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Peoplecert DevOps Leader v2.2 Exam Sample Questions (Q40-Q45):

NEW QUESTION # 40

What is a characteristic of a Teal organization?

- A. View the organization as a machine, not a living organism
- B. People are accountable to the members of their teams for accomplishing self-organized collective goals
- C. Layers of middle management
- D. Prevalent control mechanisms

Answer: B

Explanation:

The correct answer is D because Teal organizations are characterized by self-management, distributed authority, evolutionary purpose, and high levels of peer accountability. In a Teal model, people are not primarily controlled through rigid hierarchy, layers of middle management, or extensive command-and-control mechanisms. Instead, teams organize around shared purpose and are accountable to one another for achieving collective outcomes.

This idea is relevant to DevOps because high-performing DevOps organizations often require more autonomy, faster local decision-making, and stronger team ownership than traditional functional structures allow. Teams closest to the work need enough authority to improve flow, respond to feedback, resolve constraints, and deliver value safely. Peer accountability supports this because responsibility is embedded in the team rather than imposed only through managerial escalation.

Options A, B, and C describe more traditional or mechanistic organizational models. Viewing the organization as a machine, relying on multiple management layers, and using prevalent control mechanisms are inconsistent with Teal principles. DevOps leaders may not convert an entire enterprise to Teal, but the concepts help explain why autonomy, trust, and self-organization matter. Relevant study guide references:

Target Operating Models and Organizational Designs; DevOps and Transformational Leadership; Maintaining Energy and Momentum

NEW QUESTION # 41

What doesn't help to create a culture where people feel safe to fail?

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

Answer: C

Explanation:

The correct answer is C 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 # 42

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

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

Answer: A

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 # 43

What doesn't a Value Stream Map do?

- A. Identify waste
- **B. Identify ways in which to remove waste**
- C. Help us to visually collaborate
- D. Provide a time diagnostic

Answer: B

Explanation:

The correct answer is D because a Value Stream Map primarily makes the current system of work visible; it does not automatically determine or implement the corrective actions required to remove waste. A value stream map helps teams see how work flows from demand to value realization, including handoffs, delays, queues, wait time, process time, rework, dependencies, and bottlenecks. This creates a shared factual basis for improvement, but the map itself is a diagnostic and collaboration tool, not a complete solution design.

Options A, B, and C describe core benefits of value stream mapping. It provides a time diagnostic by exposing elapsed time versus active work time. It helps visual collaboration because stakeholders can collectively inspect the end-to-end system rather than debating isolated departmental views. It identifies waste by surfacing non-value-adding activities, excessive approvals, rework, waiting, batching, and unnecessary handoffs.

Once waste is visible, teams can then design experiments, improvement actions, future-state maps, automation opportunities, policy changes, or organizational adjustments. Relevant study guide references: Measuring to Improve; Measuring to Learn; Becoming a DevOps Organization; Target Operating Models and Organizational Designs.

NEW QUESTION # 44

Other than mapping the flow of work, what does a value stream mapping exercise jump start?

- A. A move towards a product centric versus silo organization model
- **B. Cultural change by creating a common understanding for all stakeholders**
- C. The automated collection of metrics
- D. The process of selecting a preferred service provider

Answer: B

Explanation:

The correct answer is B because value stream mapping is not only an analytical technique; it is also a powerful cultural intervention. By bringing stakeholders together to visualize the end-to-end flow of work, it creates a common understanding of how the system really operates. This matters because different teams often see only their own part of the process and may blame other groups for delays, defects, or friction.

A shared value stream map helps replace opinion, defensiveness, and silo thinking with evidence-based discussion. It allows development, operations, security, testing, business, product, release, and support stakeholders to see the same constraints, queues, dependencies, and waste. That shared visibility can jump start cultural change because teams begin to understand that the problem is usually in the system of work, not in individual effort.

Automated metrics collection may support later improvement, but it is not the cultural effect being tested.

Vendor selection is unrelated. Moving to a product-centric model may be an eventual outcome, but the immediate jump start is shared understanding and cultural alignment. Relevant study guide references:

Measuring to Learn; Measuring to Improve; Becoming a DevOps Organization; DevOps and Transformational Leadership.

NEW QUESTION # 45

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