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Evaluate Change Impact and Organizational Readiness **Answer:** The processes in this group are designed to assess, evaluate, and anticipate an organization and its stakeholders' readiness, ability, and capacity to undergo a transition from the current state to a future state. The processes also include an assessment of the change and the impact the change will have on the individual and organization. History, culture, and value systems play key roles in these evaluations. The results provide change practitioners with information to calibrate leader expectations and to scale and customize change management plans and activities.

Formulate the Change Management Strategy **Answer:** The processes in this group are designed to develop the high-level approach for change management with sponsors, change leaders, content developers, program managers, customers, and others on the project. This approach includes governance, risks, resources, budget, and reporting. The change strategy will incorporate, integrate, and align change management plans, activities, tasks, and milestones into the other activities and operations of an organization and its stakeholders at the onset of a change (timing and sequence). Stakeholder engagement is included in this process group.

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ACMP Global CCMP Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">Ethics: This section measures skills of Change Managers and Compliance Officers and focuses on demonstrating ethical behavior in change management. It covers promoting honesty, responsibility, fairness, respect, and advancing the discipline, while supporting practitioners within the change management community.

Topic 2	<ul style="list-style-type: none"> Execute, Manage, and Monitor Implementation of the Change Management Plan: This section measures skills of Change Managers and Program Leads and focuses on executing all elements of the change management plan. It covers implementing resource allocation, communication, sponsorship, stakeholder engagement, learning, measurement, benefits realization, sustainability, and adjusting the plan as needed to achieve desired outcomes.
Topic 3	<ul style="list-style-type: none"> Close the Change Management Effort: This section assesses skills of Change Managers and Program Leads and covers evaluating the success of the change initiative, conducting lessons learned, documenting recommended actions, gaining closure approvals, transferring ownership, ensuring sustainability, and recognizing achievements.

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ACMP Global Certified Change Management Professional Sample Questions (Q130-Q135):

NEW QUESTION # 130

The ACMP Code of Ethics is divided into sections containing tenets of conduct outlined within duties identified as most important to the global change management community. What are the duties?

- A. Integrity, Respect, Due Diligence, Fairness, Advancing the Discipline and Supporting Practitioners
- **B. Honesty, Responsibility, Respect, Objectivity, Advancing the Discipline and Supporting Practitioners**
- C. Responsibility, Respect, Fairness, Honesty, Confidentiality of Information
- D. Honesty, Responsibility, Fairness, Respect, Advancing the Discipline and Supporting Practitioners

Answer: B

Explanation:

The ACMP Code of Ethics establishes five duties: Honesty, Responsibility, Respect, Objectivity, and Advancing the Discipline and Supporting Practitioners. These duties guide ethical behavior in decision-making, stakeholder engagement, and professional conduct. Options A, C, and D include terms not explicitly codified (e.g., Integrity, Due Diligence, Confidentiality) or omit "Objectivity." The correct reference is option B, which matches the official ACMP Code of Ethics structure.

(Reference: ACMP Code of Ethics, Sections: Duties of Honesty, Responsibility, Respect, Objectivity, and Advancing the Discipline.)

NEW QUESTION # 131

How does metric tracking support and sustain change that has been implemented?

- A. Provides content for a rewards and recognition program
- B. Guides the development of policies and procedures
- C. Ensures staff are motivated to adopt change if they know their reactions will be tracked
- **D. Provides short-term evidence of change progress and results**

Answer: D

Explanation:

Metric tracking serves as an early warning and feedback mechanism. ACMP requires tracking adoption, usage, and benefits to provide short-term evidence of whether the change is progressing. These insights enable corrective actions, communication reinforcement, and sponsor engagement. Rewards (B) and policies (C) may be influenced by metrics, but their core value lies

in showing progress and results that support sustainability. Option A is incorrect because tracking is not for motivation but for monitoring and guiding decisions.

(Reference: ACMP Standard, Process Group 4 - Measurement and Benefits Realization Plan; Activities: Track progress and adoption using defined metrics.)

NEW QUESTION # 132

Stakeholder analysis, change readiness assessments and the change characteristics indicate a high risk in your project. What would you include in your risk mitigation plan?

- A. Stressing the importance of the vision statement
- **B. Activities to handle the stakeholder resistance**
- C. Demands for increased budget
- D. External vendors for training

Answer: B

Explanation:

When assessments highlight high risk, ACMP advises incorporating resistance management activities into the mitigation plan. These activities include addressing concerns, clarifying roles, and creating feedback mechanisms. Hiring vendors (B) may help with training but does not address resistance. Reinforcing the vision (C) is important but not comprehensive, and budget increases (D) are reactive. Proactively managing resistance (A) is the recommended mitigation.

(Reference: ACMP Standard, Process Group 2 - Risk Management Strategy; Activity: Include resistance management activities in mitigation planning.)

NEW QUESTION # 133

Who is responsible for ensuring the outputs of the lessons learned session are applied to future change projects?

- A. The project sponsor
- B. An external party (for independent perspective)
- **C. The change management lead**
- D. A project team member

Answer: C

Explanation:

ACMP assigns the change management lead responsibility for ensuring lessons learned outputs are documented and applied in future projects. The lead synthesizes insights and shares them across the organization to enhance change maturity. Sponsors may support and external parties may provide perspective, but accountability lies with the change lead as the professional steward of change management practices.

(Reference: ACMP Standard, Process Group 5 - Close; Activity: Capture and apply lessons learned; Role of Change Lead.)

NEW QUESTION # 134

What is a key objective of completing a change management effort?

- A. To revise the performance and reward targets for employees to increase adoption rates
- B. To determine which mechanisms will be used to prepare the organization for continuous improvement
- **C. To provide transition to maintenance and sustaining activities**
- D. To assess organizational capacity for change based on this recent project

Answer: C

Explanation:

The primary objective of closure is to transition to maintenance and sustainability activities, ensuring the change becomes part of everyday operations. ACMP explains that this involves transferring ownership to operational leaders, embedding reinforcement mechanisms, and releasing resources. Assessing capacity (B) and preparing for continuous improvement (C) are useful lessons learned, but they are not the closure objective. Revising targets (D) is a tactical step, not a closure requirement. Option A is the correct answer.

(Reference: ACMP Standard, Process Group 5 - Close; Objective: Transition ownership to sustain adoption and benefits.)

NEW QUESTION # 135

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