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## **IASP Strategy Planning Professional Exam Sample Questions (Q22-Q27):**

### **NEW QUESTION # 22**

Which of the following results is an indicator a leader is a strong motivator?

- A. Followers' actions.
- B. The number of followers undergoing self-development.
- C. Followers' willingness to listen.
- D. The results (outcomes) yet to be realized.

**Answer: A**

Explanation:

A strong motivator is best indicated by followers' actions, which demonstrate commitment, engagement, and effort toward goals. While listening and self-development are positive signs, observable behaviors provide concrete evidence of motivation. The IASP SPP curriculum stresses that leadership effectiveness is measured by the extent to which followers translate inspiration into productive action, thereby advancing strategic objectives. Leaders who motivate successfully foster environments where followers are proactive and aligned with organizational goals. #IASP SPP Study Guide - Leadership##Goleman, Emotional Intelligence in Leadership#

### NEW QUESTION # 23

What is the typical role of middle management in organizational design / redesign?

- A. Works with the strategy management and senior management teams to develop the organizational design and communicate decisions to team members to ensure comprehension and alignment across the organization
- B. Works with the strategy office and senior management to develop the organizational design
- C. Holds sole responsibility for the development of the organizational design / redesign
- D. Gains clarity on the alignment between strategy execution and organizational design, but withholds this knowledge from team members because it is high level

**Answer: A**

Explanation:

Middle management typically collaborates with senior leadership and strategy teams to shape organizational design and then communicates changes to ensure understanding and alignment at operational levels. They translate strategic decisions into practical organizational arrangements and foster acceptance within their teams. The IASP SPP curriculum highlights this bridging role as crucial for successful redesign and execution. Withholding information or sole responsibility by middle managers contradicts effective organizational design practices.#IASP SPP Study Guide - Organizational Design##Ulrich, Human Resource Champions#

### NEW QUESTION # 24

What important and helpful service does an experienced strategy planner provide to the project and continuous improvement teams?

- A. Liaises with senior management on every decision made by the teams involved.
- B. Ensures only the most brutal facts are raised, while ignoring all others.
- C. Occasionally offers communications coordination.
- D. **Acts as a trusted advisor.**

**Answer: D**

Explanation:

An experienced strategy planner serves as a trusted advisor, offering objective insights, guidance, and strategic perspectives that help project and improvement teams navigate complexities and align actions with broader organizational goals. The IASP SPP curriculum highlights the importance of this advisory role in facilitating problem-solving, mitigating risks, and embedding strategic thinking throughout project execution.

While liaison and communication are important, trusted advisory emphasizes credibility and the ability to influence without direct authority, fostering effective collaboration and informed decision-making.#IASP SPP Study Guide - Strategic Advisory Roles##Mintzberg, The Rise and Fall of Strategic Planning#

### NEW QUESTION # 25

An organization's choice to lower quality standards via budget cuts, rather than investing so as to achieve higher quality standards, is an example of

- A. motivation.
- B. escalation.
- C. **eroding goals.**
- D. shifting the burden.

**Answer: C**

Explanation:

Eroding goals refers to the gradual lowering of performance or quality standards to cope with challenges or budget constraints, which undermines long-term strategic success. Rather than investing to improve quality, the organization reduces expectations to fit limited resources. This can become a dangerous cycle leading to deteriorated products, services, and competitiveness. The IASP SPP curriculum highlights eroding goals as a common pitfall in strategy implementation, emphasizing the need to maintain high standards or innovate rather than compromise quality.#IASP SPP Study Guide - Strategy Risks and Pitfalls##Senge, The Fifth Discipline#

### NEW QUESTION # 26

Which of the following LEAST contributes to customer value?

- A. Enticing customers to participate in surveys
- B. Providing a caring customer service
- C. Providing customer appreciation
- D. Anticipating and adjusting for the psychological cost of the product to the customer

**Answer: A**

Explanation:

Customer value is primarily created through appreciation, empathetic service, and reducing psychological costs such as effort or anxiety in purchase/use. While customer surveys can be useful feedback mechanisms, simply enticing participation without delivering value or acting on feedback contributes least to customer value. The IASP SPP curriculum highlights that authentic value creation focuses on improving experience and meeting customer needs, not on administrative tasks like survey solicitation. #IASP SPP Study Guide - Customer Value##Prahalad & Ramaswamy, Co-creation of Value#

## NEW QUESTION # 27

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