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## Question 1

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Question Type: MultipleChoice

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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?

Options:

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

Answer:

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C

Explanation:

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DPI emphasizes that OCM must create willing and prepared participants by providing clarity on the change's purpose and encouraging open discussion. This builds trust, reduces resistance, and increases engagement. Objectives (A) and leadership (B) are important but are managerial aspects, not participant readiness. Sustained improvement (D) occurs later. The direct outcome of early communication and dialogue is prepared participants.

(Reference: ITIL 4 Strategist DPI, section on 'Organizational change management -- preparing participants')

## Question 2

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Question Type: MultipleChoice

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An organization is drafting a plan to achieve its strategic goals and is ensuring that they consider the involvement of all appropriate stakeholders at all levels in the organization.

Which guiding principle are they applying?

### Options:

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- A- Focus on value
- B- Think and work holistically
- C- Collaborate and promote visibility
- D- Keep it simple and practical

### Answer:

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C

### Explanation:

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The DPI guidance emphasizes collaboration and visibility as essential principles in planning. By ensuring all stakeholders at every level are engaged, the organization promotes shared ownership and transparency. "Focus on value" (A) targets alignment to business outcomes, "Think and work holistically" (B) refers to systems thinking, and "Keep it simple and practical" (D) ensures clarity. The scenario most directly reflects collaboration and visibility.

(Reference: ITIL 4 Strategist DPI, section on 'Guiding principles -- Collaborate and promote visibility')

## Question 3

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Question Type: MultipleChoice

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The IT organization of a large company has an existing improvement programme. Individual IT divisions have fully embraced continual improvement. The business has seen areas of improved performance, but the improvements do not last long.

Which action BEST maintains long-term improvement?

### Options:

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- A- Starting all improvement efforts with a clear understanding of the current and desired future state
- B- Developing a business case for continual improvement and asking for support from senior management
- C- Establishing a strong governance capability to help build a culture of continual improvement
- D- Developing a value stream map for the continual improvement effort to better understand how it is working

Answer:

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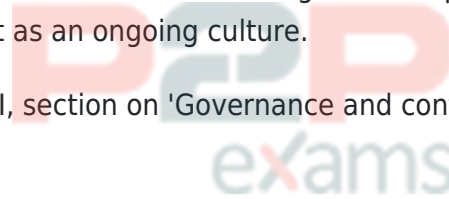
C

Explanation:

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In DPI, sustainable continual improvement requires embedding it into the organization's governance structures. Governance ensures accountability, decision-making, and cultural reinforcement that prevents improvements from being short-lived. Option A is part of the continual improvement model but does not ensure sustainability. Option B helps with funding, not culture. Option D is useful for visualization but not long-term adoption. Only strong governance embeds continual improvement as an ongoing culture.

(Reference: ITIL 4 Strategist DPI, section on 'Governance and continual improvement culture')



## Question 4

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Question Type: MultipleChoice

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

Options:

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



Answer:

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C

Explanation:

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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')

## Question 5

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Question Type: MultipleChoice

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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?

### Options:

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- 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:

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C

### Explanation:

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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')

## Question 6

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Question Type: MultipleChoice

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An IT department is functioning as a service provider for the company it is a part of.

Which statement about this provider's governance is CORRECT?

### Options:

- A- An internal service provider's governance is limited to external factors such as regulations and legislation
- B- An internal service provider is not subject to governance because they are part of the same company
- C- An internal service provider cannot govern itself unless it has specifically delegated the authority by the company's governing body
- D- An internal service provider must use the service value system instead of governance

### Answer:

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C

### Explanation:

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DPI clarifies that governance always comes from the organization's governing body. Internal service providers do not operate independently; they must follow the governance structures of the parent organization. They may only self-govern if explicitly delegated authority. Option A is incorrect (governance covers internal and external). Option B is false---governance always applies. Option D is misleading; the SVS supports governance, not replaces it.

(Reference: ITIL 4 Strategist DPI, section on 'Governance in internal and external service provider contexts')

## Question 7

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Question Type: MultipleChoice

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An organization is making a major improvement to how they create and deliver IT services. They need to collect feedback about what issues staff have with the improvement.

Which is an appropriate method for this?

### Options:

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- A- Ask managers to provide information about staff attitudes to the change
- B- Send frequent email updates explaining the importance of the change
- C- Provide responses to frequently asked questions (FAQ) on a website
- D- Provide managers with the tools they need to manage people through the change

### Answer:

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D

### Explanation:

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In DPI, effective OCM requires equipping managers with tools and methods to gather feedback and support their teams. This enables direct two-way communication and trust-building. Options A, B, and C are one-way communication or indirect channels, which limit genuine feedback. DPI emphasizes that line managers are closest to employees and play a key role in gauging attitudes, resistance, and suggestions.

(Reference: ITIL 4 Strategist DPI, section on 'Organizational change management -- feedback and manager involvement')

## Question 8

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Question Type: MultipleChoice

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Which BEST describes a value stream?

### Options:

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- A- Steps that add value to a unit of work being processed in the service value chain
- B- The way an organization applies specific resources to tasks
- C- A flexible and simple guide that supports improvement initiatives
- D- A structured approach to organizational change, so that staff members feel valued

### Answer:

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A

### Explanation:

DPI defines a value stream as "a series of steps an organization undertakes to create and deliver products and services to consumers." It describes how value is created and flows through the service value chain. Option A directly reflects this definition. Options B, C, and D refer to resources, guidance, or change management, not the definition of value streams.

(Reference: ITIL 4 Strategist DPI, section on 'Value stream mapping -- definition and purpose')

## Question 9

Question Type: MultipleChoice

A service provider is implementing a new self-service portal for users to request access to IT services. The portal will be made available to 5000 users across 50 sites.

Which is the BEST guidance for producing guidelines for users of the self-service portal?

### Options:

- A- Circulate detailed guidelines to users for using the self-service portal to request access to IT services
- B- Provide guidelines for using the self-service portal for access requests to the service desk staff so that they can help users
- C- Produce simple guidelines for users of the self-service portal for access requests, making it clear who to contact for exceptions
- D- Provide guidelines outlining the difference from previous methods of requesting access to IT services

### Answer:

C

### Explanation:

DPI and the guiding principle "Keep it simple and practical" stress that guidance should be clear, concise, and user-friendly. With 5000 users, simple guidelines prevent confusion and reduce support overhead. Explicit instructions on who to contact for exceptions ensures smooth adoption. Options A and D risk overwhelming users with detail, while B shifts responsibility to the service desk instead of empowering users.

(Reference: ITIL 4 Strategist DPI, section on 'Organizational change management --

communication and adoption support')



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