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## The KPI Institute Certified KPI Professional Exam Sample Questions (Q25-Q30):

### NEW QUESTION # 25

Fill in the blank word: Tunnel behavior means looking after the achievement of own targets, \_\_\_\_\_ consideration of the implications for other areas in the organization.

- A. Without
- B. With
- C. In
- D. For

**Answer: A**

Explanation:

Tunnel behavior refers to optimizing one's own targets without considering impacts on other parts of the organization. It is a common risk when KPIs are narrowly defined, overly incentivized, or not balanced across outcomes and drivers. For example, a team measured only on speed might cut corners that increase errors for another team downstream, shifting workload rather than improving end-to-end performance. Addressing tunnel behavior is a core KPI measurement challenge: it requires selecting a balanced set of KPIs (efficiency

+ quality + customer outcomes), aligning goals across functions, and designing incentives carefully.

Governance practices also help: cross-functional KPI reviews, shared outcome KPIs, and clear escalation when local optimization harms system performance. In KPI activation, documentation should include the purpose and potential unintended behaviors, plus recommended balancing KPIs. Leaders should reinforce that KPIs are tools for improving overall value delivery-not just hitting local numbers. Recognizing and preventing tunnel behavior is essential for sustainable performance improvement and for maintaining trust in KPI systems.

### NEW QUESTION # 26

Which of the following types of graphs are recommended for visualizing performance results?

- A. 3D graphs
- B. Bar charts
- C. Spaghetti charts
- D. Pie charts

**Answer: B**

Explanation:

Bar charts are widely recommended for performance reporting because they make comparisons clear: across categories (teams, sites, products), against targets, or between time periods. They are easy to read, work well in dashboards, and help stakeholders quickly identify gaps and priorities. Pie charts often obscure differences unless there are very few categories and large contrasts; they are poor for comparing small changes over time.

"Spaghetti charts" (multiple overlapping lines) can become cluttered and reduce interpretability, especially for executives who need fast insights. 3D graphs are commonly discouraged because they distort perception and can mislead readers due to perspective effects. In KPI governance, visualization is part of enabling consistent decision-making: the goal is not decoration but clarity-showing status vs target, trend direction, and variance. A strong bar chart design also uses consistent scales, minimal color palette (often with RAG thresholds), and avoids unnecessary labels. When selecting visuals for scorecards and dashboards, prioritize formats that reduce cognitive load and help people act on the data.

### NEW QUESTION # 27

In which stage of the Value Flow Analysis should "Customer satisfaction (%)" be monitored?

- A. Output
- **B. Outcome**
- C. Input
- D. Process

**Answer: B**

Explanation:

Customer satisfaction is an Outcome KPI because it measures the end result experienced by the customer, not the internal activity or resources used. Inputs are what you invest (budget, staffing), process KPIs describe how work is executed (cycle time, error rate), and outputs capture deliverables produced (orders delivered, requests resolved). Satisfaction reflects whether those outputs met customer expectations in quality, timeliness, and overall experience. It is also often used at organizational scorecard level, with departmental dashboards showing the operational drivers that influence it (response time, first-contact resolution, defect rate, on-time delivery). Measurement challenges include survey bias, response rate, timing (immediately after interaction vs periodic), and consistency of the rating scale. Proper activation includes setting a clear survey method, minimum sample sizes, segmentation rules, and a reporting cadence aligned with decision cycles. A common pitfall is using satisfaction without driver metrics-teams can see the score but can't identify what to improve. Linking outcome KPIs to leading indicators makes performance management actionable.

### NEW QUESTION # 28

Objectives should start with:

- A. Adjectives
- B. Nouns
- C. Value drivers
- **D. Action verbs**

**Answer: D**

### NEW QUESTION # 29

Which of the following KPIs will influence "Service backlog (#)"?

- A. Revenue (\$)
- B. Productivity
- C. Service complaints responded to (%)
- **D. Service lead time (# / time)**

**Answer: D**

Explanation:

A service backlog is the volume of pending work not yet completed. The most direct operational KPI among the options that influences backlog is service lead time (how long it takes to complete a service request from initiation to closure). When lead time increases, work stays open longer, and the backlog tends to grow unless intake demand falls. Conversely, reducing lead time (through better scheduling, capacity planning, process improvements, or fewer reworks) helps clear work faster and prevents backlog accumulation. Revenue is typically an outcome financial KPI and does not directly control queue volume. "Service complaints responded to (%)" reflects responsiveness to complaints; it may improve satisfaction but does not necessarily reduce total pending service volume. "Productivity" is too vague as written (it needs a clear formula, e.g., jobs completed per technician per day) and therefore is less defensible than a specific cycle-time measure. In KPI systems, backlog is usually balanced with capacity and flow KPIs (arrival rate, completion rate, lead time).

Measurement challenges include consistent definitions of "open" vs "closed," and ensuring timestamps are accurate to avoid distorted lead-time and backlog analysis.

### NEW QUESTION # 30

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