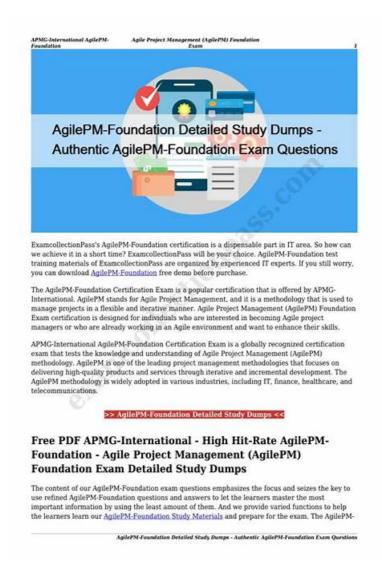
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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q30-Q35):

NEW OUESTION #30

Which 2 actions demonstrate transparency?

- A. Send daily emails to everyone to remind them how important this change is and why they should support it.
- B. Ask Corporate Services to provide guidelines to ensure all written communications are easy to read and navigate.
- C. Publish how staff members can raise complaints and suggestions, formally and anonymously if needed.
- D. Distribute the key milestones and target dates for including Selco's mobile technology and approaches into the UniCo
 operations.
- E. Ensure everyone is treated fairly by providing the same information, in the same format, to everyone impacted by this change.

Answer: D,E

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Understanding Transparency in Change Management

Transparency refers to open communication, ensuring that stakeholders are well-informed and have access to relevant information. It promotes trust and reduces resistance to change by making the process visible and understandable.

Option Analysis

- * A. Ensure everyone is treated fairly by providing the same information, in the same format, to everyone impacted by this change
- * Providing consistent information ensures that all stakeholders receive the same details and feel equally valued, reinforcing transparency in communication.
- * Correct.
- * B. Send daily emails to everyone to remind them how important this change is and why they should support it
- * While frequent communication is helpful, daily emails emphasizing importance can feel repetitive or coercive, which does not align with the principle of transparency.
- * Incorrect.
- * C. Distribute the key milestones and target dates for including Selco's mobile technology and approaches into the UniCo operations
- * Sharing milestones and timelines increases clarity and accountability, providing stakeholders with a clear understanding of progress and expectations.
- * Correct.
- * D. Ask Corporate Services to provide guidelines to ensure all written communications are easy to read and navigate
- * Although clarity in communication is valuable, creating guidelines focuses on internal documentation rather than openly sharing information with stakeholders.
- * Incorrect.
- * E. Publish how staff members can raise complaints and suggestions, formally and anonymously if needed
- * While this supports inclusion and feedback, it does not inherently align with transparency as it focuses more on creating a feedback mechanism than on open sharing of information.
- * Incorrect.

Why A and C are the Correct Answers (Scenario Alignment)

- * A: Ensures equality in information dissemination, helping all stakeholders feel informed and included.
- * C: Offers visibility into the change process, timelines, and progress, building trust through clear and open communication. References (AgilePM and Scenario Alignment):
- * AgilePM Handbook, Chapter 7: Transparent Communication Strategies in Change Management.
- * UniCo Scenario: "UniCo staff must be kept informed of the integration process and timelines to align their efforts with the organization's goals."
- * Agile Business Consortium Importance of Milestones and Open Communication in Stakeholder Engagement.

NEW QUESTION #31

Which statement should be recorded under the Lessons from previous change initiatives heading?

- A. UniCo has always successfully used customer journey mapping for educating staff in customer needs.
- B. The renewal of the lease for the office housing Selco staff is due in fifteen months' time.
- C. UniCo has always been seen in the marketplace as being traditional and cautious.
- D. A new software development platform is needed to integrate the new services into operational processes.

Answer: A

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

The question focuses on identifying a statement that qualifies as a lesson from previous change initiatives. Let's analyze each option against this requirement:

- 1. What defines a "Lesson from Previous Change Initiatives"?
- * In Agile and change management contexts, "lessons learned" are insights gained from earlier initiatives, particularly about what worked well and what could be improved.
- * These lessons typically highlight practices or strategies that were successful or problematic in past efforts, serving as guidelines for current and future initiatives.
- 2. Option Analysis:
- * Option A: UniCo has always been seen in the marketplace as being traditional and cautious.
- * This statement is a general observation about UniCo's market reputation, not a lesson from a specific change initiative. It does not reflect a strategy or practice learned from past experiences.
- * Eliminate
- * Option B: UniCo has always successfully used customer journey mapping for educating staff in customer needs.
- * This statement references a specific practice (customer journey mapping) that UniCo has successfully employed in previous initiatives to address customer needs. It aligns with the concept of a lesson learned.
- * Correct Answer
- * Option C: A new software development platform is needed to integrate the new services into operational processes.
- * This is a current requirement or task for the ongoing initiative, not a reflection of past experiences. It does not fit under the "lessons learned" heading.
- * Eliminate.
- * Option D: The renewal of the lease for the office housing Selco staff is due in fifteen months' time.
- * This is a logistical fact about the current situation, unrelated to any lessons from previous change efforts. It does not provide guidance or insights for future actions.
- * Eliminate.
- 3. Relevance in UniCo's Scenario:
- * UniCo is undergoing significant organizational change, including integrating Selco and rebranding. Learning from previous successful practices, such as customer journey mapping, can help address challenges like resistance to change and understanding customer needs in the new context.
- * Capturing and applying this lesson ensures continuity and builds on proven methods.
- 4. Agile Practitioner Documentation References:
- * Lessons Learned Practices: Agile emphasizes continuous improvement through retrospectives and learning from past efforts to refine processes and strategies.
- * Stakeholder Management: Customer journey mapping is an established tool in Agile practices for improving customer focus and aligning team efforts with stakeholder needs.

NEW QUESTION #32

During Timebox B, the 'Hoy for Hoy Hall' Action Group disagreed about the planned outcome of the Timebox.

The Project Manager organised a Facilitated Workshop to re-

engage this group and explore discrepancies in understanding.

Is this an appropriate application of Agile Project Management for this project?

- A. No, because the Project Manager should have escalated this disagreement as an issue before any action was taken.
- B. Yes, because discussing requirements in the presence of other stakeholders increases the whole group's awareness.
- C. No, because the local Action Group should have attended the Daily Stand-up meetings.
- D. Yes, because Facilitated Workshops provide a forum for each member of the team to present a short progress report.

Answer: B

NEW QUESTION #33

The Customer Services Director has announced the new structure at a large presentation for all Customer Services staff. The scale and design of the change have surprised many of the staff.

In the weeks immediately following the Customer Services Director's initial presentation, there have been rumors of the Help Desk staff talking unhappily in small groups, with blame directed at "the management" for a recent period of poor performance of the department.

Which approach is the MOST appropriate way for the Customer Services Director to create early involvement in the change?

- A. Target those staff in the Help Desk who are change-averse so that they are the first ones involved in the program.
- B. Identify those staff who would be willing to trial new Help Desk processes and work on pilots in the department.
- C. Delay communications a few weeks so that all staff have time to think for themselves about the benefits of the new structure.
- D. Encourage the Help Desk staff to begin setting goals for themselves under the new structure.

Answer: B

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

Context from the UniCo Scenario:

The new structure announcement has caused uncertainty and dissatisfaction among the Customer Services staff, particularly in the Help Desk team. The situation requires a proactive and engaging approach to involve employees early in the change process, focusing on positive participation and addressing resistance constructively.

Analysis of Each Option:

- * A. Target those staff in the Help Desk who are change-averse so that they are the first ones involved in the program.
- * Why Incorrect: While addressing change resistance is essential, targeting change-averse staff first could increase resistance and negativity if not managed carefully. AgilePM advocates engaging enthusiastic early adopters to build momentum before tackling resistance.
- * B. Delay communications a few weeks so that all staff have time to think for themselves about the benefits of the new structure.
- * Why Incorrect: Delaying communications creates further uncertainty and allows rumors to escalate, eroding trust. AgilePM emphasizes the importance of early, clear, and continuous communication to reduce resistance.
- * C. Identify those staff who would be willing to trial new Help Desk processes and work on pilots in the department.
- * Why Correct: This approach aligns with AgilePM's principles of involving stakeholders in incremental delivery and piloting solutions to gain feedback and build trust. Engaging willing staff to trial new processes helps demonstrate the benefits of the change and encourages others to follow suit.
- * D. Encourage the Help Desk staff to begin setting goals for themselves under the new structure.
- * Why Incorrect: Encouraging goal-setting may be beneficial later in the change process but does not directly address the current dissatisfaction or involve staff in shaping the change. AgilePM stresses active engagement over passive goal-setting at this stage. Why C Is Correct:
- * Engaging Willing Staff:
- * Identifying and involving willing staff in piloting processes allows them to become change champions, demonstrating the benefits to others.
- * Incremental Approach:
- * Pilots enable the department to refine processes based on feedback, which is a core AgilePM practice for managing change.
- * Building Trust:
- * By involving staff in shaping the change, the organization fosters trust and mitigates resistance.

References to AgilePM Framework:

- * Stakeholder Engagement:
- * AgilePM encourages engaging key stakeholders early and leveraging early adopters to build momentum. (AgilePM Practitioner Guide, Chapter 8: Stakeholder Engagement)
- * Incremental Delivery:
- * AgilePM promotes piloting processes and iteratively refining solutions to ensure successful adoption. (AgilePM Practitioner Guide, Chapter 5: Incremental Development)
- * Managing Resistance:
- * Actively involving staff in pilots addresses resistance by showing the benefits of the change firsthand. (AgilePM Practitioner Guide, Chapter 10: Preparing for Change)

NEW QUESTION #34

How should the Project Manager assist the plumbers to deliver the plumbing?

- A. Split the entire Solution Development Team into smaller teams covering specific locations of the house.
- B. Establish an inter-team competition to see which team can complete first.
- C. Decide on the location of the radiators on behalf of Architecture Angels.
- D. Approve each Timebox before work continues in the next.

Answer: A

NEW OUESTION #35

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