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# ACMP Global Certified Change Management Professional Sample Questions (Q107-Q112):

## NEW QUESTION # 107
What should a learning and development strategy be able to demonstrate?

- A. The current training methods and tools
- B. The skills and competencies needed to perform in the changed environment
- C. The methods of developing a useful training strategy
- D. The impact a change brought to an individual

**Answer: B**

Explanation:
The purpose of a learning and development strategy is to close skills and competency gaps identified in the learning needs assessment. It must demonstrate what knowledge, skills, and behaviors are required for success in the future state and how these will be built. While training methods (B, C) are included in planning, the core demonstration is the competency framework aligned to the change. Individual impact (A) may be measured later but is not the strategy's primary output. Thus, option D best aligns with ACMP guidance.
(Reference: ACMP Standard, Process Group 3 - Develop Learning and Development Plan; Outputs: Defined competencies and skill-building activities.)


## NEW QUESTION # 108
You are the change agent for the public relations department that is revamping its communication strategy for transition to the future state of change within your organization. What is a key consideration in the development of your communication strategy to achieve a successful change effort?

- A. The benefit realization and execution plan
- B. The organizational maturity and past change success
- C. The change charter and outlined risks
- D. The current communication channels, tools and methods

**Answer: D**

Explanation:
A communication strategy must build on an understanding of existing communication channels, tools, and methods within the organization. According to ACMP, this ensures messages are delivered through trusted and accessible means for employees. Risk management (B), maturity (C), and benefits realization (D) are relevant at other stages, but the foundation of effective communication planning is tailoring the approach to current communication practices and stakeholder preferences.
(Reference: ACMP Standard, Process Group 3 - Develop Communication Plan; Inputs: Current communication environment and stakeholder analysis.)


## NEW QUESTION # 109
How can a change manager ensure financial transparency and sustained leadership confidence?

- A. Keep track of the spend by posting it on a screen or whiteboard for every meeting
- B. Regular focus on cost management initiatives
- C. Regular reports of spending against budget
- D. Regular informal bonding sessions

**Answer: C**

Explanation:
Leadership confidence is built on financial transparency. ACMP recommends providing regular reports of spending versus budget as part of change management governance. Informal updates or public postings lack rigor, and focusing on cost initiatives alone doesn't address accountability. Regular financial reporting (option D) demonstrates responsible stewardship, builds trust with executives, and

supports continued investment in the change effort.
(Reference: ACMP Standard, Process Group 4 - Execute; Activity: Provide regular progress and resource utilization reports to governance bodies.)

## NEW QUESTION # 110

The vice president of marketing is the sponsor for a major change initiative. She recently accepted a new assignment in the international customer care organization and is leaving the vice president of marketing position. No replacement has been named. What is the potential project impact caused by losing a sponsor?

- A. Potential change in benefits realization
- B. Loss of momentum until a replacement is found
- C. Reworking of the stakeholder engagement plan
- D. Impact to vision and direction

**Answer: D**

Explanation:
ACMP highlights that sponsors provide vision, direction, and authority for change. Losing a sponsor disrupts clarity on vision and alignment, leaving the initiative without executive-level accountability. While momentum may also be affected, the most critical risk is the loss of vision and direction until a new sponsor is identified. This underscores why succession planning and sponsorship continuity are essential in change management.
(Reference: ACMP Standard, Process Group 2 - Sponsorship Strategy; Outcomes: Ensure active, continuous sponsorship to maintain direction and vision.)

## NEW QUESTION # 111

Why should feedback mechanisms be used to monitor performance of a change management plan?

- A. To identify gaps and outstanding training and development needs
- B. To monitor and track key performance indicators and expected benefits
- C. To enable the team to develop responses and monitor the effectiveness of the change plan
- D. To ensure change adoption and measure change management effectiveness

**Answer: C**

Explanation:
Feedback mechanisms (surveys, focus groups, one-on-one sessions) serve as a monitoring tool to ensure the change plan is working as intended. According to ACMP, they provide actionable information that allows the change team to develop responses to emerging challenges and adjust the plan. Options B, C, and D are outcomes of feedback but not the fundamental reason for using feedback mechanisms. The core purpose is option A - to monitor effectiveness and adjust accordingly.
(Reference: ACMP Standard, Process Group 4 - Execute; Activity: Use feedback to monitor effectiveness of the plan and inform corrective action.)

## NEW QUESTION # 112

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