



DevOps
INSTITUTE



DevOps Leader® Exam Study Guide



DevOps Institute's SKIL Framework

DevOps Institute is dedicated to advancing the human elements of DevOps success through our human-centered SKIL framework of Skills, Knowledge, Ideas and Learning.

We develop, accredit and orchestrate SKIL through certifications, research, learning opportunities, events and community connections.

Visit us at www.devopsinstitute.com to learn more.

Join Us!

Become a member and join the fastest growing global community of DevOps practitioners and professionals.

The DevOps Institute continuous learning community is your go-to hub for all things DevOps, so get ready to learn, engage, and inspire.

Visit www.devopsinstitute.com/membership/ to join today.

You belong.





DevOps Institute is dedicated to advancing the human elements of DevOps success. We fulfill our mission through our SKIL framework of Skills, Knowledge, Ideas and Learning.

Certification is one means of showcasing your skills. While we strongly support formal training as the best learning experience and method for certification preparation, DevOps Institute also recognizes that humans learn in different ways from different resources and experiences. As the defacto certification body for DevOps, DevOps Institute has now removed the barrier to certification by removing formal training prerequisites and opening our testing program to anyone who believes that they have the topical knowledge and experience to pass one or more of our certification exams.

This examination study guide will help test-takers prepare by defining the scope of the exam and includes the following:

- Course Description
- Examination Requirements
- DevOps Glossary of Terms
- Value Added Resources
- Sample Exam(s) with Answer Key

These assets provide a guideline for the topics, concepts, vocabulary and definitions that the exam candidate is expected to know and understand in order to pass the exam. The knowledge itself will need to be gained on its own or through training by one of our Global Education Partners.

Test-takers who successfully pass the exam will also receive a certificate and digital badge from DevOps Institute, acknowledging their achievement, that can be shared with their professional online networks.

If you have any questions, please contact our DevOps Institute Customer Service team at CustomerService@DevOpsInstitute.com.

DURATION - 16 Hours

Introduces new and innovative ways to organize and manage value streams using DevOps practices. Tailored for those engaged in a DevOps evolution.

OVERVIEW

The DevOps Leader course is a unique and practical experience for participants who want to take a transformational leadership approach and make an impact within their organization by implementing DevOps. Leading people through a DevOps evolution requires new skills, tools, innovative thinking, and transformational leadership. Leaders up, down and across an organization must align and collaborate to break down silos and evolve the organization.

The course highlights the human dynamics of cultural change and equips participants with practices, methods, and tools to engage people across the DevOps spectrum through the use of real-life scenarios and case studies. Upon completion of the course, participants will have tangible takeaways to leverage when back in the office such as understanding Value Stream Mapping.

The course was developed by leveraging key DevOps leadership sources to extract real-life best practices in leading DevOps initiatives and has been designed to teach the key differences and emerging practices for DevOps ways of working through leadership in a fast-paced DevOps and Agile environment.

This certification positions learners to successfully complete the DevOps Leader exam.

COURSE OBJECTIVES

The learning objectives for DOL include a practical understanding of:

- DevOps and time to value
- Mindset and mental models
- Key differences between DevOps IT and traditional IT
- Target operating models and organizational design
- Performance management, rewards and motivation
- Preparing investment cases
- Focusing on value outcomes
- Ideas for organizing workflows
- Empowerment and participation
- Defining meaningful metrics
- Value stream mapping
- Driving cultural and behavioral change

AUDIENCE

The target audience for the DevOps Leader course are professionals including:

- Anyone starting or leading a DevOps cultural transformation program
- Anyone interested in modern IT leadership and organizational change approaches
- Business Managers
- Business Stakeholders
- Change Agents
- Consultants
- DevOps Consultants
- DevOps Engineers
- IT Directors
- IT Managers
- IT Team Leaders
- Lean Coaches
- Practitioners
- Product Owners
- Scrum Masters
- System Integrators
- Tool Providers

LEARNER MATERIALS

- Sixteen (16) hours of instructor-led training and exercise facilitation
- Learner Manual (excellent post-class reference) including:
 - Course slideware
 - Value Added Resources
 - Glossary
- Participation in exercises and discussions designed to apply concepts
- Case stories
- Access to additional sources of information and communities

PREREQUISITES

An understanding and knowledge of common DevOps terminology and concepts and related work experience are recommended.

CERTIFICATION EXAM

Successfully passing (65%) the 60-minute examination, consisting of 40 multiple-choice questions, leads to the candidate's designation as a certified DevOps Leader (DOL). The certification is governed and maintained by DevOps Institute.



DevOps Institute

DevOps Leader[®]

Examination Requirements

DevOps Leader® Certification

DevOps Leader® is a freestanding, closed-book certification from DevOps Institute. The purpose of the certification and its associated course is to impart, test and validate knowledge of DevOps Leader, vocabulary, principles, practices and values. DevOps Leader is intended for anyone involved in cultural transformations and organizational change including IT team leaders, managers, directors and business stakeholders, practitioners and change agents, tool providers and systems integrators and DevOps consultants.

Eligibility for Examination

Although there are no formal prerequisites for the exam, DevOps Institute highly recommends the following to prepare candidates for the exam leading to DevOps Leader certification:

- It is recommended that candidates complete at least 16 contact hours (instruction and labs) as part of a formal, approved training course delivered by an accredited Education Partner of DevOps Institute

Examination Administration

The DevOps Leader examination is accredited, managed and administered under the strict protocols and standards of DevOps Institute.

Level of Difficulty

The DevOps Leader certification uses the Bloom Taxonomy of Educational Objectives in the construction of both the content and the examination.

- The DevOps Leader exam contains Bloom 1 questions that test learners' **knowledge** of DevOps concepts and vocabulary terms (see list below)
- The exam also contains Bloom 2 questions that test learners' **comprehension** of these concepts in context

Format of the Examination

Candidates must achieve a passing score to gain the DevOps Leader® Certificate.

Exam Type	Multiple choice questions
Duration	60 minutes
Prerequisites	It is recommended that candidates complete the DevOps Leader course from an accredited DevOps Institute Education Partner
Supervised	No
Open Book	Yes
Passing Score	65%
Delivery	Web-based
Badge	DevOps Leader

Examination Topic Areas and Question Weighting

The DevOps Leader exam requires knowledge of the topic areas specified below.

Topic Area	Description	Max Questions
DOL - 1	DevOps and Transformational Leadership	6
DOL - 2	Unlearning Behaviors	5
DOL - 3	Becoming a DevOps Organization	7
DOL - 4	Measuring to Learn	2
DOL - 5	Measuring to Improve	2
DOL - 6	Target Operating Models and Organizational Designs	6
DOL - 7	Articulating and Socializing Vision	6
DOL - 8	Maintaining Energy and Momentum	6

Total questions: 40

Concept and Terminology List

The candidate is expected to understand, comprehend and apply the following DevOps concepts and vocabulary at Blooms Levels 1 and 2.

- Agile Coach
- Agile in Large Organizations
- Bateson Stakeholder Map
- Batch Sizes
- Beyond Budgeting
- Business Case
- Business Value
- Chain of Goals
- Change Leader Development Model
- Change Management
- Chapter Lead
- Chapters
- Cognitive Bias
- Continuous Flow
- Continuous Improvement
- Conversation Café
- Conway's Law
- Cumulative Flow Diagram
- Cultural Iceberg
- Current State Map
- Cycle Time
- Definition Of Done
- DevOps Adoption
- DevOps Coach
- DevOps Design Principles
- DevOps Kaizen
- DevOps Leaders
- Design Principles
- Flow
- Frequency
- Future State Map
- Goleman's 6 Styles of Leadership
- Guilds
- Hand Offs
- High Performing IT Organization
- Karpman Drama Triangle
- Kolb's Learning Styles
- Kotter's Dual Operating System
- Laws of System Thinking
- Lean Canvas
- Lean Product Development
- Little's Law
- Mental Models
- Mindset
- Minimum Viable Product
- Monitoring Tools
- Neuroscience
- Organization Culture
- Organization Model
- Organizational Design
- People Changes
- Process Changes
- Project Aristotle
- Psychological Safety
- Rework
- SCARF Model
- Scheduling
- Silos
- Spotify
- Squads
- StoStaKee
- Strategy Acceptance
- Target Operating Models
- Teal Organization
- Team Dynamics
- The Power of TED
- Touch Time
- Training from the Back of the Room
- Transformational Leadership
- Tribe Lead
- Tribes
- Value Added Time
- Value Stream Mapping
- Wait Time
- Waste
- Wicked Questions
- Wilber's Quadrants
- Work Is Performed
- World Cafe



DevOps
INSTITUTE

DEVOPS

GLOSSARY OF TERMS

This glossary is provided for reference only as it contains key terms that may or may not be examinable.

DevOps Glossary of Terms

Term	Definition	Course Appearances
12-Factor App Design	A methodology for building modern, scalable, maintainable software-as-a-service applications.	Continuous Delivery Ecosystem Foundation
2-Factor or 2-Step Authentication	Two-Factor Authentication, also known as 2FA or TFA or Two-Step Authentication is when a user provides two authentication factors; usually firstly a password and then a second layer of verification such as a code texted to their device, shared secret, physical token or biometrics.	DevSecOps Foundation
A/B Testing	Deploy different versions of an EUT to different customers and let the customer feedback determine which is best.	Continuous Delivery Ecosystem Foundation
A3 Problem Solving	A structured problem-solving approach that uses a lean tool called the A3 Problem-Solving Report. The term "A3" represents the paper size historically used for the report (a size roughly equivalent to 11" x 17").	DevOps Foundation
Access Management	Granting an authenticated identity access to an authorized resource (e.g., data, service, environment) based on defined criteria (e.g., a mapped role), while preventing an unauthorized identity access to a resource.	DevSecOps Foundation
Access Provisioning	Access provisioning is the process of coordinating the creation of user accounts, e-mail authorizations in the form of rules and roles, and other tasks such as provisioning of physical resources associated with enabling new users to systems or environments.	DevSecOps Foundation
Administration Testing	The purpose of the test is to determine if an End User Test (EUT) is able to process administration tasks as expected.	Continuous Delivery Ecosystem Foundation

Advice Process	Any person making a decision must seek advice from everyone meaningfully affected by the decision and people with expertise in the matter. Advice received must be taken into consideration, though it does not have to be accepted or followed. The objective of the advice process is not to form consensus, but to inform the decision-maker so that they can make the best decision possible. Failure to follow the advice process undermines trust and unnecessarily introduces risk to the business.	DevSecOps Foundation
Agile	A project management method for complex projects that divides tasks into small "sprints" of work with frequent reassessment and adaptation of plans.	Certified Agile Process Owner, Certified Agile Service Manager, Site Reliability Engineering
Agile (adjective)	Able to move quickly and easily; well-coordinated. Able to think and understand quickly; able to solve problems and have new ideas.	DevOps Foundation, DevSecOps Foundation
Agile Coach	Help teams master Agile development and DevOps practices; enables productive ways of working and collaboration.	DevOps Leader
Agile Enterprise	Fast moving, flexible and robust company capable of rapid response to unexpected challenges, events, and opportunities.	DevOps Foundation, DevSecOps Foundation
Agile Manifesto	A formal proclamation of values and principles to guide an iterative and people-centric approach to software development. http://agilemanifesto.org	DevOps Foundation
Agile Portfolio Management	Involves evaluating in-flight projects and proposed future initiatives to shape and govern the ongoing investment in projects and discretionary work. CA's Agile Central and VersionOne are examples.	Site Reliability Engineering
Agile Principles	The twelve principles that underpin the Agile Manifesto.	Certified Agile Service Manager
Agile Process Design	The aspect of Agile Service Management (Agile SM) that applies the same Agile approach to process design as developers do to software development.	Certified Agile Service Manager
Agile Process Improvement	The aspect of Agile SM that aligns Agile values with ITSM processes through continuous improvement.	Certified Agile Service Manager

Agile Process Owner	An ITSM or other type of process owner that uses Agile and Scrum principles and practices to design, manage and measure individual processes.	DevOps Foundation
Agile Service Management	Framework that ensures that ITSM processes reflect Agile values and are designed with "just enough" control and structure in order to effectively and efficiently deliver services that facilitate customer outcomes when and how they are needed.	Certified Agile Service Manager
Agile Service Management Artifacts	Process Backlog, Sprint Backlog, Burndown Chart, Process Increment	Certified Agile Process Owner
Agile Service Management Events	Process Planning Meeting (optional), Sprint Planning Meeting, Sprint, Daily Scrum, Sprint Review, Sprint Retrospective	Certified Agile Process Owner
Agile Service Management Roles	Process Owner, Process Improvement Team (Team) and Agile Service Manager. See also Scrum Roles.	Certified Agile Process Owner
Agile Service Manager	The operational equivalent to Dev's ScrumMaster. A role within an IT organization that understands how to leverage Agile and Scrum methods to improve the design, speed and agility of ITSM processes.	DevOps Foundation
Agile Software Development	Group of software development methods in which requirements and solutions evolve through collaboration between self-organizing, cross-functional teams. Usually applied using the Scrum or Scaled Agile Framework approach.	Continuous Delivery Ecosystem Foundation, DevOps Foundation, DevSecOps Foundation
Amazon Web Services (AWS)	Amazon Web Services (AWS) is a secure cloud services platform, offering compute power, database storage, content delivery and other functionality to help businesses scale and grow.	DevSecOps Foundation, Site Reliability Engineering
Analytics	Test results processed and presented in an organized manner in accordance with analysis methods and criterion.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Andon	A system gives an assembly line worker the ability, and moreover the empowerment, to stop production when a defect is found, and immediately call for assistance.	Continuous Delivery Ecosystem Foundation
Anti-pattern	A commonly reinvented but poor solution to a problem.	DevOps Foundation

Anti-fragility	Antifragility is a property of systems that increases its capability to thrive as a result of stressors, shocks, volatility, noise, mistakes, faults, attacks, or failures.	DevOps Foundation, Site Reliability Engineering
API Testing	The purpose of the test is to determine if an API for an EUT functions as expected.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Application Performance Management (APM)	APM is the monitoring and management of performance and availability of software applications. APM strives to detect and diagnose complex application performance problems to maintain an expected level of service.	Site Reliability Engineering
Application Programming Interface (API)	A set of protocols used to create applications for a specific OS or as an interface between modules or applications.	DevOps Foundation, DevSecOps Foundation
Application Programming Interface (API) Testing	The purpose of the test is to determine if an API for an EUT functions as expected.	Continuous Delivery Ecosystem Foundation
Application Release	Controlled continuous delivery pipeline capabilities including automation (release upon code commit).	Continuous Delivery Ecosystem Foundation
Application Release Automation (ARA) or Orchestration (ARO)	Controlled continuous delivery pipeline capabilities including automation (release upon code commit), environment modeling (end-to-end pipeline stages, and deploy application binaries, packages or other artifacts to target environments) and release coordination (project, calendar and scheduling management, integrate with change control and/or IT service support management).	Continuous Delivery Ecosystem Foundation
Application Test Driven Development (ATDD)	Acceptance Test Driven Development (ATDD) is a practice in which the whole team collaboratively discusses acceptance criteria, with examples, and then distills them into a set of concrete acceptance tests before development begins.	Continuous Delivery Ecosystem Foundation
Application Testing	The purpose of the test is to determine if an application is performing according to its requirements and expected behaviors.	Continuous Delivery Ecosystem Foundation

Application Under Test (AUT)	The EUT is a software application. E.g. Business application is being tested.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Architecture	The fundamental underlying design of computer hardware, software or both in combination.	DevSecOps Foundation
Artifact	Any element in a software development project including documentation, test plans, images, data files and executable modules.	Continuous Delivery Ecosystem Foundation, DevOps Foundation, DevSecOps Foundation
Artifact Repository	Store for binaries, reports and metadata. Example tools include: JFrog Artifactory, Sonatype Nexus.	Continuous Delivery Ecosystem Foundation, DevOps Foundation
Attack path	The chain of weaknesses a threat may exploit to achieve the attacker's objective. For example, an attack path may start by compromising a user's credentials, which are then used in a vulnerable system to escalate privileges, which in turn is used to access a protected database of information, which is copied out to an attacker's own server(s).	DevSecOps Foundation
Audit Management	The use of automated tools to ensure products and services are auditable, including keeping audit logs of build, test and deploy activities, auditing configurations and users, as well as log files from production operations.	Site Reliability Engineering
Authentication	The process of verifying an asserted identity. Authentication can be based on what you know (e.g., password or PIN), what you have (token or one-time code), what you are (biometrics) or contextual information.	DevSecOps Foundation
Authorization	The process of granting roles to users to have access to resources.	DevSecOps Foundation
Auto-DevOps	Auto DevOps brings DevOps best practices to your project by automatically configuring software development lifecycles. It automatically detects, builds, tests, deploys, and monitors applications.	Site Reliability Engineering
Auto-scaling	The ability to automatically and elastically scale and de-scale infrastructure depending on traffic and capacity variations while maintaining control of costs.	Continuous Delivery Ecosystem Foundation

Automated rollback	If a failure is detected during a deployment, an operator (or an automated process) will verify the failure and rollback the failing release to the previous known working state.	Site Reliability Engineering
Availability	Availability is the proportion of time a system is in a functioning condition and therefore available (to users) to be used.	Site Reliability Engineering
Backdoor	A backdoor bypasses the usual authentication used to access a system. Its purpose is to grant the cybercriminals future access to the system even if the organization has remediated the vulnerability initially used to attack the system.	DevSecOps Foundation
Backlog	Requirements for a system, expressed as a prioritized list of product backlog items usually in the form of 'User Stories'. The product backlog is prioritized by the Product Owner and should include functional, non-functional and technical team-generated requirements.	Continuous Delivery Ecosystem Foundation, DevOps Foundation
Basic Security Hygiene	A common set of minimum-security practices that must be applied to all environments without exception. Practices include basic network security (firewalls and monitoring), hardening, vulnerability and patch management, logging and monitoring, basic policies and enforcement (may be implemented under a "policies as code" approach), and identity and access management.	DevSecOps Foundation
Batch Sizes	Refers to the volume of features involved in a single code release.	DevOps Leader
Bateson Stakeholder Map	A tool for mapping stakeholder's engagement with the initiative in progress.	DevOps Leader
Behavior Driven Development (BDD)	Test cases are created by simulating an EUT's externally observable inputs, and outputs. Example tool: Cucumber.	Continuous Delivery Ecosystem Foundation
Beyond Budgeting	A management model that looks beyond command-and-control towards a more empowered and adaptive state.	DevOps Leader
Black-Box	Test case only uses knowledge of externally observable behaviors of an EUT.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation

Blameless post mortems	A process through which engineers whose actions have contributed to a service incident can give a detailed account of what they did without fear of punishment or retribution.	Site Reliability Engineering
Blast Radius	Used for impact analysis of service incidents. When a particular IT service fails, the users, customers, other dependent services that are affected.	Site Reliability Engineering
Blue/Green Testing or Deployments	Taking software from the final stage of testing to live production using two environments labelled Blue and Green. Once the software is working in the green environment, switch the router so that all incoming requests go to the green environment - the blue one is now idle.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Bug	An error or defect in software that results in an unexpected or system-degrading condition.	DevSecOps Foundation
Bureaucratic Culture	Bureaucratic organizations are likely to use standard channels or procedures which may be insufficient in a crisis (Westrum).	DevOps Leader
Burndown Chart	Chart showing the evolution of remaining effort against time.	Certified Agile Service Manager, DevOps Foundation
Bursting	Public cloud resources are added as needed to temporarily increase the total computing capacity of a private cloud.	Continuous Delivery Ecosystem Foundation
Business Case	Justification for a proposed project or undertaking on the basis of its expected commercial benefit.	DevOps Leader
Business Continuity	Business continuity is an organization's ability to ensure operations and core business functions are not severely impacted by a disaster or unplanned incident that take critical services offline.	Site Reliability Engineering
Business Transformation	Changing how the business functions. Making this a reality means changing culture, processes, and technologies in order to better align everyone around delivering on the organization's mission.	DevSecOps Foundation
Business Value	The benefit of an approach to key business KPIs.	DevOps Leader

Cadence	Flow or rhythm of events.	DevOps Foundation, DevOps Leader, DevSecOps Foundation
CALMS Model	Considered the pillars or values of DevOps: Culture, Automation, Lean, Measurement, Sharing (as put forth by John Willis, Damon Edwards and Jez Humble).	DevOps Foundation
Canary Testing	A canary (also called a canary test) is a push of code changes to a small number of end users who have not volunteered to test anything. Similar to incremental rollout, it is where a small portion of the user base is updated to a new version first. This subset, the canaries, then serve as the proverbial "canary in the coal mine". If something goes wrong then a release is rolled back and only a small subset of the users are impacted.	Continuous Delivery Ecosystem Foundation, Site Reliability Engineering
Capacity Test	The purpose of the test is to determine if the EUT can handle expected loads such as number of users, number of sessions, aggregate bandwidth.	Continuous Delivery Ecosystem Foundation
Capture-Replay	Test cases are created by capturing live interactions with the EUT, in a format that can be replayed by a tool. E.g. Selenium	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Carrots	Positive incentives, for encouraging and rewarding desired behaviors.	DevSecOps Foundation
Chain of Goals	A method designed by Roman Pichler of ensuring that goals are linked and shared at all levels through the product development process.	DevOps Leader
Change	Addition, modification or removal of anything that could have an effect on IT services. (ITIL® definition)	DevOps Foundation, DevSecOps Foundation
Change Failure Rate	A measure of the percentage of failed/rolled back changes.	Continuous Delivery Ecosystem Foundation, DevOps Foundation
Change Fatigue	A general sense of apathy or passive resignation towards organizational changes by individuals or teams.	DevSecOps Foundation
Change Lead Time	A measure of the time from a request for change to delivery of the change.	DevOps Foundation
Change Leader Development Model	Jim Canterucci's model for five levels of change leader capability.	DevOps Leader

Change Management	Process that controls all changes throughout their lifecycle. (ITIL definition)	DevOps Foundation, DevOps Leader, DevSecOps Foundation
Change Management (Organizational)	An approach to shifting or transitioning individuals, teams & organizations from a current state to a desired future state. Includes the process, tools & techniques to manage the people-side of change to achieve the required business outcome(s).	DevOps Leader
Change-based Test Selection Method	Tests are selected according to a criterion that matches attributes of tests to attributes of the code that is changed in a build.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Chaos Engineering	The discipline of experimenting on a software system in production in order to build confidence in the system's capability to withstand turbulent and unexpected conditions.	Site Reliability Engineering
Chapter Lead	A squad line manager in the Spotify model who is responsible for traditional people management duties, is involved in day to day work and grows individual and chapter competence.	DevOps Leader
Chapters	A small family of people having similar skills and who work within the same general competency area within the same tribe. Chapters meet regularly to discuss challenges and areas of expertise in order to promote sharing, skill development, re-use and problem solving.	DevOps Leader
ChatOps	An approach to managing technical and business operations (coined by GitHub) that involves a combination of group chat and integration with DevOps tools. Example tools include: Atlassian HipChat/Stride, Microsoft Teams, Slack.	Continuous Delivery Ecosystem Foundation, DevOps Foundation, Continuous Testing Foundation, Site Reliability Engineering
Check-in	Action of submitting a software change into a system version management system.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
CI Regression Test	A subset of regression tests that are run immediately after a software component is built. Same as Smoke Test.	Continuous Delivery Ecosystem Foundation

Clear-Box	Same as Glass-Box Testing and White-Box Testing.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Cloud Computing	The practice of using remote servers hosted on the internet to host applications rather than local servers in a private datacenter.	DevSecOps Foundation, Site Reliability Engineering
Cloud-Native	Native cloud applications (NCA) are designed for cloud computing.	Continuous Delivery Ecosystem Foundation
Cloudbees	Cloudbees is a commercially supported proprietary automation framework tool which works with and enhances Jenkins by providing enterprise levels support and add-on functionality.	Continuous Testing Foundation
Cluster Cost Optimization	Tools like Kubecost, Replex, Cloudability use monitoring to analyze container clusters and optimize the resource deployment model.	Site Reliability Engineering
Cluster Monitoring	Tools that let you know the health of your deployment environments running in clusters such as Kubernetes.	Site Reliability Engineering
Clustering	A group of computers (called nodes or members) work together as a cluster connected through a fast network acting as a single system.	Continuous Delivery Ecosystem Foundation
Code Coverage	A measure of white box test coverage by counting code units that are executed by a test. The code unit may be a code statement, a code branch, or control path or data path through a code module.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Code Quality	See also static code analysis, Sonar and Checkmarks are examples of tools that automatically check the seven main dimensions of code quality – comments, architecture, duplication, unit test coverage, complexity, potential defects, language rules.	Site Reliability Engineering
Code Repository	A repository where developers can commit and collaborate on their code. It also tracks historical versions and potentially identifies conflicting versions of the same code. Also referred to as "repository" or "repo."	DevSecOps Foundation
Code Review	Software engineers inspect each other's source code to detect coding or code formatting errors.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation

Cognitive Bias	Cognitive bias is a limitation in objective thinking that is caused by the tendency for the human brain to perceive information through a filter of personal experience and preferences: a systematic pattern of deviation from norm or rationality in judgment.	DevOps Leader
Collaboration	People jointly working with others towards a common goal.	DevOps Foundation, DevSecOps Foundation
Collaborative Culture	A culture that applies to everyone which incorporates an expected set of behaviors, language and accepted ways of working with each other reinforcement by leadership.	Continuous Delivery Ecosystem Foundation
Compatibility Test	Test with the purpose to determine if and EUT interoperates with another EUT such as peer-to-peer applications or protocols.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Configuration Management	Configuration management (CM) is a systems engineering process for establishing and maintaining consistency of a product's performance, functional, and physical attributes with its requirements, design, and operational information throughout its life.	Continuous Delivery Ecosystem Foundation, DevOps Foundation, DevSecOps Foundation
Conformance Test	The purpose of the test is to determine if an EUT complies to a standard.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Constraint	Limitation or restriction; something that constrains. See also <i>bottleneck</i> .	DevOps Foundation, DevSecOps Foundation
Container	A way of packaging software into lightweight, stand-alone, executable packages including everything needed to run it (code, runtime, system tools, system libraries, settings) for development, shipment and deployment.	DevOps Foundation, DevSecOps Foundation, Site Reliability Engineering
Container Network Security	Used to prove that any app that can be run on a container cluster with any other app can be confident that there is no unintended use of the other app or any unintended network traffic between them.	Site Reliability Engineering

Container Registry	Secure and private registry for Container images. Typically allowing for easy upload and download of images from the build tools. Docker Hub, Artifactory, Nexus are examples.	Site Reliability Engineering
Container Scanning	When building a Container image for your application, tools can run a security scan to ensure it does not have any known vulnerability in the environment where your code is shipped. Blackduck, Synopsys, Synk, Claire and klar are examples.	Site Reliability Engineering
Continual Service Improvement (CSI)	One of the ITIL Core publications and a stage of the service lifecycle.	DevOps Foundation
Continuous Delivery (CD)	A methodology that focuses on making sure software is always in a releasable state throughout its lifecycle.	Certified Agile Service Manager, Continuous Delivery Ecosystem Foundation, DevOps Foundation, DevSecOps Foundation, Continuous Testing Foundation
Continuous Delivery (CD) Architect	A person who is responsible to guide the implementation and best practices for a continuous delivery pipeline.	Continuous Delivery Ecosystem Foundation
Continuous Delivery Pipeline	A continuous delivery pipeline refers to the series of processes which are performed on product changes in stages. A change is injected at the beginning of the pipeline. A change may be new versions of code, data or images for applications. Each stage processes the artifacts resulting from the prior stage. The last stage results in deployment to production.	Continuous Delivery Ecosystem Foundation, DevOps Foundation Course, DevOps Leader
Continuous Delivery Pipeline Stage	Each process in a continuous delivery pipeline. These are not standard. Examples are Design: determine implementation changes; Creation: implement an unintegrated version of design changes; Integration: merge	Continuous Delivery Ecosystem Foundation
Continuous Deployment	A set of practices that enable every change that passes automated tests to be automatically deployed to production.	DevOps Foundation, DevSecOps Foundation
Continuous Flow	Smoothly moving people or products from the first step of a process to the last with minimal (or no) buffers between steps.	DevOps Foundation, DevOps Leader, DevSecOps Foundation

Continuous Improvement	Based on Deming's Plan-Do-Check-Act, a model for ensure ongoing efforts to improve products, processes and services.	DevOps Foundation, DevOps Leader
Continuous Integration (CI)	A development practice that requires developers to merge their code into trunk or master ideally at least daily and perform tests (i.e. unit, integration and acceptance) at every code commit.	Certified Agile Service Manager, Continuous Delivery Ecosystem Foundation, DevOps Foundation, Continuous Testing Foundation, DevSecOps Foundation
Continuous Integration Tools	Tools that provide an immediate feedback loop by regularly merging, building and testing code. Example tools include: Atlassian Bamboo, Jenkins, Microsoft VSTS/Azure DevOps, TeamCity.	DevOps Foundation, DevOps Leader
Continuous Monitoring (CM)	This is a class of terms relevant to logging, notifications, alerts, displays and analysis of test results information.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Continuous Testing (CT)	This is a class of terms relevant to testing and verification of an EUT in a DevOps environment.	DevOps Foundation, Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Conversation Café	Conversation Cafés are open, hosted conversations in cafés as well as conferences and classrooms—anywhere people gather to make sense of our world.	DevOps Leader
Conway's Law	Organizations which design systems are constrained to produce designs which are copies of the communication structures of these organizations.	Continuous Delivery Ecosystem Foundation, DevOps Leader
Cooperation vs. Competition	The key cultural value shift toward being highly collaborative and cooperative, and away from internal competitiveness and divisiveness.	DevSecOps Foundation
COTS	Commercial-off-the-shelf solution	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Critical Success Factor (CSF)	Something that must happen for an IT service, process, plan, project or other activity to succeed.	Certified Agile Process Owner, Certified Agile Service Manager, DevOps Foundation, DevSecOps Foundation

CSI Register	Vehicle for recording and managing improvement opportunities throughout their lifecycle (Continual Service Improvement).	Certified Agile Service Manager
Cultural Iceberg	A metaphor that visualizes the difference between observable (above the water) and non-observable (below the waterline) elements of culture.	DevOps Leader
Culture (Organizational Culture)	The values and behaviors that contribute to the unique psychosocial environment of an organization.	Continuous Delivery Ecosystem Foundation, DevOps Foundation, DevSecOps Foundation
Cumulative Flow Diagram	A cumulative flow diagram is a tool used in agile software development and lean product development. It is an area graph that depicts the quantity of work in a given state, showing arrivals, time in queue, quantity in queue, and departure.	DevOps Leader
Current State Map	A form of value stream map that helps you identify how the current process works and where the disconnects are.	DevOps Leader
Customer Reliability Engineer (CRE)	CRE is what you get when you take the principles and lessons of SRE and apply them towards customers.	Site Reliability Engineering
Cycle Time	A measure of the time from start of work to ready for delivery.	DevOps Foundation, DevOps Leader, DevSecOps Foundation
Daily Scrum	Daily timeboxed event of 15 minutes or less for the Team to replan the next day of work during a Sprint.	Certified Agile Service Manager, DevOps Foundation
Dashboard	Graphical display of summarized test results.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Data Loss Protection (DLP)	Tools that prevent files and content from being removed from within a service environment or organization.	Site Reliability Engineering
Database Reliability Engineer (DBRE)	A person responsible for keeping database systems that support all user facing services in production running smoothly.	Site Reliability Engineering
Defect Density	The number of faults found in a unit E.g. # defects per KLOC, # defects per change.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation

Definition of Done	A shared understanding of expectations that the Increment must live up to in order to be releasable into production. (Scrum.org)	Certified Agile Process Owner, Certified Agile Service Manager, DevOps Foundation, DevOps Leader
Delivery Cadence	The frequency of deliveries. E.g. # deliveries per day, per week, etc.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Delivery Package	Set of release items (files, images, etc.) that are packaged for deployment.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Deming Cycle	A four-stage cycle for process management, attributed to W. Edwards Deming. Also called Plan-Do-Check-Act (PDCA).	DevOps Foundation, DevSecOps Foundation
Dependency Firewall	Many projects depend on packages that may come from unknown or unverified providers, introducing potential security vulnerabilities. There are tools to scan dependencies but that is after they are downloaded. These tools prevent those vulnerabilities from being downloaded to begin with.	Site Reliability Engineering
Dependency Proxy	For many organizations, it is desirable to have a local proxy for frequently used upstream images/packages. In the case of CI/CD, the proxy is responsible for receiving a request and returning the upstream image from a registry, acting as a pull-through cache.	Site Reliability Engineering
Dependency Scanning	Used to automatically find security vulnerabilities in your dependencies while you are developing and testing your applications. Synopsis, Gemnasium, Retire.js and bundler-audit are popular tools in this area.	Site Reliability Engineering
Deployment	The installation of a specified version of software to a given environment (e.g., promoting a new build into production).	DevOps Foundation, DevSecOps Foundation
Design for Testability	An EUT is designed with features which enable it to be tested.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Design Principles	Principles for designing, organizing, and managing a DevOps delivery operating model.	DevOps Leader

Dev	Individuals involved in software development activities such as application and software engineers.	DevOps Foundation, DevSecOps Foundation
Developer (Dev)	Individual who has responsibility to develop changes for an EUT. Alternate: Individuals involved in software development activities such as application and software engineers.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Development Test	Ensuring that the developer's test environment is a good representation of the production test environment.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Device Under Test (DUT)	The EUT is a device. E.g. Router or switch is being tested.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
DevOps	A cultural and professional movement that stresses communication, collaboration and integration between software developers and IT operations professionals while automating the process of software delivery and infrastructure changes. It aims at establishing a culture and environment where building, testing, and releasing software, can happen rapidly, frequently, and more reliably." (Source: Wikipedia)	Certified Agile Service Manager, DevOps Foundation, DevSecOps Foundation
DevOps Coach	Help teams master Agile development and DevOps practices; enables productive ways of working and collaboration.	DevOps Leader
DevOps Infrastructure	The entire set of tools and facilities that make up the DevOps system. Includes CI, CT, CM and CD tools.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
DevOps Kaizen	Kaizen is a Japanese word that closely translates to "change for better," the idea of continuous improvement—large or small—involving all employees and crossing organisational boundaries. Damon Edwards' DevOps Kaizen shows how making small, incremental improvements (little J's) has an improved impact on productivity long term.	DevOps Leader
DevOps Pipeline	The entire set of interconnected processes that make up a DevOps Infrastructure.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation

DevOps Score	A metric showing DevOps adoption across an organization and the corresponding impact on delivery velocity.	Site Reliability Engineering
DevOps Toolchain	The tools needed to support a DevOps continuous development and delivery cycle from idea to value realisation.	Continuous Delivery Ecosystem Foundation, DevOps Foundation, DevSecOps Foundation, Continuous Testing Foundation
DevSecOps	A mindset that "everyone is responsible for security" with the goal of safely distributing security decisions at speed and scale to those who hold the highest level of context without sacrificing the safety required.	Continuous Delivery Ecosystem Foundation, DevOps Foundation, DevSecOps Foundation
Distributed Version Control System (DVCS)	The software revisions are stored in a distributed revision control system (DRCS), also known as a distributed version control system (DVCS).	Continuous Delivery Ecosystem Foundation
DMZ (De-Militarized Zone)	A DMZ in network security parlance is a network zone in between the public internet and internal protected resources. Any application, server, or service (including APIs) that need to be exposed externally are typically placed in a DMZ. It is not uncommon to have multiple DMZs in parallel.	DevSecOps Foundation
Dojo	A place where DevOps team members go for hands-on training. The team is self-organizing, which means that members will first work together to figure out what skills they will need to accomplish a desired goal and then plan together how to build those skills.	DevOps Foundation
Dynamic Analysis	Dynamic analysis is the testing of an application by executing data in real-time with the objective of detecting defects while it is in operation, rather than by repeatedly examining the code offline.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Dynamic Application Security Testing (DAST)	A type of testing that runs against built code to test exposed interfaces.	DevSecOps Foundation
EggPlant	Automated function and regression testing of enterprise applications. Licensed by Test Plant.	Continuous Testing Foundation

Elastic Infrastructure	Elasticity is a term typically used in cloud computing, to describe the ability of an IT infrastructure to quickly expand or cut back capacity and services without hindering or jeopardizing the infrastructure's stability, performance, security, governance or compliance protocols.	Continuous Delivery Ecosystem Foundation
Elevator Pitch	A short summary used to quickly and simply define a process, product, service, organization, or event and its value proposition.	Certified Agile Process Owner
Empirical Process Control	Process control model in which decisions are made based on observation and experimentation (rather than on detailed upfront planning) and decisions are based on what is known.	Certified Agile Process Owner
eNPS	Employee Net Promoter Score (eNPS) is a way for organizations to measure employee loyalty. The Net Promoter Score, originally a customer service tool, was later used internally on employees instead of customers.	DevOps Foundation, DevOps Leader
Entity Under Test (EUT)	This is a class of terms which refers to names of types of entities that are being tested. These terms are often abbreviated to the form xUT where "x" represents a type of entity under test.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Epic	A big chunk of work, made up of a number of user stories, with a common objective.	Certified Agile Process Owner
Erickson (Stages of Psychosocial Development)	Erik Erikson (1950, 1963) proposed a psychoanalytic theory of psychosocial development comprising eight stages from infancy to adulthood. During each stage, the person experiences a psychosocial crisis which could have a positive or negative outcome for personality development.	DevSecOps Foundation
Error Budget	The error budget provides a clear, objective metric that determines how unreliable a service is allowed to be within a specific time period.	Site Reliability Engineering
Error Budget Policies	An error budget policy enumerates the activity a team takes when they've exhausted their error budget for a particular service in a particular time period.	Site Reliability Engineering

Error Tracking	Tools to easily discover and show the errors that application may be generating, along with the associated data.	Site Reliability Engineering
External Automation	Scripts and automation outside of a service that is intended to reduce toil.	Site Reliability Engineering
Fail Early	A DevOps tenet referring to the preference to find critical problems as early as possible in a development and delivery pipeline.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Fail Often	A DevOps tenet which emphasizes a preference to find critical problems as fast as possible and therefore frequently.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Failure Rate	Fail verdicts per unit of time.	DevOps Foundation, Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
False Negative	A test incorrectly reports a verdict of "fail" when the EUT actually passed the purpose of the test.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
False Positive	A test incorrectly reports a verdict of "pass" when the EUT actually failed the purpose of the test.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Feature Toggle	The practice of using software switches to hide or activate features. This enables continuous integration and testing a feature with selected stakeholders.	DevOps Foundation, Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Federated Identity	A central identity used for access to a wide range of applications, systems, and services, but with a particular skew toward web-based applications. Also, often referenced as Identity-as-a-Service (IDaaS). Any identity that can be reused across multiple sites, particularly via SAML or OAuth authentication mechanisms.	DevSecOps Foundation
Fire Drills	A planned failure testing process focussed on the operation of live services including service failure testing as well as communication, documentation, and other human factor testing.	Site Reliability Engineering

Flow	How people, products or information move through a process. Flow is the first way of The Three Ways.	DevOps Foundation, DevOps Leader, DevSecOps Foundation
Flow of Value	A form of map that shows the end-to-end value stream. This view is usually not available within the enterprise.	DevOps Leader
Framework	Backbone for plugging in tools. Launches automated tasks, collects results from automated tasks.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Freedom and Responsibility	A core cultural value that with the freedom of self-management (such as afforded by DevOps) comes the responsibility to be diligent, to follow the advice process and to take ownership of both successes and failures.	DevSecOps Foundation
Frequency	How often an application is released.	DevOps Leader
Functional Testing	Tests to determine if the functional operation of the service is as expected.	Site Reliability Engineering
Future State Map	A form of value stream map that helps you develop and communicate what the target end state should look like and how to tackle the necessary changes.	DevOps Leader
Fuzzing	Fuzzing or fuzz testing is an automated software testing practice that inputs invalid, unexpected, or random data into applications.	DevSecOps Foundation
Gated Commits	Define and obtain consensus for criterion of changes promoted between all CD pipeline stages such as: Dev to CI stage / CI to packaging / delivery stage / Delivery to Deployment/Production stage.	Continuous Delivery Ecosystem Foundation
Generative (DevOps) Culture	In a generative organization alignment takes place through identification with the mission. The individual "buys into" what he or she is supposed to do and its effect on the outcome. Generative organizations tend to be proactive in getting the information to the right people by any means. necessary. (Westrum)	DevOps Leader
Generativity	A cultural view wherein long-term outcomes are of primary focus, which in turn drives investments and cooperation that enable an organization to achieve those outcomes.	DevSecOps Foundation

Glass-Box	Same as Clear-Box Testing and White-Box Testing.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Global Process Owner	Process Owner who oversees a single, global process. A Global Process Owner (who may reside in a SMO) may oversee one or more Regional Process Managers.	Certified Agile Process Owner
Goal-seeking tests	The purpose of the test is to determine an EUT's performance boundaries, using incrementally stresses until the EUT reaches a peak performance. E.g. Determine the maximum throughput that can be handled without errors.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Golden Circle	A model by Simon Sinek that emphasizes an understanding of the business' "why" before focusing on the "what" and "how".	DevOps Foundation
Golden Image	A template for a virtual machine (VM), virtual desktop, server or hard disk drive. (TechTarget)	DevSecOps Foundation
Goleman's Six Styles of Leadership	Daniel Goleman (2002) created the Six Leadership Styles and found, in his research, that leaders used one of these styles at any one time.	DevOps Leader
Governance, Risk Management and Compliance (GRC)	A software platform intended for concentrating governance, compliance and risk management data, including policies, compliance requirements, vulnerability data, and sometimes asset inventory, business continuity plans, etc. In essence, a specialized document and data repository for security governance. Or a team of people who specialize in IT/security governance, risk management and compliance activities. Most often non-technical business analyst resources.	DevSecOps Foundation
Gray-Box	Test cases use a limited knowledge of the internal design structure of the EUT.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
GUI testing	The purpose of the test is to determine if the graphical user interface operates as expected.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation

Guilds	A "community of interest" group that welcomes anyone and usually cuts across an entire organization. Similar to a Community of Practice.	DevOps Foundation, DevOps Leader
Hand Offs	The procedure for transferring the responsibility of a particular task from one individual or team to another.	DevOps Foundation, DevOps Leader
Hardening	Securing a server or infrastructure environment by removing or disabling unnecessary software, updating to known good versions of the operating system, restricting network-level access to only that which is needed, configuring logging in order to capture alerts, configuring appropriate access management and installing appropriate security tools.	DevSecOps Foundation
Helm Chart Registry	Helm charts are what describe related Kubernetes resources. Artifactory and Codefresh support a registry for maintaining master records of Helm Charts.	Site Reliability Engineering
Heritage Reliability Engineer (HRE)	Applying the principles and practices of SRE to legacy applications and environments.	Site Reliability Engineering
High-Trust Culture	Organizations with a high-trust culture encourage good information flow, cross-functional collaboration, shared responsibilities, learning from failures and new ideas.	DevOps Foundation
Horizontal Scaling	Computing resources are scaled wider to increase the volume of processing. E.g. Add more computers and run more tasks in parallel.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Idempotent	CM tools (e.g., Puppet, Chef, Ansible, and Salt) claim that they are 'idempotent' by allowing the desired state of a server to be defined as code or declarations and automate steps necessary to consistently achieve the defined state time-after-time.	Continuous Delivery Ecosystem Foundation
Identity	The unique name of a person, device, or the combination of both that is recognized by a digital system. Also referred to as an "account" or "user."	DevSecOps Foundation
Identity and Access Management (IAM)	Policies, procedures and tools for ensuring the right people have the right access to technology resources.	DevSecOps Foundation

Identity as a Service (IDAAS)	Identity and access management services that are offered through the cloud or on a subscription basis.	DevSecOps Foundation
Image-based test selection method	Build images are pre-assigned test cases. Tests cases are selected for a build by matching the image changes resulting from a build.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Immersive learning	A learning approach that guides teams with coaching and practice to help them learn to work in a new way.	DevOps Leader
Immutable	An immutable object is an object whose state cannot be modified after it is created. The antonym is a mutable object, which can be modified after it is created.	Continuous Delivery Ecosystem Foundation
Immutable Infrastructures	Instead of instantiating an instance (server, container, etc.), with error-prone, time-consuming patches and upgrades (i.e. mutations), replace it with another instance to introduce changes or ensure proper behavior.	Continuous Delivery Ecosystem Foundation, Site Reliability Engineering
Impediment	Anything that prevents a team member from performing work as efficiently as possible.	Certified Agile Process Owner, Certified Agile Service Manager, DevOps Foundation
Impediment (Scrum)	Anything that prevents a team member from performing work as efficiently as possible.	Agile Service Management, DevOps Foundation
Implementation Under Test	The EUT is a software implementation. E.g. Embedded program is being tested.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Improvement Kata	A structured way to create a culture of continuous learning and improvement. (In Japanese business, Kata is the idea of doing things the "correct" way. An organization's culture can be characterized as its Kata through its consistent role modeling, teaching and coaching.)	DevOps Foundation
Incentive model	A system designed to motivate people to complete tasks toward achieving objectives. The system may employ either positive or negative consequences for motivation.	DevSecOps Foundation
Incident	Any unplanned interruption to an IT service or reduction in the quality of an IT service. Includes events that disrupt or could disrupt the service. (ITIL definition)	DevOps Foundation, DevSecOps Foundation

Incident Management	Process that restores normal service operation as quickly as possible to minimize business impact and ensure that agreed levels of service quality are maintained. (ITIL definition). Involves capturing the who, what, when of service incidents and the onward use of this data in ensuring service level objectives are being met.	DevOps Foundation, DevSecOps Foundation, Site Reliability Engineering
Incident Response	An organized approach to addressing and managing the aftermath of a security breach or attack (also known as an incident). The goal is to handle the situation in a way that limits damage and reduces recovery time and costs.	DevSecOps Foundation, Site Reliability Engineering
Increment	Potentially shippable completed work that is the outcome of a Sprint.	Certified Agile Service Manager, DevOps Foundation
Incremental Rollout	Incremental rollout means deploying many small, gradual changes to a service instead of a few large changes. Users are incrementally moved across to the new version of the service until eventually all users are moved across. Sometimes referred to by colored environments e.g. Blue/green deployment.	Site Reliability Engineering
Infrastructure	All of the hardware, software, networks, facilities, etc., required to develop, test, deliver, monitor and control or support IT services. The term IT infrastructure includes all of the information technology but not the associated people, processes and documentation. (ITIL definition)	DevOps Foundation, DevSecOps Foundation
Infrastructure as Code	The practice of using code (scripts) to configure and manage infrastructure.	DevOps Foundation, DevSecOps Foundation
Infrastructure Test	The purpose of the test is to verify the framework for EUT operating. E.g. verify specific operating system utilities function as expected in the target environment.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Infrastructure-as-a-Service (IaaS)	On-demand access to a shared pool of configurable computing resources.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation

Integrated development environment (IDE)	An integrated development environment (IDE) is a software suite that consolidates the basic tools developers need to write and test software. Typically, an IDE contains a code editor, a compiler or interpreter and a debugger that the developer accesses through a single graphical user interface (GUI). An IDE may be a standalone application, or it may be included as part of one or more existing and compatible applications. (TechTarget)	DevSecOps Foundation
Integrated development environment (IDE) 'lint' checks	Linting is the process of running a program that will analyze code for potential errors (e.g., formatting discrepancies, non-adherence to coding standards and conventions, logical errors).	DevSecOps Foundation
Internet of Things	A network of physical devices that connect to the internet and potentially to each other through web-based wireless services.	DevOps Foundation, DevSecOps Foundation
Internal Automation	Scripts and automation delivered as part of the service that is intended to reduce toil.	Site Reliability Engineering
INVEST	A mnemonic was created by Bill Wake as a reminder of the characteristics of a quality user story.	Certified Agile Service Manager
ISO 31000	A family of standards that provide principles and generic guidelines on risk management.	DevSecOps Foundation
ISO/IEC 20000	International standard for IT service management. ISO/IEC 20000 is used to audit and certify service management capabilities.	DevOps Foundation
Issue Management	A process for capturing, tracking, and resolving bugs and issues throughout the software development lifecycle.	DevSecOps Foundation
IT Infrastructure Library (ITIL)	Set of best practice publications for IT service management. Published in a series of five core books representing the stages of the IT service lifecycle which are: Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement.	Certified Agile Process Owner
IT Service	A service provided to a customer from an IT organization.	DevOps Foundation
IT Service Management (ITSM)	Implementation and management of quality IT services that meet the needs of the business. (ITIL definition)	Certified Agile Process Owner, Site Reliability Engineering

iTest	Tool licensed by Spirent Communications for creating automated test cases.	Continuous Testing Foundation
ITIL	Set of best practice publications for IT service management. Published in a series of five core books representing the stages of the IT service lifecycle which are: Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement.	Certified Agile Service Manager, DevOps Foundation, Site Reliability Engineering
Jenkins	Jenkins is a freeware tool. It is the most popular master automation framework tool, especially for continuous integration task automation. Jenkins task automation centers around timed processes. Many test tools and other tools offer plugins to simplify integration with Jenkins.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Kaizen	The practice of continuous improvement.	DevOps Foundation
Kanban	Method of work that pulls the flow of work through a process at a manageable pace.	Certified Agile Service Manager, DevOps Foundation
Kanban Board	Tool that helps teams organize, visualize and manage work.	DevOps Foundation
Karpman Drama Triangle	The drama triangle is a social model of human interaction. The triangle maps a type of destructive interaction that can occur between people in conflict.	DevOps Leader
Key Metrics	Something that is measured and reported upon to help manage a process, IT service or activity.	DevOps Foundation, DevOps Leader
Key Performance Indicator	Key metric used to measure the achievement of critical success factors. KPIs underpin critical success factors and are measured as a percentage.	Certified Agile Process Owner, Certified Agile Service Manager
Key Performance Indicator (KPI)	Key metric used to measure the achievement of critical success factors. KPIs underpin critical success factors and are measured as a percentage. (ITIL definition)	Certified Agile Service Manager, DevOps Foundation
Keywords-Based	Test cases are created using pre-defined names that reference programs useful for testing.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Knowledge Management	Process that ensures the right information is delivered to the right place or person at the right time to enable an informed decision.	DevOps Foundation, DevSecOps Foundation

Known Error	Problem with a documented root cause and a workaround. (ITIL definition)	DevOps Foundation, DevSecOps Foundation
Kolb's Learning Styles	David Kolb published his learning styles model in 1984; his experiential learning theory works on two levels: a four stage cycle of learning and four separate learning styles.	DevOps Leader
Kotter's Dual Operating System	John Kotter describes the need for a dual operating system that combines the entrepreneurial capability of a network with the organisational efficiency of traditional hierarchy.	DevOps Leader
Kubernetes	Kubernetes is an open-source container-orchestration system for automating application deployment, scaling, and management. It was originally designed by Google, and is now maintained by the Cloud Native Computing Foundation.	Site Reliability Engineering
Kubler-Ross Change Curve	Describes and predicts the stages of personal and organizational reaction to major changes.	DevOps Foundation
Lab-as-a-Service (LaaS)	Category of cloud computing services that provides a laboratory allowing customers to test applications without the complexity of building and maintaining the lab infrastructure.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Laloux (Culture Models)	Frederic Laloux created a model for understanding organizational culture.	DevSecOps Foundation
Latency	Latency is the delay incurred in communicating a message, the time a message spends "on the wire" between the initial request being received e.g. by a server and the response being recieved e.g. by a client.	Site Reliability Engineering
Laws of Systems Thinking	In his book 'The Fifth Discipline', Peter Senge outlines eleven laws will help the understanding of business systems and to identify behaviors for addressing complex business problems.	DevOps Leader
Lean	Production philosophy that focuses on reducing waste and improving the flow of processes to improve overall customer value.	DevOps Leader
Lean (adjective)	Spare, economical. Lacking richness or abundance.	DevOps Foundation, DevSecOps Foundation

Lean (production)	Production philosophy that focuses on reducing waste and improving the flow of processes to improve overall customer value.	DevOps Foundation, DevSecOps Foundation
Lean Canvas	Lean Canvas is a 1-page business plan template.	DevOps Leader
Lean Enterprise	Organization that strategically applies the key ideas behind lean production across the enterprise.	DevOps Foundation, DevSecOps Foundation
Lean IT	Applying the key ideas behind lean production to the development and management of IT products and services.	DevOps Foundation, DevSecOps Foundation
Lean Manufacturing	Lean production philosophy derived mostly from the Toyota Production System.	DevOps Foundation, DevSecOps Foundation
Lean Product Development	Lean Product Development, or LPD, utilizes Lean principles to meet the challenges of Product Development.	DevOps Leader
Lean Six Sigma	Management approach that combines the concepts of Lean Manufacturing and Six Sigma by removing 'waste' and reducing 'defects'.	Certified Agile Process Owner
Lean Startup	A system for developing a business or product in the most efficient way possible to reduce the risk of failure.	DevOps Leader
Lean Thinking	The goal of lean thinking is to create more value for customers with fewer resources and less waste. Waste is considered any activity that does not add value to the process.	Certified Agile Service Manager
License Scanning	Tools, such as Blackduck and Synopsis, that check that licenses of your dependencies are compatible with your application, and approve or blacklist them.	Site Reliability Engineering
Little's Law	A theorem by John Little which states that the long-term average number L of customers in a stationary system is equal to the long-term average effective arrival rate λ multiplied by the average time W that a customer spends in the system.	DevOps Leader
LoadRunner	Tool used to test applications, measuring system behavior and performance under load. Licensed by HP.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation

Log	Serialized report of details such as test activities and EUT console logs.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Log Management	The collective processes and policies used to administer and facilitate the generation, transmission, analysis, storage, archiving and ultimate disposal of the large volumes of log data created within an information system.	DevSecOps Foundation
Logging	The capture, aggregation and storage of all logs associated with system performance including, but not limited to, process calls, events, user data, responses, error and status codes. Logstash and Nagios are popular examples.	Site Reliability Engineering
Logic Bomb (Slag Code)	A string of malicious code used to cause harm to a system when the programmed conditions are met.	DevSecOps Foundation
Longevity Test	The purpose of the test is to determine if a complete system performs as expected over an extended period of time	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Machine Learning	Data analysis that uses algorithms that learn from data.	DevOps Foundation
Malware	A program designed to gain access to computer systems, normally for the benefit of some third party, without the user's permission	DevSecOps Foundation
Many-factor Authentication	The practice of using at least 2 factors for authentication. The two factors can be of the same class.	DevSecOps Foundation
Mean Time Between Deploys	Used to measure deployment frequency.	DevOps Foundation, DevSecOps Foundation
Mean Time Between Failures (MTBF)	Average time that a CI or IT service can perform its agreed function without interruption. Often used to measure reliability. Measured from when the CI or service starts working, until the time it fails (uptime). (ITIL definition)	DevOps Foundation, DevSecOps Foundation
Mean Time to Detect Incidents (MTTD)	Average time required to detect a failed component or device.	Continuous Delivery Ecosystem Foundation, DevOps Foundation, DevSecOps Foundation, Site Reliability Engineering

Mean Time to Discovery	How long a vulnerability or software bug/defect exists before it's identified.	DevSecOps Foundation
Mean Time to Patch	How long it takes to apply patches to environments once a vulnerability has been identified.	DevSecOps Foundation
Mean Time to Repair/Recover (MTTR)	Average time required to repair/recover a failed component or device. MTTR does not include the time required to recover or restore service.	DevOps Foundation, DevSecOps Foundation, Site Reliability Engineering
Mean Time to Restore Service (MTRS)	Used to measure time from when the CI or IT service fails until it is fully restored and delivering its normal functionality (downtime). Often used to measure maintainability. (ITIL definition).	DevOps Foundation, DevSecOps Foundation, Site Reliability Engineering
Mental Models	A mental model is an explanation of someone's thought process about how something works in the real world.	DevOps Leader
Merge	Action of integrating a software changes together into a software version management system.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Metric	Something that is measured and reported upon to help manage a process, IT service or activity.	DevOps Foundation, DevSecOps Foundation
Metrics	This is a class of terms relevant to measurements used to monitor the health of a product or infrastructure.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Microservices	A software architecture that is composed of smaller modules that interact through APIs and can be updated without affecting the entire system.	DevOps Foundation
Mindset	A person's usual attitude or mental state is their mindset.	DevOps Leader
Minimum Critical Activities	Activities that must be performed to provide evidence of compliance with a given process.	Certified Agile Process Owner
Minimum Viable Product	Most minimal version of a product that can be released and still provide enough value that people are willing to use it.	Certified Agile Service Manager, DevOps Foundation, DevOps Leader

Mock Object	Mock is a method/object that simulates the behavior of a real method/object in controlled ways. Mock objects are used in unit testing. Often a method under a test calls other external services or methods within it. These are called dependencies.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Model	Representation of a system, process, IT service, CI, etc. that is used to help understand or predict future behavior. In the context of processes, models represent pre-defined steps for handling specific types of transactions.	DevSecOps Foundation
Model-Based	Test cases are automatically derived from a model of the entity under test. Example tool: Tricentus	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Monitoring	The use of a hardware or software component to monitor the system resources and performance of a computer service.	Site Reliability Engineering
Monitoring Tools	Tools that allow IT organizations to identify specific issues of specific releases and to understand the impact on end-users.	DevOps Leader
Monolithic	A software system is called "monolithic" if it has a monolithic architecture, in which functionally distinguishable aspects (for example data input and output, data processing, error handling, and the user interface) are all interwoven, rather than containing architecturally separate components.	Continuous Delivery Ecosystem Foundation
Multi-factor Authentication	The practice of using 2 or more factors for authentication. Often used synonymously with 2-factor Authentication.	DevSecOps Foundation
Multi-cloud	Multi-cloud DevOps solutions provide on-demand multi-tenant access to development and test environments.	Continuous Delivery Ecosystem Foundation
Network Reliability Engineer (NRE)	Someone who applies a reliability engineering approach to measure and automate the reliability of networks.	Site Reliability Engineering
Neuroplasticity	Describes the ability of the brain to form and reorganize synaptic connections, especially in response to learning or experience or following injury.	DevOps Leader
Neuroscience	The study of the brain and nervous system.	DevOps Leader

Non-functional requirements	Requirements that specify criteria that can be used to judge the operation of a system, rather than specific behaviors or functions (e.g., availability, reliability, maintainability, supportability); qualities of a system.	DevOps Foundation
Non-functional tests	Defined as a type of service testing intending to check non-functional aspects such as performance, usability and reliability of a software service.	Site Reliability Engineering
Object Under Test (OUT)	The EUT is a software object or class of objects.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Objective	An aim or goal of a process.	Certified Agile Process Owner
Observability	Observability is focused on externalizing as much data as you can about the whole service allowing us to infer what the current state of that service is.	Site Reliability Engineering
On-call	Being on-call means someone being available during a set period of time, and being ready to respond to production incidents during that time with appropriate urgency.	Site Reliability Engineering
Open Source	Software that is distributed with its source code so that end user organizations and vendors can modify it for their own purposes.	DevOps Foundation, DevSecOps Foundation
Operational Level Agreement	Agreement between an IT service provider and another part of the same organization. (ITIL definition)	Certified Agile Process Owner
Operations (Ops)	Individuals involved in the daily operational activities needed to deploy and manage systems and services such as quality assurance analysts, release managers, system and network administrators, information security officers, IT operations specialists and service desk analysts.	Continuous Delivery Ecosystem Foundation

Operations Management	Function that performs the daily activities needed to deliver and support IT services and the supporting IT infrastructure at the agreed levels. (ITIL)	DevSecOps Foundation
Ops	Individuals involved in the daily operational activities needed to deploy and manage systems and services such as quality assurance analysts, release managers, system and network administrators, information security officers, IT operations specialists and service desk analysts.	DevOps Foundation, DevSecOps Foundation
Orchestration	An approach to building automation that interfaces or "orchestrates" multiple tools together to form a toolchain.	DevOps Foundation, DevSecOps Foundation
Organization Culture	A system of shared values, assumptions, beliefs, and norms that unite the members of an organization.	DevOps Leader
Organization Model	For DevOps, an approach that models Spotify's Squad approach for organizing IT.	DevOps Leader
Organizational Change	Efforts to adapt the behavior of humans within an organization to meet new structures, processes or requirements.	DevOps Foundation, DevSecOps Foundation
OS Virtualization	A method for splitting a server into multiple partitions called "containers" or "virtual environments" in order to prevent applications from interfering with each other.	DevOps Foundation
Outcome	Intended or actual results.	DevOps Foundation, DevSecOps Foundation
Output	Deliverable produced by a process activity (e.g., information, plans, documents, records, reports and so forth).	Certified Agile Process Owner
Package Registry	A repository for software packages, artifacts and their corresponding metadata. Can store files produced by an organization itself or for third party binaries. Artifactory and Nexus are amongst the most popular.	Site Reliability Engineering
Pages	Something for creating supporting web pages automatically as part of a CI/CD pipeline.	Site Reliability Engineering
Patch	A software update designed to address (mitigate/remediate) a bug or weakness.	DevSecOps Foundation

Patch management	The process of identifying and implementing patches.	DevSecOps Foundation
Pathological Culture	Pathological cultures tend to view information as a personal resource, to be used in political power struggles (Westrum).	DevOps Leader, Site Reliability Engineering
Penetration Testing	An authorized simulated attack on a computer system that looks for security weaknesses, potentially gaining access to the system's features and data.	DevSecOps Foundation
People Changes	Focuses on changing attitudes, behaviors, skills, or performance of employees.	DevOps Leader
Performance Test	The purpose of the test is to determine an EUT meets its system performance criterion or to determine what a system's performance capabilities are.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Plan	Formal, approved document that describes the capabilities and resources needed to achieve a result.	Certified Agile Process Owner
Plan-Do-Check-Act	A four-stage cycle for process management and improvement attributed to W. Edwards Deming. Sometimes called the Deming Cycle or PDCA.	Certified Agile Process Owner, Certified Agile Service Manager, DevOps Foundation, DevSecOps Foundation
Platform-as-a-Service (PaaS)	Category of cloud computing services that provides a platform allowing customers to develop, run, and manage applications without the complexity of building and maintaining the infrastructure.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Plugin	A pre-programmed integration between an Orchestration tool and other tools. For example, many tools offer plugins to integrate with Jenkins.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Policies	Formal documents that define boundaries in terms of what the organization may or may not do as part of its operations.	DevOps Foundation, DevSecOps Foundation
Policy	Formal document that describes the overall intentions and direction of a service provider, as expressed by senior management.	Certified Agile Process Owner

Policy as Code	The notion that security principles and concepts can be articulated in code (e.g., software, configuration management, automation) to a sufficient degree that the need for an extensive traditional policy framework is greatly reduced. Standards and guidelines should be implemented in code and configuration, automatically enforced and automatically reported-on in terms of compliance, variance or suspected violations.	DevSecOps Foundation
Post Implementation Review (PIR)	Review that takes place after a change or a project has been implemented that assesses whether the change was successful and opportunities for improvement.	Certified Agile Service Manager, DevOps Foundation
Potentially Shippable Product	Increment of work that is "done" and capable of being released if it makes sense to do so.	Certified Agile Service Manager, DevOps Foundation
Pre-Flight	This is a class of terms which refers names of activities and processes that are conducted on an EUT prior to integration into the trunk branch.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Priority	The relative importance of an incident, problem or change; based on impact and urgency. (ITIL definition)	DevOps Foundation, DevSecOps Foundation
Privileged Access Management (PAM)	Technologies that help organizations provide secured privileged access to critical assets and meet compliance requirements by securing, managing and monitoring privileged accounts and access. (Gartner)	DevSecOps Foundation
Problem	The underlying cause of one or more incidents. (ITIL definition)	DevOps Foundation, DevSecOps Foundation
Procedure	Step-by-step instructions that describe how to perform the activities in a process.	Certified Agile Service Manager
Process	Structured set of activities designed to accomplish a specific objective. A process takes inputs and turns them into defined outputs. Related work activities that take specific inputs and produce specific outputs that are of value to a customer.	Certified Agile Service Manager, DevOps Foundation, DevSecOps Foundation
Process Backlog	Prioritized list of everything that needs to be designed or improved for a process including current and future requirements.	Certified Agile Service Manager

Process Changes	Focuses on changes to standard IT process, such as software development practices, ITIL processes, change management, approvals etc.	DevOps Leader
Process Customer	Recipient of a process' output.	Certified Agile Service Manager
Process Improvement Team	Team of individuals that designs or redesigns a process and determines how best to implement the new process across the organization.	Certified Agile Process Owner
Process Manager	Individual responsible for operational (day-to-day) management of a process.	Certified Agile Process Owner
Process Owner	Role accountable for the overall quality of a process. May be assigned to the same person who carries out the Process Manager role, but the two roles may be separate in larger organizations. (ITIL definition)	DevOps Foundation, DevSecOps Foundation, Certified Agile Service Manager
Process Owner	Person accountable for the overall quality of a process and the owner of the Process Backlog.	Certified Agile Service Manager
Process Planning Meeting	A high-level event to define the goals, objectives, inputs, outcomes, activities, stakeholders, tools and other aspects of a process. This meeting is not timeboxed.	Certified Agile Service Manager
Process Supplier	Creator of process input.	Certified Agile Service Manager
Processing Time	The period during which one or more inputs are transformed into a finished product by a manufacturing or development procedure. (Business Dictionary)	DevOps Leader
Product Backlog	Prioritized list of functional and non-functional requirements for a system usually expressed as user stories.	Certified Agile Process Owner, Certified Agile Service Manager, DevOps Foundation
Product Backlog Refinement	Ongoing process of adding detail, estimates and order to backlog items. Sometimes referred to as Product Backlog grooming.	Certified Agile Service Manager
Product Owner	An individual responsible for maximizing the value of a product and for managing the product backlog. Prioritizes, grooms, and owns the backlog. Gives the squad purpose.	Certified Agile Process Owner, Certified Agile Service Manager, DevOps Foundation, DevOps Leader

Programming-Based	Test cases are created by writing code in a programming language. E.g. JavaScript, Python, TCL, Ruby	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Project	Temporary endeavor undertaken to create a unique product, service or result.	Certified Agile Process Owner
Provision Platforms	Tools that provide platforms for provisioning infrastructure (e.g., Puppet, Chef, Salt).	DevOps Leader
Psychological Safety	Psychological safety is a shared belief that the team is safe for interpersonal risk taking.	DevOps Leader
QTP	Quick Test Professional is a functional and regression test automation tool for software applications. Licensed by HP.	Continuous Testing Foundation
Quality Management	Tools that handle test case planning, test execution, defect tracking (often into backlogs), severity and priority analysis. CA's Agile Central	Site Reliability Engineering
RACI Matrix	Maps roles and responsibilities to the activities of a process or project.	Certified Agile Process Owner
Ranorex	GUI test automation framework for testing of desktop, web-based and mobile applications. Licensed by Ranorex.	Continuous Testing Foundation
Ransomware	Encrypts the files on a user's device or a network's storage devices. To restore access to the encrypted files, the user must pay a "ransom" to the cybercriminals, typically through a tough-to-trace electronic payment method such as Bitcoin.	DevSecOps Foundation
Regression testing	The purpose of the test is to determine if a new version of an EUT has broken somethings that worked previously.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Regulatory compliance testing	The purpose of the test is to determine if an EUT conforms to specific regulatory requirements. E.g. verify an EUT satisfies government regulations for consumer credit card processing.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Release	Software that is built, tested and deployed into the production environment.	Continuous Delivery Ecosystem Foundation, DevOps Foundation, DevSecOps Foundation

Release Acceptance Criteria	Measurable attributes for a release package which determine whether a release candidate is acceptable for deployment to customers.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Release Candidate	A release package that has been prepared for deployment, may or may not have passed the Release.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Release Governance	Release Governance is all about the controls and automation (security, compliance, or otherwise) that ensure your releases are managed in an auditable and trackable way, in order to meet the need of the business to understand what is changing.	Site Reliability Engineering
Release Management	Process that manages releases and underpins Continuous Delivery and the Deployment Pipeline.	DevOps Foundation, DevSecOps Foundation
Release Orchestration	Typically a deployment pipeline, used to detect any changes that will lead to problems in production. Orchestrating other tools will identify performance, security, or usability issues. Tools like Jenkins and Gitlab CI can "orchestrate" releases.	Site Reliability Engineering
Release Planning Meeting	Time-boxed event that establishes the goals, risks, features, functionality, delivery date and cost of a release. It also includes prioritizing the Product Backlog.	Certified Agile Process Owner, Certified Agile Service Manager
Relevance	A Continuous Testing tenet which emphasizes a preference to focus on the most important tests and test results	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Reliability	Measure of how long a service, component or CI can perform its agreed function without interruption. Usually measured as MTBF or MTBSI. (ITIL definition)	DevOps Foundation, DevSecOps Foundation, Site Reliability Engineering
Reliability Test	The purpose of the test is to determine if a complete system performs as expected under stressful and loaded conditions over an extended period of time.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Remediation	Action to resolve a problem found during DevOps processes. E.g. Roll-back changes for an EUT change that resulted in a CT a test case fail verdict.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Remediation Plan	Plan that determines the actions to take after a failed change or release. (ITIL definition)	DevOps Foundation, DevSecOps Foundation

Request for Change (RFC)	Formal proposal to make a change. The term RFC is often misused to mean a change record, or the change itself. (ITIL definition)	DevOps Foundation
Requirements Management	Tools than handle requirements definition, traceability, hierarchies & dependency. Often also handles code requirements and test cases for requirements.	Site Reliability Engineering
Resilience	Building an environment or organization that is tolerant to change and incidents.	DevSecOps Foundation, Site Reliability Engineering
Response Time	Response time is the total time it takes from when a user makes a request until they receive a response.	Site Reliability Engineering
REST	Representation State Transfer. Software architecture style of the world-wide web.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Restful API	Representational state transfer (REST) or RESTful services on a network, such as HTTP, provide scalable interoperability for requesting systems to quickly and reliably access and manipulate textual representations (XML, HTML, JSON) of resources using stateless operations (GET, POST, PUT, DELETE, etc.).	Continuous Delivery Ecosystem Foundation
RESTful interface testing	The purpose of the test is to determine if an API satisfies its design criterion and the expectations of the REST architecture.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Return on Investment (ROI)	Difference between the benefit achieved and the cost to achieve that benefit, expressed as a percentage.	DevOps Foundation, DevSecOps Foundation
Review Apps	Allow code to be committed and launched in real time – environments are spun up to allow developers to review their application.	Site Reliability Engineering

Rework	The time and effort required to correct defects (waste).	DevOps Leader
Risk	Possible event that could cause harm or loss or affect an organization's ability to achieve its objectives. The management of risk consists of three activities: identifying risks, analyzing risks and managing risks. The probably frequency and probable magnitude of future loss. Pertains to a possible event that could cause harm or loss or affect an organization's ability to execute or achieve its objectives.	DevOps Foundation, DevSecOps Foundation
Risk Event	Possible event that could cause harm or loss or affect an organization's ability to achieve its objectives. The management of risk consists of three activities: identifying risks, analyzing risks and managing risks.	DevOps Leader
Risk Management Process	The process by which "risk" is contextualized, assessed, and treated. From ISO 31000: 1) Establish context, 2) Assess risk, 3) Treat risk (remediate, reduce or accept).	DevSecOps Foundation
Robot Framework	TDD framework created and supported by Google.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Role	Set of responsibilities, activities and authorities granted to a person or team. A role is defined by a process. One person or team may have multiple roles. A set of permissions assigned to a user or group of users to allow a user to perform actions within a system or application.	DevOps Foundation, DevSecOps Foundation
Role-based Access Control (RBAC)	An approach to restricting system access to authorized users.	DevSecOps Foundation
Roll-back	Software changes which have been integrated are removed from the integration.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Root Cause Analysis (RCA)	Actions take to identify the underlying cause of a problem or incident.	DevOps Foundation, DevSecOps Foundation
Rugged Development (DevOps)	Rugged Development (DevOps) is a method that includes security practices as early in the continuous delivery pipeline as possible to increase cybersecurity, speed, and quality of releases beyond what DevOps practices can yield alone.	DevOps Foundation

Rugged DevOps	Rugged DevOps is a method that includes security practices as early in the continuous delivery pipeline as possible to increase cybersecurity, speed, and quality of releases beyond what DevOps practices can yield alone.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Runbooks	A collection of procedures necessary for the smooth operation of a service. Previously manual in nature they are now usually automated with tools like Ansible.	Site Reliability Engineering
Runtime Application Self Protection (RASP)	Tools that actively monitor and block threats in the production environment before they can exploit vulnerabilities.	Site Reliability Engineering
Sanity Test	A very basic set of tests that determine if a software is functional at all.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Scalability	Scalability is a characteristic of a service that describes its capability to cope and perform under an increased or expanding load.	Site Reliability Engineering
Scaled Agile Framework (SAFE)	A proven, publicly available, framework for applying Lean-Agile principles and practices at an enterprise scale.	DevOps Foundation
SCARF Model	A summary of important discoveries from neuroscience about the way people interact socially.	DevOps Leader
Scheduling	Scheduling: the process of planning to release changes into production.	DevOps Leader
Scrum	A simple framework for effective team collaboration on complex projects. Scrum provides a small set of rules that create "just enough" structure for teams to be able to focus their innovation on solving what might otherwise be an insurmountable challenge. (Scrum.org)	Certified Agile Service Manager, DevOps Foundation
Scrum Artifacts	Product Backlog, Sprint Backlog, Burndown Chart, Product Increment	Certified Agile Process Owner
Scrum Components	Scrum's roles, events, artifacts and the rules that bind them together.	Certified Agile Service Manager
Scrum Events	Release Planning Meeting (optional), Sprint Planning Meeting, Sprint, Daily Scrum, Sprint Review, Sprint Retrospective	Certified Agile Process Owner

Scrum Guide	The definition of Scrum concepts and practices, written by Ken Schwaber and Jeff Sutherland.	Certified Agile Service Manager
Scrum Pillars	Pillars that uphold the Scrum framework that include: Transparency, Inspection and Adaption.	Certified Agile Process Owner
Scrum Roles	Product Owner, Development Team (Team) and ScrumMaster. See also Agile Service Management Roles.	Certified Agile Process Owner
Scrum Team	A self-organizing, cross-functional team that uses the Scrum framework to deliver products iteratively and incrementally. The Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master.	DevOps Foundation
Scrum values	A set of fundamental values and qualities underpinning the Scrum framework: commitment, focus, openness, respect and courage.	Certified Agile Process Owner, Certified Agile Service Manager
ScrumMaster	An individual who provides process leadership for Scrum (i.e., ensures Scrum practices are understood and followed) and who supports the Scrum Team by removing impediments.	DevOps Foundation
Secret Detection	Secret Detection aims to prevent that sensitive information, like passwords, authentication tokens, and private keys are unintentionally leaked as part of the repository content.	Site Reliability Engineering
Secrets Management	Secrets management refers to the tools and methods for managing digital authentication credentials (secrets), including passwords, keys, APIs, and tokens for use in applications, services, privileged accounts and other sensitive parts of the IT ecosystem.	Site Reliability Engineering
Secure Automation	Secure automation removes the chance of human error (and wilful sabotage) by securing the tooling used across the delivery pipeline.	Site Reliability Engineering
Security (Information Security)	Practices intended to protect the confidentiality, integrity and availability of computer system data from those with malicious intentions.	DevOps Foundation, DevSecOps Foundation
Security as Code	Automating and building security into DevOps tools and practices, making it an essential part of tool chains and workflows.	DevOps Foundation, DevSecOps Foundation

Security tests	The purpose of the test is to determine if an EUT meets its security requirements. An example is a test that determines if an EUT processes login credentials properly.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Selenium	Popular open-source tool for software testing GUI and web applications.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Self-healing	Self-healing means the ability of services and underlying environments to detect and resolve problems automatically. It eliminates the need for manual human intervention.	Site Reliability Engineering
Self-organizing Team	Management principle in which a team chooses how best to accomplish their work, rather than being directed by others outside the team. Self-organization happens within boundaries and against given goals (i.e., what to do).	Certified Agile Process Owner
Self-organizing	The management principle that teams autonomously organize their work. Self-organization happens within boundaries and against given goals. Teams choose how best to accomplish their work, rather than being directed by others outside the team.	Certified Agile Service Manager
Serverless	A code execution paradigm where no underlying infrastructure or dependencies are needed, moreover a piece of code is executed by a service provider (typically cloud) who takes over the creation of the execution environment. Lambda functions in AWS and Azure Functions are examples.	Site Reliability Engineering
Service	Means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.	DevOps Foundation, DevSecOps Foundation
Service Catalog	Subset of the Service Portfolio that consists of services that are live or available for deployment. Has two aspects: The Business/Customer Service Catalog (visible to customers) and the Technical/Supporting Service Catalog. (ITIL definition)	DevOps Foundation
Service Design	One of the ITIL Core publications and a stage of the service lifecycle.	DevOps Foundation

Service Desk	Single point of contact between the service provider and the users. Tools like Service Now are used for managing the lifecycle of services as well as internal and external stakeholder engagement.	DevOps Foundation
Service Level Agreement (SLA)	Written agreement between an IT service provider and its customer(s) that defines key service targets and responsibilities of both parties. An SLA may cover multiple services or customers. (ITIL definition)	Certified Agile Process Owner, DevOps Foundation, Site Reliability Engineering
Service Level Indicator (SLI)	SLI's are used to communicate quantitative data about services, typically to measure how the service is performing against an SLO.	Site Reliability Engineering
Service Level Management	Process that ensures all current and planned IT services are delivered to agreed achievable targets. (ITIL definition)	Certified Agile Process Owner
Service Level Objective (SLO)	An SLO is a goal for how well a product or service should operate. SLO's are set based on what an organization is expecting from a service.	Site Reliability Engineering
Service Lifecycle	Structure of the ITIL Core guidance.	DevOps Foundation
Service Management	Set of specialized organizational capabilities for providing value to customers in the form of services. (ITIL definition)	DevOps Foundation
Service Management Office (SMO)	Function that coordinates all processes and functions that manage a service provider's services throughout their lifecycle. Process Owners may report directly or via a 'dotted' reporting line to the SMO.	Certified Agile Process Owner
Service Operation	One of the ITIL Core publications and a stage of the service lifecycle.	DevOps Foundation
Service Provider	Organization that supplies services to one or more internal or external customers. (ITIL definition)	DevOps Foundation
Service Request	User request for a standard service from an IT service provider. (ITIL definition)	DevOps Foundation
Service Strategy	One of the ITIL Core publications and a stage of the service lifecycle.	DevOps Foundation
Service Transition	One of the ITIL Core publications and a stage of the service lifecycle.	DevOps Foundation

Seven Pillars of DevOps	Seven distinct "pillars" provide a foundation for DevOps systems which include Collaborative Culture, Design for DevOps, Continuous Integration, Continuous Testing, Continuous Delivery and Deployment, Continuous Monitoring and Elastic Infrastructures and Tools.	Continuous Delivery Ecosystem Foundation
Shift Left	An approach that strives to build quality into the software development process by incorporating testing early and often. This notion extends to security architecture, hardening images, application security testing, and beyond.	DevOps Foundation, DevSecOps Foundation
SilkTest	Automated function and regression testing of enterprise applications. Licensed by Borland.	Continuous Testing Foundation
Simian Army	The Simian Army is a suite of failure-inducing tools designed by Netflix. The most famous example is Chaos Monkey which randomly terminates services in production as part of a Chaos Engineering approach.	Site Reliability Engineering
Single Point of Failure (SPOF)	A single point of failure (SPOF) is a part of a system that, if it fails, will stop the entire system from working.	DevOps Foundation
Site Reliability Engineering (SRE)	The discipline that incorporates aspects of software engineering and applies them to infrastructure and operations problems. The main goals are to create scalable and highly reliable software systems.	Site Reliability Engineering
Six Sigma	Disciplined, data-driven approach that focuses on reducing defects by measuring standard deviations from an expected norm.	Certified Agile Process Owner
SMART Goals	Specific, measurable, achievable, relevant and time-bound goals.	DevOps Foundation
Smoke Test	A basic set of functional tests that are run immediately after a software component is built. Same as CI Regression Test.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Snapshot	Report of pass/fail results for a specific build.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Snippets	Stored and shared code snippets to allow collaboration around specific pieces of code. Also allows code snippets to be used in other code-bases. BitBucket and GitLab allow this.	Site Reliability Engineering

SOAP	Simple Object Access Protocol (SOAP) is an XML-based messaging protocol for exchanging information among computers.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Software Composition Analysis	A tool that checks for libraries or functions in source code that have known vulnerabilities.	DevSecOps Foundation
Software Defined Networking (SDN)	Software-Defined Networking (SDN) is a network architecture approach that enables the network to be intelligently and centrally controlled, or 'programmed,' using software applications.	Site Reliability Engineering
Software Delivery Lifecycle (SDLC)	The process used to design, develop and test high quality software.	DevOps Leader, Site Reliability Engineering
Software Version Management System	A repository tool which is used to manage software changes. Examples are: Azure DevOps, BitBucket, Git, GitHub, GitLab, VSTS.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Software-as-a-Service (SaaS)	Category of cloud computing services in which software is licensed on a subscription basis.	DevOps Foundation, Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Source Code Tools	Repositories for controlling source code for key assets (application and infrastructure) as a single source of truth.	DevOps Foundation, DevOps Leader
Spotify Squad Model	An organizational model that helps teams in large organizations behave like startups and be nimble.	DevOps Foundation, DevOps Leader
Sprint	A period of 2-4 weeks during which an increment of product work is completed.	Certified Agile Process Owner, Certified Agile Service Manager, Continuous Delivery Ecosystem Foundation
Sprint (Scrum)	A time-boxed iteration of work during which an increment of product functionality is implemented.	DevOps Foundation
Sprint Backlog	Subset of the backlog that represents the work that must be completed to realize the Sprint Goal.	Certified Agile Process Owner, DevOps Foundation
Sprint Goal	Purpose and objective of a Sprint, often expressed as a business problem that is going to be solved.	Certified Agile Process Owner, Certified Agile Service Manager

Sprint Planning Meeting	A 4 to 8-hour time-boxed event that defines the Sprint Goal, the increment of the Product Backlog that will be completed during the Sprint and how it will be completed.	Certified Agile Process Owner, Certified Agile Service Manager
Sprint Retrospective	A 1.5 to 3-hour time-boxed event during which the Team reviews the last Sprint and identifies and prioritizes improvements for the next Sprint.	Certified Agile Process Owner, Certified Agile Service Manager
Sprint Review	A time-boxed event of 4 hours or less where the Team and stakeholders inspect the work resulting from the Sprint and update the Product Backlog.	Certified Agile Process Owner, Certified Agile Service Manager
Spyware	Software that is installed in a computer without the user's knowledge and transmits information about the user's computer activities over back to the threat agent.	DevSecOps Foundation
Squads	A cross-functional, co-located, autonomous, self-directed team.	DevOps Leader
Stakeholder	Person who has an interest in an organization, project or IT service. Stakeholders may include customers, users and suppliers. (ITIL definition).	DevOps Foundation, DevSecOps Foundation
Stability	The sensitivity a service has to accept changes and the negative impact that may be caused by system changes. Services may have reliability, in that if functions over a long period of time, but may not be easy to change and so does not have stability.	Site Reliability Engineering
Standard Change	Pre-approved, low risk change that follows a procedure or work instruction. (ITIL definition)	DevOps Foundation, DevSecOps Foundation
Static Application Security Testing (SAST)	A type of testing that checks source code for bugs and weaknesses.	DevSecOps Foundation
Static Code Analysis	The purpose of the test is to detect source code logic errors and omissions such as memory leaks, unutilized variables, unutilized pointers.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Status Page	Service pages that easily communicate the status of services to customers and users.	Site Reliability Engineering
Sticks	Negative incentives, for discouraging or punishing undesired behaviors.	DevSecOps Foundation

Storage Security	A specialty area of security that is concerned with securing data storage systems and ecosystems and the data that resides on these systems.	Site Reliability Engineering
Stormstack	A commercial orchestration tool based on event triggers instead of time based.	Continuous Testing Foundation
StoStaKee	This stands for stop, start, and keep: this is an interactive time-boxed exercise focused on past events.	DevOps Leader
Strategic Sprint	A 2-4 week timeboxed Sprint during which strategic elements that were defined during the Process Planning Meeting are completed so that the Team can move on to designing the activities of the process.	Certified Agile Process Owner, Certified Agile Service Manager
Structural Changes	Changes in the hierarchy of authority, goals, structural characteristics, administrative procedures and management systems.	DevOps Leader
Supplier	External (third party) supplier, manufacturer or vendor responsible for supplying goods or services that are required to deliver IT services.	DevOps Foundation
Synthetic Monitoring	Synthetic monitoring (also known as active monitoring, or semantic monitoring) runs a subset of an application's automated tests against the system on a regular basis. The results are pushed into the monitoring service, which triggers alerts in case of failures.	Continuous Delivery Ecosystem Foundation
System of Record	A system of record is the authoritative data source for a data element or data entity.	DevOps Foundation, DevSecOps Foundation
System Test	The purpose of the test is to determine if a complete system performs as expected in its intended configurations.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
System Under Test (SUT)	The EUT is an entire system. E.g. Bank teller machine is being tested.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Tag-Based Test Selection Method	Tests and Code modules are pre-assigned tags. Tests are selected for a build matching pre-assigned tags.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Target Operating Model	A description of the desired state of the operating model of an organisation.	DevOps Leader

Teal Organization	An emerging organizational paradigm that advocates a level of consciousness including all previous world views within the operations of an organisation.	DevOps Leader
Team Dynamics	A measurement of how a team works together. Includes team culture, communication styles, decision making ability, trust between members, and the willingness of the team to change.	DevOps Leader
Techno-Economic Paradigm Shifts	Techno-economic paradigm shifts are at the core of general, innovation-based theory of economic and societal development as conceived by Carlota Perez.	DevOps Leader
Telemetry	Telemetry is the collection of measurements or other data at remote or inaccessible points and their automatic transmission to receiving equipment for monitoring.	Site Reliability Engineering
Test Architect	Person who has responsibility for defining the overall end-to-end test strategy for an EUT.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Artifact Repository	Database of files used for testing.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Campaign	A test campaign may include one or more test sessions.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Case	Set of test steps together with data and configuration information. A test case has a specific purpose to test at least one attribute of the EUT.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Creation Methods	This is a class of test terms which refers to the methodology used to create test cases.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation

Test Driven Development (TDD)	<p>Test-driven development (TDD) is a software development process in which the developer writes a test before composing code. They then follow this process:</p> <ol style="list-style-type: none"> 1. Write the test 2. Run the test and any others that are relevant and see them fail 3. Write the code 4. Run test(s) 5. Refactor code if needed 6. Repeat <p>Unit level tests and/or application tests are created ahead of the code that is to be tested.</p>	Continuous Delivery Ecosystem Foundation, DevOps Foundation, Continuous Testing Foundation
Test Duration	The time it takes to run a test. E.g. # hours per test	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Environment	The test environment refers to the operating system (e.g. Linux, windows version etc.), configuration of software (e.g. parameter options), dynamic conditions (e.g. CPU and memory utilization) and physical environment (e.g. power, cooling) in which the tests are performed.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Fast	A CT tenet referring to accelerated testing.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Framework	A set of processes, procedures, abstract concept and environment in which automated tests are designed and implemented.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Harness	A tool which enables the automation of tests. It refers to the system test drivers and other supporting tools that requires to execute tests. It provides stubs and drivers which are small programs that interact with the software under test.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Hierarchy	This is a class of terms describes the organization of tests into groups.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Methodology	This class of terms identifies the general methodology used by a test. Examples are White Box, Black Box	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation

Test result repository	Database of test results.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Results Trend- based	A matrix of correlation factors correlates test cases and code modules according to test result (verdict).	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Roles	This class of terms identifies general roles and responsibilities for people relevant to testing.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Script	Automated test case. A single test script may be implemented one or more test cases depending on the data.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Selection Method	This class of terms refers to the method used to select tests to be executed on a version of an EUT.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Session	Set of one or more test suites that are run together on a single build at a specific time.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Suite	Set of test cases that are run together on a single build at a specific time.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Trend	History of verdicts.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Type	Class that indicates what the purpose of the test is.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Test Version	The version of files used to test a specific build.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Tester	Individual who has responsibility to test a system or service.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation

Testing Tools	Tools that verify code quality before passing the build.	DevOps Leader
The Advice Process	Any person deciding must seek advice from everyone meaningfully affected by the decision and people with expertise in the matter. Advice received must be taken into consideration, though it does not have to be accepted or followed. The objective of the advice process is not to form consensus, but to inform the decision-maker so that they can make the best decision possible. Failure to follow the advice process undermines trust and unnecessarily introduces risk to the business.	DevSecOps Foundation
The Checkbox Trap	The situation wherein an audit-centric perspective focuses exclusively on "checking the box" on compliance requirements without consideration for overall security objectives.	DevSecOps Foundation
The Power of TED	The Power of TED* offers an alternative to the Karpman Drama Triangle with its roles of Victim, Persecutor, and Rescuer. The Empowerment Dynamic (TED) provides the antidote roles of Creator, Challenger and Coach and a more positive approach to life's challenges.	DevOps Leader
The Three Ways	Key principles of DevOps – Flow, Feedback, Continuous experimentation and learning.	DevOps Foundation, DevSecOps Foundation, Site Reliability Engineering
Theory of Constraints	Methodology for identifying the most important limiting factor (i.e., constraint) that stands in the way of achieving a goal and then systematically improving that constraint until it is no longer the limiting factor.	DevOps Foundation, DevSecOps Foundation
Thomas Kilmann Inventory (TKI)	Measures a person's behavioral choices under certain conflict situations.	DevOps Foundation
Threat Agent	An actor, human or automated, that acts against a system with intent to harm or compromise that system. Sometimes also called a "Threat Actor."	DevSecOps Foundation
Threat Detection	Refers to the ability to detect, report, and support the ability to respond to attacks. Intrusion detection systems and denial-of-service systems allow for for some level of threat detection and prevention.	

Threat Intelligence	Information pertaining to the nature of a threat or the actions a threat may be known to be perpetrating. May also include "indicators of compromise" related to a given threat's actions, as well as a "course of action" describing how to remediate the given threat action.	DevSecOps Foundation
Threat Modeling	A method that ranks and models potential threats so that the risk can be understood and mitigated in the context of the value of the application(s) to which they pertain.	DevSecOps Foundation
Time to Market	The period of time between when an idea is conceived and when it is available to customers.	DevOps Leader
Time to Value	Measure of the time it takes for the business to realize value from a feature or service.	DevOps Foundation, DevSecOps Foundation
Time Tracking	Tools that allow for time to be tracked, either against individual issues or other work or project types.	Site Reliability Engineering
Time-box	Maximum duration of a Scrum event.	Certified Agile Process Owner, Certified Agile Service Manager
Toil	A kind of work tied to running a production service that tends to be manual, repetitive, automatable, tactical, devoid of enduring value.	Site Reliability Engineering
Tool	This class describes tools that orchestrate, automate, simulate and monitor EUT's and infrastructures.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Toolchain	A philosophy that involves using an integrated set of complimentary task specific tools to automate an end to end process (vs. a single-vendor solution).	DevOps Foundation
Touch Time	In a Lean Production system the The touch time is the time that the product is actually being worked on, and value is being added.	DevOps Leader
Tracing	Tracing provides insight into the performance and health of a deployed application, tracking each function or microservice which handles a given request.	Site Reliability Engineering
Traffic Volume	The amount of data sent and received by visitors to a service (e.g. a website or API).	Site Reliability Engineering

Training From the Back of the Room	An accelerated learning model in line with agile values and principles using the 4Cs instructional design "map" (Connection, Concept, Concrete Practice, Conclusion).	
Transformational Leadership	A leadership model in which leaders inspire and motivate followers to achieve higher performance by appealing to their values and sense of purpose, facilitating wide-scale organizational change (State of DevOps Report, 2017).	DevOps Leader
Tribe Lead	A senior technical leader that has broad and deep technical expertise across all the squads' technical areas. A group of squads working together on a common feature set, product or service is a tribe in Spotify's definitions.	DevOps Leader
Tribes	A collection of squads with a long-term mission that work on/in a related business capability.	DevOps Leader
Trojan (horses)	Malware that carries out malicious operations under the appearance of a desired operation such as playing an online game. A Trojan horse differs from a virus because the Trojan binds itself to non-executable files, such as image files, audio files whereas a virus requires an executable file to operate.	DevSecOps Foundation
Trunk	The primary source code integration repository for a software product.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Unit Test	The purpose of the test is to verify code logic.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Usability Test	The purpose of the test is to determine if humans have a satisfactory experience when using an EUT.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
User	Consumer of IT services. Or, the identity asserted during authentication (aka username).	DevOps Foundation, DevSecOps Foundation
User and Entity Behavior Analytics (UEBA)	A machine learning technique to analyze normal and "abnormal" user behaviour with the aim of preventing the latter.	Site Reliability Engineering

User Story	Statement written from the user's business perspective that describes how the user will achieve a goal from a feature of the product. User stories are captured in the Product Backlog (or Process Backlog).	Certified Agile Process Owner, Certified Agile Service Manager
Value Added Time	The amount of time spent on an activity that creates value (e.g., development, testing).	DevOps Leader
Value Efficiency	Being able to produce value with the minimum amount of time and resources.	DevOps Leader
Value Stream	All of the activities to go from a customer request to a delivered product or service.	DevOps Foundation
Value Stream Mapping	Lean tool that depicts the flow of information, materials and work across functional silos with an emphasis on quantifying waste, including time and quality.	DevOps Foundation
Value Stream Management	The ability to visualize the flow of value delivery through the DevOps lifecycle. Gitlab CI and the Jenkins extension (from Cloud Bees) DevOptics can provide this visualization.	Site Reliability Engineering
Value Stream Owner	Individual accountable to senior management for improving the value to non-value ratio of a given product or service.	Certified Agile Process Owner
Variable Speed IT	An approach where traditional and digital processes co-exist within an organization while moving at their own speed.	DevOps Foundation
Velocity	Measure of the quantity of work done in a pre-defined interval. The amount of work an individual or team can complete in a given amount of time.	DevOps Foundation, DevSecOps Foundation, Site Reliability Engineering
Verdict	Test result classified as Fail, Pass or Inconclusive.	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Version control tools	Ensure a 'single source of truth' and enable change control and tracking for all production artifacts.	DevOps Foundation
Vertical Scaling	Computing resources are scaled higher to increase processing speed e.g. using faster computers to run more tasks faster.	Continuous Testing Foundation

Virus (Computer)	Malicious executable code attached to a file that spreads when an infected file is passed from system to system that could be harmless (but annoying) or it could modify or delete data.	DevSecOps Foundation
Voice of the Customer (VOC)	A process that captures and analyzes customer requirements and feedback to understand what the customer wants.	DevOps Foundation
Vulnerability	A weakness in a design, system, or application that can be exploited by an attacker.	DevSecOps Foundation
Vulnerability Intelligence	Information describing a known vulnerability, including affected software by version, relative severity of the vulnerability (for example, does it result in escalation of privileges for user role, or does it cause a denial of service), exploitability of the vulnerability (how easy/hard it is to exploit), and sometimes current rate of exploitation in the wild (is it being actively exploited or is it just theoretical). This information will also often include guidance on what software versions are known to have remediated the described vulnerability.	DevSecOps Foundation
Vulnerability management	The process of identifying and remediating vulnerabilities.	DevSecOps Foundation
Wait Time	The amount of time wasted on waiting for work (e.g., waiting for development and test infrastructure, waiting for resources, waiting for management approval).	DevOps Leader
Waste (Lean Manufacturing)	Any activity that does not add value to a process, product or service.	Certified Agile Process Owner, Certified Agile Service Manager, DevOps Foundation, DevOps Leader
Water-scrum-fall	A hybrid approach to application lifecycle management that combines waterfall and Scrum development can complete in a given amount of time.	Continuous Delivery Ecosystem Foundation
Waterfall (Project Management)	Linear and sequential approach to managing software design and development projects in which progress is seen as flowing steadily (and sequentially) downwards (like a waterfall).	Certified Agile Service Manager, Continuous Delivery Ecosystem Foundation, DevOps Foundation

Weakness	An error in software that can be exploited by an attacker to compromise the application, system, or the data contained therein. Also called a vulnerability.	DevSecOps Foundation
Web Application Firewall (WAF)	Tools that examine traffic being sent to an application and can block anything that looks malicious.	Site Reliability Engineering
Web IDE	Tools that have a web client integrated development environment. Enables developer productivity without having to use a local development tool.	Site Reliability Engineering
Westrum (Organization Types)	Ron Westrum developed a typology of organizational cultures that includes three types of organizations: Pathological (power-oriented), Bureaucratic (rule-oriented) and Generative (performance-oriented).	DevSecOps Foundation, Site Reliability Engineering
White-Box Testing (or Clear-, Glass-, Transparent-Box Testing or Structural Testing)	Test cases use extensive knowledge of the internal design structure or workings of an application, as opposed to its functionality (i.e. Black-Box Testing).	Continuous Delivery Ecosystem Foundation, Continuous Testing Foundation
Whitelisting	Application whitelisting is the practice of specifying an index of approved software applications that are permitted to be present and active on a computer system.	Continuous Delivery Ecosystem Foundation
Wicked Questions	Wicked questions are used to expose the assumptions which shape our actions and choices. They are questions that articulate the embedded, and often contradictory assumptions, we hold about an issue, a problem or a context.	DevOps Leader
Wiki	Knowledge sharing can be enabled by using tools like Confluence which create a rich Wiki of content	Site Reliability Engineering
Wilber's Quadrants	A model that recognises four modes of general approach for human beings. Two axes are used: on one axis people tend towards individuality OR collectivity.	DevOps Leader
Work in Progress (WIP)	Any work that has been started but has not been completed.	DevOps Foundation
Workaround	Temporary way to reduce or eliminate the impact of incidents or problems. May be logged as a known error in the Known Error Database. (ITIL definition).	DevOps Foundation, DevSecOps Foundation

World Café	Is a structured conversational process for knowledge sharing in which groups of people discuss a topic at several tables, with individuals switching tables periodically and getting introduced to the previous discussion at their new table by a "table host".	DevOps Leader
Worms (Computer)	Worms replicate themselves on a system by attaching themselves to different files and looking for pathways between computers. They usually slow down networks and can run by themselves (where viruses need a host program to run).	DevSecOps Foundation

This document provides links to articles and videos related to the DevOps Leader course from DevOps Institute. This information is provided to enhance your understanding of DevOps Leader-related concepts and terms and is not examinable. Of course, there is a wealth of other videos, blogs and case studies on the web. We welcome suggestions for additions.

Videos Featured in the Course

Module	Title & Description	Link
1: DevOps and Transformational Leadership	'Techno-Economic Paradigm Shifts' with Carlota Perez (18:47)	https://youtu.be/dhNd3tVR1hl
2: Unlearning Behaviors	'The Backwards Bicycle' with Destin Sandin (7:57)	https://youtu.be/MFzDaBzBIL0
3: Becoming a DevOps Organization	'Greatness' with David Marquet (9:47)	https://youtu.be/OqmdLcyES_Q
4: Measure to Learn	'Value Stream Mapping' with Gemba Academy and Karen Martin (17:55)	https://tkmg.com/videos/value-stream-mapping-with-gemba-academy/
5: Measure to Improve	'Convergence of Safety Culture and Lean' with Drs. Dekker, Cook and Spear (31:06)	https://youtu.be/CFMJ3V4VakA
6: Target Operating Models and Organizational Designs	'Hierarchy and Network: Two Structures, One Organization' with Dr. John Kotter (4:51)	https://youtu.be/ZIGkUDhuUJc
6: Target Operating Models and Organizational Designs	'SAFe in 3 Minutes' with Tomas Eilsoe (3:27)	https://youtu.be/qquaQQVrcds
7: Articulating and Socializing Vision	'The PMO is Dead, Long Live the PMO' with Jonathan Smart & Morag McCall (33:33)	https://youtu.be/R-fol1vkPIM
8: Maintaining Energy and Momentum	'The Puzzle of Motivation' with Dan Pink (18:33)	https://www.ted.com/talks/dan_pink_on_motivation

DevOps Reports

Report Name	Writers/Publishers	Link
2020 Upskilling: Enterprise DevOps Skills Report	DevOps Institute with Eveline Oehrlich	https://devopsinstitute.com/thought-leadership/upskilling-3/
The Accelerate State of DevOps Report	Dr. Nicole Forsgren, Gene Kim & Jez Humble in collaboration with Google Cloud Platform (GCP)	https://services.google.com/fh/files/misc/state-of-devops-2019.pdf
The State of Agile Report	CollabNet and VersionOne	https://explore.versionone.com/state-of-agile/13th-annual-state-of-agile-report
The State of DevOps Report	Puppet Labs	https://puppet.com/resources/report/2020-state-of-devops-report

DevOps Articles

Article Title & Author	Relevant Module	Link
'4 Leadership Lessons Learned from Orchestra Conductors' by Morag Barrett	8: Maintaining Energy and Momentum	https://www.entrepreneur.com/article/246194
'6 Emotional Leadership Styles'	1: DevOps and Transformational Leadership	https://intranet.ecu.edu.au/_data/assets/pdf_file/0006/755637/Six-Emotional-Leadership-Styles.pdf
'6 Ways to Empower People to Be Their Best' by Laura Garnett	7: Articulating and Socializing Vision	https://www.inc.com/laura-garnett/6-ways-to-empower-people-to-be-their-best.html
'7 Things to Know About Going "Beyond Budgeting"' by SolutionsIQ	7: Articulating and Socializing Vision	https://www.solutionsiq.com/resource/blog-post/7-things-to-know-about-going-beyond-budgeting/
'15 Soft Skills You Need To Succeed When Entering The Workforce' by Forbes Coaches Council	1: DevOps and Transformational Leadership	https://www.forbes.com/sites/forbescoachescouncil/2019/01/22/15-soft-skills-you-need-to-succeed-when-entering-the-workforce/#59a4141810ae

DevOps Leader v2.1 Course: Value Added Resources

'18 Cognitive Bias Examples Show Why Mental Mistakes Get Made' by Jeff Desjardins	2: Unlearning Behaviors	https://www.visualcapitalist.com/18-cognitive-bias-examples-mental-mistakes/
'20 DevOps Practitioners and Thought Leaders to Follow on Twitter' by Karen Sowa	1: DevOps and Transformational Leadership	https://www.loggly.com/blog/20-devops-practitioners-and-thought-leaders-to-follow-on-twitter/
'25 Must-Follow Enterprise DevOps Leaders on Twitter' by Mike Barton	1: DevOps and Transformational Leadership	https://techbeacon.com/devops/25-must-follow-enterprise-devops-leaders-twitter
'A Comprehensive Comparison of Renowned Agile Scaling Models' by Kendis	6: Target Operating Models and Organizational Designs	https://kendis.io/scaling-agile/comparison-agile-scaling-models/
'A Culture of Trust' by Jayne Groll	8: Maintaining Energy and Momentum	https://devops.com/culture-trust/
'A Kaizen Approach For DevOps: How to Help Teams Find and Fix Their Own Problems' by Jamie Mercer	3: Becoming a DevOps Organization	https://www.developer.com/mgmt/a-kaizen-approach-for-devops-how-to-help-teams-find-and-fix-their-own-problems.html
'Agile Team Organisation: Squads, Chapters, Tribes and Guilds' by Ashley-Christian Hardy	6: Target Operating Models and Organizational Designs	https://medium.com/@achardypm/agile-team-organisation-squads-chapters-tribes-and-guilds-80932ace0fdc
'An Introduction to Lean Canvas' by Steve Mullen	8: Maintaining Energy and Momentum	https://medium.com/@steve_mullen/a-n-introduction-to-lean-canvas-5c17c469d3e0
'Are You a Change Leader?' by Jim Canterucci	7: Articulating and Socializing Vision	http://jimcanterucci.com/change-leader/
'Beyond Budgeting as a Mindset and a Framework for Action' by Franz Rösli and Santhosh Kaduthanam	7: Articulating and Socializing Vision	https://bbri.org/wp-content/uploads/2018/06/R%C3%B6sli_Kaduthanam_Beyond-Budgeting-as-a-mindset-and-a-framework-for-action.pdf
'Building a Winning DevOps Business Case' by John Jeremiah	8: Maintaining Energy and Momentum	https://techbeacon.com/devops/building-winning-devops-business-case
'Building Trust With 12 Principles' by Barbara Kimmel	8: Maintaining Energy and Momentum	https://www.tlnt.com/building-trust-with-the-12-principles/

DevOps Leader v2.1 Course: Value Added Resources

'Case Study: When emulating Scaling Agile at Spotify went awry at Refinery29' by Andy Park	6: Target Operating Models and Organizational Designs	https://medium.com/@andy.park/when-emulating-scaling-agile-at-spotify-goes-awry-d297dc006763
'Change: evolution or revolution?' by Change Factory	7: Articulating and Socializing Vision	https://www.changefactory.com.au/our-thinking/articles/change-evolution-or-revolution/
'Comparing DevOps to Traditional IT: Eight Key Differences' by Mustafa Kapadia	1: DevOps and Transformational Leadership	https://devops.com/comparing-devops-traditional-eight-key-differences/
'Comparing Scaling Agile Frameworks' by Matt Heusser	6: Target Operating Models and Organizational Designs	https://www.cio.com/article/2974436/comparing-scaling-agile-frameworks.html
'Confessions of a Scrum Mum – How the Short Term Heroics Don't Scale' by Mia Horri	8: Maintaining Energy and Momentum	https://zenexmachina.wordpress.com/2016/05/01/confessions-of-a-scrum-mum-how-the-short-term-heroics-dont-scale/
'Cultivating Psychological Safety' by Ben Linders	2: Unlearning Behaviors	https://www.infoq.com/news/2018/04/cultivating-psychological-safety
'Culture Evolution versus Transformation' by Frank Poschen	7: Articulating and Socializing Vision	https://www.linkedin.com/pulse/culture-evolution-its-transformation-frank-poschen/
'Culture Using Wilber's 4Q Model' by Itamar Goldminz	7: Articulating and Socializing Vision	https://medium.com/org-hacking/culture-using-wilbers-4q-model-a9d885e0ebb5
'Cumulative Flow Diagram and WIP Limit' by Product Owner Blog	2: Unlearning Behaviors	https://productownerblog.wordpress.com/2016/03/15/cumulative-flow-diagram-and-wip-limit/
'Demystifying Conway's Law' by Sam Newman	6: Target Operating Models and Organizational Designs	https://www.thoughtworks.com/insights/blog/demystifying-conways-law
'DevOps 100: Top Leaders, Practitioners, Experts to Follow' by Mitch Pronschinske	1: DevOps and Transformational Leadership	https://techbeacon.com/devops/devops-100-top-leaders-practitioners-experts-follow
'DevOps and Value Stream Mapping: Why You Need Metrics' by Eric Robertson	5: Measure to Improve	https://techbeacon.com/devops/devops-value-stream-mapping-why-you-need-metrics

DevOps Leader v2.1 Course: Value Added Resources

'DevOps - Cadence vs Velocity' by Professor P. Ross S. Wise	8: Maintaining Energy and Momentum	http://www.itsmprofessor.net/2015/10/devops-cadence-vs-velocity.html
'DevOps Dojos: Safe Places for Practice and Mentorship' by Thomas McGonagle	8: Maintaining Energy and Momentum	https://www.cloudbees.com/blog/devops-dojos-safe-places-practice-and-mentorship
'DevOps Experiment Guidelines for Leaders' by Rob England	8: Maintaining Energy and Momentum	https://www.slideshare.net/twohills/devops-experiment-guidelines-for-leaders
'DevOps Handbook Series Part 2: Defining DevOps Teams' by Stefan Thorpe	6: Target Operating Models and Organizational Designs	https://caylent.com/devops-handbook-part-2-defining-devops-teams/
'DevOps in Regulated Environments' by Jim Bird	2: Unlearning Behaviors	https://www.sans.org/cyber-security-summit/archives/file/summit-archive-1507668170.pdf
'DevOps Kaizen: Practical Steps to Start & Sustain a Transformation' by Damon Edwards	3: Becoming a DevOps Organization	https://www.slideshare.net/dev2ops/devops-kaizen-practical-steps-to-start-sustain-a-transformation
'DevOps Lessons: 4 Aspects of Healthy Experiments' by Gordon Haff	8: Maintaining Energy and Momentum	https://enterpriseproject.com/article/2018/12/devops-lessons-4-aspects-healthy-experiments
'DevOps, the Agile Cadence and Modern Code Languages...an Opportunity for IT Optimization?' by Paul Peissner	8: Maintaining Energy and Momentum	https://resources.collab.net/blogs/devops-the-agile-cadence-and-modern-code-languages-an-opportunity-for-it-optimization
'Does Agile Work Outside Software?' by Allan Kelly	7: Articulating and Socializing Vision	https://www.agileconnection.com/article/does-agile-work-outside-software
'Does Your Business Need Transformation Or Evolution?' by Graham Ruddick	7: Articulating and Socializing Vision	https://www.cmo.com/features/articles/2016/12/8/does-your-business-need-transformation-or-evolution.html#gs.cis20k
'Dow Changes are Coming, as United Technologies and DowDuPont Head for Breakups' by Tomi Gilgore	8: Maintaining Energy and Momentum	https://www.marketwatch.com/story/dow-changes-are-coming-as-united-technologies-and-dowdupont-head-for-breakups-2018-11-27
'Dr. Nicole Forsgren on the DORA & Google Collaboration on the New Accelerate State of DevOps Report' by Helen Beal	1: DevOps and Transformational Leadership	https://www.infoq.com/news/2018/04/DORA-Google-Cloud-New-Research

DevOps Leader v2.1 Course: Value Added Resources

'Everything you need to know about the Fourth Industrial Revolution' by Elizabeth Schulze	8: Maintaining Energy and Momentum	https://www.cnbc.com/2019/01/16/fourth-industrial-revolution-explained-davos-2019.html
'Evolution and Revolution as Organizations Grow' by Larry E Greiner	8: Maintaining Energy and Momentum	https://charlesmcelveen.com/wp-content/uploads/2018/06/Evolution-and-Revolution-as-Organizations-Grow.pdf
'Evolutionary, Revolutionary or Blended Innovation: Which is Right for Your Organization?' by George Bradt	8: Maintaining Energy and Momentum	https://www.forbes.com/sites/georgebradt/2012/04/03/evolutionary-revolutionary-or-blended-innovation-which-is-right-for-your-organization
'Evolution vs. Revolution: Do You Know the Difference?' by The Change Leader	8: Maintaining Energy and Momentum	https://thechangeleader.com/evolution-vs-revolution-do-you-know-the-difference/
'Exploring Key Elements of Spotify's Agile Scaling Model' by Kendis Team	6: Target Operating Models and Organizational Designs	https://medium.com/@media_75624/exploring-key-elements-of-spotifys-agile-scaling-model-471d2a23d7ea
'Fin Goulding Injects Agility into the Management of Everything' by Helen Beal	2: Unlearning Behaviors	https://www.infoq.com/news/2018/07/fin-goulding-injects-flow
'Gene Kim on DevOps in the Enterprise: Architecture the Next Big Thing' by Mike Perrow	2: Unlearning Behaviors	https://techbeacon.com/devops/gene-kim-devops-enterprise-architecture-next-big-thing
'Getting Flow into Your Product Development' by Ingemar Andreasson	2: Unlearning Behaviors	http://leanmagazine.net/issues/issue-6/getting-flow-into-your-product-development/
'Goodhart's Law: When a Measure Becomes a Target, it Ceases to be a Good Measure' by Jono Hey	4: Measure to Learn	https://www.sketchplanations.com/post/167369765942/goodharts-law-when-a-measure-becomes-a-target
'GRC: A Key Ingredient in DevOps' Secret Sauce' by Robert Hawk	2: Unlearning Behaviors	https://devops.com/grc-key-ingredient-devops-secret-sauce/
'How to Fight Your Team's Fear of Failure' by Carla Rudder	8: Maintaining Energy and Momentum	https://enterpriseproject.com/article/2019/5/how-make-failure-ok
'How to Infuse Customer Feedback into Your DevOps' by Ofir Nachmani	3: Becoming a DevOps Organization	https://techbeacon.com/devops/how-infuse-customer-feedback-your-devops

DevOps Leader v2.1 Course: Value Added Resources

'How To Integrate Operations Into The Daily Work Of Development' by Gene Kim	6: Target Operating Models and Organizational Designs	https://itrevolution.com/integrating-operations-into-development/
'How To Tell A Good Story' by Kristi Hedges	7: Articulating and Socializing Vision	https://www.forbes.com/sites/work-in-progress/2013/12/11/how-to-tell-a-good-story/#2c569e3c584c
'How to Tell a Great Story' by The Art of Charm	7: Articulating and Socializing Vision	https://theartofcharm.com/art-of-personal-development/how-to-tell-a-great-story/
'Kolb's Learning Styles' by BusinessBalls	8: Maintaining Energy and Momentum	https://www.businessballs.com/self-awareness/kolbs-learning-styles/
'Kolb's Learning Styles and Experiential Learning Cycle' by Saul McLeod	8: Maintaining Energy and Momentum	https://www.simplypsychology.org/learning-kolb.html
'Leading Through Shared Goals' by Roman Pichler	8: Maintaining Energy and Momentum	https://www.romanpichler.com/blog/leading-through-shared-goals/
'Leadership Principles' by Amazon	1: DevOps and Transformational Leadership	https://www.amazon.jobs/en-gb/principles
'Leverage John Kotter's 'Dual Operating System' To Accelerate Change In Large Organizations' by George Bradt	8: Maintaining Energy and Momentum	https://www.forbes.com/sites/georgebradt/2014/05/14/leverage-john-kotters-dual-operating-system-to-accelerate-change-in-large-organizations/#23de30adaef8
'Little's Law (Explained with Tacos)'	2: Unlearning Behaviors	https://toggl.com/littles-law/
'Making Sense of MVP (Minimum Viable Product) – and Why I Prefer Earliest Testable/Usable/Lovable' by Henrik Kniberg	3: Becoming a DevOps Organization	https://blog.crisp.se/2016/01/25/henrikkniberg/making-sense-of-mvp
'Mental Models: The Best Way to Make Intelligent Decisions (109 Models Explained)' by Farnam Street	2: Unlearning Behaviors	https://fs.blog/mental-models/
'Moving from Blame to Accountability' by Marilyn Paul	8: Maintaining Energy and Momentum	https://thesystemsthinker.com/moving-from-blame-to-accountability/

DevOps Leader v2.1 Course: Value Added Resources

'Organizational Climate Definition: Everything You Need to Know' by Pierre Veyrat	8: Maintaining Energy and Momentum	https://www.heflo.com/blog/hr/organizational-climate-definition/
'Organizational Culture is Like an Iceberg' by Torben Rick	8: Maintaining Energy and Momentum	https://www.torbenrick.eu/blog/culture/organizational-culture-is-like-an-iceberg/
'Peer-to-peer rewards: 'Why I tip my colleagues at work'' by Felicity Hannah	7: Articulating and Socializing Vision	https://www.bbc.co.uk/news/business-48139518
'Peter Drucker On Marketing' By Jack Trout	1: DevOps and Transformational Leadership	https://www.forbes.com/2006/06/30/jack-trout-on-marketing-cx_jt_0703drucker.html#14358038555c
'Peter Senge's 11 Laws of Systems Thinking' by Kishau Rogers	8: Maintaining Energy and Momentum	https://medium.com/bigthinkingio/peter-senges-11-laws-of-systems-thinking-cdd7334188b2
'Psychological Safety: The Key to High-Performing Teams' by the Officevibe Content Team	2: Unlearning Behaviors	https://www.officevibe.com/blog/build-psychological-safety
'Reinventing Management, Part 1: What Color Is Your Organization?' by Rod Collins	6: Target Operating Models and Organizational Designs	https://www.huffpost.com/entry/reinventing-management-part-1-what-color-is-your-organization-rod-collins-9387286
'Scaling Agile: When to Build a Scrum of Scrums' by Jennifer Riggins	6: Target Operating Models and Organizational Designs	https://thenewstack.io/scaling-agile-build-scrum-scrums/
'StoStaKee' by Paul Swartout	8: Maintaining Energy and Momentum	https://www.oreilly.com/library/view/continuous-delivery-and/9781784399313/apcs02.html
'Strategic Leaders Need Strategic Tools' by Ralph Jacobson and Stephen Gill	1: DevOps and Transformational Leadership	https://www.td.org/insights/strategic-leaders-need-strategic-tools

DevOps Leader v2.1 Course: Value Added Resources

'Stupid Question 218: What are T-shaped, Pi-shaped and Comb-shaped skills, and which one should I aim for?' by Iris Classon	2: Unlearning Behaviors	http://irisclasson.com/2013/07/08/stupid-question-218-what-are-t-shaped-pi-shaped-and-comb-shaped-skills-and-which-one-should-i-aim-for/
'Sustaining DevOps Benefits in a Regulatory Environment' by IT Security Guru	2: Unlearning Behaviors	https://www.itsecurityguru.org/2016/08/09/sustaining-devops-benefits-in-a-regulatory-environment/
'Systems Thinking: What, Why, When, Where and How?' by Michael Goodman	2: Unlearning Behaviors	https://thesystemsthinker.com/systems-thinking-what-why-when-where-and-how/
'Ten Keys To Launching An Agile Transformation In A Large Firm' by Steve Denning	7: Articulating and Socializing Vision	https://www.forbes.com/sites/stevedenning/2018/02/26/ten-steps-to-launch-your-agile-transformation/#46818cb727a2
'Test Driven Development: What it is, and What it is Not' by Andrea Koutifaris	5: Measure to Improve	https://medium.freecodecamp.org/test-driven-development-what-it-is-and-what-it-is-not-41fa6bca02a2
'The 4CS Map: A Brain-Based Instructional Design and Delivery Model' by Sharon Bowman	2: Unlearning Behaviors	https://bowperson.com/2016/02/the-4cs-map-a-brain-based-instructional-design-and-delivery-model/
'The Attention Economy Is a Malthusian Trap' by Derek Thompson	8: Maintaining Energy and Momentum	https://www.theatlantic.com/ideas/archive/2019/01/is-the-age-of-tech-over/580504/
'The Business Case for a High-Trust Culture' by Great Place to Work	8: Maintaining Energy and Momentum	https://s3.amazonaws.com/media.greatplacetowork.com/pdfs/Business+Case+for+a+High-Trust+Culture_081816.pdf
'The Case for Automating Leadership' by Johan Aurik	8: Maintaining Energy and Momentum	https://www.weforum.org/agenda/2018/01/the-case-for-automating-leadership/
'The Cognitive Neuroscience of Empathy: You're a DevOps Natural' by Dave Mangot	2: Unlearning Behaviors	https://www.slideshare.net/dmangot/the-cognitive-neuroscience-of-empathy-youre-a-devops-natural
'The Conductor and the Orchestra' by Karen Hughes	8: Maintaining Energy and Momentum	https://nytimesineducation.com/sportlight/the-conductor-and-the-orchestra/
'The Critical Missing Piece of DevOps... And How to Find It' by Mark Schwartz	6: Target Operating Models and Organizational Designs	https://medium.com/aws-enterprise-collection/the-critical-missing-piece-of-devops-and-how-to-find-it-522e0f6cc78e

DevOps Leader v2.1 Course: Value Added Resources

'The DevOps Mindset' by Savita Pahuja	2: Unlearning Behaviors	https://www.infoq.com/news/2015/04/devops-mindset
'The DevOps Target Operating Model' by Helen Beal	6: Target Operating Models and Organizational Designs	https://www.slideshare.net/DevOpstastic/the-devops-target-operating-model
'The Difference Between Organizational Culture and Climate and Why it Matters' by David Wilkinson	8: Maintaining Energy and Momentum	https://www.oxford-review.com/blog-research-difference-culture-climate/
'The Four Quadrants: Wilber's Quadrants Explained' by Integral Leadership	7: Articulating and Socializing Vision	https://www.integralleadership.com/the-four-quadrants.php
'The Fourth Industrial Revolution' by Klaus Schwab	8: Maintaining Energy and Momentum	https://www.weforum.org/about/the-fourth-industrial-revolution-by-klaus-schwab
'The Great "DevOps Engineer" Title Debate' by Anders Wallgren	1: DevOps and Transformational Leadership	https://enterpriseproject.com/article/2018/11/what-s-job-title-which-we-call-devops-engineer
'The Six Styles of Leadership' by Davide 'Folletto' Casali	1: DevOps and Transformational Leadership	https://intenseminimalism.com/2015/the-six-styles-of-leadership/
'The Need to Change Our Mental Models - A Core Idea Behind DevOps for the Modern Enterprise' by Mirco Hering	2: Unlearning Behaviors	https://notafactoryanymore.com/2018/09/19/the-need-to-change-our-mental-models-a-core-idea-behind-devops-for-the-modern-enterprise/
'The Second Toyota Paradox: How Delaying Decisions Can Make Better Cars Faster' by Allen Ward, Jeffrey K. Liker, John J. Cristiano and Durward K. Sobek II	6: Target Operating Models and Organizational Designs	https://sloanreview.mit.edu/article/the-second-toyota-paradox-how-delaying-decisions-can-make-better-cars-faster/
'The Secret to DevOps Success' by Katie Costella	6: Target Operating Models and Organizational Designs	https://www.gartner.com/smarterwithgartner/the-secret-to-devops-success/
'The Systems Orientation: From Curiosity to Courage' by David Peter Stroh	8: Maintaining Energy and Momentum	https://thesystemsthinker.com/the-systems-orientation-from-curiosity-to-courage/
'The Three Ways: The Principles Underpinning DevOps' by Gene Kim	5: Measure to Improve	https://itrevolution.com/the-three-ways-principles-underpinning-devops/

DevOps Leader v2.1 Course: Value Added Resources

'The Top 10 Thought Leaders in DevOps' by Twain Taylor	1: DevOps and Transformational Leadership	https://sweetcode.io/top-10-thought-leaders-devops/
The Value Unleashed by DevOps by BCG	6: Target Operating Models and Organizational Designs	https://www.bcg.com/en-gb/digital-bcg/agile/devops/benefits.aspx
'Transformational Leadership'	1: DevOps and Transformational Leadership	http://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf
'Transformational Leadership And DevOps' by Dr. Steve Mayner	1: DevOps and Transformational Leadership	https://itrevolution.com/transformational-leadership-and-devops/
'Understanding The Work In Our Value Stream And Improving Flow' by Gene Kim	2: Unlearning Behaviors	https://itrevolution.com/improve-flow-devops-value-stream/
'Unlearning Business Innovation' by Barry O'Reilly	1: DevOps and Transformational Leadership	https://barryoreilly.com/unlearning-business-innovation/
'Untangling the Threads of True Service Leadership' by Philippa Hale and Jean Gamester	2: Unlearning Behaviors	http://theitsmreview.com/2015/05/untangling-threads-true-service-leadership/
'What Are Mental Models?'	2: Unlearning Behaviors	https://mentalmodels.princeton.edu/about/what-are-mental-models/
'What is an Effective Performance Management System? (Explained)' by ClearReview	7: Articulating and Socializing Vision	https://www.clearreview.com/resources/guides/what-is-effective-performance-management/
'What is DevOps' by AWS	1: DevOps and Transformational Leadership	https://aws.amazon.com/devops/what-is-devops/
'What is Organizational Design' by Dr Roger K. Allen	6: Target Operating Models and Organizational Designs	http://www.centerod.com/2012/02/what-is-organizational-design/
'What is the Role of a DevOps Coach?' by Liat Palace	8: Maintaining Energy and Momentum	http://agilopedia.blogspot.com/2017/09/what-is-role-of-devops-coach-part-14.html
'What's the Difference Between Target Operating Model and Organizational Design?' by OrgVue	6: Target Operating Models and Organizational Designs	https://www.orgvue.com/resources/articles/target-operating-model-and-organisational-design/

'When Agile Meets Regulatory Compliance' by Norbert Gittfried	2: Unlearning Behaviors	https://www.bcg.com/en-gb/publications/2017/financial-institutions-technology-digital-when-agile-meets-regulatory-compliance.aspx
'Why Does DevOps Require A New Operating Model?' by Mustafa Kapadia	6: Target Operating Models and Organizational Designs	https://devops.com/why-should-cios-redesign-their-organizations/
'Your Goals Could Be Holding Your DevOps Teams Back' by Dan Goldberg	8: Maintaining Energy and Momentum	https://www.xmatters.com/devops/blog-your-goals-could-be-holding-your-devops-teams-back/

WebSites

Title	Link
Agile Alliance	https://www.agilealliance.org/glossary
Beyond Budgeting	https://bbrt.org/
Brainfacts	http://www.brainfacts.org/3D-Brain
Buckminster Fuller Institute	https://www.bfi.org/
Changing Minds	http://www.changingminds.org
DevOps Games	https://devopsgames.com/
DevOps Topologies	https://web.devopstopologies.com/
Fin Goulding: Flow	https://goulding.io/
Fun Retrospectives	http://www.funretrospectives.com/
Future Me	https://www.futureme.org/
Karpman Drama Triangle	https://www.karpmandramatriangle.com/
Lean Change Canvases	https://leanchange.org/resources/canvases/
LeanStack	https://leanstack.com/leancanvas
Liberating Structures	http://www.liberatingstructures.com
Mel Conway	http://www.melconway.com/Home/Conways_Law.html
Mindset	https://mindsetonline.com/whatisit/about/
Mindset Works	https://www.mindsetworks.com/science/

Scaled Agile Framework	https://www.scaledagileframework.com/devops/
The Agents of Transformation	https://theagentsoftransformation.com/
The Empowerment Dynamic	https://powerofted.com/
The Target Dojo	https://dojo.target.com/
World Café	http://www.theworldcafe.com/

DevOps & Engineering Blogs

Blog	Link
AirBNB Engineering & Data Science	https://medium.com/airbnb-engineering
Backstage Blog (SoundCloud)	https://developers.soundcloud.com/blog/
BlackRock Blog	http://rockthecode.io/
code.flickr.com	http://code.flickr.net/
DEFRA Digital	https://defradigital.blog.gov.uk/
Deliveroo Engineering Team	https://deliveroo.engineering/
Dropbox Tech Blog	https://blogs.dropbox.com/tech/
eBay Tech Blog	https://www.ebayinc.com/stories/blogs/tech/
Etsy - Code as Craft	https://codeascraft.com/
Eventbrite Engineering	https://www.eventbrite.com/engineering/
Facebook Engineering	https://www.facebook.com/Engineering
Github Engineering	https://githubengineering.com/
Google Developers	https://developers.googleblog.com/
Heroku Engineering	https://blog.heroku.com/engineering
HubSpot Engineering	https://product.hubspot.com/blog/topic/engineering
Instagram Engineering	http://instagram-engineering.tumblr.com/
Kickstarter Engineering	https://kickstarter.engineering/
LinkedIn Engineering	https://engineering.linkedin.com/blog
Monzo Technology	https://monzo.com/blog/technology/

Moonpig Engineering	https://engineering.moonpig.com/
Netflix TechBlog	https://medium.com/netflix-techblog
PayPal Engineering	https://www.paypal-engineering.com/
Pinterest Engineering	https://medium.com/@Pinterest_Engineering
Revolut Engineering	https://blog.revolut.com/tag/engineering/
Salesforce Engineering	https://engineering.salesforce.com/
Slack Engineering	https://slack.engineering/
Target Tech	http://target.github.io/devops/the-dojo
Ticketmaster Technology	https://tech.ticketmaster.com/category/devops/
Trainline Engineering	https://engineering.thetrainline.com/
Uber Engineering	https://eng.uber.com/
Vimeo Engineering	https://medium.com/vimeo-engineering-blog
Zapier Engineering	https://zapier.com/engineering/

Additional Videos of Interest

Relevant Module	Title	Link
2: Unlearning Behaviors	'Building a Psychologically Safe Workplace' with Amy Edmondson (11:26)	https://youtu.be/LhoLuui9gX8
8: Maintaining Energy and Momentum	'David Rock on the SCARF Model' with David Rock (2:46)	https://youtu.be/5Wu33SdjeCs
2: Unlearning Behaviors	'Develop Situational Intelligence' with Anna Bateson (0:44)	https://youtu.be/e5ehUeBjA5w
2: Unlearning Behaviors	'Engaging Stakeholders' with Anna Bateson (1:03)	https://youtu.be/wOOdVpezl8M
2: Unlearning Behaviors	'Neuroscience: The Secret to Becoming a Better Agile Coach' with Philly Lander (40:53)	https://www.infoq.com/presentations/neuroscience-agile-coach

DevOps Leader v2.1 Course: Value Added Resources

4: Measure to Learn	'Path to Production: Value Stream Mapping in a DevOps World' with Ben Kamysz and Jamie O'Meara (24:34)	https://www.infoq.com/presentations/devops-value-stream-mapping
7: Articulating and Socializing Vision	'The Magical Science of Storytelling' with David JP Phillips (16:44)	https://youtu.be/Nj-hdQMa3uA
2: Unlearning Behaviors	'What Exactly Is IT4IT™? Here's the Full Story' with Richard Moore (3:17)	http://blog.goodelearning.com/subject-areas/it4it/what-exactly-is-it4it-heres-the-full-story/
8: Maintaining Energy and Momentum	'Your Brain at Work' (Animated) by Productivity Game (8:43)	https://youtu.be/MwUbljdTYmA

DevOps Books

Title	Author	Link
Beyond The Phoenix Project	Gene Kim and John Willis	https://itrevolution.com/book/beyond-phoenix-project/
DevOps for the Modern Enterprise	Mirco Hering	https://notafactoryanymore.com/devops-for-the-modern-enterprise/
Flow	Fin Goulding and Haydn Shaughnessy	https://goulding.io/2017/03/05/flow-the-book/
Reinventing Organizations	Frederic Laloux	https://www.reinventingorganizations.com/
The DevOps Handbook	Gene Kim, Patrick Debois, Jez Humble and John Willis	https://www.oreilly.com/library/view/the-devops-handbook/9781457191381/DOH-B-ch_20.xhtml
Unlearn	Barry O'Reilly	https://barryoreilly.com/books/
Value Stream Mapping	Karen Martin and Mike Osterling	https://tkmg.com/books/value-stream-mapping/

Your Brain at Work	David Rock	https://www.amazon.com/Your-Brain-Work-Strategies-Distraction/dp/0061771295
--------------------	------------	---

Case Stories Featured in the Course

Company	Module	Link
Allianz	5: Measure to Improve	<ul style="list-style-type: none"> https://www.zdnet.com/article/how-devops-is-helping-allianz-insurance-uk-to-become-smarter-and-quicker/ https://www.infoq.com/news/2017/06/does17-keynotes-day-one https://youtu.be/3-gx3KLllo https://www.computerweekly.com/opinion/The-challenge-of-our-era-digital-transformation-at-Allianz https://www.computerweekly.com/news/450420242/Insurance-giant-Allianz-opens-up-about-how-DevOps-success-is-fueling-its-move-to-cloud
Barclays	7: Articulating and Socializing Vision	<ul style="list-style-type: none"> https://www.infoq.com/news/2017/06/does17-keynotes-day-one https://youtu.be/-Rq-fuiKNCU https://youtu.be/R-fol1vkPIM https://techbeacon.com/devops/how-barclays-balances-speed-vs-control-devops https://www.infoq.com/news/2018/07/barclays-business-lean-portfolio
BMO Financial Group	8: Maintaining Energy and Momentum	<ul style="list-style-type: none"> https://www.cio.co.uk/it-applications/bmos-smart-core-fuelling-innovation-3684295/
British Army	2: Unlearning Behaviors	<ul style="list-style-type: none"> https://www.computerweekly.com/news/450421266/British-Army-draws-on-infrastructure-refresh-and-automation-to-power-DevOps-drive https://www.ansible.com/ansible-to-enable-devops-british-army https://www.redhat.com/en/about/press-releases/british-army-migrates-cloud-infrastructure-red-hat-solutions
BTPN Bank	3: Becoming a DevOps Organization	<ul style="list-style-type: none"> https://asianbankingandfinance.net/banking-technology/more-news/btpn-powers-its-mobile-banking-platform-and-mobile-app https://www.networksasiasia.net/article/btpn-accelerates-digital-banking-transformation-software-ag.1520509228 https://www.infoq.com/news/2017/06/startup-within-bank

DevOps Leader v2.1 Course: Value Added Resources

Kaiser Permanente	6: Target Operating Models and Organizational Designs	<ul style="list-style-type: none"> • https://searchitoperations.techtarget.com/news/450430133/DevOps-transformation-in-large-companies-calls-for-IT-staff-remix • https://youtu.be/6-0srDYy42M • https://www.informationweek.com/devops/project-management/devops-turns-kaiser-permanente-from-cranky-to-capable/d/d-id/1330443
Royal Bank of Scotland	1: DevOps and Transformational Leadership	<ul style="list-style-type: none"> • https://youtu.be/PHjfvjImc58
Westpac	4: Measure to Learn	<ul style="list-style-type: none"> • https://www.forbes.com/sites/jasonbloomberg/2017/05/25/devops-drives-no-cost-digital-transformation-at-westpac-new-zealand/#359d75ff370a



DevOps
INSTITUTE

DevOps Leader v2.1
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 osmose 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



DevOps Leader v2.1
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	c	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

Your Path to

DevOps Success

DevOps Institute is dedicated to advancing the human elements of DevOps success. Our goal is to help advance careers and support emerging practices using a role-based approach to certification which focuses on the most modern competencies and hireable skills required by today's organizations adopting DevOps.

Take the next steps in your learning and certification journey to DevOps success.

Click on a certification or visit www.devopsinstitute.com/certifications to learn more.



Become a Member

Join the fastest growing global community of DevOps practitioners and professionals and gain access to invaluable learning content, the latest news, events, emerging practices, develop your network and advance your career.

You belong.

www.devopsinstitute.com/membership

