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ATD The Certified Professional in Talent Development Sample Questions (Q114-Q119):

NEW QUESTION # 114

In which scenario would situational leadership be most impactful?

- A. An employee has made no progress toward her professional goals ten months into the performance period

- B. An employee is avoiding a task even though he states that he understands the task
- C. An employee is unclear which direction to take to solve a time-sensitive problem on a project
- D. An employee is not analyzing data correctly for a presentation with a client

Answer: C

Explanation:

According to Hersey and Blanchard's Situational Leadership Model (Certification Reading List), situational leadership is most impactful when "flexibility in directing or supporting behavior is needed based on the employee's task-specific development level".

Confusion over direction on a time-sensitive task needs directive leadership - perfect for situational leadership.

Reference: Management of Organizational Behavior, Hersey & Blanchard.

NEW QUESTION # 115

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.

What should the TD professional do?

- A. Consult with external legal counsel.
- B. Research vendors specializing in ethics training.
- C. Review company policies on ethics and compliance.
- D. Meet with the loan manager's direct superior.
- E. Consult with the compliance department.
- F. Review the laws and regulations regarding access to employee financial records.
- G. Review company rules regarding accessing customer data.
- H. Contact state regulators to determine if the loan manager's action is illegal.
- I. Consult with the TD professional's direct manager about what to do first.

Answer: C,E

NEW QUESTION # 116

Which is the most effective way for a facilitator to incorporate adult learners' previous experience?

- A. Invite discussions on the content
- B. Link objectives to internal motivators
- C. Utilize case studies detailing typical experiences
- D. Provide significant practice with feedback

Answer: A

Explanation:

According to Knowles' Adult Learning Theory (referenced in the Certification Reading List: The Adult Learner, Knowles, 2015), adults "bring rich experiences into the learning environment" and "learn best when those experiences are acknowledged and integrated into the session".

Inviting discussions directly draws upon their prior knowledge, making learning personally meaningful and more effective.

Reference: The Adult Learner, Knowles (2015), Adult Learning Principles.

NEW QUESTION # 117

An engineering company utilizes two learning management systems (LMSs): one manages technical training, and the other manages professional development (or non-technical training) for all of the company's engineers. Over time, changes in reporting requirements have caused the use of two different systems to be difficult and time-consuming. It has been decided that a new LMS is to be selected, with a goal of improving the time constraints of using training information from both systems. A talent development (TD) professional is put in charge of facilitating the selection and implementation of the new LMS.

What should the TD professional do to facilitate the selection process?

- A. Analyze consequences for keeping both systems.
- B. Conduct research on what systems are being used by similar companies.

- C. Select the system with the best user interface.
- **D. Perform an environmental scan to determine the capabilities offered by different LMSs.**
- **E. Define the capabilities needed for this system, as compared to current gaps.**
- F. Have a select group of end-user engineers research and make recommendations regarding the best system.
- **G. Seek consensus of stakeholders on prioritization of system capabilities.**

Answer: D,E,G

NEW QUESTION # 118

What is the focus of design thinking?

- A. Problem
- B. Process
- C. Performance
- **D. People**

Answer: D

Explanation:

Design Thinking for Talent Development(Certification Reading List) stresses that "Design thinking starts with deep empathy for the people (users) affected and focuses on understanding and meeting their needs".

The human-centered design mindset puts people at the center, not processes.

Reference:Design Thinking for Training and Development, Sharon Boller and Laura Fletcher.

NEW QUESTION # 119

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