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ITIL 4 Strategist: Direct, Plan and Improve (DPI) Sample Questions (Q24-

Q29):

NEW QUESTION # 24

An organization has determined that a significant percentage of incidents have delayed resolutions because they are escalated to the wrong team, and need to be reassigned before they can be resolved. They plan to improve the flow of work by improving the accuracy of incident escalation.

What is this an example of?

- A. Collecting feedback
- **B. Elimination of waste**
- C. Addressing the four dimensions
- D. Organizational change management

Answer: B

Explanation:

ITIL DPI applies Lean principles such as the elimination of waste. Repeated reassignments and delays in incident handling represent a form of waste in workflow. Improving accuracy of escalation removes unnecessary handoffs and accelerates resolution, optimizing flow. This aligns with Lean-inspired waste elimination. OCM (D) is about managing people through change, not fixing workflow inefficiencies.

(Reference: ITIL 4 Strategist DPI, section on "Lean principles - eliminate waste and optimize flow")

NEW QUESTION # 25

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

Answer: B

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 # 26

What is the difference between a policy and a control?

- A. Policies focus on organizations and people, controls focus on information and technology
- B. A control is a type of policy that directs staff behaviour
- **C. Policies are defined by governance, controls are defined by management**
- D. A policy is a type of control that states what management expects

Answer: C

Explanation:

In ITIL 4 DPI, policies are the high-level expectations, rules, or guidelines that are defined by the organization's governing body. They establish the framework for decision-making and behaviour. Controls, on the other hand, are management mechanisms used to enforce policies and ensure compliance. Thus, policies come from governance, while controls are implemented by management to enforce those policies.

(Reference: ITIL 4 Strategist DPI, section on "Policies, controls, and guidelines - governance vs. management responsibilities")

NEW QUESTION # 27

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 # 28

An organization recently established a continual improvement team to promote and enable continual improvement throughout the SVS. The members of the team are discussing the team's role in continual improvement across the organization.

Which is the BEST description of the team's role in this situation?

- **A. The team should ensure that everyone in the organization is empowered and trained to identify and propose improvements**
- B. The team should focus on the improvement of the 'continual improvement' practice
- C. The team should ensure that every improvement initiative strictly follows the steps in the ITIL continual improvement model
- D. The team should be the central point of responsibility for the identification, proposal, and implementation of all improvements

Answer: A

Explanation:

According to DPI, the continual improvement team's role is to promote a culture of improvement across the organization. Their purpose is not to own every improvement but to empower all staff to recognize and propose improvements. By enabling knowledge, training, and cultural reinforcement, they encourage everyone to participate. Options A and C are too narrow, and D is too rigid since the continual improvement model is guidance, not a strict sequence.

(Reference: ITIL 4 Strategist DPI, section on "Continual improvement culture and responsibilities")

NEW QUESTION # 29

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