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## ATD The Certified Professional in Talent Development Sample Questions (Q21-Q26):

### NEW QUESTION # 21

Two manufacturing companies in different cities—Company A and Company B—have recently undergone a merger but will continue operating separately for the immediate future. Company B did not have a talent development (TD) department, so the TD professional who reported to the chief executive officer (CEO) of Company A before the merger will now report to the CEOs of both companies. The TD professional is asked by the CEO of Company A to put together a team-building program to get the employees from both companies to work well together.

The TD professional has a meeting with the CEO of Company B, who believes the training should be postponed for at least six months so the two groups of employees can operate autonomously as if the merger had not happened.

The CEO of Company B has resigned, and the CEO of Company A now leads both organizations. The CEO still wants to conduct team-building activities and recommends that the senior leadership team of Company B travel to the site of Company A for a meeting to plan the team-building activities.

What should the TD professional do?

- A. Proceed with the initial recommendation from the CEO of Company B to postpone the team-building activities.
- B. Perform a needs analysis of all the employees in both companies to gather input on the issues.
- C. Define the objectives of the planning meeting.
- D. Ensure an adequate number of senior leaders from both companies provide input into the decision-making process.
- E. Recommend that the team-building activities be held at the site of Company B or a neutral site.
- F. Prepare a preliminary cost estimate of the options for the team-building activities.

**Answer: C,D**

### NEW QUESTION # 22

What are the basic quadrants of a balanced scorecard approach?

- A. Financial, customer, internal processes, and learning and growth
- B. Revenue, profit, customer satisfaction, and employee satisfaction
- C. Planning, analysis, design, and control
- D. Cost, quality, time, and performance outcomes

**Answer: A**

Explanation:

Kaplan and Norton's Balanced Scorecard framework (Certification Reading List) identifies the four quadrants as:

- \* Financial,
- \* Customer,
- \* Internal Business Processes,

Reference: The Balanced Scorecard: Translating Strategy into Action (Kaplan & Norton).

### NEW QUESTION # 23

According to Mager, what are the three components of a learning objective?

- A. Skill, priority, and sequence
- B. Criteria, observation, and evaluation
- C. Content, approach, and implementation
- D. Condition, performance, and criteria

**Answer: D**

Explanation:

Per Robert Mager's model from Preparing Instructional Objectives (Certification Reading List), a complete learning objective must specify the Performance, Condition, and Criterion.

\* Performance: What the learner must do

\* Condition: Under what conditions the performance occurs

Reference: Preparing Instructional Objectives, Robert Mager.

#### **NEW QUESTION # 24**

A loan manager in a large bank accessed a direct report's personal bank account in the bank's system out of curiosity. This direct report became aware of the unauthorized account access and consulted the human resources (HR) department. The HR manager initiates an ethics investigation and also asks the talent development (TD) department to determine whether a training solution is needed. The TD professional assigned to this task has never before been involved in any compliance and ethics situation.

Step 2

The TD professional has confirmed that the company's policy states employees are not authorized to access other employees' financial records without executive approval. The TD professional has been asked by the HR manager to participate in a meeting with the HR, compliance, and legal departments related to this investigation.

During this meeting, what should the TD professional do?

- A. Explain the TD department's process for creating training.
- B. Ask for clarification of each department's role.
- C. Propose a training solution.
- D. Discuss the best ways for the team to collaborate.
- E. Recommend rewriting compliance policies.
- F. Confirm the next steps needed from the TD professional.
- G. Articulate the TD professional's role in this situation.
- H. Suggest a policy gap analysis project.
- I. Offer to assist with disciplinary actions.

**Answer: A,D,G**

#### **NEW QUESTION # 25**

Which is a benefit of Six Sigma methodology?

- A. It reduces business cycle times
- B. It clarifies business strategy
- C. It creates awareness and a sense of urgency
- D. It analyzes key aspects of the corporate culture

**Answer: A**

#### **NEW QUESTION # 26**

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