

# ITIL

## Exam Questions ITIL4-DPI

ITIL 4 Strategist: Direct, Plan and Improve (DPI)



#### NEW QUESTION 1

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

**Answer: B**

#### 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 2

Which concept or activity involves reviewing data to identify what is working well and what needs to be done differently?

- A. Direction
- B. Planning
- C. Improvement
- D. Vision

**Answer: C**

#### Explanation:

The continual improvement model in ITIL DPI explicitly requires reviewing data and performance outcomes to determine what is successful and what requires adjustment. This is the essence of improvement—using measurement and feedback to guide future action. Direction (A) and vision (D) are long-term guiding elements, while planning (B) organizes work. Only improvement is about data-driven reflection and adaptation. (Reference: ITIL® 4 Strategist DPI, section on "Continual improvement model – steps to evaluate and adapt")

#### NEW QUESTION 3

An internet service provider has recently acquired a smaller competitor and has performed an analysis of internal and external factors affecting both companies. The competitor was acquired because of their popularity in the market due to excellent service levels. The management are about to integrate the staff and practices of the two organizations and would like to ensure that this is successful.

Which assessment method is BEST for them to adopt?

- A. Strengths, weaknesses, opportunities, threats (SWOT)
- B. Customer/user satisfaction
- C. Change readiness
- D. SLA achievement

**Answer: A**

#### Explanation:

DPI highlights SWOT analysis as a key assessment tool for mergers, acquisitions, or major integrations. SWOT helps organizations understand internal capabilities (strengths/weaknesses) and external market factors (opportunities/threats). This is critical when combining practices and cultures to ensure strengths are leveraged and weaknesses are mitigated. Customer satisfaction (B) and SLA analysis (D) are narrow operational measures. Change readiness (C) is useful but does not fully assess strategic alignment.

(Reference: ITIL® 4 Strategist DPI, section on "Assessment methods – SWOT analysis in organizational change")

#### NEW QUESTION 4

A CIO has made value stream mapping a key part of an IT improvement effort. A value stream map for existing services is being developed.

Which approach would produce the BEST results?

- A. Hire process consultants to develop process maps, and minimize the involvement of staff in the design of the future state of the value stream
- B. Ask stakeholders to document all value stream activities for which they are responsible, then assign team members to each activity to develop improvements
- C. Hire an organizational change management consultant to identify the attitudes, behaviours, and cultural changes that are required to make value streams more effective
- D. Ask stakeholders to collaborate to optimize and eliminate waste, and establish metrics for measuring improvement

**Answer: D**

#### NEW QUESTION 5

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 6**

At the start of an organizational change initiative, the managers of an organization ensure that stakeholders know what the change is supposed to achieve and encourage them to discuss it. Which organizational change management requirement does this MOST contribute to?

- A. Clear and relevant objectives
- B. Strong and committed leadership
- C. Willing and prepared participants
- D. Sustained improvement

**Answer: C**

**NEW QUESTION 7**

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

**Answer: B**

**NEW QUESTION 8**

A service provider has experienced a number of problems with their cloud storage service that have caused service outages. Problem management has successfully identified the cause of each incident, but further improvements to the service are considered necessary. Which is the BEST example of using the 'continual improvement model' to guide improvements to the service?

- A. Use the model to identify and compare improvements to the 'problem management' practice
- B. Use the model to identify and prioritize improvements to the cloud storage service
- C. Use the model to restore and recover the cloud storage service each time the service fails
- D. Use the model to assess and authorize changes to improve the cloud storage service

**Answer: B**

**NEW QUESTION 9**

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

**Answer: C**

**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 10**

A service provider is improving its 'service desk' practice and has established the success factor: ??improved user satisfaction with the service desk.?? Which is the BEST key performance indicator for measuring this?

- A. Reduce time to resolve the underlying cause of incidents
- B. 10% increase in calls resolved without escalation by end of the year
- C. Accelerate service request fulfilment by the end of quarter 2
- D. Increase average time to answer phones by 5%

**Answer: B**

**NEW QUESTION 10**

A manager is planning which interfaces will be needed across the value stream when a new service is created. Which of these steps should be carried out FIRST?

- A. Identify tools that will be used to develop and deploy the service
- B. Identify practices that will be used to create and manage the service

- C. Identify utility and warranty requirements for the service
- D. Identify and involve stakeholders in the service

**Answer: D**

**NEW QUESTION 15**

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

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

**Answer: C**

**NEW QUESTION 20**

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**

**NEW QUESTION 23**

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

**Answer: C**

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

**Answer: C**

**NEW QUESTION 28**

As a result of feedback from customers received at regular service reviews, an organization with a large number of users is migrating an important IT service to a cloud service provider. The service functionality and the user interface will not change, but the availability and performance should improve.

Which communication plan is MOST appropriate?

- A. Launch the project using a self-help portal to ensure maximum coverage; ensure the same message gets to customers and users
- B. Discuss the impact of the changes on the customers at the next service review; send users an email detailing change dates and the expected benefits
- C. Explain the benefits to customers in an email; hold discussions with users to explain the changes
- D. Launch the upgraded service then discuss its effects at a future service review; use the service desk to deal with any user issues

**Answer: B**

**NEW QUESTION 29**

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