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## ATD The Certified Professional in Talent Development Sample Questions (Q98-Q103):

### NEW QUESTION # 98

Which action by a talent development professional would be most useful in helping a company support employee development when there is a wide range in ages in the workplace?

- A. Review course offerings and ensure there are plenty of instructor-led training classes to meet the requirements of the older workers
- B. Review employee benefits and perks to attract the age range preferred by the organization
- **C. Review career paths and develop strategies to improve the needed skill sets among all employees**
- D. Review job titles and descriptions and rewrite them to fit the different age ranges within the workforce

### Answer: C

Explanation:

Multigenerational Workforce Best Practices(ATD Handbook) advise "focusing on career pathing and skill- building initiatives that meet the needs of all ages rather than targeting solutions by generation".

This approach is equitable and sustainable.  
Reference:ATD Handbook, Managing a Multigenerational Workforce.

#### **NEW QUESTION # 99**

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.

What should the TD professional do?

- A. Consult with the CEO of Company B about the path forward.
- B. **Prepare a needs analysis that includes employees from both companies.**
- C. Design and conduct a team-building activity at a neutral site.
- D. Issue a letter to employees from both companies indicating the need to work better together.

**Answer: B**

#### **NEW QUESTION # 100**

Which approach would be most effective for managers to improve feedback conversations with their direct reports?

- A. Schedule time daily for feedback sessions
- B. Homogenize feedback as much as possible
- C. Always deliver feedback in a private setting
- D. **Adapt feedback to the individual's needs**

**Answer: D**

Explanation:

Coaching and Feedback Best Practices from the ATD Handbook recommend that "effective feedback must be customized to the individual's communication preferences and motivational needs to be most effective".

Rigid feedback approaches reduce engagement.

Reference:ATD Handbook for Training and Talent Development (2022), Feedback Skills.

#### **NEW QUESTION # 101**

In the development of a knowledge management system (KMS), which is the best action for a talent development professional to take in order to avoid the pitfall of employees hoarding knowledge or being unwilling to share it?

- A. Create a standard operating procedure that includes knowledge sharing
- B. **Honor and acknowledge those who contribute to and use the KMS**
- C. Have members of senior leadership set the example by sharing their knowledge
- D. Create a key performance indicator on knowledge sharing

**Answer: B**

Explanation:

According to Knowledge Management Best Practices in the ATD Handbook, "Recognizing and rewarding contributions to a knowledge management system encourages participation and reduces hoarding".

Formal incentives or acknowledgment drive sharing behavior.

Reference:ATD Handbook for Training and Talent Development (2022), Knowledge Management.

#### **NEW QUESTION # 102**

Which metric would show the most alignment with senior management and organizational goals?

- A. **Market share**
- B. Productivity

- C. Engagement
- D. Attrition

#### Answer: A

Explanation:

In strategic business alignment, Market Share is a direct top-line indicator that connects organizational performance to competitive success, as explained in the ATD Handbook.

Internal metrics like engagement or attrition are important but less visible to external success measures.

Reference: ATD Handbook for Training and Talent Development (2022), Strategic Alignment Metrics.

#### NEW QUESTION # 103

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