



DevOps Leader V2.0

Sample Exam 1

1. In what way does DevOps differ from Traditional IT?
 - a. Large batch sizes
 - b. Centralized scheduling
 - c. Do not fail culture
 - d. Autonomous dedicated cells

2. What are high-velocity managers in place to do?
 - a. Ensure organizations are self-diagnosing
 - b. Evaluate through a set of contrived metrics
 - c. Berate
 - d. Command and control

3. What is not a category of bias?
 - a. Financial
 - b. Social
 - c. Longterm-ism
 - d. Failure to estimate

4. How can a value stream map be used to identify improvement opportunities?
 - a. Provides a time diagnostic
 - b. Illustrates how end-to-end work is done
 - c. Identifies ways to remove waste
 - d. Both A and B

5. Which statement about Conway's Law is CORRECT? System designs reflect...
 - a. Industry standards
 - b. Team size
 - c. Technology environment
 - d. Organization design

6. What is NOT a desired outcome of DevOps?
 - a. Autonomy, mastery and purpose
 - b. Faster decision making
 - c. Dependency management
 - d. Incremental change

7. In the context of DevOps, which of the following likely presents waste in a value stream?
- a. Peer-reviewed change
 - b. Release management team
 - c. Test Driven Development (TDD)
 - d. Cloud based, self-service environment provisioning
8. Unlearning requires individuals to:
- a. Forget everything they have previously learned
 - b. Reframe once useful mindsets
 - c. Unconsciously let go of useless information
 - d. Naturally osmore new information
9. Which role works with the product owner and management on priorities and work assignments across squads in the Spotify model?
- a. Tribe lead
 - b. Squad lead
 - c. Agile coach
 - d. Chapter lead
10. A 'soft' gain when thinking about DevOps Return on Investment is:
- a. Revenue from accelerating time to value of new functionality
 - b. Reducing the cost of delivery value
 - c. Improvements that allow more to be done with the same
 - d. Improved market perception
11. Which is NOT a metric collected when mapping a value stream?
- a. Total cycle time
 - b. Volume of defects
 - c. % rework/complete and accurate
 - d. Touch time
12. Which of the following practical outcomes relates to the DevOps design principle of having long lived products and teams aligned to value streams?
- a. Work is finished, technical debt is not created and/or paid off
 - b. Waste avoidance, improved quality
 - c. Avoiding dependency management – allowing teams to behave as autonomous units not waiting for other teams to contribute or be ready
 - d. Reducing silos, wait time, improving dynamic learning culture

13. Which of the following is a communication goal of Transformational Leadership?
- a. Improved collaboration between development and operational teams
 - b. Shortened feedback loops
 - c. Automated communication that allows people instant access to each other
 - d. Communication that inspires people to see that change brings opportunities
14. Which of the following is a characteristic of an organizational design?
- a. Strategic macro design
 - b. Deconstructed micro-level design
 - c. Describes the vision for: people, processes, organization, information, technology, customer segments, channels, products/services, physical location
 - d. Includes a roadmap between the states
15. Which of the following is a role in the Karpman Drama Triangle?
- a. Victim
 - b. Creator
 - c. Challenger
 - d. Coach
16. What is a characteristic of a transformational approach to change?
- a. Authority delegated/distributed
 - b. Decentralized decision making
 - c. Incremental
 - d. Orchestrated from the top
17. What is a characteristic of a teal organization?
- a. Hierarchy
 - b. Self-management
 - c. Control
 - d. Power

18. What is a Chapter in the Spotify model?
- a. A community of interest
 - b. A collection of squads
 - c. A small family of people with similar skills
 - d. An autonomous team
19. Which characteristic of high-performing organizations makes it possible for them to take on more risk? Ability to...
- a. Recover quickly from failure
 - b. Exceed productivity goals
 - c. Achieve faster lead times
 - d. Automate software delivery processes
20. Which statement about how DevOps IT organizations approach failure is CORRECT?
- a. Fail early
 - b. Do no harm
 - c. Failure is part of learning
 - d. Both A and C
21. A team of individuals representing development, IT operations, quality assurance and security has been tasked with mapping out a value stream. Some members want to get right into brainstorming ideas for improvement and mapping out the desired future state map. What would happen if they took this approach?
- a. They'd save time
 - b. They'd lack the data needed to quantify improvements
 - c. They could immediately begin optimizing work within their teams
 - d. They could identify quick wins
22. In the squad model, which grouping of people cuts across the whole organization and welcomes anyone to join?
- a. Squad
 - b. Tribe
 - c. Guild
 - d. Chapter

23. What is a suggested approach in the Flow Manifesto?
- a. Define continuous delivery goals through customer value
 - b. Cycle time is a week
 - c. Ignore emotion
 - d. Avoid pivoting
24. What are the Four C's involved in Training from the Back of the Room?
- a. Communicate, Collaborate, Coordinate, Consolidate
 - b. Courage, Curiosity, Challenge, Candor
 - c. Connections, Concept, Concrete, Conclusion
 - d. Collaborate, Culture, Change, Conclude
25. Teams of what type of people is desirable as it increases the flow of work because we are not waiting for SMEs to pick up the work, but people have multiple roles and can adjust to the highest priority work at the time?
- a. Specialists
 - b. T-Shaped
 - c. Pi-Shaped
 - d. Comb-Shaped
26. Which statement about what happens when blame exists in a culture is correct?
- a. Learning happens
 - b. Desire to understand the system grows
 - c. People cover up their errors
 - d. Innovation increases
27. When you are empowering people, what should you do?
- a. Tell them what your vision is for their role
 - b. Give them the autonomy to do it on their own
 - c. Give them a problem statement with suggested solutions
 - d. Train them to behave in the way you want them to

28. A company has been widely criticized for repeated delays bringing new software products to market. Once live, the products are error-prone, prompting further criticism. Which BEST represents how DevOps will benefit this business?
- a. Increases deployment lead time and frequency
 - b. Increases code and deployment quality
 - c. Improves ability to release software rapidly and reliably
 - d. Improves ability to exceed profitability goals
29. Which statement about DevOps IT teams is INCORRECT?
- a. Skill centric
 - b. Cross functional
 - c. Application focus
 - d. Data driven
30. Which statement about a future state value stream map is INCORRECT?
- a. Reduces the time required to bring value to customers
 - b. Reflects when the organization will be 'done'
 - c. Requires breaking down organizational barriers
 - d. Breaks system into manageable loops for implementation
31. In the Squad model, who is responsible for growing high-performing teams?
- a. Squad leads
 - b. Chapter leads
 - c. Agile coaches
 - d. Tribe Leadership Team
32. According to David Rock's SCARF model in 'Your Brain at Work', what is somebody who is motivated by status likely to find a threat?
- a. Being given advice or instructions, offering feedback, performance reviews
 - b. Not knowing their boss' expectation or someone acting incongruently
 - c. Being micromanaged
 - d. Meeting someone unknown, meeting a different culture

33. Which is the correct definition of Little's Law?
- a. 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
 - b. Organizations which design systems are constrained to produce designs which are copies of the communication structures of these organizations
 - c. The number of transistors in a dense integrated circuit doubles about every two years
 - d. Any observed statistical regularity will tend to collapse once pressure is placed upon it for control purposes
34. What is the role of experiments when implementing a minimum viable product?
- a. Gather user requirements
 - b. Test out different versions of a feature
 - c. Validate a hypothesis
 - d. Test a product's scalability
35. In the context of DevOps IT, who generates data?
- a. Squads
 - b. IT Operations
 - c. Managers
 - d. Tribe leads
36. Which is an example of a method for building systemic safety rather than behavioral safety?
- a. Making experimentation time explicit (i.e. writing it into the product backlog)
 - b. Limited blast radius approaches: feature toggles, canary, blue/green, microservices
 - c. Writing actions from retrospectives as experiments and making time to ensure follow up
 - d. Ensuring shared accountabilities and goals across and between teams

37. Which of the following statements about neuroscience is correct?
- a. Fear creates an approach response
 - b. Rewards and novelty create an avoidance response
 - c. The brain we are born with cannot change
 - d. Mirror neurons make enthusiasm infectious
38. Which metric reflects the time it takes to complete a process step?
- a. Total cycle time
 - b. Value added time
 - c. Touch time
 - d. Wait time
39. In the Spotify model, what do squads in a tribe have in common?
- a. Related business capability
 - b. Cover all time zones
 - c. Similar skills
 - d. Desire to network
40. When you are shifting from blame to accountability, what should you do?
- a. Suppress anger that you may experience
 - b. Know that people are often irrational
 - c. Acknowledge that judgment and criticism make clarity hard
 - d. Dissociate yourself from your own role in the situation

Question #	Correct Answer	Reference Slide	Module
1	d	17	1: DevOps and Transformational Leadership
2	a	23	1: DevOps and Transformational Leadership
3	c	45	2: Unlearning Behaviors
4	d	91	4: Measure to Learn
5	d	6	6: Target Operating Models and Organizational Designs
6	c	120	6: Target Operating Models and Organizational Designs
7	b	106	5: Measure to Learn
8	b	41	2: Unlearning Behaviors
9	a	134	6: Target Operating Models and Organizational Designs
10	d	165	8: Maintaining Energy and Momentum
11	b	87	4: Measure to Learn
12	a	121	6: Target Operating Models and Organizational Designs
13	d	24	1: DevOps and Transformational Leadership
14	b	116	6: Target Operating Models and Organizational Designs
15	a	150/151	7: Articulating and Socializing Vision
16	d	144	7: Articulating and Socializing Vision
17	b	138	6: Target Operating Models and Organizational Designs
18	c	135	6: Target Operating Models and Organizational Designs
19	a	14	1: DevOps and Transformational Leadership
20	d	71	3: Becoming a DevOps Organization
21	b	110	5: Measure to Improve
22	c	136	6: Target Operating Models and Organizational Designs
23	a	54	2: Unlearning Behaviors
24	c	58	2: Unlearning Behaviors
25	d	55	2: Unlearning Behaviors
26	c	183	8: Maintaining Energy and Momentum
27	b	148	7: Articulating and Socializing Vision
28	c	10	1: DevOps and Transformational Leadership
29	a	67	3: Becoming a DevOps Organization
30	b	111	5: Measure to Improve
31	d	134	6: Target Operating Models and Organizational Designs
32	a	169	8: Maintaining Energy and Momentum
33	a	51	2: Unlearning Behaviors
34	c	75	3: Becoming a DevOps Organization
35	a	70	3: Becoming a DevOps Organization
36	b	78	3: Becoming a DevOps Organization
37	d	46	2: Unlearning Behaviors
38	c	94	4: Measure to Learn
39	a	133	6: Target Operating Models and Organizational Designs
40	c	184	8: Maintaining Energy and Momentum