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## ITIL 4 Specialist: High-velocity IT Exam

ITIL ITIL-4-Specialist-High-velocity-IT

Version Demo

Total Demo Questions: 13

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## Topic Break Down

| Topic                                                                                                                               | No. of Questions |
|-------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Topic 1, Understand the concepts regarding the high-velocity nature of the digital enterprise, including the demand it places on IT | 21               |
| Topic 2, Understand the digital product lifecycle in terms of the ITIL operating model                                              | 41               |
| Topic 3, Understand the importance of the ITIL Guiding Principles and other fundamental concepts for delivering high velocity IT    | 32               |
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#### QUESTION NO: 1

At which steps in the customer journey should the approach to authorizing and enabling the user to use service be defined?

- A. Onboard and Co-create
- B. Engage and Deliver
- C. Explore and Improve
- D. Design and Transition

**ANSWER: A**

#### Explanation:

**Onboard and Co-create** is correct because these customer-journey steps establish and operationalize a consumer's ability to use a service. During onboarding, the provider and consumer define the practical arrangements that let users begin consuming the service, including identity, access, authorization, user enablement, support channels, and any required training or communications. Co-creation then ensures that these arrangements continue to work in real usage: customers and providers collaborate, exchange feedback, and adapt service interactions so users can obtain value safely and effectively. In a high-velocity environment, authorization and enablement must support rapid, reliable access while remaining aligned with governance, security, and the agreed service experience. This reflects ITIL's service value system, in which value is co-created through ongoing interaction between service providers and service consumers, rather than being delivered unilaterally. The High-velocity IT guidance applies this perspective to digital products and services that need fast learning cycles and continual adaptation. See the official [ITIL 4 Specialist: High-velocity IT certification overview](#) and the [ITIL professional community](#) for further ITIL context.

#### QUESTION NO: 2

An operations team resolves recurring incidents quickly, but resolution depends on a small number of experienced engineers. New team members repeatedly investigate the same symptoms because workarounds and diagnostic information are stored in private messages and personal notes.

Which action would BEST improve the team's ability to operate at high velocity?

- A. Assign all recurring incidents to the most experienced engineers
- B. Require new team members to observe incident resolution for several months
- C. Close recurring incidents after the immediate service has been restored
- D. Create and maintain shared knowledge integrated into the support workflow

**ANSWER: D**

#### Explanation:

**Create and maintain shared knowledge integrated into the support workflow** is correct because it makes proven diagnostic steps, workarounds, and resolution information available when incidents are being handled. This reduces dependence on individual experts, shortens restoration time, and supports consistent responses as the team changes. Knowledge should be reviewed and improved using operational feedback so that it remains accurate and useful. Simply assigning more incidents to experienced engineers may restore service in the short term, but it preserves the constraint and prevents learning from being scaled across the team.

#### QUESTION NO: 3

An IT department is planning to make significant investments in new testing technology that will enable them to provide more reliable services.

What does this situation describe?

- A. Digital organization
- B. High velocity IT
- C. Digital transformation
- D. IT transformation

**ANSWER: D**

**Explanation:**

**IT transformation** is correct because the planned investment changes the IT department's own technical capability and its ability to deliver services. Introducing modern testing technology is an improvement to the way IT creates, validates, and releases services. Its intended outcome—more reliable services—shows that the change is focused on improving IT service delivery and operational performance. In the High-velocity IT context, IT transformation includes evolving IT capabilities, practices, skills, technologies, and operating models so that the IT organization can better support the wider organization. Reliable, automated, and effective testing is a key technical capability for delivering services quickly while managing quality and risk. The scenario therefore describes a targeted, significant change within the IT function, rather than merely the ongoing delivery of fast IT services. This distinction is important: the investment is a transformation initiative because it builds a new or improved IT capability with a sustained effect on service reliability. The ITIL 4 Specialist: High-velocity IT qualification addresses how organizations can use practices and techniques to achieve rapid delivery of high-quality products and services; see [PeopleCert's ITIL 4 Specialist: High-velocity IT overview](#) and [AXELOS guidance on High-velocity IT](#).

**QUESTION NO: 4**

Which is the MAIN reason for service providers to encourage feedback on service provision?

- A. To provide sources of continual improvement of services and practices
- B. To allow the service consumer to identify potential super-users
- C. To establish which user communities are providing most value
- D. To allow service consumers to compare service providers

**ANSWER: A**

**Explanation:**

To provide sources of continual improvement of services and practices is correct because feedback gives a service provider evidence about how services are experienced, whether they support desired outcomes, and where improvement opportunities exist. In ITIL, continual improvement is an ongoing organizational activity that applies to products, services, practices, and all dimensions of service management. Feedback from service consumers, users, customers, and other stakeholders can reveal changing needs, pain points, satisfaction trends, service-quality issues, and ideas for increasing value co-creation. Providers can then assess this information, prioritize improvement opportunities, make measured changes, and evaluate whether those changes achieved the intended result. Encouraging feedback also supports the ITIL guiding principle of collaborating and promoting visibility: open communication helps ensure that improvement decisions are based on stakeholder experience and shared understanding rather than assumptions. The purpose is therefore not merely to collect opinions, but to create a reliable input into the continual improvement model and improve the value delivered through service relationships. ITIL's emphasis on continual improvement and value co-creation is reflected in the official [ITIL 4 Foundation overview](#) and the [ITIL 4 continual improvement model guidance](#).

**QUESTION NO: 5**

Which statement BEST describes the role of IT staff in risk management?

- A. IT staff have a perspective of potential risks in their work, and are responsible for contributing to the effective management of risks

- B. When IT services fail because of unidentified risk, responsible staff must be held accountable
- C. IT staff cannot be relied on to objectively identify potential risks in their work
- D. IT risk management is a specialized skill and should be performed only by specially trained staff

**ANSWER: A**

**Explanation:**

"IT staff have a perspective of potential risks in their work, and are responsible for contributing to the effective management of risks" best describes the ITIL approach. Risk management is not simply a separate control activity performed away from day-to-day service work. People who design, build, operate, support, and improve services are often best placed to recognize conditions that could affect service value, such as technical dependencies, security weaknesses, capacity constraints, operational errors, or supplier-related issues. Their practical knowledge provides vital input for identifying, assessing, treating, monitoring, and communicating risks.

ITIL promotes shared responsibility and collaboration across the service value system. Staff should therefore apply risk awareness within their roles, escalate relevant concerns, follow agreed controls, and contribute information that enables appropriate decisions by the organization's risk owners and governance functions. This supports proactive risk management and continual improvement while ensuring that risk is considered as part of normal work rather than only after an incident occurs. Further information on ITIL's service-management guidance is available from [AXELOS: ITIL 4 Specialist High-velocity IT](#) and the [PeopleCert ITIL 4 High-velocity IT certification page](#).

**QUESTION NO: 6**

An organization is considering its options for mitigating service continuity risks in an effort to ensure resilient operations. It has determined alternative sites that are suitable for use to resume normal operations in the event of a natural disaster, established data backup capabilities and identified manual ways of working.

Which would be the BEST option this organization could consider to complete its overall risk mitigation?

- A. Ensure the plan is clear and concise
- B. Ensure the availability of data
- C. Ensure the plan is tested
- D. Ensure the physical security of the sites

**ANSWER: C**

**Explanation:**

**Ensure the plan is tested** is the best option because service continuity arrangements only provide meaningful risk mitigation when the organization has demonstrated that they can be activated and operated successfully in realistic conditions. The organization has already identified key recovery components: alternate locations, data backups, and manual workarounds. Testing brings these components together into an operational capability. It provides evidence that recovery roles are understood, communications work, required resources can be accessed, recovery time assumptions are achievable, and restored data and manual procedures support the required level of service.

In ITIL 4 High-velocity IT, resilient operations depend on continual learning, rapid feedback, and validating assumptions rather than relying solely on documented plans. Continuity exercises can range from walkthroughs and simulations to technical recovery tests and full site failovers. Results should be recorded, reviewed, and used to improve the continuity plan, recovery procedures, and associated controls. Regular testing is also important because services, dependencies, people, and suppliers change over time; an untested plan can quickly become unreliable. This makes tested continuity arrangements a practical and evidence-based foundation for organizational resilience. See [AXELOS guidance on ITIL 4 and business continuity management](#) and [PeopleCert's ITIL 4 Specialist: High-velocity IT overview](#).

**QUESTION NO: 7**

Which guiding principle is PRIMARILY concerned with consumer's revenue and growth?

- A. Progress iteratively with feedback
- B. Keep it simple and practical
- C. Optimize and automate
- D. Focus on value

**ANSWER: D**

**Explanation:**

**Focus on value** is the guiding principle primarily concerned with a consumer's revenue and growth because ITIL defines value in terms of the perceived benefits, usefulness, and importance of something to stakeholders. A service provider does not create value independently; value is co-created through the interaction between provider, consumer, and other relevant parties. For a service consumer, the intended outcomes of a service commonly include business results such as increasing revenue, enabling market growth, improving customer retention, reducing cost, or managing risk.

Applying this principle means understanding who the consumers and stakeholders are, what outcomes they seek, and how a product or service contributes to those outcomes. Decisions about service design, investment, prioritization, measurement, and improvement should therefore be linked to the consumer's desired business results rather than being driven solely by technology outputs or internal operational activity. In the context of high-velocity IT, this focus helps organizations ensure that rapid delivery and digital innovation remain directed toward meaningful customer and business outcomes, including sustainable growth and revenue generation. ITIL 4 presents the guiding principles as universal recommendations that support value co-creation across the service value system. See the [PeopleCert ITIL 4 Foundation overview](#) and the [AXELOS overview of ITIL guiding principles](#).

**QUESTION NO: 8**

A development team has too much work in progress. Features are started quickly, but many remain unfinished for long periods, causing delays and confusion.

Which technique would BEST help the team improve flow?

- A. Kanban
- B. Chaos engineering
- C. Shift-left testing
- D. Service level management

**ANSWER: A**

**Explanation:**

Kanban is the best technique because it is explicitly designed to optimize the flow of work through a value stream. In this situation, the team's excessive work in progress means that people are starting work faster than it can be completed. This creates queues, increases context switching, obscures bottlenecks, and lengthens the time required to deliver each feature. Kanban makes work visible, establishes explicit workflow states and policies, and, crucially, applies work-in-progress limits. These limits encourage the team to finish existing items before pulling additional work into development. As work is visualized and constrained, blocked items and capacity constraints become easier to identify and address, supporting a smoother, more predictable flow and reduced lead time. This aligns directly with ITIL 4's high-velocity emphasis on using techniques such as Kanban to manage work effectively, reduce bottlenecks, and improve flow across the value stream. Further guidance on Kanban principles and work-in-progress limits is available from the [Kanban Guide](#) and the [Atlassian Kanban overview](#).

**QUESTION NO: 9**

An employee has some concerns at work but does not share this information with others because they fear that this would damage their reputation and position.

What is PRIMARILY concerned with preventing this situation?

- A. Integration of duties
- B. Toyota Kata
- C. Design thinking
- D. Safety culture

**ANSWER: D**

**Explanation:**

Safety culture is correct because it creates an environment in which people can raise concerns, report risks, challenge decisions, and discuss failures without fearing blame, humiliation, retaliation, or damage to their status. In a high-velocity organization, valuable information must move quickly to the people able to act on it. Employees who suppress concerns because they fear reputational or career consequences create an information bottleneck: emerging risks, defects, security issues, and service problems may remain hidden until they have greater impact.

ITIL 4 High-velocity IT emphasizes a culture that supports trust, learning, transparency, and continual improvement. Psychological safety is a key practical characteristic of such a culture. It enables staff to share observations and bad news early, ask for help, and learn openly from outcomes. Leaders support this by responding constructively to reported issues, treating reporting as a contribution to organizational learning, and focusing on improvement rather than personal blame. This strengthens resilience and allows rapid, informed decision-making while maintaining appropriate accountability. See the official [ITIL 4 Specialist: High-velocity IT certification overview](#) and the [AXELOS overview of ITIL 4 High-velocity IT](#).

#### QUESTION NO: 10

An organization is evaluating the advantages and disadvantages of replacing its legacy information systems with cloud-based services as part of its strategic plan. The market is extremely competitive, so the organization wants to ensure that all factors are considered.

Which technique would allow this organization to BEST understand the external factors that could influence this decision?

- A. The Cynefin framework
- B. PESTLE analysis
- C. SWOT analysis
- D. Porter's Five Forces

**ANSWER: B**

**Explanation:**

PESTLE analysis is correct because it provides a structured way to examine the broad external environment affecting a strategic decision. PESTLE considers political, economic, social, technological, legal, and environmental factors. For a move from legacy systems to cloud-based services, this helps the organization identify influences beyond its direct control, such as data-residency legislation, privacy and regulatory obligations, changing economic conditions, cloud-market maturity, new technology capabilities, customer expectations, geopolitical risks, and sustainability requirements. Considering these dimensions is particularly valuable in a highly competitive market, where external changes can alter the viability, urgency, cost, risk, or expected benefits of the cloud strategy. The resulting insight supports strategic planning by identifying opportunities and threats in the organization's wider context before selecting suppliers, designing a migration approach, or committing investment. This aligns with ITIL's emphasis on understanding the organization and its environment when planning and improving services, so that decisions create value for relevant stakeholders. A concise overview of PESTLE and its use in strategic analysis is available from the [CIPD](#). ITIL guidance and resources are available from [PeopleCert's ITIL page](#).

## QUESTION NO: 11

An organization is receiving complaints about the performance of one of its online services. Some of the complaints are coming from its internal employees who are reporting issues with onboarding new consumers. The organization has limited resources.

Which is the FIRST step that this organization should take to address the complaints?

- A. Implement a customer satisfaction survey
- B. Analyze the patterns of business activity
- C. Develop a new onboarding strategy
- D. Prioritize internal employee complaints

**ANSWER: B**

### Explanation:

**Analyze the patterns of business activity** is the appropriate first step because the organization needs evidence about demand, usage, and the circumstances in which the service performance and onboarding issues occur before deciding how to use its limited resources. Patterns of business activity help reveal when and how consumers use a service, including peaks in demand, transaction volumes, onboarding workloads, and dependencies that may contribute to degraded performance. This creates a fact-based understanding of the service's actual demand and the operational conditions affecting both external consumers and employees involved in onboarding.

In the ITIL high-velocity context, organizations should use data and analytics to make rapid, value-focused decisions. Understanding demand patterns enables the organization to identify the most significant pain points and determine where an intervention is likely to provide the greatest improvement in customer and business outcomes. It also supports effective capacity, performance, and workforce decisions without prematurely committing scarce resources to a particular solution. Once the relevant patterns and constraints have been analyzed, the organization can prioritize improvement work and select an appropriate response. This aligns with the ITIL 4 Specialist: High-velocity IT emphasis on using digital technology and operating models to achieve value quickly and responsibly. See [PeopleCert's ITIL 4 Specialist: High-velocity IT overview](#) and [AXELOS ITIL guidance](#).

## QUESTION NO: 12

A consumer organization is making significant changes to the technologies used by its employees, and is discussing those changes with its service provider.

How can the service provider BEST demonstrate the capability to meet the needs of the consumer organization?

- A. Be respectful of the consumer organization's decision to make these changes
- B. Ensure there is adequate capacity to meet the increased demand of the changes
- C. Ensure adequate knowledge and skills to support the customer's changes
- D. Respond in a timely manner to the customer's enquiries

**ANSWER: C**

### Explanation:

Ensure adequate knowledge and skills to support the customer's changes is correct because the service provider must be able to operate, support, and continually improve services in the consumer's changed technology environment. Significant changes to employee technology can introduce new platforms, tools, integrations, security requirements, support procedures, and ways of working. Demonstrating that the provider has, or will develop, the relevant technical expertise and operational skills gives the consumer evidence that the provider can deliver the required service outcomes reliably.



This reflects the ITIL view that value co-creation depends on service relationships and on the provider's ability to mobilize suitable resources, including competent people. In a high-velocity environment, organizations need adaptable skills and knowledge so they can respond effectively as technology and customer needs evolve. The provider should therefore assess skills gaps, maintain relevant knowledge, and ensure that support teams can handle the consumer's new technologies throughout their lifecycle. This demonstrates genuine capability rather than simply a positive attitude or a narrowly focused operational response. See the [ITIL 4 Specialist: High-velocity IT certification overview](#) and the [ITIL 4 Service Value System overview](#).

### QUESTION NO: 13

What should be done FIRST when designing a customer journey?

- A. Defining the desired outcome and the value proposition
- B. Mapping the technical requirements for service delivery
- C. Identifying potential risks to the journey
- D. Creating a feedback loop for customer input

### ANSWER: A

#### Explanation:

Defining the desired outcome and the value proposition should come first because a customer journey is designed from the customer's perspective and must be anchored in the value the customer is trying to achieve. Establishing the intended outcome clarifies the customer's goal, the circumstances in which they pursue it, and what a successful experience looks like. The value proposition then expresses how the service, product, or organization will help the customer achieve that outcome in a meaningful way. This provides the purpose and direction needed for subsequent journey design work, including identifying touchpoints, interactions, channels, supporting processes, measures, and improvement opportunities. In ITIL 4, value is co-created through service relationships, and organizations need to understand how their offerings enable customers to achieve desired outcomes. Starting with the desired outcome therefore keeps the journey focused on value rather than on internal technology or process considerations. It also supports ITIL's focus-on-value guiding principle: every design decision should be traceable to the value expected by customers and other stakeholders. See the [ITIL 4 Specialist: High-velocity IT overview](#) and the [ITIL guiding principles resource](#) for further context on value-focused service management.