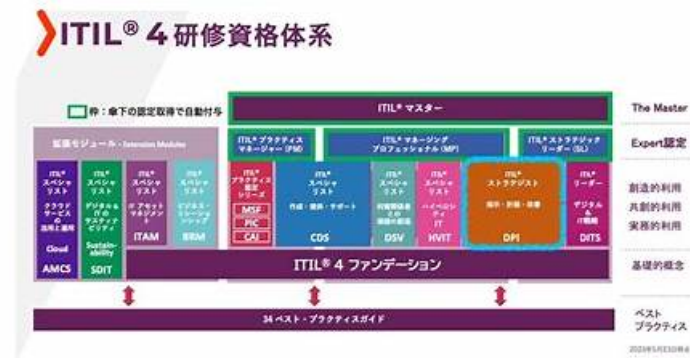


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ITIL 4 Strategist: Direct, Plan and Improve (DPI) Sample Questions (Q34-Q39):

NEW QUESTION # 34

An organization is mapping a value stream for an IT service. In the current map, the same activity is repeated multiple times. When identifying opportunities to remove waste from the value streams, it has been determined that several days could be removed from the delivery time by eliminating repeated work.

What is this an example of?

- A. Establishing clear objectives for assessments
- B. Building value chains on effective practices
- C. Optimizing a workflow through the organization
- D. Cascading goals through the organization

Answer: C

Explanation:

In DPI, value stream mapping identifies bottlenecks, redundancies, and delays. Eliminating repeated activities to save time is an example of workflow optimization (Option C). This reflects Lean principles embedded in DPI - improving flow, reducing waste, and enhancing efficiency. Cascading goals (A), effective practices (B), and objectives for assessments (D) are unrelated to workflow

waste elimination.

(Reference: ITIL 4 Strategist DPI, section on "Value stream mapping - optimizing workflow and eliminating waste")

NEW QUESTION # 35

Which concept or activity involves reviewing data to identify what is working well and what needs to be done differently?

- A. Direction
- **B. Improvement**
- C. Vision
- D. Planning

Answer: B

Explanation:

The continual improvement model in ITIL DPI explicitly requires reviewing data and performance outcomes to determine what is successful and what requires adjustment. This is the essence of improvement—using measurement and feedback to guide future action. Direction (A) and vision (D) are long-term guiding elements, while planning (B) organizes work. Only improvement is about data-driven reflection and adaptation.

(Reference: ITIL 4 Strategist DPI, section on "Continual improvement model - steps to evaluate and adapt")

NEW QUESTION # 36

Which BEST describes a value stream?

- **A. Steps that add value to a unit of work being processed in the service value chain**
- B. A flexible and simple guide that supports improvement initiatives
- C. A structured approach to organizational change, so that staff members feel valued
- D. The way an organization applies specific resources to tasks

Answer: A

Explanation:

DPI defines a value stream as "a series of steps an organization undertakes to create and deliver products and services to consumers." It describes how value is created and flows through the service value chain. Option A directly reflects this definition. Options B, C, and D refer to resources, guidance, or change management, not the definition of value streams.

(Reference: ITIL 4 Strategist DPI, section on "Value stream mapping - definition and purpose")

NEW QUESTION # 37

Which BEST describes the relationship between planning and risk?

- **A. Planning should always consider risks and how to mitigate them**
- B. Planning focuses on what needs to be accomplished, risk management is part of how work is to be performed
- C. Planning is a high-level function, risk management is a tactical activity
- D. Risk management is the exclusive domain of dedicated risk managers

Answer: A

Explanation:

In DPI, planning and risk management are inseparable. Every plan should consider uncertainties and include mitigation strategies. Option B captures this integration directly. Option A is misleading: both planning and risk management happen at all levels. Option C partially reflects the relationship but is incomplete. Option D contradicts DPI guidance: risk management is an organizational responsibility, not just for specialists.

(Reference: ITIL 4 Strategist DPI, section on "Integration of planning and risk management")

NEW QUESTION # 38

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 and involve stakeholders in the service**
- C. Identify tools that will be used to develop and deploy the service
- D. Identify practices that will be used to create and manage the service

Answer: B

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 # 39

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