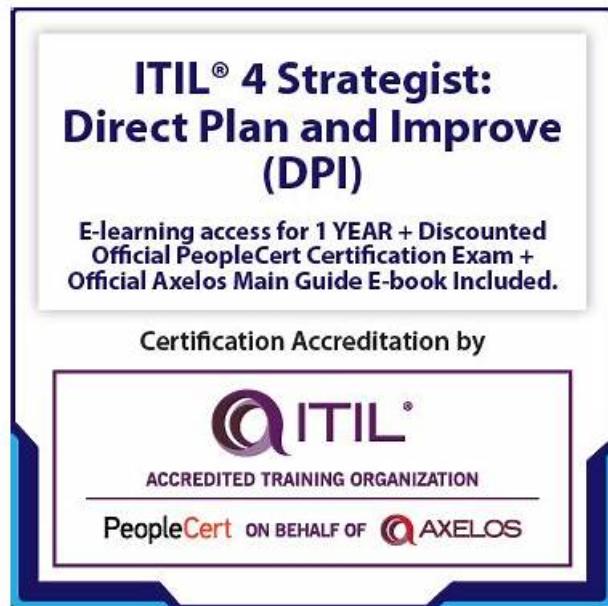


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ITIL 4 Strategist: Direct, Plan and Improve (DPI) Sample Questions (Q33-Q38):

NEW QUESTION # 33

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

- A. Planning
- B. Vision
- C. Improvement

- D. Direction

Answer: C

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 improvements is about data-driven reflection and adaptation.

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

NEW QUESTION # 34

A project team recently delivered a new service on time and to specification. However, the team encountered a number of issues during the project that resulted in an increase in the resources utilized. The project is about to close and the project team will immediately move on to the next project.

Which is the BEST way to avoid similar issues in the future?

- A. Conduct a customer satisfaction analysis at the end of the project
- B. Complete a SWOT analysis before starting the next project
- C. Develop a stakeholder communication plan before starting the next project
- **D. Create a lessons learned report when closing the project**

Answer: D

Explanation:

In DPI, the continual improvement model stresses the importance of capturing lessons learned to ensure that successes and failures inform future work. By creating a lessons learned report during project closure, the organization systematically records challenges, inefficiencies, and solutions. This enables organizational learning and prevents repeating mistakes. SWOT (B) and communication planning (D) are useful tools, but they do not directly address past project issues. Customer satisfaction analysis (C) focuses on user experience, not internal resource challenges.

(Reference: ITIL 4 Strategist DPI, section on "Continual improvement feedback and learning loops")

NEW QUESTION # 35

The manager of a team of highly skilled professionals often handles challenging problems personally in an effort to demonstrate expertise.

Which TWO are the MOST LIKELY consequences of this behaviour?

- * Decisions take longer
- * Employee morale improves
- * Decisions are made quickly
- * Employee morale suffers

- **A. 1 and 4**
- B. 2 and 3
- C. 1 and 2
- D. 3 and 4

Answer: A

Explanation:

DPI governance principles highlight that when managers centralize decisions and problem-solving, it creates bottlenecks (delays in decision-making) and reduces team empowerment, leading to lower morale. Thus, options 1 (decisions take longer) and 4 (employee morale suffers) are the consequences. The behaviour undermines delegation of authority and staff empowerment, which DPI stresses as essential for effective governance and oversight.

(Reference: ITIL 4 Strategist DPI, section on "Delegation of authority and empowerment of teams")

NEW QUESTION # 36

A service provider has a small technical support team, who are based in a remote location and provide support to a critical service. The support group have a reputation for providing excellent service. Head office, who control budget decisions, are implementing an

improvement project for the service.

What should the service provider do FIRST to identify the support team's involvement in the project?

- A. Use the same method of communication as agreed with all project stakeholders
- B. Agree a method for involving the support team in financial decisions
- C. Inform the support team that they will receive regular email updates
- D. **Initiate a discussion with the support group to understand their preferred method of communication**

Answer: D

Explanation:

DPI's OCM guidance emphasizes engaging stakeholders early and ensuring communication methods are tailored to their needs. By first discussing preferred communication methods with the remote support team (B), the organization ensures their active involvement and reduces the risk of disengagement. Option A is one-way communication. Option C is irrelevant (they don't make financial decisions). Option D assumes one-size-fits-all, which contradicts DPI's principle of stakeholder-specific communication.

(Reference: ITIL 4 Strategist DPI, section on "OCM - stakeholder engagement and communication planning")

NEW QUESTION # 37

A CIO has made value stream mapping a key part of an IT improvement effort. A value stream map for existing services is being developed.

Which approach would produce the BEST results?

- A. Ask stakeholders to document all value stream activities for which they are responsible, then assign team members to each activity to develop improvements
- B. **Ask stakeholders to collaborate to optimize and eliminate waste, and establish metrics for measuring improvement**
- C. Hire process consultants to develop process maps, and minimize the involvement of staff in the design of the future state of the value stream
- D. Hire an organizational change management consultant to identify the attitudes, behaviours, and cultural changes that are required to make value streams more effective

Answer: B

Explanation:

According to DPI, value stream mapping is collaborative. Stakeholders must work together to identify inefficiencies, optimize flow, and agree on metrics to measure improvement. Option A removes staff engagement, leading to resistance. Option B limits collaboration to documentation, not co-design. Option C addresses change attitudes, not mapping effectiveness. Collaboration + waste elimination + measurement (Option D) reflects Lean/Agile influence in DPI.

(Reference: ITIL 4 Strategist DPI, section on "Value stream mapping - collaborative optimization")

NEW QUESTION # 38

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