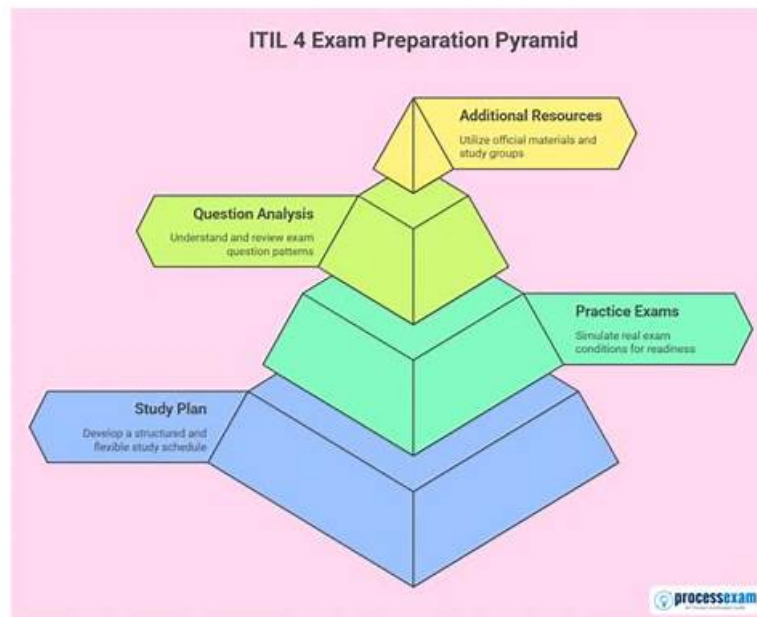


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## ITIL 4 Managing Professional Transition Sample Questions (Q56-Q61):

### NEW QUESTION # 56

What is the MOST LIKELY reason for an organization to delay a transformation to high velocity?

- A. The organization is not ready for a cultural change
- B. The organization needs to maintain high levels of information security



- C. The organization is facing rapidly changing customer needs
- D. The organization needs high levels of IT service availability

**Answer: A**

Explanation:

Explanation

The most likely reason for an organization to delay a transformation to high velocity is that the organization is not ready for a cultural change. High velocity IT requires a significant shift in the mindset, values, and behaviors of the organization and its people, as well as the adoption of new ways of working, such as agile, lean, and DevOps. These changes can be challenging and disruptive for some organizations, especially those that have a traditional, hierarchical, or siloed culture. Therefore, the organization may need to assess its readiness and willingness for a cultural change before embarking on a transformation to high velocity IT. This reason is supported by the following references:

ITIL 4 Specialist: High-velocity IT explores the ways in which digital organizations and digital operating models function in high velocity environments<sup>1</sup> ITIL 4 High-velocity IT: the digital enterprise<sup>2</sup> ITIL4 Specialist: High Velocity IT<sup>3</sup>

### NEW QUESTION # 57

Which is an example of a digital organization?

- A. An organization which uses IT to support its operational processes
- B. An organization which uses IT to improve its 'service desk' practice
- **C. An organization which uses IT to change its strategic direction**
- D. An organization which has undergone an IT transformation

**Answer: C**

Explanation:

Explanation

A digital organization is an organization that leverages digital technology to create value for its customers, employees, and other stakeholders. A digital organization is not just an organization that uses IT to support its operational processes, or an organization that has undergone an IT transformation, or an organization that uses IT to improve its 'service desk' practice. These are examples of IT-enabled organizations, but not necessarily digital organizations. A digital organization is an organization that uses IT to change its strategic direction, to create new business models, to innovate and differentiate itself from competitors, and to deliver value faster and more effectively. A digital organization is an organization that adopts a digital mindset, culture, and capabilities to thrive in the digital era. References:

<https://www.axelos.com/resource-hub/blog/itil-4-leader-dits-guide-for-digital-transformation>

[https://assets.website-files.com/6372a610b17ef0b86547d1ae/6400e103a11a9d3d6dc0abb7\\_ITIL4\\_Digital%20an](https://assets.website-files.com/6372a610b17ef0b86547d1ae/6400e103a11a9d3d6dc0abb7_ITIL4_Digital%20an)

### NEW QUESTION # 58

The CIO of a large multi-national organization has noticed that the whole IT department are performing poorly. The CIO is committed to changing the behaviour patterns of their staff to improve performance across the whole IT department.

Which of the following will BEST help to improve staff behaviour?

- A. Comparing the cost of delay' between work items to ensure that financially valuable work is prioritized
- **B. Running safe to fail experiments that provide learning opportunities**
- C. Adopting Kanban boards to visualise the flow of work across software development teams
- D. Implementing CI/CD tools to deploy software quickly

**Answer: B**

Explanation:

Explanation

Running safe to fail experiments that provide learning opportunities is the best option to improve staff behaviour, as it aligns with the ITIL 4 guiding principle of progress iteratively with feedback<sup>1</sup>. This principle encourages the use of experimentation and learning from failures to improve the service and the organization. By running safe to fail experiments, the staff can test new ideas, learn from the outcomes, and adapt their behaviour accordingly. This can foster a culture of innovation, collaboration, and continuous improvement in the IT department. The other options are not directly related to improving staff behaviour, but rather to improving the efficiency and effectiveness of the service delivery. Comparing the cost of delay between work items to ensure that financially valuable work is prioritized is a technique for value stream optimization, which is part of the ITIL 4 practice of service value stream



management<sup>2</sup>. Implementing CI/CD tools to deploy software quickly is a method for achieving high-velocity IT, which is one of the ITIL 4 specialist modules<sup>3</sup>. Adopting Kanban boards to visualize the flow of work across software development teams is a tool for implementing agile and lean approaches, which are also part of the ITIL 4 framework<sup>3</sup>. While these options may have some positive impact on staff behaviour, they are not the primary focus or the best way to achieve it. References: 3, 2, 1

#### NEW QUESTION # 59

Which statement is CORRECT when considering a transformation to high velocity IT?

- A. Customer-facing systems should be excluded from the change
- B. High-velocity IT should be applied throughout the organization
- **C. High performance is usually part of the change**
- D. All organizations benefit from high velocity

**Answer: C**

Explanation:

A transformation to high velocity IT is a change that involves adopting digital operating models and practices that enable organizations to deliver products and services faster, better, and cheaper. High velocity IT is not suitable for all organizations or all parts of an organization, as it depends on the context, culture, and objectives of each situation. Therefore, statements A and C are incorrect. High velocity IT is especially relevant for customer-facing systems, as they need to meet the changing needs and expectations of customers in a competitive and dynamic environment. Therefore, statement D is also incorrect. High performance is usually part of the change, as high velocity IT aims to improve the quality, value, and outcomes of the products and services delivered, as well as the efficiency, effectiveness, and agility of the processes and practices involved. Therefore, statement B is correct. References:

- \* ITIL 4 Specialist: High-velocity IT | Axelos
- \* ITIL 4 High-velocity IT: the digital enterprise | Axelos
- \* ITIL 4 High Velocity IT (HVIT) Book - EVERYONE - Skillsoft
- \* ITIL 4 Specialist: High Velocity IT - Good e-Learning

#### NEW QUESTION # 60

An organization is undergoing a significant cultural change as a result of introducing Agile and DevOps practices. How can managers use Toyota Kata to help employees adjust to these different ways of working?

- A. By making hard decisions for the teams and providing step-by-step guidance
- B. By encouraging widespread changes that involve the teams starting from scratch
- **C. By encouraging the practicing of routines to unlearn old habits and learn new ones**
- D. By creating detailed plans that predetermine how to approach large changes

**Answer: C**

#### NEW QUESTION # 61

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