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Peoplecert DevOps Leader v2.2 Exam Sample Questions (Q19-Q24):

NEW QUESTION # 19

Bernhard is an expert tester and whilst he likes the new model his organization has chosen, which means he is in a cross-functional team, he also misses working in a group of testers and sharing best practice and knowledge. He goes to his chapter meetups but wants a broader community to work with on the emerging artificial intelligence based testing automation tools becoming available in the market.

What could Bernhard do?

- A. Organize testing automation people into squads
- B. Have a chapter lead organize AI testing automation meetups
- C. Create a Guild for AI testing automation
- D. Implement a testing automation Tribe Leadership Team

Answer: C

Explanation:

The correct answer is A because a guild is an appropriate structure for a broader community of interest that spans teams, squads, chapters, or tribes. Bernhard already participates in chapter meetups, which typically connect people with the same discipline or competency area, such as testing. However, his need is more specific and broader: collaboration around emerging AI-based testing automation tools across the organization.

A guild allows interested practitioners to voluntarily share knowledge, develop practices, explore tools, run experiments, and build capability around a shared topic. This fits the DevOps principle of enabling decentralized learning while avoiding the return to rigid functional silos. It also supports communities of practice, which help specialists maintain professional excellence while still contributing to cross-functional delivery teams.

Option B introduces unnecessary hierarchy. Option C is incorrect because squads are delivery teams, not communities for specialist knowledge sharing. Option D may help locally, but it is narrower than forming a guild and depends on the chapter lead rather than creating an open community. Relevant study guide references: Target Operating Models and Organizational Designs; Maintaining Energy and Momentum; Becoming a DevOps Organization.

NEW QUESTION # 20

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

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

Answer: B

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 # 21

To get the most accurate picture of an organization's actual state in a DevOps evolution, why is it essential to listen to everybody that's involved, particularly those who are doing the work on a day to day basis?

- A. Cross team sharing is key to scaling
- B. Automating security is mission-critical
- C. There are many paths to success, and even more that lead to failure
- **D. Management often have a rosier view**

Answer: D

Explanation:

The correct answer is A because a reliable DevOps assessment must expose the organization's real operating conditions, not only its intended structure, formal reports, or leadership interpretation. In DevOps evolution, leaders must understand actual flow of work, friction points, queue times, handoffs, rework, incident patterns, cultural constraints, and sources of delay. These are often most visible to the people performing the work every day: engineers, testers, service desk staff, operations teams, security practitioners, product owners, and release personnel.

Management perspectives are valuable, but they can be filtered through dashboards, status reports, escalation paths, and optimistic assumptions. Leaders may see strategic intent, while teams experience practical reality.

This is why DevOps emphasizes learning from the system of work, going to where the work happens, creating psychological safety, and listening across organizational levels. Without frontline input, transformation activity may optimize the wrong constraint or

reinforce existing dysfunction.

Options B, C, and D describe valid DevOps ideas, but they do not directly explain why broad listening is essential when assessing the current state. The relevant study guide areas are Measuring to Learn, DevOps and Transformational Leadership, Becoming a DevOps Organization, and Unlearning Behaviors.

NEW QUESTION # 22

What is a mirror metric for % Rework in the context of Value Stream Mapping?

- A. % Planned work
- **B. % Complete and accurate**
- C. % Unplanned work
- D. % Repeated work

Answer: B

Explanation:

The correct answer is B because "% Complete and Accurate" is effectively the mirror metric of "% Rework." In value stream mapping, teams need to understand not only how long work takes, but also the quality of the work as it moves between steps. If work arrives incomplete, incorrect, unclear, or unusable, downstream teams must spend time clarifying, correcting, or repeating work. That creates rework, delays, queues, frustration, and reduced flow efficiency.

"% Complete and Accurate" measures the proportion of work that can proceed without needing correction or additional information. A higher complete-and-accurate percentage indicates better upstream quality and smoother flow. Conversely, a high rework percentage indicates that defects, missing information, poor requirements, weak handoffs, or inadequate validation are causing work to loop backward through the system.

The other options are not the correct mirror metric. Unplanned work and planned work describe work-type allocation, not quality of transfer. Repeated work is similar in meaning to rework, but it is not the recognized inverse measurement. Relevant study guide references: Measuring to Improve; Value Stream Mapping; Measuring to Learn; Becoming a DevOps Organization.

NEW QUESTION # 23

Which is NOT a characteristic of a DevOps culture?

- A. New ideas are welcomed
- B. Failure is viewed as a learning opportunity
- C. Risks and responsibilities are shared
- **D. Cross-functional collaboration is frowned upon**

Answer: D

Explanation:

The correct answer is D because DevOps culture depends on cross-functional collaboration. DevOps emerged to reduce the friction created by separated development, operations, testing, security, release, and business functions. When collaboration is discouraged, teams revert to silos, handoffs, blame, delayed feedback, and local optimization. That is the opposite of the cultural intent of DevOps.

The other options are positive DevOps cultural characteristics. Viewing failure as a learning opportunity supports psychological safety, experimentation, incident learning, and continuous improvement. Welcoming new ideas encourages innovation and helps teams challenge legacy assumptions. Sharing risks and responsibilities creates alignment across functions and reduces the "throw it over the wall" mentality that often exists in traditional IT.

A DevOps culture does not mean absence of discipline or accountability. It means teams use transparency, shared goals, evidence, and feedback to improve the system of work. Leaders should actively encourage collaboration across product, development, operations, security, and business stakeholders so that outcomes are owned collectively. Relevant study guide references: DevOps and Transformational Leadership; Unlearning Behaviors; Becoming a DevOps Organization; Maintaining Energy and Momentum.

NEW QUESTION # 24

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