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Peoplecert DevOps Leader v2.2 Exam Sample Questions (Q29-Q34):

NEW QUESTION # 29

What does every successful DevOps transformation start with?

- A. Grass roots initiatives
- B. Developers telling the IT operations team what to do
- C. Downloading tools
- **D. A value stream mapping exercise**

Answer: D

Explanation:

The correct answer is B because successful DevOps transformation begins by understanding the value stream.

DevOps is not primarily a tooling program, a developer-led takeover of operations, or an isolated grassroots movement. It is an organizational evolution focused on improving the flow of value from idea to customer outcome while increasing quality, reliability, feedback, and learning.

A value stream mapping exercise provides the shared visibility required to start that evolution intelligently. It shows how work actually moves through the organization, where delays occur, where handoffs exist, where rework is created, where approvals slow flow, and where constraints limit delivery. Without this view, organizations often automate the wrong process, reorganize around assumptions, or invest in tools that do not address the real bottleneck.

Tools may become important later, and grassroots energy can help sustain change, but neither replaces the need for a clear view of the end-to-end system. Value stream mapping creates the factual baseline for improvement and alignment. Relevant study guide references: Becoming a DevOps Organization; Measuring to Improve; Measuring to Learn; Target Operating Models and Organizational Designs.

NEW QUESTION # 30

What is the key metric for DevOps teams over traditional IT teams?

- A. Capacity
- B. Productivity
- **C. Flow**
- D. Cost

Answer: C

Explanation:

The key metric for DevOps teams is flow. Traditional IT management often emphasizes cost control, resource utilization, capacity, and individual productivity. While those measures can be useful, they frequently optimize local activity rather than end-to-end value delivery. DevOps instead focuses on how work flows from idea to customer outcome: how quickly, safely, and predictably value moves through the system.

Flow-oriented measurement helps leaders identify constraints, queues, handoffs, rework, excessive work in progress, long lead times, failed changes, and feedback delays. This is critical because a team may appear fully utilized and productive while customers still experience slow delivery and unstable services. DevOps teams therefore measure outcomes and system performance rather than only internal effort. Common flow-related measures include lead time, deployment frequency, change failure rate, mean time to restore service, throughput, work in progress, and wait time.

Cost and capacity are not irrelevant, but when they become the dominant measures, they can encourage silo optimization and high utilization at the expense of speed and resilience. Productivity is also difficult to interpret unless connected to value. Relevant study guide references: Measuring to Improve, Measuring to Learn, Becoming a DevOps Organization, and Target Operating Models and Organizational Designs.

NEW QUESTION # 31

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

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

Answer: C

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 # 32

In an organization where blame is part of the culture, what happens?

- A. Inquiry
- B. Innovation increases
- C. Learning
- **D. Open minds close**

Answer: D

Explanation:

The correct answer is B. In a blame culture, open minds close. When people expect punishment, criticism, or reputational damage after mistakes, they become defensive. They hide problems, reduce transparency, avoid experimentation, and protect themselves rather than improving the system. This directly conflicts with DevOps principles of learning, psychological safety, feedback, and continuous improvement.

Blame prevents organizations from understanding the real causes of failure. Incidents in complex technology environments are rarely the result of a single person making a simple mistake. They usually emerge from system conditions such as unclear ownership, excessive work in progress, weak controls, poor feedback, brittle architecture, manual processes, or conflicting incentives. A blame culture focuses attention on individuals instead of improving those conditions.

The other options are incorrect because blame reduces learning, inquiry, and innovation. People do not ask better questions when they feel unsafe; they ask fewer questions. DevOps leaders must replace blame with blameless learning, constructive inquiry, and shared accountability. Relevant study guide references:

Unlearning Behaviors; DevOps and Transformational Leadership; Measuring to Learn; Maintaining Energy and Momentum

NEW QUESTION # 33

What doesn't a Value Stream Map do?

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

Answer: A

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 # 34

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