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ACMP Global Certified Change Management Professional Sample Questions (Q104-Q109):

NEW QUESTION # 104

During a program-planning meeting, a team participant suggests that all communications to the business be contained within a standard weekly email delivered at the same time using a standardized format. What reasons could the change lead use for ignoring this suggestion?

- A. The email could become too routine and people will quit reading them
- B. Some email spam filters may prevent their delivery
- C. Email is too old school; we need modern messaging to reflect adoption of changing times
- D. People retain more if communication is delivered in various formats

Answer: D

Explanation:

ACMP emphasizesmulti-channel communicationbecause individuals absorb and retain information differently. Limiting all communications to a single channel (e.g., weekly email) risks low engagement and reduced retention. While routine can also cause disengagement (D), the stronger principle is that variety of format (town halls, videos, one-on-ones, digital platforms) ensures reinforcement and comprehension. Option C is aligned with ACMP's guidance on communications effectiveness. (Reference: ACMP Standard, Process Group 4 - Execute Communications Plan; Best practice: Use multiple channels and formats for reinforcing key messages.)

NEW QUESTION # 105

Why is a sponsor important in a change effort?

- A. Sponsor(s) validate the change management plan
- B. Sponsor(s) are primarily responsible for providing consistent feedback
- C. Sponsor(s) are individually responsible for ensuring adoption of the change
- D. Sponsor(s) are the primary identifier and mitigators of risks

Answer: C

Explanation:

ACMP positions sponsorship as theaccountablerole for realizing benefits and securing adoption within the sponsor's span of control. Sponsors authorize, prioritize, visibly lead, and ensure middle managers and teams adopt new ways of working. While they also validate plans, give feedback, and help mitigate risks, their defining responsibility isensuring adoption and benefits realization through visible, sustained leadership.

(Reference: ACMP Standard, cross-cutting role of Sponsorship; Process Groups 2-5: Define sponsorship strategy, engage sponsors, coach sponsors, and sustain visible leadership.)

NEW QUESTION # 106

How is sponsorship most successful during change?

- A. The sponsor is coached and supported throughout the change management effort
- B. The role of the sponsor is clearly defined and agreed upon by the sponsor and change lead
- C. The sponsor is well equipped to deliver communications and key messages about the change
- D. Sponsors build awareness with stakeholders regarding the need for change and participate throughout the project

Answer: D

Explanation:

ACMP identifies sponsorship as the single most important success factorin change. Effective sponsorship requiresactive and visible participation throughout the project. This includes building awareness of the need for change, championing the case for change, modeling behaviors, and engaging stakeholders. While clear roles (B), coaching (C), and communication skills (D) are essential enablers, the hallmark of sponsorship success isongoing, visible engagement from start to finish.

(Reference: ACMP Standard, Process Group 2 - Sponsorship Strategy; Outcomes: Active, visible, and continuous sponsorship engagement.)

NEW QUESTION # 107

What information should be captured during the process of identifying sponsors accountable for the change?

- A. Cultural elements that may help achieve the expected benefits
- B. Potential change obstacles and conflicts
- C. Risks and opportunities that can affect the change outcomes
- D. Motivation, abilities, expectations and concerns regarding the change

Answer: D

Explanation:

During sponsor identification, ACMP recommends capturingmotivation, abilities, expectations, and concerns. This information helps in coaching, aligning, and ensuring sponsors are prepared to fulfill their role. Obstacles (B), culture (C), and risks (D) are important but are addressed in separate analyses. The sponsorship process focuses specifically on individual leaders' readiness and capabilities, making option A the correct answer.

(Reference: ACMP Standard, Process Group 2 - Sponsorship; Activity: Identify sponsors and capture motivations, expectations, and abilities.)

NEW QUESTION # 108

What best describes when leaders recognize the people side of change and visibly participate with stakeholders throughout the project?

- A. Change management
- B. Top-down management
- C. Effective communication
- D. Effective sponsorship

Answer: D

Explanation:

ACMP stresses that effective sponsorship is the strongest predictor of success in change initiatives. It requires leaders to beactive, visible, and aligned-recognizing the people side of change and engaging directly with stakeholders. Communication (A) is a tool, while change management (D) is the discipline. Top-down management (C) implies directive authority rather than visible, supportive engagement. Thus, option B correctly defines the concept.

(Reference: ACMP Standard, Process Group 2 - Sponsorship; Critical Success Factor: Active and visible sponsorship.)

NEW QUESTION # 109

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