

Exam DevOps-Leader Study Guide, DevOps-Leader Latest Test Answers

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Continuous Integration .->>Development practice that requires devs to push code to a repo often. A tester/builder checks the code as soon as it is published which allows devs to receive feedback faster. This allows devs to focus on writing code rather than running and waiting for tests to build & compile.

Continuous Delivery .->>Development practice that ensures software can be released reliably whenever needed. This ensures frequent as well as quick deployments. Most of the deployment is automated but may involve a manual approval step. (semi automation)

Continuous Deployment .->>A set of practices that enable every change that passes automated tests to be automatically deployed to production with no need for manual intervention (full automation).

branch, pull .->>GIT best practices dictate that if you have NEW changes to make to a code base, you should utilize a _____ rather than a new repository. You can then create _____ requests then merge into master.

IAM Policy With Explicit Deny .->>In AWS, how do you protect pushes/merges from unauthorized users to the master branch (using Code Commit).

T .->>T/F: Code Commit contains several triggers and configurable notifications that can call SNS topics and Lambda functions in response to various activity within your repository.

AWS Code Build .->>A fully managed build service that is continuously scaling. It leverages docker under the hood and is secured through compatibility with AWS KMS, VPC's, and AWS Cloudtrail.

5 minutes, 8 hours .->>The minimum timeout for AWS Code Build?
The maximum timeout for AWS Code Build?

buildspec.yml .->>A collection of build commands and related settings, in YAML format, that CodeBuild uses to run a build.

env .->>This optional parameter of the buildspec.yml file allows for variable declaration, parameter-store, exported variables, secrets-manager, et.al.

phases .->>This parameter of the buildspec.yml file allows you to designate commands that will occur during the install, pre_build, build, and post_build stages of the build/test.

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Peoplecert DevOps-Leader Exam Syllabus Topics:

Section	Weight	Objectives
Measuring to Learn	15%	- Purpose of measurement - Evaluating DevOps performance - Tools and techniques for measurement
Measuring to Improve	15%	- Avoiding measurement pitfalls - Meaningful metrics and indicators - Value stream mapping
Target Operating Models and Organizational Design	10%	- Conway's Law and organizational structure - Team structures and collaboration - Designing DevOps-aligned operating models
Unlearning Behaviors	15%	- Cognitive bias and psychological safety - Governance, risk and compliance in DevOps - Mindset and mental models

Articulating and Realising Value	10%	- Communicating value to stakeholders - Value outcomes and benefits realization - Investment cases and business justification
Leading Cultural Change	5%	- Empowerment and participation - Driving behavioural and cultural transformation
Becoming a DevOps Organisation	15%	- Differences between DevOps and traditional IT - Building safety and continuous improvement - DevOps principles and adoption
DevOps and Transformational Leadership	15%	- Definitions and benefits of DevOps - Transformational leadership principles - Leadership frameworks for change

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Exam DevOps-Leader Study Guide & 2026 Peoplecert Realistic Exam DevOps Leader v2.2 Exam Study Guide

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Peoplecert DevOps Leader v2.2 Exam Sample Questions (Q27-Q32):

NEW QUESTION # 27

When you are writing a DevOps investment case, which of the following is a hard, quantifiable benefit you can state?

- A. Revenue from accelerating time to value of new functionality
- B. Market perception
- C. Competitive advantage
- D. Customer satisfaction

Answer: A

Explanation:

The correct answer is A because revenue from accelerating time to value is a hard, quantifiable business benefit. A DevOps investment case must translate improvement activity into measurable organizational outcomes. Faster delivery of valuable functionality can directly affect revenue by enabling earlier market entry, quicker customer adoption, faster realization of product enhancements, and reduced delay cost.

Customer satisfaction, competitive advantage, and market perception are important, but they are generally softer or less directly quantifiable unless converted into measurable indicators. For example, customer satisfaction may be tracked through NPS or churn, and competitive advantage may influence revenue, but the option that most directly expresses a financial benefit is accelerated revenue from faster time to value.

DevOps leaders need this distinction when building executive support. Tooling, automation, team redesign, continuous delivery, and value stream improvement should not be justified only as technical improvements.

They should be linked to financial and operational outcomes such as increased revenue, reduced cost of delay, lower change failure cost, faster recovery, and improved capacity for innovation. Relevant study guide references: Measuring to Improve; Measuring to Learn; Becoming a DevOps Organization.

NEW QUESTION # 28

In the Power of TED, The Empowerment Dynamic, what role does the victim from the Karpman Drama Triangle become?

- A. Challenger
- B. Coach
- C. Creator
- D. Rescuer

Answer: C

Explanation:

The correct answer is A because in The Empowerment Dynamic, the Victim role from the Karpman Drama Triangle shifts into the Creator role. The Karpman Drama Triangle describes dysfunctional interaction patterns: Victim, Persecutor, and Rescuer. These roles reinforce blame, helplessness, dependency, and reactive behavior. In DevOps transformation, such patterns are harmful because they prevent ownership, learning, and constructive problem-solving.

The Empowerment Dynamic reframes these roles into more productive alternatives. The Victim becomes the Creator, focusing on desired outcomes, choices, and personal agency. The Persecutor becomes the Challenger, provoking growth and improvement rather than blame. The Rescuer becomes the Coach, helping others develop capability rather than creating dependency.

For DevOps leaders, this model supports unlearning behaviors that keep teams stuck in blame or helplessness.

Instead of saying "operations blocks us" or "developers keep breaking things," teams learn to ask what outcome they want, what constraints exist, and what actions they can take together. Relevant study guide references: Unlearning Behaviors; DevOps and Transformational Leadership; Maintaining Energy and Momentum.

NEW QUESTION # 29

Which is NOT a characteristic of a DevOps culture?

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

Answer: D

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 # 30

Imran is a service transition manager in the IT Operations team in a publishing house. Imran feels that he and his colleagues could be working more closely with the developers of their publishing platforms, but he cannot influence the organization model so, in his view, IT Operations will always be a centralized team.

In order to achieve his goal of working more closely with the developers, what should Imran and his colleagues NOT do?

- A. Assign an Ops liaison to each feature team
- B. Ask the developers to provide their requirements on a monthly basis
- C. Make relevant Ops work visible on shared Kanban boards
- D. Create shared services for the developers to consume

Answer: B

Explanation:

The correct answer is B because asking developers to provide requirements on a monthly basis reinforces a traditional handoff model rather than improving collaboration. Imran's challenge is that IT Operations remains centralized, but even within that constraint, Ops can adopt DevOps-aligned working practices that bring teams closer together. Monthly requirements gathering creates batching, delayed feedback, queuing, and separation between development and operations. It treats Ops as a downstream recipient of work rather than an active partner in delivery.

The other options are constructive patterns for improving collaboration without requiring an immediate reorganization. Shared services can help development teams consume reliable operational capabilities in a self-service way. Assigning an Ops liaison to feature teams creates a stronger communication bridge and helps operational considerations enter earlier in the lifecycle. Making

Ops work visible on shared Kanban boards improves transparency, coordination, and flow.

DevOps does not require every organization to adopt the same structure immediately, but it does require reducing handoffs, improving visibility, and increasing shared ownership. Relevant study guide references:

Target Operating Models and Organizational Designs; Becoming a DevOps Organization; Measuring to Improve.

NEW QUESTION # 31

Where should you start with your DevOps evolution?

- A. With a value stream
- B. With an application
- C. With a reorganization
- D. Not with a legacy system

Answer: A

Explanation:

The correct answer is D because DevOps evolution should begin with a value stream. DevOps is concerned with the end-to-end flow of work from idea to customer value, not merely with reorganizing departments, selecting a single application, or avoiding legacy systems. A value stream view allows leaders and teams to understand how work actually moves through the organization, where delays occur, where handoffs create friction, and where feedback is lost.

Starting with a reorganization is risky because structural change without understanding the system of work may simply recreate the same constraints in a new chart. Starting with an application can be too narrow unless it is examined within the broader value stream that delivers and operates it. Avoiding legacy systems is also not a reliable principle; legacy services may be central to business value and therefore important to include.

A value stream approach helps identify constraints, reduce waste, improve flow, and connect technical improvements to business outcomes. It also gives leaders a practical basis for measurement and improvement.

Relevant study guide references: Becoming a DevOps Organization; Measuring to Improve; Measuring to Learn; Target Operating Models and Organizational Designs.

NEW QUESTION # 32

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