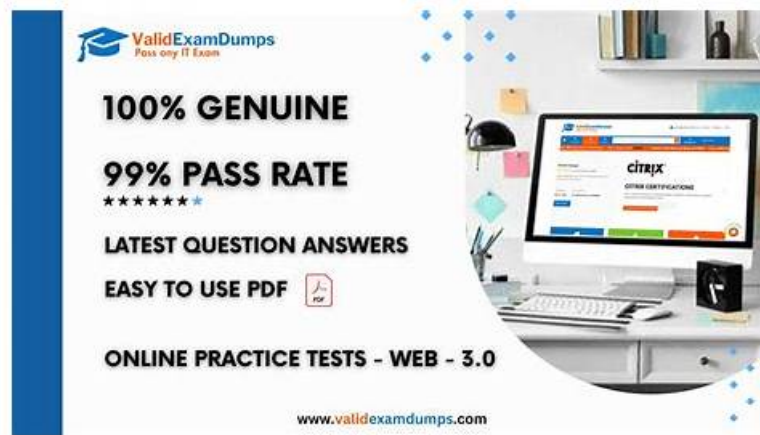


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ATD The Certified Professional in Talent Development Sample Questions (Q84-Q89):

NEW QUESTION # 84

According to Rummler and Brache's performance variables model, which finding suggests a performance breakdown at the organization level?

- A. Low-performing employees are not cited for poor performance
- **B. Operating strategies have caused delays in routing orders to the correct recipients**
- C. Job titles are not clearly defined for employees of the shipping department
- D. Equipment placement has caused some delays in manufacturing

Answer: B

Explanation:

Rummler and Brache's Performance Model differentiates levels: "Organization-level breakdowns are reflected in strategic misalignment, such as poorly designed operating strategies".

Equipment or job clarity issues are process- or job-level.

Reference: Improving Performance: How to Manage the White Space on the Organization Chart, Rummler & Brache.

NEW QUESTION # 85

According to Mager, what are the three components of a learning objective?

- A. Criteria, observation, and evaluation
- **B. Condition, performance, and criteria**
- C. Skill, priority, and sequence
- D. Content, approach, and implementation

Answer: B

Explanation:

Per Robert Mager's model from *Preparing Instructional Objectives* (Certification Reading List), a complete learning objective must specify the Performance, Condition, and Criterion.

* Performance: What the learner must do

* Condition: Under what conditions the performance occurs

Reference: *Preparing Instructional Objectives*, Robert Mager.

NEW QUESTION # 86

When linking training design to training objectives that support Level 3 evaluation, what should the training objectives reflect?

- A. Learners' reactions
- **B. Learning transfer**
- C. Knowledge acquisition
- D. Return on investment (ROI)

Answer: B

Explanation:

Kirkpatrick's Four Levels explain that Level 3 (Behavior) evaluates whether learners transfer what they learned into their job behavior. Thus, objectives must focus on real-world application, not just knowledge retention.

Reference: *Kirkpatrick's Four Levels of Training Evaluation* (2016).

NEW QUESTION # 87

Which is the most effective way to communicate the value of a leadership program to a stakeholder who has a driver listening style?

- **A. Provide a summary of specific program features and outcomes in a bullet list**
- B. Discuss how the program will affect the emotional intelligence of the participants
- C. Present evidence from other companies indicating that the program will be successful
- D. Hold a big-picture discussion while presenting conceptual information

Answer: A

Explanation:

Stakeholder Communication Guidelines (ATD Handbook) note that "drivers prefer concise, action-oriented communication - bullet points highlighting results, not narratives or discussions of emotions".

Efficiency and results orientation are critical for drivers.

Reference: *ATD Handbook, Communication Styles and Stakeholder Management*.

NEW QUESTION # 88

Which is the most effective approach for a talent development professional to test and evaluate learning management systems (LMSs)?

- A. Set up a site visit to each vendor's location so that key administrators can experience a live demonstration of the LMS
- B. Ask for an online demonstration of each LMS for executives and managers of the organization
- C. Request a list of available features so functional experts can conduct an evaluation of each LMS
- **D. Request access to each LMS for the review team to test out the system's functionality and features**

Answer: D

Explanation:

LMS Evaluation Best Practices from the ATD Handbook state: "Hands-on testing by end users and administrators is the most reliable way to evaluate LMS performance, usability, and suitability for the organization".

Demos often hide shortcomings; direct access reveals the real experience.

Reference: ATD Handbook for Training and Talent Development (2022), Learning Technologies Selection.

NEW QUESTION # 89

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