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Peoplecert DevOps Leader v2.2 Exam Sample Questions (Q22-Q27):

NEW QUESTION # 22

Thierry is a salesperson at an organization that provides trading software to banking clients. His clients are telling him they are unhappy with the rate at which changes are being made to Thierry's software. Thierry can see that the IT department is extremely busy, but seems to be struggling to deliver anything.

What will help the IT department focus on delivering what the clients need?

- **A. Definition of done is customer value outcome realized**

- B. Measuring cost and capacity
- C. Disseminating information
- D. Having a *Do Not Fail' culture

Answer: A

Explanation:

The correct answer is A because the core issue is not that the IT department lacks activity; it is that effort is not translating into customer-valued outcomes. DevOps leadership shifts focus from local productivity, task completion, and departmental busyness toward end-to-end value delivery. A feature is not truly "done" merely because development is complete, testing has passed, or a release has occurred. It is done when the intended customer value has been realized and validated.

In this scenario, Thierry's banking clients are dissatisfied with the rate of meaningful change. The IT department appears overloaded, but the business problem is customer responsiveness. Defining done as

"customer value outcome realized" aligns IT work with client needs, improves prioritization, and encourages teams to measure outcomes rather than outputs. This helps reveal whether work is flowing to production, whether it is usable, whether it solves the customer problem, and whether feedback is being incorporated.

A "Do Not Fail" culture would likely reduce experimentation and learning. Disseminating information is useful but insufficient. Measuring cost and capacity may support planning, but it does not by itself align work to customer value. Relevant study guide areas include Becoming a DevOps Organization, Measuring to Learn, Measuring to Improve, and Articulating and Socializing Vision.

NEW QUESTION # 23

When you are putting the customer upfront and center, what shouldn't you do?

- A. Use live-streaming reaction and prediction services
- B. Be data-driven
- C. Pull ideas for improvement from the customer
- **D. Let the highest paid person make the decisions**

Answer: D

Explanation:

The correct answer is D because customer-centric DevOps decision-making should be based on evidence, feedback, and validated learning rather than hierarchy. The "highest paid person's opinion" problem, often called HiPPO-driven decision-making, occurs when seniority overrides customer evidence, operational data, team insight, or experiment results. This is especially harmful in DevOps evolution because it reinforces command-and-control behavior and prevents organizations from learning from the actual users of the system.

Putting the customer upfront and center means using customer feedback, telemetry, usage data, support patterns, market signals, and outcome measures to guide prioritization and improvement. Pulling improvement ideas from customers is appropriate because it connects delivery to real needs. Using live-streaming reaction and prediction services can help organizations understand behavior and sentiment quickly.

Being data-driven supports faster feedback and better product decisions.

A DevOps leader should create conditions where decisions are informed by the people closest to the customer, the work, and the evidence. Relevant study guide references: Measuring to Learn; Becoming a DevOps Organization; DevOps and Transformational Leadership; Articulating and Socializing Vision.

NEW QUESTION # 24

Which of the following is one of the 4C's from Training from the Back of the Room?

- **A. Concrete**
- B. Candor
- C. Curiosity
- D. Courage

Answer: A

Explanation:

The correct answer is D, Concrete. Training from the Back of the Room uses the 4C model: Connections, Concepts, Concrete Practice, and Conclusions. The purpose of this model is to design learning so that participants are actively engaged, connect new information to existing experience, practice the concepts, and leave with meaningful conclusions or commitments. In DevOps

leadership, this matters because transformation requires learning, unlearning, and behavior change across the organization. "Concrete" appears in the model as Concrete Practice. This is the stage where learners apply new concepts in a realistic or practical way rather than simply listening to information. For DevOps adoption, this supports experiential learning: teams do not become effective by hearing slogans about collaboration, flow, automation, or feedback; they improve by applying those ideas to real work. Curiosity, courage, and candor are useful leadership and cultural attributes, but they are not one of the formal 4C elements in Training from the Back of the Room. Relevant study guide references: Articulating and Socializing Vision; Maintaining Energy and Momentum; Unlearning Behaviors; DevOps and Transformational Leadership.

NEW QUESTION # 25

When an organization has adopted DevOps principles and practices, releasing a change to their applications and services can be described as which of the following?

- A. A high risk event
- B. A release night or weekend is scheduled
- C. The release management team handle it
- D. Like breathing

Answer: D

Explanation:

In a mature DevOps organization, releasing change should become routine, low-risk, repeatable, and almost unremarkable - "like breathing." This reflects a shift away from large, infrequent, manually coordinated releases toward small, frequent, well-tested, automated, and observable changes. DevOps aims to make delivery safe by improving flow, feedback, collaboration, automation, deployment practices, monitoring, and learning from production.

Option A describes the traditional release pattern DevOps seeks to eliminate: large batches, long lead times, fragile deployments, and fear of failure. Option C also reflects an older operating model in which releases are treated as exceptional events requiring special windows, weekend work, and extensive coordination. Option D implies that release responsibility is isolated in a separate team, whereas DevOps promotes shared ownership across product, development, operations, security, and other stakeholders. The key point is that DevOps does not simply accelerate release frequency; it changes the system so that frequent release becomes safe. Capabilities such as continuous integration, deployment automation, automated testing, feature flags, telemetry, rollback patterns, and blameless learning reduce the risk of change. Relevant study guide references: Becoming a DevOps Organization, Measuring to Improve, Measuring to Learn, and Target Operating Models and Organizational Designs.

NEW QUESTION # 26

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

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

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 # 27

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