

Exam CCMP Score - Valid CCMP Exam Guide

CCMP™ Exam Quick Reference Guide

ASPIRE CONSULTING

4. Change Concepts

Change is a Process - Change is not a single event, but a transitional process with multiple and varied events supporting the objective of moving an organization and its stakeholders from a current state to a future state.

Applying Change Management reduces the disruptive effects inherent to change & increases the likelihood of achieving the future state.

Vision Statement – A leading component of strategic planning is an aspirational and future-focused statement that typically describes why the change is needed, what the future state will be like, and sometimes the risks to the organization if the change is not successful.

Change Management is not a one-size-fits-all approach – it can be scaled to fit any organizational change. The scaling of change management effort, time, and resources depends on:

- Analysis of Change Variables – Providing insight on its size and complexity'
- Assessment of the Organizational – Delivering insight on its readiness and culture'

Effective integration of project management and change management is required to ensure organizational objectives are achieved. It can occur across various dimensions, including: Roles & Responsibilities, Methodology & Plan, Tools & Resources, Objectives & Outcomes, and Risks.

Change on Two Levels – Change is managed at both the 1) organizational and 2) individual levels.

Organizational Alignment is an important element of successful Change Management.

Leaders must:

- Have clarity of purpose and focus to align people, processes, systems, and structures in times of change.
- Create an environment where followers have the necessary time and space to engage in and become comfortable with the change.

Five Change Management Roles & Responsibilities

<p>Reports Stakeholder's Results</p> <p>Dedicated Change Management (CM) Professional</p> <p>Supports Stakeholder's Results</p>	<p>Sponsor</p> <p>CM Lead</p> <p>CM Team</p> <p>CM Practitioner</p> <p>Change Agent</p>	<p>Accountable for the realization of the benefits of the change</p> <p>Accountable and responsible for the change strategy with direct control and serves as primary liaison</p> <ul style="list-style-type: none"> • Group who works together facilitating CM activities • Individual who coordinates, applies, and tracks CM tools or activities <p>Models the required behaviors in their areas, provides feedback, and engages with others</p>
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Figure 1 – The Effect of Change Management on the Transitional Process

5. ACMP Standard for Change 5 Change Management Process Groups (# of Processes)

1. Evaluate Change Impact & Organizational Readiness (15)	2. Formulate the Change Management Strategy (7)	3. Develop the Change Management Plan (4)	4. Execute the Change Management Plan (2)	5. Complete the Change Management Effort (3)
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Memory Aid and Key Take-Aways:

Remember the 5 process groups with the acronym 'EFDEC' or 'Every Flux Deserves Effective Change'. Increases the likelihood that individuals and organizations effectively transition to a future state to achieve expected benefits. It achieves the transition from current to future state by engaging stakeholders before, during, and after the change process. It describes generally accepted practice; therefore processes, sub-processes, and actions are generally used but not required.

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ACMP Global CCMP Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> • Develop and Gain Approval for the Comprehensive Change Management Plan: This section assesses skills of Change Managers and Project Managers and covers preparing detailed plans for all aspects of change management, including resources, communication, sponsorship, stakeholder engagement, learning, measurement, sustainability, and integration with project management. It also includes obtaining approval and establishing feedback mechanisms.
Topic 2	<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 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.
Topic 4	<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.

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ACMP Global Certified Change Management Professional Sample Questions (Q139-Q144):

NEW QUESTION # 139

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

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

Answer: A

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 # 140

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

Answer: B

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 # 141

What is the most significant element to look for when conducting an assessment of an organization's capacity for change?

- A. The organization's history of failed change efforts
- B. The satisfaction level of the people in the organization
- **C. The ability of the key stakeholders to adopt the change proposed**
- D. The size of the change, the time and the budget needs for successful implementation

Answer: C

Explanation:

ACMP defines organizational change capacity as the ability to take on and sustain change. While historical experience, budgets, and project size influence readiness, the most significant element is whether key stakeholders can adopt the change. Adoption is the ultimate enabler or constraint: without willingness and ability of stakeholders, resources and planning have limited impact. This aligns with ACMP's focus on people as the primary determinant of benefits realization. Thus, option C is the most accurate.

(Reference: ACMP Standard, Process Group 1 - Evaluate; Activities: Assess capacity and stakeholder readiness to adopt change.)

NEW QUESTION # 142

During execution of the change management plan, what elements are combined to ensure the plan is carried out as intended?

- A. Timelines, communications and project plans
- B. Benefits realization plan, resource plan and sustainability plan
- C. Project schedule, stakeholder engagement plan and resource plan
- **D. Resources, strategies, timelines, communications and learnings**

Answer: D

Explanation:

Execution requires integration of resources, strategies, timelines, communications, and learning activities.

ACMP identifies these as the key building blocks of execution. Combining them ensures alignment between what is planned and what is implemented. While other options contain useful elements, option B comprehensively includes the essential factors needed to carry out the plan as designed.

(Reference: ACMP Standard, Process Group 4 - Execute; Activities: Coordinate resources, implement communications, deliver training, and manage resistance.)

NEW QUESTION # 143

What are the final steps to formally close a change effort?

- A. Complete final summary report, transfer ownership, execute sustainability plan
- B. Review outcomes, update change management plan, gain completion approval
- C. Review outcomes, complete business summary reviews, transfer ownership
- **D. Gain completion approval, transfer ownership, release resources**

Answer: D

Explanation:

ACMP defines closure as a structured set of steps:

* Gain sponsor approval that objectives were met.

* Transfer ownership of outcomes to operational stakeholders to ensure sustainability.

* Release resources (human and financial) to their original roles or new assignments. Options A and D include useful activities, but the official closure process emphasizes approval, ownership transfer, and resource release as the final actions. Thus, option C is correct.

(Reference: ACMP Standard, Process Group 5 - Close; Activities: Secure approval, transfer ownership, release resources.)

NEW QUESTION # 144

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