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DevOps Leaderv2.2 Exam

PEOPLECERT DevOps-Leader

Version Demo

Total Demo Questions: 5

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QUESTION NO: 1

Which of the following describes a characteristic of a traditional IT organization rather than a DevOps organization?

- A. Measure on flow
- B. Definition of done is value outcome realized
- C. Measure on cost and capacity
- D. Scheduling is decentralized and continuous

ANSWER: C

Explanation:

Measure on cost and capacity describes the traditional IT organizational model. Traditional organizations commonly manage and assess separate technology functions through budgets, utilization, headcount, resource capacity, and departmental efficiency. These measures are useful operational controls, but when used as primary success measures they tend to orient teams toward optimizing their own functional area rather than improving the full path by which an idea becomes a valuable, reliable service for a customer. This is consistent with the DevOps guidance that contrasts silo-oriented, resource-focused management with a value-stream and outcomes-oriented operating model.

DevOps leadership instead promotes measures that help the organization improve the flow of work and the delivery of customer and business value. This means understanding end-to-end delivery performance, using feedback to learn and adapt, and aligning teams around shared outcomes rather than isolated capacity targets. The emphasis supports faster, safer delivery and collaborative responsibility across development, operations, security, and other contributors. The DevOps Institute body of knowledge frames DevOps as cultural and operational change focused on value delivery, collaboration, automation, measurement, and sharing. See the [PeopleCert DevOps Leader certification page](#) and the [CALMS DevOps framework overview](#).

QUESTION NO: 2

What doesn't a Value Stream Map do?

- A. Provide a time diagnostic
- B. Help us to visually collaborate
- C. Identify waste
- D. Identify ways in which to remove waste

ANSWER: D

Explanation:

Identify ways in which to remove waste is correct because a Value Stream Map is primarily a visual diagnostic and collaboration tool, rather than a prescriptive solution mechanism. It makes the end-to-end flow of work, information, handoffs, waiting, queues, and processing time visible. This shared view enables a team to recognize where waste, delays, constraints, and unnecessary activities occur across a value stream.

The map itself does not determine the remedy to apply. Deciding how to remove a particular source of waste requires analysis by the people involved in the work, followed by experimentation, prioritization, and implementation of improvement actions. Teams may use the insights from a current-state map to design a future-state flow and an improvement plan, but those decisions are made through collaborative problem solving; they are not generated by the map alone. This distinction is important in DevOps, where visualization supports continual improvement while teams remain accountable for selecting, testing, and measuring process changes.

See the Lean Enterprise Institute's overview of [value-stream mapping](#) and Atlassian's guidance on [value stream mapping](#).

QUESTION NO: 3

When thinking of the dimensions of transformational leadership, which of the following is how we would expect a transformational leader to behave?

- A. Personally compliments individuals for outstanding work
- B. Accepts team's status quo
- C. Berates team for low quality work
- D. Puts the organizational vision before individual needs

ANSWER: D

Explanation:

"Puts the organizational vision before individual needs" best reflects transformational leadership because this leadership approach mobilizes people around a meaningful shared purpose that extends beyond individual or silo-based interests. A transformational leader creates and communicates an appealing future state, builds commitment to it, and encourages people to align their daily choices with the broader outcomes the organization is trying to achieve. This does not mean disregarding people's welfare; rather, it means helping them understand how their contribution connects to a collective mission and motivating them to prioritize that mission when trade-offs arise.

In a DevOps transformation, this behavior is particularly important. Improvements to flow, feedback, reliability, and organizational learning require collaboration across development, operations, security, and business functions. Leaders must therefore unite groups that may have different local measures, incentives, and established practices. By continually socializing a clear organizational vision, they provide the purpose and direction needed for sustained behavioral and cultural change. This aligns with the DevOps Leader focus on transformational leadership, vision, and leading organizational change. See the [PEOPLECERT DevOps Leader certification overview](#) and the [DevOps Institute DevOps Leader overview](#).

QUESTION NO: 4

Imran is a service transition manager in the IT Operations team in a publishing house. Imran feels that he and his colleagues could be working more closely with the developers of their publishing platforms, but he cannot influence the organization model so, in his view, IT Operations will always be a centralized team.

In order to achieve his goal of working more closely with the developers, what should Imran and his colleagues NOT do?

- A. Create shared services for the developers to consume
- B. Assign an Ops liaison to each feature team
- C. Make relevant Ops work visible on shared Kanban boards
- D. Ask the developers to provide their requirements on a monthly basis

ANSWER: D

Explanation:

"Ask the developers to provide their requirements on a monthly basis" is the action Imran and his colleagues should not take. Working from monthly requirement submissions establishes a periodic, batch-oriented handoff between Development and IT Operations. This delays the exchange of operational knowledge, creates queues of work and feedback, and makes it less likely that operational concerns—such as deployability, reliability, supportability, monitoring, and security—will be addressed while work is being designed and developed. It also preserves a supplier-and-customer relationship rather than creating the close, continual collaboration that Imran wants.

A centralized Operations structure does not prevent DevOps ways of working. The important goal is to improve shared ownership, visibility, communication, and fast feedback across the value stream. Frequent collaboration and integrating operational input early enable teams to learn while work is still small and adaptable, rather than discovering constraints after a monthly request cycle has begun. This supports flow and reduces the friction caused by functional boundaries without

requiring an immediate organizational redesign. The DevOps Research and Assessment material describes the importance of feedback and collaborative practices in software delivery, while the DevOps Institute's DevOps Leader curriculum addresses organizational transformation and operating models. See [DORA capabilities](#) and [DevOps Institute DevOps Leader](#).

QUESTION NO: 5

Which of the following is one of the 4C's from Training from the Back of the Room?

- A. Curiosity
- B. Courage
- C. Candor
- D. Concrete

ANSWER: D

Explanation:

Concrete is correct because Training from the Back of the Room organizes learning activities around the 4Cs: Connections, Concepts, Concrete Practice, and Conclusions. "Concrete" refers to the Concrete Practice phase, in which learners actively use, test, rehearse, or apply what they have learned. This moves learning beyond passive presentation and gives participants an opportunity to make the material practical and memorable.

For a DevOps leader, concrete practice is especially relevant because DevOps adoption depends on changes in day-to-day behaviors, collaboration patterns, technical practices, and decision-making. A training session should therefore give teams ways to apply ideas such as feedback loops, automation, shared responsibility, or continual improvement in realistic situations. Practice can include simulations, group exercises, facilitated problem solving, and action planning based on the team's own work. Such activities help participants turn an abstract concept into a capability they can use after the session.

The 4Cs framework is described by the Training from the Back of the Room authors as a brain-friendly approach that connects learners' existing experience with new concepts, active practice, and meaningful conclusions. See [Training from the Back of the Room](#) and [the book's publisher listing](#).