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ITIL 4 Strategist: Direct, Plan and Improve (DPI) Sample Questions (Q34-Q39):

NEW QUESTION # 34

An organization has IT divisions distributed globally. As the organization has grown, it has become difficult to align the activities of the IT divisions with the organization's objectives.

How can the organization ensure that all IT activities are aligned with the organization's objectives?

- A. Collect feedback from both organizational and IT leadership from each region
- B. Put compliance controls in place to ensure that all centres of expertise are following the same practices
- C. Establish increasingly detailed objectives at each level of the organization that align directly with the objectives of the layer above
- D. Prioritize risk mitigation strategies in alignment with the organization's risk appetite

Answer: C

Explanation:

In DPI, alignment is achieved through cascading objectives: breaking down high-level organizational goals into increasingly detailed objectives at each layer of the organization. This ensures that every division, team, and activity is aligned to the overall strategic vision. Compliance controls (A) only enforce uniformity, not alignment. Risk prioritization (B) is important but narrower in scope. Collecting feedback (D) helps communication but does not ensure systematic alignment.

(Reference: ITIL 4 Strategist DPI, section on "Cascading objectives and alignment of organizational layers")

NEW QUESTION # 35

A company is starting a digital transformation effort that will require significant changes in how IT operates.

The CIO hired consultants to assess the IT department, and they identified a number of improvements that would increase customer value.

Which approach would BEST prioritize improvement outcomes?

- A. Prioritize outcomes that reduce waste the most, which will ensure efficient use of the organization's resources
- B. Prioritize outcomes that move the organization closer to its vision, which will maximize value for all stakeholders
- C. Prioritize outcomes that can be achieved with the least effort, which will help create momentum for future improvements
- D. Prioritize outcomes that impact staff the least, which will help staff develop confidence in making improvements

Answer: B

Explanation:

DPI emphasizes that improvements should be prioritized based on strategic alignment with the organizational vision. This ensures that the most valuable outcomes are delivered first, maximizing stakeholder benefit. While "quick wins" (A), minimizing staff disruption (B), and waste reduction (D) are important considerations, they are secondary to moving closer to the strategic vision.

(Reference: ITIL 4 Strategist DPI, section on "Prioritizing improvements - alignment with vision and strategy")

NEW QUESTION # 36

In an organization, IT teams are working on documented, structured, and systematic processes for all customer-facing work.

Which concept is this an example of?

- A. A balanced scorecard
- B. A method
- C. A control
- D. A risk

Answer: B

Explanation:

In DPI, a method is defined as a structured and systematic approach to performing work, ensuring consistency and repeatability. Documented processes for customer-facing work represent methods applied to service management. A control is something put in place to manage risk, a balanced scorecard is a performance measurement tool, and a risk is a potential event. Hence, "method" is the correct categorization.

(Reference: ITIL 4 Strategist DPI, section on "Policies, controls, and methods")

NEW QUESTION # 37

An organization is mapping a value stream for an IT service. In the current map, the same activity is repeated multiple times. When identifying opportunities to remove waste from the value streams, it has been determined that several days could be removed from the delivery time by eliminating repeated work.

What is this an example of?

- A. Establishing clear objectives for assessments
- B. Building value chains on effective practices
- C. Cascading goals through the organization
- **D. Optimizing a workflow through the organization**

Answer: D

Explanation:

In DPI, value stream mapping identifies bottlenecks, redundancies, and delays. Eliminating repeated activities to save time is an example of workflow optimization (Option C). This reflects Lean principles embedded in DPI - improving flow, reducing waste, and enhancing efficiency. Cascading goals (A), effective practices (B), and objectives for assessments (D) are unrelated to workflow waste elimination.

(Reference: ITIL 4 Strategist DPI, section on "Value stream mapping - optimizing workflow and eliminating waste")

NEW QUESTION # 38

When planning a new service, which three factors should be considered when defining the value that the service will create?

- A. Goals, success factors, and key performance indicators
- B. Efficiency, effectiveness, and outcomes
- C. Measures, methods, and metrics
- **D. Cost, risks, and outcomes**

Answer: D

Explanation:

The DPI guidance highlights that value is defined by outcomes achieved, costs optimized, and risks reduced. When creating a new service, organizations must assess:

- * Costs (resources required to deliver the service),
- * Risks (potential threats to performance and adoption),
- * Outcomes (the results and benefits expected).

This reflects the ITIL service value system's definition of co-creating value between provider and consumer.

(Reference: ITIL 4 Strategist DPI, section on "Value creation and value drivers")

NEW QUESTION # 39

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