

PROSCI® ADVANCED CHANGE MANAGEMENT EXAM

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Your name:

Date:

Part A: Multiple Choice Questions

1. Which of the following terms would you find in Prosci's definition of Change Management?
 - Systematic process for developing communications and training
 - Structured process and tools for managing the people side of change in order to achieve the desired business results
 - Methodology to develop change sponsorship and eliminate resistance during change
 - The overall process for designing and implementing a change including communications, training and project management
 - All of the above
2. Why is Prosci's PCT™ assessment important to a Change Management team leader?
 - Helps determine if Change Management is being applied properly
 - Helps understand the training and communications requirements for a change
 - Determines if the overall foundational elements are in place in order for a change to achieve business results
 - None of the above
3. Identify the negative consequences of ineffective Change Management?
 - Productivity loss
 - Employee turnover
 - Delayed project
 - Missed project objectives
 - All of the above

4. When talking to executives about Change Management, what “language” do executives generally speak that will influence your discussion?
- Technology upgrades
 - Finance and strategy
 - Employee morale and retention
5. You are brought in to support a project team that is just getting started. What actions must be completed before developing specific Change Management plans:
- Assess the change and the groups that will be impacted by the change
 - Assess anticipated points of resistance and investigate unique organisational challenges
 - Assess the level and strength of sponsorship for the change
 - All of the above
6. What are the three “people” factors that connect Change Management to the financial performance of a project?
- Return on investment, Net Present Value and Interest Rates
 - Proficiency, Utilization rate and Speed of adoption
 - Employee adoption, Schedule adherence and Project Planning
7. One statement that is reflected by Prosci’s Flight Risk Model is:
- Most people will resist change at any cost, and Change Management, when done properly, will eliminate that resistance
 - When making a change, productivity typically drops before it improves; effective Change Management can mitigate the negative consequences of change
 - Nearly all business leaders are poor change sponsors

8. If the net cash flow analysis of a change shows a delay in how quickly benefits are being realized, the most likely factor contributing to this problem is?
- Slow speed of adoption
 - Low employee morale
 - Poor proficiency
9. Once an employee supports a change, then:
- They will always be supportive of the change
 - They will soon become opposed to the change
 - They have the potential to oscillate back and forth between support and opposition
10. The number one success factor for Change Management is:
- Engaged managers and supervisors
 - Active and visible executive sponsorship
 - Comprehensive communication and training plans
11. The primary reason employees resist change is because they:
- Do not like the project team's approach to the problem
 - Did not have adequate training on the change
 - Lack awareness of why the change is happening
12. Identify the preferred senders of change messages:
- An employee's closest work colleague
 - The leader that employees view as "in charge" and their immediate supervisors
 - The project leader or Change Management team leader

13. The ADKAR® element that is defined to be the *demonstrated capability to implement the change is:*
- Desire
 - Awareness
 - Ability
14. Explaining why a change is being made and the how a change aligns with the overall vision and direction for the organization is best communicated by:
- An employee's best friend at work
 - An executive or senior manager
 - The Change Management team leader
15. A change has been in place for an extended period of time, yet the net cash flow and expected ROI remain below expectations. What factor would most likely contribute to this problem?
- Employee adoption rate is too slow
 - Utilization rate is lower than expected
 - Communications were poorly implemented
16. The primary reason Change Management is applied to projects is to:
- Mitigate resistance
 - Build engagement with employees around the change
 - Reduce the potential for productivity loss and negative employee morale
 - Achieve project objectives and associated business results
17. The most critical role of the primary sponsor during a change project is:
- Participate actively and visibly throughout the entire project
 - Remove or terminate problem managers
 - Make decisions on project resource assignments

18. Prosci has defined three foundational elements that must be present for a project to succeed and to achieve business results. These elements are depicted in Prosci's PCT Model™ and include:
- Leadership/Sponsorship, Communications and Coaching
 - Communications, Resistance Management and Training
 - Project Management, Change Management and Leadership/Sponsorship
19. Projects that utilize effective Change Management are ___ times more likely to achieve business results based on Prosci's 2009 benchmarking data.
- One or two
 - Nine to ten
 - Five to six
20. If an employee states that they lack information about the nature of and reasons for a change, which ADKAR® element is the barrier point for this person.
- Knowledge
 - Reinforcement
 - Awareness
21. Based on the definition of a barrier point in the ADKAR® Model, how many barrier points can a person have at any one time:
- Two
 - Five
 - One
22. What Change Management activities have the greatest contribution toward building *Awareness of the need for change*?
- Communications and Training
 - Sponsorship and Resistance
 - Management Coaching and Sponsorship

23. An inexperienced manager or project team would most likely start at which element of the ADKAR® Model when introducing change to an employee?
- Knowledge
 - Reinforcement
 - Desire
24. If Change Management is applied effectively, employees move through the ADKAR® Model:
- More uniformly, with all employees moving through each phase together
 - At exactly the same time
 - Faster than with poorly managed change, but at their own pace
25. ADKAR® is:
- An organisational Change Management model that is used along with other individual Change Management models
 - An individual Change Management model used in conjunction with other organisational processes for managing change
 - A model for software configuration control
26. Change messages should be repeated:
- 1 to 2 times
 - 5 to 7 times
 - At least three times
27. The natural reaction to change is:
- To ask why
 - To initially be resistant
 - To want to hear directly from business leaders
 - All of the above

28. Effective Change Management can:
- Eliminate resistance completely
 - Reduce the amount of resistance from employees and build engagement around the change
 - Completely eliminate the negative consequences of change
 - Surface problems or issues that you really do not have time to deal with
29. Lack of strong sponsorship is a strong predictor of:
- A project that has schedule delays
 - A project that misses objectives
 - A project that is cancelled
 - All of the above
30. Early communications about a change to employees should include which of the following messages:
- Details about the change and new process design
 - Discussions about the detailed organisational plans
 - What is changing and the dates for training
 - The overall nature of the change and the business reasons for the change
31. An organisational attribute that can have the most significant impact (of the three listed below) on your Change Management strategy is:
- How many years the company has been in business
 - The history and success rate with past changes
 - The average age of employees

32. What is the primary challenge when starting Change Management late in a project's lifecycle?
- Damage control – fixing the things that have already gone wrong
 - Managing more resistance than you normally would have incurred
 - Assessing where employees are in the change process before planning new activities
 - All of the above
33. Which of the following phrases would describe the ADKAR® Model?
- A building block model for individual change that is outcome oriented
 - Set of planned activities that must be executed by the project team to realize change successfully
 - How organisations as a whole evolve through the change process
 - None of the above
34. Which step comes first in the communication planning process?
- Identifying audiences
 - Identifying key messages
 - Choosing who is the best person to send change messages
 - Identifying the most powerful media for communicating to employees
35. What percentage of Prosci study participants say that their sponsors have less than an adequate understanding of their roles and responsibilities?
- 25
 - 33
 - 58
 - 75

Part B: True/False Questions

36. The same set of Change Management activities will work for every change. T F
37. Face to face is the most effective method of communications during change. T F
38. The organisation's future state can be achieved without individual change. T F
39. Integration of Change Management with project management means that Change Management activities become integrated with and part of the project plan. T F
40. If your project has a primary sponsor who is at the wrong level in the organisation, the best solution is to move forward with the project and proceed as normal. T F
41. Change Management is still very likely to succeed for a change even if Project Management for the change is weak or absent. T F
42. A sponsor assessment diagram tells you how well prepared your supervisors are to manage change with their employees. T F
43. Business influence and good communication skills are critical attributes of a good Change Management team member. T F
44. "Communications" is the same as Change Management. T F
45. The communication plan will have the most influence on the Desire element of the ADKAR® Model. T F
46. The purpose of a sponsorship roadmap or a sponsorship plan is to help your primary sponsor take the necessary steps to carry out their role as change leader. T F
47. The Change Management team leader is the best person to be the "sponsor's coach." T F
48. Abdicating the role of sponsorship is a common mistake made by business leaders during change. T F
49. Reporting frequently to HR about problem employees is one of the most important roles of managers and supervisors during change. T F
50. The Change Management team is in the best position to manage resistance with an employee. T F

51. You can create a communication plan in lieu of a Change Management plan. T F
52. Middle managers are often the most receptive group to change, and therefore are important advocates for the change team from the onset of the project. T F
53. When a project team resists the implementation of Change Management, intervention by senior management or the primary sponsor is the most likely way to gain their support. T F
54. A manager can still be effective at leading change with their employees even if they have not internalized and committed to a change. T F
55. One of the top reasons that managers resist change is because they lacked involvement in the change process and solution design. T F
56. Threatening an employee with termination is one of the first steps in the process for managing resistance. T F
57. For a change to be successful, resistance from all employees must be systematically eliminated. T F
58. A supervisor who is managing resistance with an employee is focusing on the Desire element of the ADKAR® Model. T F
59. Senior managers who are neutral toward the change will not be a problem and can be left alone. T F
60. The Change Management team should deliver all training. T F
61. Compliance audits and performance measurement are part of the "Reinforcing Change" phase. T F
62. The achievement of the project's objectives and meeting business results are the best measurement for the effectiveness of the Change Management team. T F
63. Change saturation is a term used when sponsors cannot lead any more change projects due to lack of time on their schedule. T F

Part C: Essay questions:

Click on the box and begin typing your answers. **Handwritten essays will be not be accepted.**

A. What does the phrase "*Change Management requires Change Management*" mean to you?

B. Describe the three states of change (Current, Transition and Future) and why do they provide an important context for managing change?

C. What are the first three Change Management steps you would take if you were brought into a project late in the game (e.g., a few weeks before "go-live")?

D. What is the purpose of *assessing the organisation* and *assessing the change* prior to developing Change Management plans?

E. Does the Change Management team have a role in the design of the solution and under what circumstances would the Change Management team make suggestions to influence the solution design? List some specific areas of the solution (future state) that would be of particular interest to a Change Management team member.

F. Why are managers and supervisors so critical in times of change?