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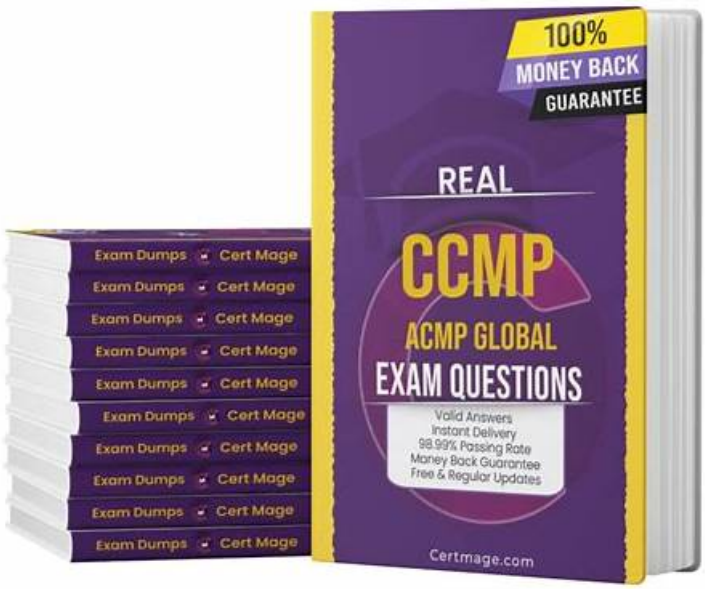

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ACMP Global Certified Change Management Professional Sample Questions (Q116-Q121):

NEW QUESTION # 116
As part of an ongoing review of a major change effort, key stakeholder feedback indicated many were unaware of the role they needed to play and the desired new behaviors that were needed to achieve successful implementation of the change. What is the possible explanation for this discrepancy or gap in understanding?

- A. The communication plan did not build awareness of the change
- B. The stakeholder engagement plan was deficient
- C. The business case for change was not aligned with the intent of the change effort
- D. Feedback requirements were not well defined

Answer: A

Explanation:
If stakeholders are unclear about their roles and expected behaviors, the root issue often lies in a communication plan that failed to build awareness. ACMP outlines communication outcomes as building awareness, creating understanding, and enabling action. A weak communication plan may not have clarified
"what does this mean for me?"Stakeholder engagement (A) focuses on involvement, not awareness; business case (C) supports rationale but not role clarity. Feedback requirements (B) affect monitoring, not communication. Therefore, the gap is explained by a communication plan deficiency.
(Reference: ACMP Standard, Process Group 4 - Execute Communications; Outcomes: Awareness, understanding, and role clarity.)

NEW QUESTION # 117
What process determines the size, scope, timing and complexity of the change effort?

- A. Identifying stakeholders
- B. Assessing benefits realized
- C. Assessing the change impact
- D. Assessing sponsorship

Answer: C

Explanation:
Change impact assessmentevaluates the depth and breadth of the change across processes, people, technology, and culture. ACMP specifies this activity determinessize, scope, timing, and complexityof the effort. Stakeholder identification (B) and sponsorship assessment (C) are complementary but not sufficient to define overall impact. Benefits realization (A) occurs later during execution. Thus, option D directly corresponds with this critical evaluation activity.
(Reference: ACMP Standard, Process Group 1 - Evaluate; Activity: Conduct change impact assessment.)

NEW QUESTION # 118
What is a recommended practice for aligning stakeholders around benefits and value of a change?

- A. Analyze the learning capabilities of the organization impacted by the change
- B. Conduct a risk assessment of the dangers and impediments to implementing the change
- C. Evaluate the final outcome of the change against the original objectives of the change
- D. Use both formal and informal channels to communicate the business rationale for the change

Answer: D

Explanation:
ACMP emphasizes usingmultiple communication channelsto align stakeholders to benefits and value. Both formal channels(emails, town halls, official reports) andinformal channels(peer networks, change agents) reinforce understanding of why the change matters and how it supports strategy. Risk assessments (A) and learning capability analysis (B) are useful but not primarily about aligning stakeholders. Evaluating outcomes (D) occurs post-implementation, not during alignment. Thus, the best practice ismulti-channel communication of the business rationale.
(Reference: ACMP Standard, Process Group 4 - Communications execution; Guidance: Reinforce benefits through formal/informal networks.)

NEW QUESTION # 119
After a change is complete, what is the best strategy to use with formal and informal networks of change agents to ensure the long-term sustainability of the change?

- A. Maintain the networks along with ongoing knowledge transfer and management
- B. Reward the agents significantly using the existing organizational mechanisms

- C. Recognize the change agents publicly, communicating leadership appreciation for their efforts
- D. Perform a lessons learned evaluation of the networks' activities and provide best practices report

Answer: A

Explanation:
Formal and informal networks of change agents are valuable not only during implementation but also forlong- term reinforcement. ACMP suggests maintaining these networks to support peer learning, knowledge transfer, and monitoring adoption over time. Recognition (B) is important but not sufficient for sustainability.
Rewards (A) and lessons learned (D) are one-time activities, while ongoingmaintenance of networks(C) ensures enduring support for the future state.
(Reference: ACMP Standard, Process Group 4 - Execute; Activity: Leverage networks of change agents for reinforcement and sustainability.)

NEW QUESTION # 120
What best describes when leaders recognize the people side of change and visibly participate with stakeholders throughout the project?

- A. Top-down management
- B. Effective sponsorship
- C. Effective communication
- D. Change management

Answer: B

Explanation:
ACMP stresses thateffective sponsorshipis the strongest predictor of success in change initiatives. It requires leaders to beactive, visible, and aligned- recognizing the people side of change and engaging directly with stakeholders. Communication (A) is a tool, while change management (D) is the discipline. Top-down management (C) implies directive authority rather than visible, supportive engagement. Thus, option B correctly defines the concept.
(Reference: ACMP Standard, Process Group 2 - Sponsorship; Critical Success Factor: Active and visible sponsorship.)

NEW QUESTION # 121
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