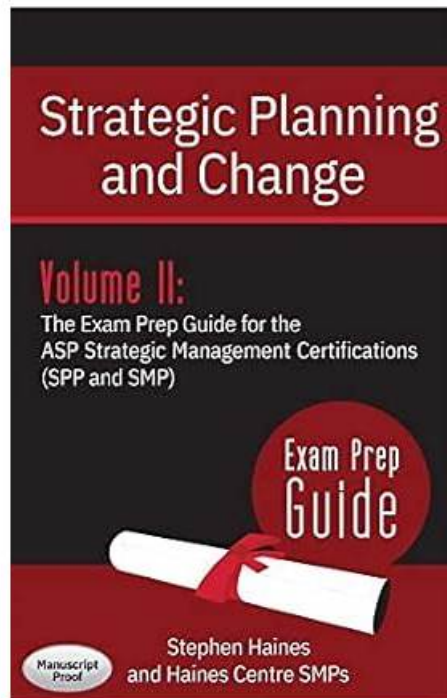


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IASP Strategy Planning Professional Exam Sample Questions (Q126-Q131):

NEW QUESTION # 126

Which of the following BEST describes the typical sequence of team development?

- A. Forming, storming, norming, performing
- B. Forming, norming, storming, positioning
- C. Forming, norming, storming, performing
- D. Forming, measuring, informing, delivering

Answer: A

Explanation:

The classic model of team development follows the sequence forming, storming, norming, and performing, describing the phases teams typically experience as they establish relationships, resolve conflicts, develop cohesion, and achieve high performance. The IASP SPP curriculum highlights this model as foundational for understanding team dynamics and supporting effective leadership during strategic initiatives. #IASP SPP Study Guide - Team Development###Tuckman, Developmental Sequence in Small Groups#

NEW QUESTION # 127

Of the many analytical techniques available, which of the following is recommended by Rollinson and Young in Strategy in the 21st Century for analyzing Opportunities, Threats, Strengths and Weaknesses (OTSW) in part because it offers anonymity to participants?

- A. Nominal Group Technique
- B. Balanced Scorecard
- C. The Delphi Approach
- D. Storming and Forming

Answer: C

Explanation:

The Delphi Approach is a structured communication technique that solicits expert opinions anonymously through iterative rounds, allowing participants to revise their views based on group feedback without peer pressure or dominance. This anonymity improves the quality of input on complex issues such as SWOT (or OTSW) analysis. Rollinson and Young recommend this approach for strategic analysis because it fosters honest, unbiased insights, which are crucial for identifying genuine strengths, weaknesses, opportunities, and threats. The IASP SPP recognizes Delphi as a valuable tool for stakeholder engagement and environmental analysis. #IASP SPP Study Guide - Strategic Analysis Tools###Rollinson & Young, Strategy in the 21st Century#

NEW QUESTION # 128

Which of the following is NOT characteristic of key stakeholders?

- A. Some stakeholders are more critical to change efforts than others
- B. Stakeholders are rightfully interested in the outcome of any change management process
- C. Stakeholders can have an impact on the strategic plan
- D. Stakeholders are uninterested in strategic plans

Answer: D

Explanation:

Key stakeholders are by definition interested in strategic plans as these directly affect their interests, responsibilities, or roles within the organization. They have the ability to influence the plan's development and implementation and are invested in its outcomes. The IASP SPP curriculum highlights that ignoring stakeholder interest or involvement can lead to resistance or failure in change

management. Recognizing varied levels of influence and criticality among stakeholders supports targeted engagement and communication strategies. #IASP SPP Study Guide - Stakeholder Management###Freeman, Strategic Management#

NEW QUESTION # 129

Which of the following is MOST ideal for developing teamwork?

- A. Practice team-building through other activities unrelated to the project
- B. Identify who is responsible for tasks
- C. Ensure everyone understands how their work helps to accomplish the project objectives
- D. Isolate a small function of the project

Answer: C

Explanation:

Teamwork flourishes best whenever everyone understands how their work contributes to overall project objectives. This shared understanding aligns efforts, fosters collaboration, and enhances motivation. The IASP SPP curriculum stresses that connecting individual roles to common goals promotes ownership and collective accountability, which are essential for effective teamwork. Isolating functions or unrelated team-building activities may build social bonds but do not replace clear purpose alignment necessary for performance. #IASP SPP Study Guide - Teamwork###Katzenbach & Smith, The Wisdom of Teams#

NEW QUESTION # 130

Which of the following is the BEST approach to getting buy-in and continuous engagement from stakeholders?

- A. Tell stakeholders who are against the change that they do not have a choice
- B. Ask stakeholders who are against the change what is needed to get their support
- C. Invite key stakeholders to attend an initial planning session to discuss the change
- D. Find ways to bypass the support of stakeholders

Answer: B

Explanation:

The best approach to secure buy-in and sustained engagement is to ask stakeholders who oppose the change what would be needed to gain their support. This inclusive and collaborative approach uncovers concerns, facilitates dialogue, and fosters ownership. The IASP SPP curriculum emphasizes that engaging dissenting voices and addressing their needs strengthens commitment and reduces resistance. Authoritarian or exclusionary approaches risk alienation and failure of change initiatives. #IASP SPP Study Guide - Stakeholder Engagement###Kotter, Leading Change#

NEW QUESTION # 131

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