highlightsSWOT analysisas a key assessment tool for mergers, acquisitions, or major integrations.
SWOT helps organizations understandinternal capabilities (strengths/weaknesses)andexternal market factors (opportunities/threats).
This is critical when combining practices and cultures to ensure strengths are leveraged and weaknesses are mitigated. Customer satisfaction (B) and SLA analysis (D) are narrow operational measures. Change readiness (C) is useful but does not fully assess strategic alignment.
(Reference: ITIL 4 Strategist DPI, section on "Assessment methods - SWOT analysis in organizational change")

NEW QUESTION # 25

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