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## **ITIL 4 Strategist: Direct, Plan and Improve (DPI) Sample Questions (Q21-Q26):**

### NEW QUESTION # 21

A retailer is considering introducing a new virtual reality feature to its online presence. Recognizing this is a significant effort requiring new skills and technology, the CIO has asked the operations manager to assess the impact to the organization. Which assessment method would work BEST in this situation?

- A. Gap analysis
- B. Process maturity assessment
- C. SLA achievement analysis
- D. Customer satisfaction analysis

**Answer: A**

Explanation:

In ITIL DPI, gap analysis is used to compare the current state against the desired future state. Since the retailer is adopting new technology and skills, gap analysis identifies capability shortfalls and resource needs to support the change. Customer satisfaction analysis (A) and SLA analysis (C) measure service performance, not organizational readiness. Process maturity assessment (D) examines process capability but not the holistic gap to achieve new capabilities.

(Reference: ITIL 4 Strategist DPI, section on "Assessment methods - gap analysis for change initiatives")

### NEW QUESTION # 22

The manager of a team of highly skilled professionals often handles challenging problems personally in an effort to demonstrate expertise.

Which TWO are the MOST LIKELY consequences of this behaviour?

- \* Decisions take longer
- \* Employee morale improves
- \* Decisions are made quickly
- \* Employee morale suffers

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

**Answer: D**

Explanation:

DPI governance principles highlight that when managers centralize decisions and problem-solving, it creates bottlenecks (delays in decision-making) and reduces team empowerment, leading to lower morale. Thus, options 1 (decisions take longer) and 4 (employee morale suffers) are the consequences. The behaviour undermines delegation of authority and staff empowerment, which DPI stresses as essential for effective governance and oversight.

(Reference: ITIL 4 Strategist DPI, section on "Delegation of authority and empowerment of teams")

### NEW QUESTION # 23

A service provider has a small technical support team, who are based in a remote location and provide support to a critical service. The support group have a reputation for providing excellent service. Head office, who control budget decisions, are implementing an improvement project for the service.

What should the service provider do FIRST to identify the support team's involvement in the project?

- A. Use the same method of communication as agreed with all project stakeholders
- B. Agree a method for involving the support team in financial decisions
- C. Initiate a discussion with the support group to understand their preferred method of communication
- D. Inform the support team that they will receive regular email updates

**Answer: C**

Explanation:

DPI's OCM guidance emphasizes engaging stakeholders early and ensuring communication methods are tailored to their needs. By first discussing preferred communication methods with the remote support team (B), the organization ensures their active involvement and reduces the risk of disengagement. Option A is one-way communication. Option C is irrelevant (they don't make financial

decisions). Option D assumes one-size-fits-all, which contradicts DPI's principle of stakeholder-specific communication. (Reference: ITIL 4 Strategist DPI, section on "OCM - stakeholder engagement and communication planning")

#### NEW QUESTION # 24

A small service provider is experiencing growth and success. Currently, all important decisions are made by a small executive group. This creates delays because some members of the group are often unavailable.

Which is the BEST approach for establishing an authority structure for decision-making within the service provider organization?

- A. Refer decisions to line managers, who will escalate cases to the executive group when appropriate
- **B. Keep high-risk decisions within the executive group, but define a policy for delegating other decisions**
- C. Allow people to make decisions about their work, and use training and automation to mitigate the risks
- D. Ensure that technical decisions are made by the operational staff who can define the risks

**Answer: B**

Explanation:

DPI emphasizes governance by defining clear decision-making authority. High-risk or strategic decisions should remain with executives, but less critical decisions must be delegated through policies to appropriate levels of management. This prevents bottlenecks and ensures accountability while balancing governance oversight. Options A and B may reduce delays but lack structured governance, while D risks insufficient control.

(Reference: ITIL 4 Strategist DPI, section on "Delegation of decision-making and governance structures")

#### NEW QUESTION # 25

A legacy financial system requires the user to manually enter the time and date of transactions to meet regulatory requirements. A recent internal audit has shown that these fields are often blank.

Which are TWO effective controls that could improve compliance?

- \* Modify the application to automatically add the current date and time when a transaction is entered
- \* Establish a communication plan to remind users of the importance of including the date and time on transactions
- \* Develop a goals cascade so that all staff know their role in achieving company goals
- \* Create a report showing non-compliant records and take appropriate action to correct them

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- **D. 1 and 4**

**Answer: D**

Explanation:

In DPI, controls are mechanisms to ensure compliance and mitigate risks. Modifying the system to auto-capture date/time (1) is a preventive control, while reporting and correcting non-compliant records (4) is a detective control. Together, these are effective and practical. Communication plans (2) and goals cascades (3) improve awareness but do not guarantee compliance. DPI stresses that technical and reporting controls are stronger than relying on human reminders.

(Reference: ITIL 4 Strategist DPI, section on "Controls - preventive and detective mechanisms in governance")

#### NEW QUESTION # 26

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