



DevOps Leader V2.0

Sample Exam 2

1. What do elite performing organizations do, according to the Accelerate State of DevOps Report?
 - a. Deploy regularly and infrequently
 - b. Have a lower change failure rate
 - c. Have an extended lead time from commit to deploy
 - d. Take longer to recover from downtime
2. In the Power of TED (The Empowerment Dynamic) which of the following roles replaces the Persecutor role from the Karpman Drama Triangle?
 - a. Victim
 - b. Creator
 - c. Coach
 - d. Challenger
3. Which of the following is NOT a good example of a guild?
 - a. The testing team
 - b. Tribe leads
 - c. Agile coaches
 - d. AI and machine learning
4. In a Value Stream Mapping exercise, which of the following metrics would describe how long the value takes to travel end to end of the stream?
 - a. Touch time
 - b. Cycle time
 - c. Wait time
 - d. % Rework
5. Clemens has been given responsibility for developing a new mobile application for the vehicle manufacturer he works for in Munich, Germany. He is considering using agile and lean methodologies to deliver a Minimum Viable Product. What should he do?
 - a. Formulate a hypothesis
 - b. Wait as long as possible for feedback
 - c. Decide for himself when it's complete
 - d. Create a detailed plan and stick to it

6. Anastasia is the new CIO at a Russian bank in St Petersburg. The bank has many years of operating history but is seeing a decline in revenues that it's attributing to some start up, internet based banks that are offering mobile based services, particularly around foreign exchange. Ana has observed that the bank is very rigid and project-oriented in the way that they are delivering their solutions to their clients and are not keeping up with the innovation of these disruptor competitors. She has decided to steer the bank through a DevOps evolution. What should she do to start?
- By ensuring the planning horizons are long
 - With a value stream
 - By discounting both legacy and brownfield services
 - With a reorganization
7. In the context of DevOps, why is having T, Pi and Comb shaped people important?
- We need diversity
 - Comb shaped people make better coders
 - People are happier when they have multiple masteries
 - Having multi-functional people reduces handoffs and delays
8. Which of the following is a desired outcome for DevOps?
- Managing dependencies between teams
 - Defined and formal communication paths
 - Significant upfront planning
 - End-to-end lifecycle accountability
9. In Kolb's Learning Styles, when a learner is reflectively observing, which of the following are they doing?
- Thinking
 - Feeling
 - Watching
 - Doing
10. If according to David Rock's SCARF model in his book, 'Your Brain at Work', Rinku is primarily motivated by relatedness, what is she likely to consider a threat?
- Being micromanaged
 - Not knowing her boss' expectation
 - Meeting someone new
 - Lack of ground rules

11. How does DevOps differ from Traditional IT?
- a. Batch sizes are larger
 - b. Scheduling is decentralized
 - c. Release is a high risk event
 - d. Silos are skill-centric
12. As a DevOps Leader, how can an understanding of neuroscience help you?
- a. Knowing the brain is not plastic explains why it's hard to learn
 - b. You can use the approach response to fear to discourage bad behavior
 - c. Mirror-neurons tell us what we do doesn't matter
 - d. Practice causes automaticity in the brain
13. When mapping a future value stream, which of the following questions should you ask?
- a. What activities can we add?
 - b. How can we add more hand-offs?
 - c. Which activities can be merged?
 - d. Where can we extend the wait time?
14. As a DevOps Leader, when you are facilitating a Value Stream Mapping exercise, what should you do?
- a. Make it count - you should only VSM once
 - b. Make sure all the detail is examined thoroughly
 - c. Let disagreements run their course
 - d. Consider walking the floor
15. When you are thinking about your DevOps Target Operating Model, what is a design principle you should use?
- a. Break dependencies
 - b. Short-lived products
 - c. Don't reuse code
 - d. Align teams to skills
16. What is a characteristic of an evolutionary as opposed to transformational change approach?
- a. Orchestrated from the top
 - b. Lots of upfront planning
 - c. A single individual driving
 - d. Participatory, empowered people

17. What is a characteristic of a Transformational Leader?
- a. Has low expectations
 - b. Tells people to be realistic
 - c. Encourages self-interest
 - d. A model of integrity and fairness
18. In Daniel Goleman's 6 Styles of Leadership, when does the coaching style work best?
- a. When a clear direction or change is needed
 - b. When helping people and building long-term strength
 - c. To get quick results from a highly competent team
 - d. In a crisis or with problematic people
19. In a DevOps environment, which of the following best describes the approach to scheduling?
- a. Squad decides when to push code
 - b. Large release team
 - c. Activities coordinated across teams
 - d. All paperwork complete
20. Which of the following characterizes a Teal organization?
- a. Middle management layers
 - b. Accepted rules and controls
 - c. Self-organized, collective goals
 - d. Machine like
21. Victoria is a Chapter Lead. What does her role incorporate?
- a. Line management duties
 - b. Working with PO on cross-squad assignments
 - c. Enabling productivity and ways of working
 - d. Arranging community events
22. StoStaKee, Three Little Pigs and In My Shoes are examples of what?
- a. Team models
 - b. Experiments
 - c. Kata
 - d. Retrospectives

23. The desire to learn, in the context of Training from the Back of the Room, relates to which of the 4C's?
- a. Concepts
 - b. Conclusion
 - c. Connections
 - d. Concrete
24. Biagio has self-identified as the DevOps advocate in his value stream at a large global bank. He wants to spend some time planning how he will bring the people in his value stream with him on their DevOps evolution and has found the Bateson Stakeholder Map. Which of the categories of people should he target to initially share his vision?
- a. Enthusiasts
 - b. Ambassadors
 - c. Spectators
 - d. Critics
25. Which of the following characteristics describes the treatment of failure in a DevOps organization?
- a. First priority is to do no harm
 - b. Risk-averse
 - c. Choose where to fail
 - d. Do not fail
26. Which of the following activities drives behavioral safety rather than systemic safety?
- a. Limited blast radius
 - b. Continuous integration
 - c. Making experimentation time explicit
 - d. Deployment automation
27. Which of the following is a potential area of waste you could remove in a future value stream map?
- a. Peer reviewed change
 - b. Cloud based environment provisioning
 - c. UAT sprint
 - d. Autonomous release

28. According to Conway's Law: "Any organization that designs a system will produce a design whose structure is a copy of the organization's..."?
- a. Climate
 - b. Cultural model
 - c. Communication structure
 - d. Hierarchical chart
29. When defining your target DevOps state, what should you avoid and/or eliminate?
- a. Organic communication
 - b. Dependencies
 - c. End-to-end lifecycle accountability
 - d. Incremental change
30. The Flow Manifesto advises us to?
- a. Put emotion aside
 - b. Have cycle time as a week
 - c. Promote the pivot
 - d. Promote the fixed mindset
31. Which of the following describes the rule that the long-term average number of customers in a stable system L is equal to the long-term average effective arrival rate, λ , multiplied by the average time a customer spends in the system, W ?
- a. Little's Law
 - b. Conway's Law
 - c. Moore's Law
 - d. Humble's Law
32. Which of the following is a characteristic of first generation Lean Product Development?
- a. Optimizes one-piece flow
 - b. Allows variability
 - c. Science based
 - d. Treats batch size as economic trade off

33. When building your investment case for DevOps, what should you do?
- a. Articulate the risk of doing nothing
 - b. Focus on productivity improvements
 - c. Work to cost of people
 - d. Work to cost of systems
34. In Wilber's Quadrants, as adapted by Frederic Laloux in his book 'Reinventing Organizations', which of the following relates to the Interior and External Perspective?
- a. Intentional 'I'
 - b. People's Behavior
 - c. Organizational Culture
 - d. Social It's
35. Which of the following is not typically an organizational unit in the Spotify Squad model?
- a. Tribe
 - b. Pod
 - c. Chapter
 - d. Guild
36. When considering improvements you can make when designing a Future Value Stream, which of the following is not related to a tools or automation oriented improvement, but is a people, organizational or cultural oriented improvement?
- a. Continuous deployment
 - b. Cloud-based environment provisioning
 - c. Autonomous squads
 - d. Production-like test environments
37. Which of the following are IT Operations typically primarily concerned with in a traditional IT organization?
- a. Software
 - b. Change
 - c. Stability
 - d. Innovation

38. What is true about Value Stream Mapping?
- a. It details exactly what is happening in every activity step
 - b. It's a lean tool developed by Target
 - c. It helps us to visually collaborate
 - d. It tells us how to remove the waste in our value stream
39. Which of the following is typical in a DevOps environment when observing the Definition of Done?
- a. Only the CIO has end-to-end visibility
 - b. Focused on meeting the deadline
 - c. Everyone focused on their piece of the work
 - d. The team that creates the bug, fixes the bug
40. Which of the following is an Amazon Leadership Principle?
- a. Earn trust
 - b. Spend big
 - c. Think small
 - d. Bias for planning

Question #	Correct Answer	Reference Slide	Module
1	b	14	1: DevOps and Transformational Leadership
2	d	150/151	7: Articulating and Socializing Vision
3	a	136	6: Target Operating Models and Organizational Designs
4	b	97	4: Measure to Learn
5	a	75	3: Becoming a DevOps Organization
6	b	63	3: Becoming a DevOps Organization
7	d	55	2: Unlearning Behaviors
8	d	120	6: Target Operating Models and Organizational Designs
9	c	180	8: Maintaining Energy and Momentum
10	c	169	8: Maintaining Energy and Momentum
11	b	17	1: DevOps and Transformational Leadership
12	d	46	2: Unlearning Behaviors
13	c	106	5: Measure to Improve
14	d	111	5: Measure to Improve
15	a	121	6: Target Operating Models and Organizational Designs
16	d	144	7: Articulating and Socializing Vision
17	d	27	1: DevOps and Transformational Leadership
18	b	28	1: DevOps and Transformational Leadership
19	a	68	3: Becoming a DevOps Organization
20	c	138	6: Target Operating Models and Organizational Designs
21	a	136	6: Target Operating Models and Organizational Designs
22	d	178	8: Maintaining Energy and Momentum
23	c	58	2: Unlearning Behaviors
24	b	56	2: Unlearning Behaviors
25	c	71	3: Becoming a DevOps Organization
26	c	78	3: Becoming a DevOps Organization
27	c	106	5: Measure to Improve
28	c	118	6: Target Operating Models and Organizational Designs
29	b	120	6: Target Operating Models and Organizational Designs
30	d	54	2: Unlearning Behaviors
31	a	51	2: Unlearning Behaviors
32	a	51	2: Unlearning Behaviors
33	a	166	8: Maintaining Energy and Momentum
34	b	149	7: Articulating and Socializing Vision
35	b	132	6: Target Operating Models and Organizational Designs
36	c	106	5: Measure to Improve
37	c	49	2: Unlearning Behaviors
38	c	91	4: Measure to Learn
39	d	73	3: Becoming a DevOps Organization
40	a	30	1: DevOps and Transformational Leadership