



The Practitioner Examination

CX01

Scenario Booklet

This is a 2.5-hour objective test examination.

This booklet contains the scenario upon which this exam paper is based. All questions are contained within the Question Booklet.

Additional information is provided within this Scenario Booklet for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must be applied only to that question.

There is a maximum of 80 examination points in the paper.

Each of the five questions is worth 16 marks, giving a maximum of 80 marks in the paper. The pass mark is 50% (40 marks). Within each question the syllabus area to which the question refers is clearly stated.

The examination is to be taken with the support of the *Change Management Study Guide*. Candidates may choose to have a printed copy of the *Change Management Study Guide*, which contains an integrated Glossary of Terms. No material other than the Question Booklet, the Scenario Booklet, the Answer Booklet, the *Change Management Study Guide*, if chosen, is to be used.

Candidate Number:

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Helping Homeland Habitats (HHH)

Background

Helping Homeland Habitats (HHH) was originally created as a charity to look after wetlands, meadows and coastlines. Over the years, the organization has grown and it is now a significant knowledge and services provider in the conservation industry. This industry has grown significantly in recent years.

HHH now manages some 1,500 habitats of 'special scientific interest' across the country, some with visitor centers. It has a head office in the south of the country with another administration centre in the north of the country. There are nearly 700 full time staff and about 2,000 part time and casual staff.

In the past, the staff at HHH were mainly unpaid volunteers, but now all of the staff are paid. However, the 'volunteer charity' culture is still strong. Processes and management approaches vary widely across the organization.

HHH is managed by a Directors Committee, headed by a Chief Executive Officer (CEO). The CEO reports to a Board of Trustees and is supported by the Directors Committee (see organization chart).

Recently, the Directors Committee submitted a report to the Board of Trustees comparing HHH to other providers in the conservation industry. The report concludes that HHH is very inefficient and appears to be wasting resources. The Board has agreed that HHH must be modernized and made efficient.

Charity funds are collected by a separate organization. To ensure that these funds are used effectively, it has been decided to move to an open competitive process, where HHH will be in direct competition for these funds with other conservation providers. In the future, HHH will need to bid against competing conservation providers for the charity funds in an open tender process. HHH has three years to prepare for this.

Current Situation

The Directors Committee realize that the organization will need to be thoroughly transformed. All their processes and practices will need to be reviewed and updated. However, they have little experience of implementing change in a managed and consistent method. Previous changes have often been poorly executed.

A new CEO has been recruited from a modern and fast-growing company that provides conservation services on a commercial basis. This is taken as a signal that HHH intends to make serious changes. The new CEO has been asked to reduce costs and improve operational efficiencies. The new CEO, with the help of a strategic consultant, has created a vision and a programme with four initial projects as described below.

Scenario continues on next page.

Scenario continued.

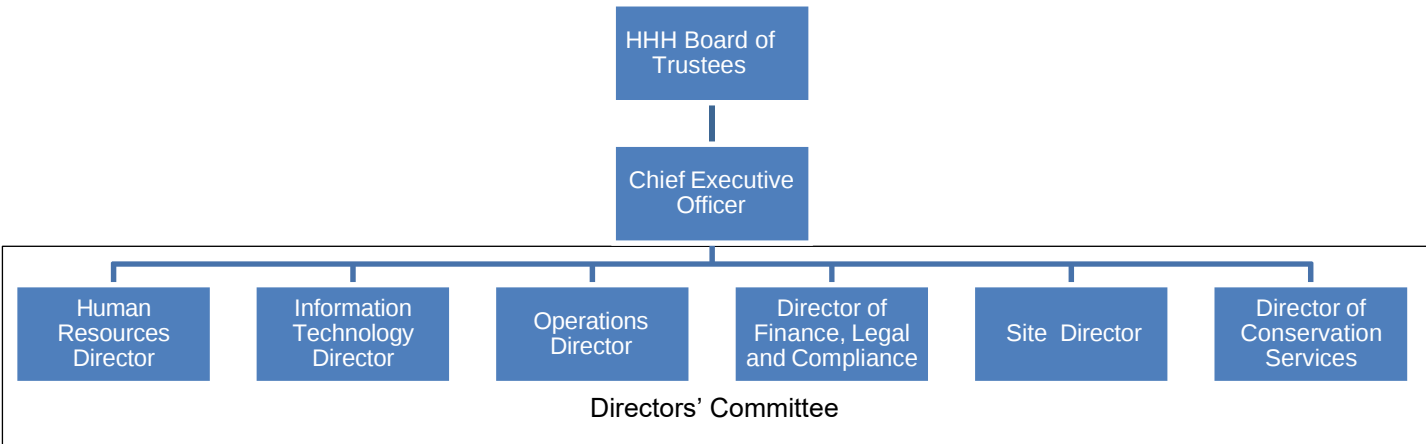
These changes are not universally popular. HHH has a long history with many achievements. Many long-serving staff are against the changes, arguing that care for the environment should not be just about cost. However, recently-employed staff have come from more commercial operations.

Some Directors are also hostile to the changes. This is causing tension and conflict between the Directors. Also, when some directors discuss changes with their staff, they are seen as vague and as a result lack credibility.

Rumours about changes are spreading, morale is very low, and there is talk of industrial action by the staff association.

Announcements about the change programme are expected soon.

Organization Chart



The HHH Vision

‘We will provide competitive and cost-effective conservation knowledge and services, whilst respecting the needs and requirements of the natural areas we care for and their local wildlife. At all levels, our staff will operate professionally and in a sustainable manner. We will comply with and, where possible, exceed the minimum standards set by government regulations.’

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Scenario continued.

The Change Programme

There are four key projects:

1. **Cultural Change Project** - HHH will move towards a flatter organization structure with a culture of best practice, cooperation and service orientation.
2. **Process and Systems Review** – All processes will be reviewed and compared to best practice. Information technology will be used to streamline practices and reduce inefficiencies, improve outcomes, and create flexibility.
3. **Property and Office Review** – Offices, visitor centres and conservation sites will be reviewed. A likely outcome is that several facilities will be merged and that the Head Office will move to another, less expensive, part of the country where the government is supporting investment. At least 300 staff will need to be relocated.
4. **Management Structure and Performance Review** – The current organization structure will be reviewed with the aim of breaking down the old silos (i.e. vertically-managed functions). This should increase cooperation and create a more service-focused organization. A new performance-related pay system will also be developed.

The Directors' Committee has agreed that the Change Programme will require a well-managed and best practice approach. However, there is a very poor understanding of formal change methods and the poor history of change in the organization could present problems. The CEO knows that selecting the right team for this and ensuring they manage the change effectively will be a major factor for a successful programme.

As a first step the CEO has appointed an experienced Change Manager to manage the change programme.

Q5D:

Extract from a report on ‘change adoption’ by the Change Manager.

(All entries are **true statements** but may not be recorded under the correct heading).

Emotional organizational levers - strategies and approaches for exerting pressure on people to change Entry 1:The new ‘best practice-focused’ approach we want people to adopt will be reflected in the appointment of a ‘Best Practice’ Manager, to lead the new ‘Best Practice Team’.
Procedural organizational levers - strategies and approaches for change adoption based on adoption of new processes Entry 2:Ensure that site staff complete the new ‘Habitat Journals’ (a personal record of activities and interventions for each element of the habitat worked on) by linking it to daily staff time recording (part of the new performance management system).
Structural organizational levers –strategies and approaches based on restructuring of the organization Entry 3: The old tendency to work in ‘silos’ (i.e. vertically managed functions) will be reduced by ensuring all Head Office managers and staff contribute to cross-functional projects.
Environmental levers –strategies and approaches based on the physical elements of the landscape None identified
Leadership levers –strategies and approaches based on anything that influential leaders do or say Entry 4: Formal monitoring and control of performance over the sites will be managed from Head Office but these controls will be gradually delegated to those sites which have successfully embraced the changes.



The Practitioner Examination

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Question Booklet

Candidate Number:

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Syllabus areas covered:

Question 1 - Organizational Context and Approach

Question 2 - People and Change

Question 3 - Change Leadership and Teams

Question 4 - Stakeholders and Communication

Question 5 - The Work of the Change Manager

Question Number 1

Syllabus Area	Question Number	Part	Marks
Organizational Context and Approach	1	A	4

Answer the following question about the principles for co-design, as defined by Emma Blomkamp, which should be introduced to participants at the start of a workshop.

Column 1 lists descriptions of the co-design principles. For each description in Column 1, select from Column 2 the relevant principle to which it relates.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The aim is to create new ideas and approaches, and accept that some will work and others will not.	A Outcomes-focused B Inclusive C Participative D Respectful E Adaptive
2	Every idea will be considered valid and given the same investigation, no matter who suggested it.	
3	Each member of the workshop is expected to contribute actively to the discussions.	
4	We will only work on ideas that will make a significant difference to improving the service we provide.	

Syllabus Area	Question Number	Part	Marks
Organizational Context and Approach	1	B	4

Answer the following questions about the continuous change management cycle.

Each question includes only **true** statements about the HHH change programme, but only 2 statements are relevant to each specific step on the continuous change management cycle.

Remember to select 2 answers to each question.

1	Which 2 items are relevant to the Discovery step of the continuous change management cycle?
A	The views about the changes and opinions of visitor centre staff and local residents will be captured via an independent market research company.
B	The Change Manager will provide guidance on incorporating climate resilience in infrastructure design in order to deal with resistance to change by HHH project teams.
C	A move to a performance-related pay system would encourage cross department cooperation and a service focus.
D	Specialist training for visitor centre staff on operating the new systems and processes will be the most effective to ensure engagement.
E	The habitat staff who work outdoors with no direct contact to the visitors, are likely to be the least affected by implementation of the new processes.
2	Which 2 items are relevant to the Ideas step of the continuous change management cycle?
A	The HHH change programme will affect all staff, whatever their role, but the administration staff will be the most impacted.
B	An online repository of guidance for managing change would support the members of the four HHH project teams who have a poor understanding of formal change methods.
C	It is estimated that it will take four months for the new administration system to be delivered with role specific training to all administration centre staff.
D	A touring 'road show' could be used to present the change plans to all HHH sites.
E	The likely objections to the proposed relocation raised by Head Office staff and Directors Committee responses will be drafted for inclusion in the Company Report.
3	Which 2 items are relevant to the Priorities step of the continuous change management cycle?
A	International conservation standards are often changing, but the Director of Conservation services is tracking this.
B	Involving external expert advice on the procedures for incorporating climate resilience in infrastructure was assessed as the most effective way to encourage take-up.
C	A delay in communications about the staff relocation programme is likely to result in industrial action being taken.
D	The number of volunteers who resign should be monitored as an indicator of the effectiveness of the change interventions.
E	The Change Manager will schedule a series of short training sessions for new administration centre Change Agents.
4	Which 2 items are relevant to the Action step of the continuous change management cycle?
A	A touring 'road show' to present the change plans to all HHH sites would cost £8,000 per site but is expected to reach 80% of the staff.
B	The Communications team is drafting a statement from the CEO for approval by the board.
C	A schedule of workshops to get feedback on the change is being circulated for comment.
D	A video of the CEO discussing the changes will be difficult to produce but easy to distribute and can be accessed later by staff who missed it the first time.
E	Staff members who have hybrid working arrangements may take longer to be ready for the Cultural Change Project.

Syllabus Area	Question Number	Part	Marks
Organizational Context and Approach	1	C	4

Using the description of the Change Programme given in the Scenario, answer the following questions about using the Cynefin framework to understand the context for change and assessing the patterns of organizational change.

1	Using the Cynefin framework, which reason explains why the Property and Office Review could be classified as a 'simple' situation?
	A Immediate action is needed to ensure survival of the HHH operation.
	B It will not be possible to assess how the relocation will affect staff.
	C The relocation plan will be required to integrate with the other change projects.
	D There are industry relocation best practice and frameworks available.
2	Using the Cynefin framework, which reason explains why the Cultural Change Project could be classified as a 'complex' situation?
	A Attempts to change the culture may have unpredictable results on the current operations.
	B There has been a poor history of change implementation in the organization.
	C The business benefits of the project objectives are difficult to define.
	D There are many change processes and best practice approaches to take on board.
3	Which is the BEST reason why a planned approach should be adopted to manage the Property and Office Review?
	A The affected staff will need a clear timeline and well-defined schedule of activities.
	B The end-products are unclear and will need piloting before implementation.
	C The focus needs to be on a gradual unfolding of a desired 'future state'.
	D The work will involve detailed, sensitive work completed over an extended time period.
4	Which is the BEST reason why an emergent approach should be adopted to manage the Cultural Change Project?
	A The tasks to improve HHH's operations need to be clearly broken down.
	B Cultural change needs to adhere to a schedule set by the Directors Committee.
	C There needs to be a time-limited focus on the delivery of outputs.
	D The details of what the future culture should look like are not yet clear.

Syllabus Area	Question Number	Part	Marks
Organizational Context and Approach	1	D	4

Answer the following questions about organizational culture and change and the three levels (or layers) used to describe 'organizational culture'. **Each question provides an extract from a briefing note from the HHH CEO to the Board of Trustees on the progress with the change programme.**

Decide if the approach taken is appropriate for this change programme, and select the option that supports your decision.

1	The Property and Office Review is progressing well as a new Head Office building has been acquired and the Directors Committee has reached agreement on the layout of the management floor. This layout includes a large space allocated for Directors and senior managers' offices and meeting rooms, as well as agreeing luxury standards for their office furniture and fittings. The accommodation standards for other Head Office staff is to be developed next. Is this an appropriate approach to encouraging cultural change to a flatter, more collaborative structure, according to Level one (surface): visible artefacts and products layer of organizational culture? A No, because how offices are allocated has a greater impact on the Level three assumptions about the status of senior staff. B No, because how the physical aspects of an office and its facilities are allocated will have an impact on peoples' attitudes. C Yes, because rewarding people with office space and facilities that match their seniority will motivate them. D Yes, because it is important that senior managers' needs are met before addressing those of other staff.
2	The Cultural Change Project aims to ensure that all customer-facing staff understand what is expected of them. The Directors Committee has asked HR to write a new section of the HHH Staff Handbook, setting out the expected behaviours and attitudes of customer-facing staff when dealing with visitors and their families. Is this an appropriate approach to encouraging cultural change to be more cooperative and service orientated, according to Level two (deeper): norms and values layer of organizational culture? A No, because acceptable behaviours should only be communicated informally to get the best chance of adoption. B No, because the Staff Handbook is a product which is relevant to Level one artifacts and products. C Yes, because it is important to clearly state the accepted practices that demonstrate HHH's values and beliefs. D Yes, because the Staff Handbook clearly defines the entire HHH culture.

Question continues on next page

3	Within the Property and Office Review, the proposed new Head Office plans to build the staff car park close to the building for optimizing ease of access. This is addressing a requirement to improve staff safety and convenience but will require the removal of a green field area which currently has trees and a natural stream. Would it be appropriate for the Change Manager to raise this as an issue with the Sponsor, and why?
	A No, because the Sponsor will not have time to look at details that will become irrelevant once the parking is in place. B No, because the proposed parking will support the change programme by addressing staff issues. C Yes, because the Sponsor should be informed when changes may contradict the organizational culture. D Yes, because the Sponsor will need to be kept up to date on the progress of the change programme.
4	The Culture Change Project has commissioned an external consultant to join an internal team to conduct an in-depth 'cultural review' and define the required new behaviours and attitudes for HHH staff. The consultant has extensive experience of other organizations and will lead the work to produce the report, with recommendations, within six weeks. Is this an appropriate approach which, according to Schein, will contribute to HHH's understanding of what their culture actually is?
	A No, because understanding how an organization's culture works is sensitive work that should only be undertaken by an internal resource. B No, because the external consultant may offer recommendations that will be irrelevant to the culture of HHH. C Yes, because an external consultant will contribute an independent view on how HHH compares to other organizational cultures. D Yes, because all HHH resources are likely to be committed to other change tasks and an external consultant has the best availability to lead the work.

Question Number 2

Syllabus Area	Question Number	Part	Marks
People and Change	2	A	4

Answer the following questions about training planning and defining what is to be learned.

1	When defining what is to be learned, which element should be included in learning objectives relevant to the work a person is asked to do?
	A A detailed timetable for conducting performance reviews.
	B The job description of the person who will do the work.
	C The knowledge, skills and attitudes needed to do the work.
	D The availability of the learner so that training can be scheduled.
2	When defining what is to be learned, which statement describes the way outcome measures or indicators should be applied?
	A They should reflect how an individual has learned the new skills.
	B They should be used to adapt the way the job is undertaken.
	C They should measure the effectiveness of the trainer.
	D They should relate to the way the job will actually be done.
3	Which words are MOST likely to introduce a good learning objective?
	A Full attendance at the training course will demonstrate...
	B When the training is completed, participants will be able to...
	C When you are in the workplace, you must encourage your employer to let you...
	D The abilities of the learner will limit the scope of what is to be learned...
4	When defining what is to be learned, which statement BEST explains why supervisors of a work activity should approve a list of learning objectives?
	A The learning objectives should fully match the competence required for the job.
	B They are responsible for producing the required learning objectives.
	C So that a job vacancy advertisement can be written.
	D They are required to report on the work activity's progress to their manager.

Syllabus Area	Question Number	Part	Marks
People and Change	2	B	4

Using the additional information below, answer the following question about the use of the GROW™ framework to structure questions for a coaching meeting.

The change manager is coaching a senior member of the Outdoors Landscape Conservation team on using the new HHH 'Materials control' application during their daily work. The HHH 'Materials control' application has been made available on a smart phone. The landscape team currently selects materials from the store or buy what they need.

Column 1 is a selection of the questions asked by the change manager. Column 2 is a list of the elements in the GROW™ model. For each question in Column 1, select from Column 2 the GROW™ element to which the question relates. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	In what ways could you find time to go through the application with the apprentice on your team who seems to have already got to grips with its operation?	A Goal B Reality C Options D Will
2	Are you already proficient in the use of a smartphone and swiping between screens?	
3	How close are you to being able to use the application in the office to order the materials needed, before going outside to do the conservation work?	
4	What gains do you think Head Office would expect the Outdoors Landscape Conservation team to achieve from using the application?	

Syllabus Area	Question Number	Part	Marks
People and Change	2	C	4

Answer the following questions about leading the change journey and how the HHH Change Programme should apply Bridges' advice to managers and leaders on the three phases of personal transition that have to be completed for change to be successful.

Remember to select 2 answers to each question.

1	Which 2 announcements at a forthcoming Directors Committee presentation to staff would be MOST appropriate during the 'Endings' phase?	
	A	'The new competitive HHH will provide quality habitat conservation and management services that will be attractive to new customers.'
	B	'We will continue to provide the same service that has earned the gratitude of residents local to the site and people who care about the environment.'
	C	'Many work practices will change but our business is still looking after natural areas and local wildlife in a caring, professional manner.'
	D	'Staff who feel a sense of loss should take their problems to the staff counsellors and not burden their colleagues.'
	E	'The road ahead will be challenging so it will be important to communicate any quick wins.'
2	Which 2 actions by HHH Directors follow the advice offered by Bridges to managers and leaders on how to help people through the 'Endings' phase?	
	A	Explain that as HHH will have to bid for its funding in future, major changes are needed to financial and procurement procedures.
	B	Establish interim communications networks and encourage feedback from the sites on the effect of the changes.
	C	Publicise what is being achieved at key points during the relocation of staff and organizational changes.
	D	Offer social events that help people to feel less isolated on the change 'journey'.
	E	Confirm that all existing Head Office functions and teams will be retained and co-located in the new office.
3	Which 2 leadership actions are aligned with Bridges' ideas to help manage the journey people experience when going through the 'Neutral zone'?	
	A	Publicly praise the land management team who tried a new environmental transport system, even though the system failed.
	B	Hold a staff function to honour and thank everyone who has been with HHH for more than 10 years.
	C	Set up a series of cross-departmental forums to encourage open discussion and problem- solving.
	D	Avoid using short-term fixes for immediate problems.
	E	Issue a detailed model showing the excellent new capabilities that HHH will have after the changes.
4	Which 2 published statements will encourage site managers and staff to engage with a 'New beginning' in a modernized and efficient HHH?	
	A	Opportunities will be given to site staff to celebrate and preserve their past achievements.
	B	Our vision will be achieved when we see our visitors enjoying an enriched experience as a result of the improved services.
	C	In the future, site staff will have a staff forum that can influence and shape how local conservation and community services will be provided.
	D	Encouragement and support will be given to site staff to be creative and make temporary short-term changes.
	E	Modernization of HHH's structure, processes and systems is vital to secure HHH's future.

Syllabus Area	Question Number	Part	Marks
People and Change	2	D	4

Representatives from sites have been invited to a training workshop to learn how to work together more effectively when protecting habitats. When planning the training workshop, the Change Manager discussed with the HHH Training Manager the best approach to adopt, especially as it was recognized that the participants were likely to have different learning styles and preferences.

Answer the following question about how Honey and Mumford's ideas about the learning process and learning styles (which build on Kolb's 'learning cycle') could be used to structure the training workshop.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option Assertion Reason

A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	Staff with a preference for a 'have a go' experience should benefit from a conservation role play exercise to try out what they have been taught.	BECAUSE	Activists enjoy attending training events and conferences where they can learn about the new business model to be applied.
2	Pragmatists would benefit from having access to an experienced conservation professional during the workshop.	BECAUSE	Someone with a preference for 'practical experimentation' will find that they learn best by watching others.
3	Showing a short documentary film demonstrating how other conservation professionals collaborate to protect ecosystems should help 'reflectors' in the group to learn.	BECAUSE	Seeing how other people deal with a situation allows a 'reflector' to learn from what happened and form their own views.
4	All participants, whatever their learning preference, will enjoy attending a lively creative workshop session, to explore and try out new ideas about caring for the habitat.	BECAUSE	Learners with a strong preference for trying out new possibilities and innovative approaches typically enjoy active working with others.

Question Number 3

Syllabus Area	Question Number	Part	Marks
Change Leadership and Teams	3	A	4

The Change Manager (CM) would like to ensure that all teams are working in a climate of psychological safety. The CM intends to achieve this ensuring that the people are given a 'voice' as described by Amy Edmonson.

Answer the following questions about enabling psychological safety and assessing whether people are comfortable expressing and themselves.

1	The Human Resources Director has found that many of the Directors' Committee are hostile to the proposals for a performance-related pay scheme. The Site Director has seen previous performance-related pay schemes fail with other organizations which have staff that work outdoors, due to lack of control over external variables such as weather, but is reluctant to raise this with the HR Director. What is the MOST likely concern that the Site Director may have about raising this point with the HR Director?
	A Appearing ignorant. B Appearing incompetent. C Appearing intrusive. D Appearing negative.
2	Which statement made by a team member on the Process and Systems Review is MOST likely to demonstrate agreement with the assessment statement: 'It is difficult to ask other members of this team for help'?
	A The team leader is very intense and gets over-excited when faced with complex problems. B The process team may overlook issues as they are too polite with each other. C I kept quiet even when I didn't understand the new practices as the others are too busy. D I was given simple work for ages before it was decided that I could take on harder work.
3	Which action by the Change Manager is MOST likely to promote psychological safety in virtual meetings across the whole of the Change Programme?
	A Ask those not directly involved in a major discussion to switch off their cameras. B Give people the option to raise their views using the meeting's messaging function. C Ensure that everyone is given equal time in the meeting to provide ideas and comments. D Train everyone who will be involved in virtual meetings in personality type theory.
4	Which action by the Change Manager is MOST likely to build and support psychological safety in the Property and Office Review team?
	A Resource a compliance staff member to check that deliverables are reviewed appropriately. B Enable hybrid home/office working when the team has to travel to sites. C Ensure that all team members have clear targets and defined areas for improvement. D Ask the team members for help as they know more than the CM about their own sites.

Syllabus Area	Question Number	Part	Marks
Change Leadership and Teams	3	B	4

A recent meeting of the Directors' Committee was held to discuss progress with the four key projects and how well both the project teams and the Directors' Committee itself were developing.

Answer the following question about the Tuckman stages of team development.

Column 1 lists comments about each of the project teams. Column 2 lists the stages of the Tuckman team development model. For each statement in Column 1, select from Column 2 which stage it refers to. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The Management Structure and Performance Review team have defined that the organizational structure should achieve the objectives of cost management and devolved decision making. To achieve these they have proposed a new structure based on separating operations, consultancy and support services into regions and central HQ. The Directors disagree over both the objectives and question the viability of the breakdown of the functional areas in this way.	A Forming B Storming C Norming D Performing E Adjourning
2	Members of the Cultural Change Project team have been assigned and have looked at the proposals for the flatter organization structure. However, they are not sure who is going to work on best practice or service orientation, so they have agreed to wait for the project manager to give them instructions about who should focus on what area.	
3	The Process and Systems Review team have identified which process and systems need upgrading. Two project teams have been established to implement a stock management application and a membership system as the first major deliverables. These teams have been working for some time with minimal direction, helping each other without long debates or referral to the Project Manager.	
4	The Property and Office Review team have lost a lot of time arguing about the type and importance of the criteria that they will use to review the offices, visitor centres and conservation sites. In addition, each team member has a different opinion on the amount of time that should be allocated to each location visit, depending on which area of the business that the team member comes from.	

Syllabus Area	Question Number	Part	Marks
Change Leadership and Teams	3	C	4

To ensure that the HHH change programme is successful, the CEO knows that it is essential to understand the key change roles. Answer the following questions about the key change roles found in the lifecycle of a successful change. Remember to select 2 answers to each question.

1	Which 2 actions should be undertaken by the member of the Directors Committee who is appointed to the key change role of Sponsor?
A	Help local site managers involved in making the changes to collaborate with colleagues experiencing similar challenges.
B	Meet regularly with site managers and staff to promote the change and keep people focused.
C	Take an active part by personally leading and managing local implementation of the changes.
D	Ignore people who object to the change, especially if they are interfering with the change process.
E	Ensure that those involved in managing the changes have access to the support and learning resources they need.
2	Which 2 statements describe the functions of the role of Change Agent when working with managers and staff in each of the sites?
A	Facilitate strong working relationships at all levels within the sites and with the corporate HHH departments.
B	Ensure that any new ideas that emerge from front-line conservation services do NOT distract the change effort.
C	Aligning HHH's performance management processes with the new structures and practices to be adopted.
D	Exercise authority at the local level to make the necessary changes and ensure results are achieved.
E	Notify senior managers and others when a potential new idea emerges that will improve the changes.
3	On which 2 activities should the CEO ask members of the Directors' Committee, and managers reporting to them, to focus?
A	Helping managers in their own business units to get in contact with each other to share common concerns.
B	Providing assistance to other change roles, to enable them to be effective and prevent overlaps.
C	Ensuring that managers and staff in their own business units adopt the new behaviours required for the change.
D	Developing measurable goals for the change across the organization and passing these to the CEO.
E	Resolving any difficulties that might prevent their own staff implementing the change effectively in their area.
4	Which 2 approaches describe the functions of a good Change Agent working with managers and staff in HHH's Head Office functions?
A	Using authority in each Head Office function to implement change and ensure achievement of benefits.
B	Developing effective working links and communications between the Head Office business functions.
C	Meeting regularly with functional area managers and staff to promote the change and maintain momentum.
D	Making changes to HHH's performance appraisal system so that people who make change work are rewarded.
E	Working with different groups involved in change, providing assistance with accessing resources and support.

Syllabus Area	Question Number	Part	Marks
Change Leadership and Teams	3	D	4

A new membership system for visitors to HHH sites is to be delivered. Implementation requires staff using the system to register new members and to check the transfer of existing data. The administration and visitor centre staff, who have been working with the IT staff, have been complaining amongst themselves that the implementation is complicated and too time consuming. They fear that performance of their regular daily work will be affected by the change work required.

The Change Manager (CM) has brought together a change team consisting of representatives of the administration and visitor centre staff and key members of the IT group. The CM intends to help this team work effectively by identifying any dysfunctions described by Patrick Lencioni and using the positive characteristics that should be developed when seeking to build an effective change team.

For each question decide whether the action taken represents an appropriate application of the positive characteristics to be developed when seeking to build an effective change team, and select the option that supports your decision.

1	The first week of implementation revealed many problems for users accessing the correct data. As an interim fix, two IT staff in the change team suggested that users could load new membership data into a spreadsheet. This option would be more time-consuming for both IT and users but will keep the implementation going. Because the original problems were seen as technical no administration or visitor center staff commented and the IT suggestion was adopted. Does the way the decision was reached indicate 'constructive conflict about ideas'?	
	A No, because there will be disadvantages for all team members involved in the idea. B No, because all team members should be involved in critiquing ideas and building solutions. C Yes, because continuing with implementation will improve the team's results. D Yes, because the team members most affected by a decision should propose the ideas.	
2	The users began using an interim spreadsheet as a fix for an issue with accessing the membership data. However, this soon proved impractical so a new solution was identified by some experienced visitor centre staff on the change team. The originators of the initial spreadsheet idea were not involved as it was believed they would continue arguing for their solution. Does the way the solution was adopted indicate 'commitment and follow-through'?	
	A No, because it is important that all relevant parties are made to agree on the solution. B No, because personal acceptance is gained by knowing that views have been listened to. C Yes, because commitment is improved by identifying unproductive behaviours of staff. D Yes, because a team will support decisions if they are made by the main knowledge holders.	

Question continues on next page

3	It is part way through the implementation of the new membership system. At a change team discussion on progress, the member of administration staff commented that IT staff were often dismissive to the users about technical issues raised and that issues were only resolved after they were repeatedly followed-up and escalated. Does the way the feedback was raised indicate 'mutual accountability'?
	A No, because accountability should relate only to commitments that affect work outcomes. B No, because blaming staff for process issues will not improve team member accountability. C Yes, because the team's success depends on addressing the performance of all members. D Yes, because departmental conflict should be encouraged to stimulate debate.
4	It is nearing the end of the implementation of the new membership system. The CM has emailed the change team members thanking them and recognizing that there has been many issues and extraordinary circumstances that have delayed their work. The email reminds the change team that the original implementation deadline is at the end of the month and asks the users to reply, without copying each other, to confirm when they will complete their outstanding change tasks with their departments. Does the way the CM has communicated with the change team indicate a 'focus on team results'?
	A No, because the approach does not create a culture of team delivery. B No, because it does not prioritize the team members' own needs. C Yes, because the focus of the email is on delivering to a deadline. D Yes, because recognizing past issues creates psychological safety.

Question Number 4

Syllabus Area	Question Number	Part	Marks
Stakeholders and Communication	4	A	4

Answer the following question about appealing to hearts and minds when communicating change.

Column 1 is a list of statements used by the CEO and Change Manager for the launch presentation for the change programme. Column 2 is a list of the effective mechanisms through which emotional connection can be achieved in communications. For each statement in Column 1, select from Column 2 the mechanism being used. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	We live in an increasingly populated and urban country, but there are still areas of wilderness to be found where you can really get away from it all. We've picked some of the best wild places for you to enjoy at a 'company day' in each region. Join us on these days for a hike and picnic to discuss our plans and aspirations.	A Symbolic actions and symbolism B Use of metaphors C Use of narrative and story
2	My parents and older sister, were avid birders before I was born and so I was just taken with them wherever they went birding, even taking me on a bird watching boat trip when I was only a few days old. By the time I was four years old, I had become passionate about birds too.	
3	Our commitment to wetland habitat protection is our priority. Wetlands are the sponge for the planet as they are a natural buffer against the most extreme events, soaking up heavy rainfall and controlling water flows to protect against the most extreme floods.	
4	In three years' time, HHH must be running like a well-oiled engine, with the new processes and systems lubricating how each cog interacts. HHH must produce enough power to be capable of bidding against other conservation organizations for funding.	

Syllabus Area	Question Number	Part	Marks
Stakeholders and Communication	4	B	4

The Board of Trustees recently visited habitat sites and visitor centres, resulting in rumours of visitor centre closures and job losses. These rumours, together with planned changes to working practices that could increase the workload of already overworked site staff, have led to talk of industrial action.

Answer the following questions about the communications approaches needed to address cognitive biases.

Remember to select 2 answers to each question.

1	When communicating the closure and relocation plans, which 2 actions by the Change Manager are MOST likely to address a confirmation bias?
	A Pose a few carefully selected questions about the challenges of providing effective and viable habitat protection for discussion in small groups.
	B Draw up a detailed agenda in advance of briefing meetings to ensure participants know when and how the main issues will be dealt with.
	C Include success stories about the changes made by other national habitat providers in the weekly online change news.
	D Publish a detailed plan of the next steps to be taken relating to each of the sites to be closed.
	E Ask each of the Directors to prepare a presentation about the costs issues facing their own areas of responsibility which will be avoided by closures.
2	When communicating the closure and relocation plans, which 2 actions by the Change Manager are MOST likely to address a status quo bias?
	A Send a general e-mail to all staff at the affected centres informing them of the reasons for the closures, with evidence.
	B Arrange for a member of the change team to visit the centres involved, to meet with staff and discuss the next steps in the relocation.
	C Brief the managers of the affected centres about success stories with other closures so they can personally update their teams.
	D Do nothing and wait until there is evidence available about the centres and services that are due to close.
	E Include a weekly article in the online change news, covering the detail of the services that will remain open and those which will be closed.

Question continues on next page

3	When communicating the changes to working practices, which 2 actions by the Change Manager are MOST likely to address an availability bias? A Ensure that any announcements of changes to working practices are made by the Chief Executive Officer. B Regularly highlight positive reactions from the visitor when the process changes result in an improved service. C Identify the difficulties being experienced with the operational changes and publish how they will be resolved. D Share the reasons behind the changes to work practices before the staff are asked to commit to action. E Send a copy of the process documentation to all staff indicating which working practices have remained unchanged.
4	When communicating the changes to working practices, which 2 actions by the Change Manager are MOST likely to address a loss aversion bias? A Arrange a meeting with the staff association to recognize their concerns and the positive implications of these changes for staff. B Set up a representative group of staff to discuss ideas for designing and implementing the proposed changes to working practices. C Take no action, as there will be a legal requirement for HHH to meet employment standards. D Hold a meeting with the change agents to highlight and discuss successful pilots of the new working practices. E Send a copy of all the relevant documentation to all staff describing the reasons why changes to working practices are needed.

Syllabus Area	Question Number	Part	Marks
Stakeholders and Communication	4	C	4

When defining the outcomes for stakeholder engagement, the Change Manager has noted the following:

Change:

- **Introduction of a new approach to integrate climate resilience elements into the building of the new offices and visitor centres. This consists of new processes to incorporate climate adaptation into the design and implementation of the building project.**

Stakeholder:

- **The Head Office Site Manager, who will be using this new approach in the work to build the new offices and to sustainably manage the site.**

Overall outcome for the stakeholder:

- **For the Site Manager to pilot the new approach and provide feedback on its use.**

Answer the following questions about the use of the Commitment Escalator and the Know – Feel – Do structure to describe the overall outcome more specifically.

1	According to the 'Overall outcome for this stakeholder' stated above, which level of engagement on the Commitment Escalator should be assigned to this stakeholder?	
	A	Awareness.
	B	Understanding.
	C	Involvement.
	D	Commitment.
2	Which is an appropriate objective for the Know element for this stakeholder?	
	A	To explore certification courses available in the basic use of the new climate resilience approach and processes.
	B	To believe that the new processes will make HHH's infrastructure environmentally sustainable for the future.
	C	To recall the benefits of integrating climate resilience into infrastructure projects.
	D	To attend a workshop with other site managers in the region to discuss possible pilots for the new processes.
3	Which is an appropriate objective for the Feel element for this stakeholder?	
	A	To understand when and how site managers will be retrained in the new processes.
	B	To attend a briefing on which sites will be required to pilot the new processes.
	C	To be confident that any feedback will be included into the change delivery plans.
	D	To feedback how the new procedures will impact skills and competencies.
4	Which is an appropriate objective for the Do element for this stakeholder?	
	A	To consider themselves to be sufficiently practiced in the new approach to get started.
	B	To be aware of how to contact the climate resilience expert in HHH if advice is needed.
	C	To advise on any side-effects that the planned changes may have on other processes.
	D	To be familiar with how the changes will affect the site manager role.

Syllabus Area	Question Number	Part	Marks
Stakeholders and Communication	4	D	4

The Change Manager has undertaken an analysis of key stakeholders in the Change Programme and drawn some initial conclusions.

Answer the following question about using the stakeholder mapping technique.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option Assertion Reason

- | | | | |
|---|-------|-------|---|
| A | True | True | AND the reason explains the assertion |
| B | True | True | BUT the reason does not explain the assertion |
| C | True | False | |
| D | False | True | |
| E | False | False | |

	Assertion		Reason
1	Having decided to use the 'Power versus Commitment to change' matrix to map stakeholders, HHH should restrict their analysis to this particular matrix.	BECAUSE	Stakeholder mapping provides useful information for prioritizing a Change Manager's efforts.
2	The HHH Board of Trustees should be included in the same group as the Directors Committee for the purposes of mapping stakeholders.	BECAUSE	In a 'Power/Influence versus Interest' grid, stakeholders who have high 'Power/influence' are always treated as key players who must be engaged closely.
3	If HHH's landscaping equipment suppliers have no power over the change, they do NOT need to be mapped onto a 'Power/influence versus interest' matrix.	BECAUSE	Stakeholders with little power or interest can be safely ignored.
4	Environmental standards regulatory authorities should be initially included in the 'Power/influence versus interest' matrix as 'Influential Observers' with a view to moving them into the 'Key Players' quadrant when compliance to regulations needs to be demonstrated.	BECAUSE	The stakeholder 'matrix' can be used to identify stakeholders who require a different level of engagement as the change progresses.

Question Number 5

Syllabus Area	Question Number	Part	Marks
The Work of the Change Manager	5	A	4

Answer the following questions about change momentum and achieving critical mass for the change.

1	Which description illustrates a change that has achieved critical mass, as described by Chris Meyer?
A	People are sharing their successes in using the new processes and hardly anyone is still following the old procedures.
B	As some people have now adopted the new system, removing the old systems will force all of them to change.
C	Resources to support the change effort have reached breaking point so people should be left to get on with it.
D	Everyone has been trained to operate the new procedures and it is now considered that they are ready to implement them.
2	Applying the principles of 'tipping point' and 'critical mass', which action by line managers is MOST likely to build momentum?
A	Give line managers authority to discipline staff who are not co-operating with the changes.
B	Build a rhythm into the communications to support progression of the changes.
C	Allow people to implement the changes in their own way outside the change programme.
D	Issue regular communications to stakeholders telling them that the 'tipping point' has been reached.
3	What group will only adopt an innovation when they have seen that the change has been successfully implemented and are sure that there is no going back?
A	Laggards.
B	Innovators.
C	Late Majority.
D	Early Majority.
4	Which is the MOST likely indicator that a tipping point has been reached?
A	Workaround solutions for the change have been developed by individuals.
B	Identification of specific concerns about implementation of a change have been identified.
C	The change team has issued positive stories about the benefits of the change.
D	There have been more sign-up requests for training than there are course places available.

Syllabus Area	Question Number	Part	Marks
The Work of the Change Manager	5	B	4

Answer the following question about categorizing change impacts.

Column 1 is a list of impacts for the change programme. Column 2 is a list of categories for the change impacts. For each measure in Column 1, select from Column 2 the category of impact that applies. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Some pathways have had to be fenced off where an increase of visitors, resulting from extending public access, has threatened the pathway structure and the surrounding habitat.	A Intended Change B Unintended/Unplanned Change C Change Management Activities
2	The people already living in the area where Head Office will be relocated, will see an increase in new small businesses opening, such as cafés, nurseries and hairdressers, to support the staff who have relocated.	
3	Head Office staff need to learn from senior specialists how to monitor the impact of conservation initiatives on water and air quality, using satellite imaging tools..	
4	The landscape staff have taken the new hand-held bar-code labelling devices delivered for tree identification, and have labelled their tools to improve their tracking and management of equipment processes.	

Syllabus Area	Question Number	Part	Marks
The Work of the Change Manager	5	C	4

Answer the following questions about assessing change impact severity.

1	To promote the welfare of office staff, and help identify erosion of pathways, the Cultural Change project is building a network of volunteer stewards to lead walking groups at all HHH sites on Friday afternoons. Details of the routes completed and any eroded pathways will need to be manually logged on a new HHH map called 'Maintaining our Ways'. However, it is expected to provide opportunities for staff to connect and collaborate, improve mental and physical health, and reduce sick leave. Which cost factor is being described as an impact of this change?
	A Time. B Productivity dip. C Reputational. D Safety and wellbeing.
2	In a workshop being held by the Process and Systems Review, it was proposed that the most cost-efficient way to improve environmental outcomes and reduce inefficiencies would be to close off specific areas of habitat from visitors. Which impact of this change would be categorized as 'reputational'?
3	A new system to manage the record keeping requirements for 'countryside stewardship' grants is being developed for Head Office by the IT department as part of the Process and Systems Review project. The system is dependent on inputs from the Conservation Services department, who work mostly outdoors. They will have to provide maps, risk assessments, photos, records and receipts of activities as evidence on a weekly basis. However, the Conservation Services has no project staff or experience to implement a system like this. Which organizational factor is being described as an impact of this change?
4	The Property and Office Review has proposed to centralize some of the merchandising operations and storage in a new, single location, rather than have duplicated functions at each visitor centre. Which impact of this change would be categorized as relating to 'the environment'?

Syllabus Area	Question Number	Part	Marks
The Work of the Change Manager	5	D	4

Using the additional information provided for this question in the Scenario Booklet, answer the following question about the contents of the report on 'change adoption' and the use of the types of levers that encourage people to adopt and sustain change.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option Assertion Reason

A True True AND the reason explains the assertion

B True True BUT the reason does not explain the assertion

C True False

D False True

E False False

	Assertion		Reason
1	Entry 1 should be moved to the section headed 'Structural organizational levers'.	BECAUSE	'Structural organizational levers' include the way that reward systems support an organization's business.
2	Entry 2 should be moved to the section headed 'Environmental levers'.	BECAUSE	An example of an 'Environmental lever' is when change adoption is enabled by an element of the location.
3	Entry 3 should be moved to the section headed 'Emotional organizational levers'.	BECAUSE	Making people feel part of the change effort is an example of an 'Emotional organizational lever'.
4	Entry 4 is an appropriate 'Leadership lever'.	BECAUSE	'Leadership levers' are those where an internal management process is designed to encourage a group or individual to adopt the new way of working.



The Practitioner Examination

CX01

Marking Scheme

Note: For Multiple Response (MR) questions, 1 point is scored if and only if all correct options are selected. Otherwise 0 points are scored.

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
1 (OA)	A	MG	1	0	0	0	0	1				
			2	0	0	0	1	0				
			3	0	0	1	0	0				
			4	1	0	0	0	0				
1 (OA)	B	MR	1	1	0	0	0	1				
			2	0	1	0	1	0				
			3	0	1	1	0	0				
			4	0	1	1	0	0				
1 (OA)	C	CL	1	0	0	0	1					
			2	1	0	0	0					
			3	1	0	0	0					
			4	0	0	0	1					
1 (OA)	D	CL	1	0	1	0	0					
			2	0	0	1	0					
			3	0	0	1	0					
			4	0	0	1	0					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
2 (PC)	A	CL	1	0	0	1	0					
			2	0	0	0	1					
			3	0	1	0	0					
			4	1	0	0	0					
2 (PC)	B	MG	1	0	0	1	0					
			2	0	1	0	0					
			3	0	1	0	0					
			4	1	0	0	0					
2 (PC)	C	MR	1	0	1	1	0	0				
			2	1	0	0	0	1				
			3	1	0	1	0	0				
			4	0	1	1	0	0				
2 (PC)	D	AR	1	0	0	1	0	0				
			2	0	0	1	0	0				
			3	1	0	0	0	0				
			4	0	0	0	1	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
3 (CT)	A	CL	1	0	0	1	0					
			2	0	0	1	0					
			3	0	1	0	0					
			4	0	0	0	1					
3 (CT)	B	MG	1	0	1	0	0	0				
			2	1	0	0	0	0				
			3	0	0	0	1	0				
			4	0	1	0	0	0				
3 (CT)	C	MR	1	0	1	0	0	1				
			2	1	0	0	0	1				
			3	0	0	1	0	1				
			4	0	1	0	0	1				
3 (CT)	D	CL	1	0	1	0	0					
			2	0	1	0	0					
			3	0	0	1	0					
			4	1	0	0	0					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
4 (SC)	A	MG	1	1	0	0						
			2	0	0	1						
			3	0	1	0						
			4	0	1	0						
4 (SC)	B	MR	1	1	0	0	0	1				
			2	0	1	0	0	1				
			3	0	1	1	0	0				
			4	1	1	0	0	0				
4 (SC)	C	CL	1	0	0	1	0					
			2	0	0	1	0					
			3	0	0	1	0					
			4	0	0	1	0					
4 (SC)	D	AR	1	0	0	0	1	0				
			2	0	0	0	0	1				
			3	0	0	0	0	1				
			4	1	0	0	0	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
5 (WM)	A	CL	1	1	0	0	0					
			2	0	1	0	0					
			3	0	0	1	0					
			4	0	0	0	1					
5 (WM)	B	MG	1	0	1	0						
			2	1	0	0						
			3	0	0	1						
			4	0	1	0						
5 (WM)	C	CL	1	1	0	0	0					
			2	0	0	0	1					
			3	0	1	0	0					
			4	1	0	0	0					
5 (WM)	D	AR	1	0	1	0	0	0				
			2	0	0	0	1	0				
			3	0	0	0	1	0				
			4	0	0	0	0	1				



The Practitioner Examination

CX01

Rationale

Question: 1, Syllabus: OA, Part: A, Type: MG, SyllabusRef: OA0210, Level: 2		
1	Correct [E]:	Adaptive: Co-design is about trying new approaches. Trial-and-error and feeling your way are important parts of the process. (CMSG 6.5)
2	Correct [D]:	Respectful: As in all facilitated workshops, the input of all participants is valued and has equal standing. (CMSG 6.5)
3	Correct [C]:	Participative: People are involved as active participants with meaningful input throughout the process. Co-design is not about trying to sell a decision under the pretence of consultation. (CMSG 6.5)
4	Correct [A]:	Outcomes-focused: Co-design is about achieving change and improving results. While the outputs of the workshop matter, the overall outcomes are more important. It helps no one to hold a workshop which produces a result that cannot be implemented. (CMSG 6.5)

Question: 1, Syllabus: OA, Part: B, Type: MR, SyllabusRef: OA0305, Level: 3			
1	A	Correct:	Discovery: Initially, it includes assessment of the change impact and readiness. Later, it includes assessment of how effective change management interventions have been, assessing the reactions of affected and unaffected stakeholders and looking at implementation. The views about the changes and opinions of visitor centre staff and local residents will be captured via an independent market research company is assessing the reactions of affected and unaffected stakeholders. (CMSG 1.2.6)
	B	Incorrect:	Action. Having agreed what actions to take, these may need to be broken into smaller tasks. They can be sequenced (e.g. draft, review, approve, distribute). The tasks are completed, and lessons can be learnt about how to do similar tasks better next time. The Change Manager will provide guidance on incorporating climate resilience in infrastructure design in order to deal with resistance to change by HHH project teams is an action that will be taken. (CMSG 1.2.6)
	C	Incorrect:	Ideas: What change interventions could possibly be used to progress and improve the situation found in discovery e.g. communication, learning opportunities? A move to a performance-related pay system to encourage cross department cooperation and a service focus is an idea for what could be done to improve the situation/head-off possible issues. (CMSG 1.2.6)
	D	Incorrect:	Prioritisation: Which ideas should we take forward? The ideas step will generally produce more work than can be accomplished in a timely manner with the available resources. The prioritisation step should as a minimum look at estimated effort, estimated positive impact on the situation found in discovery, the risk of letting current issues (such as growing dissatisfaction) carry on and urgency – the need to meet deadlines. Specialist training for visitor centre staff on operating the new systems and processes will be the most effective to ensure engagement is an example of an assessment of the most effective option. (CMSG 1.2.6)
	E	Correct:	Discovery: Initially, it includes assessment of the change impact and readiness. Later, it includes assessment of how effective change management interventions have been, assessing the reactions of affected and unaffected stakeholders and looking at implementation. The habitat staff who work outdoors with no direct contact to the visitors, are likely to be the least engaged with implementation of the new processes is a statement on the likely reactions to change. (CMSG 1.2.6)
2	A	Incorrect:	Discovery: Initially, it includes assessment of the change impact and readiness. Later, it includes assessment of how effective change management interventions have been, assessing the reactions of affected and unaffected stakeholders and looking at implementation. The HHH change programme will affect all staff, whatever their role, but the administration staff will be the most impacted is a statement on the likely reactions to change. (CMSG 1.2.6)
	B	Correct:	Ideas: What change interventions could possibly be used to progress and improve the situation found in discovery e.g. communication, learning opportunities? An online repository of guidance for managing change will support the members of the four HHH project teams who have a poor understanding of formal change methods is an idea for what could be done to improve the situation/head off possible issues. (CMSG 1.2.6)
	C	Incorrect:	Prioritisation: Which ideas should we take forward? The ideas step will generally produce more work than can be accomplished in a timely manner with the available resources. The prioritisation step should as a minimum look at estimated effort, estimated positive impact on the situation found in discovery, the risk of letting current issues (such as growing dissatisfaction) carry on and urgency – the need to meet deadlines. It is estimated that it will take four months for the new administration system to be delivered with role specific training to all administration centre staff is assessing the estimated effort. (CMSG 1.2.6)
	D	Correct:	Ideas: What change interventions could possibly be used to progress and improve the situation found in discovery e.g. communication, learning opportunities? A touring 'road show' could be used to present the change plans to all HHH sites is an idea for what could be done to improve the situation/head off possible issues. (CMSG 1.2.6)
	E	Incorrect:	Action. Having agreed what actions to take, these may need to be broken into smaller tasks. They can be sequenced (e.g. draft, review, approve, distribute). The tasks are completed, and lessons can be learnt about how to do similar tasks better next time. The likely objections to the proposed relocation raised by Head Office staff and Directors Committee responses will be drafted for inclusion in the Company Report is an action. (CMSG 1.2.6)
3	A	Incorrect:	Discovery: Initially, it includes assessment of the change impact and readiness. Later, it includes assessment of how effective change management interventions have been, assessing the reactions of affected and unaffected stakeholders and looking at implementation. International conservation standards are often changing, but the Director of Conservation services is tracking this is a statement about what is going on in the market and is therefore an assessment of the change impact and readiness. (CMSG 1.2.6)
	B	Correct:	Prioritisation: Which ideas should we take forward? The ideas step will generally produce more work than can be accomplished in a timely manner with the available resources. The prioritisation step should as a minimum look at estimated effort, estimated positive impact on the situation found in discovery, the risk of letting current issues (such as growing dissatisfaction) carry on and urgency – the need to meet deadlines. Involving external expert advice on the procedures for incorporating climate resilience in infrastructure was assessed as the most effective way to encourage take-up is establishing which opportunities are the most effective for the least effort. (CMSG 1.2.6)
	C	Correct:	Prioritisation: Which ideas should we take forward? The ideas step will generally produce more work than can be accomplished in a timely manner with the available resources. The prioritisation step should as a minimum look at estimated effort, estimated positive impact on the situation found in discovery, the risk of letting current issues (such as growing dissatisfaction) carry on and urgency – the need to meet deadlines. A delay in communications about the staff relocation programme is likely to result in industrial action being taken is assessing the risk of letting current issues carry on. (CMSG 1.2.6)
	D	Incorrect:	Discovery: Initially, it includes assessment of the change impact and readiness. Later, it includes assessment of how effective change management interventions have been, assessing the reactions of affected and unaffected stakeholders and looking at implementation. The number of volunteers who resign should be monitored as an indicator of the effectiveness of the change interventions is a statement on how effectively stakeholders are working in the new situation. (CMSG 1.2.6)
	E	Incorrect:	Action. Having agreed what actions to take, these may need to be broken into smaller tasks. They can be sequenced (e.g. draft, review, approve, distribute). The tasks are completed, and lessons can be learnt about how to do similar tasks better next time. The Change Manager will schedule a series of short training sessions for new administration centre Change Agents is a planning action. (CMSG 1.2.6)

4	A	Incorrect:	Prioritisation: Which ideas should we take forward? The ideas step will generally produce more work than can be accomplished in a timely manner with the available resources. The prioritisation step should as a minimum look at estimated effort, estimated positive impact on the situation found in discovery, the risk of letting current issues (such as growing dissatisfaction) carry on and urgency – the need to meet deadlines. A touring 'road show' to present the change plans to all HHH sites would cost £8,000 per site but is expected to reach 80% of the staff is an example of an assessment of which opportunities are the most effective for the least effort. (CMMSG 1.2.6)
	B	Correct:	Action. Having agreed what actions to take, these may need to be broken into smaller tasks. They can be sequenced (e.g. draft, review, approve, distribute). The tasks are completed, and lessons can be learnt about how to do similar tasks better next time. The Communications team is drafting a statement from the CEO for approval by the board is an approval action. (CMMSG 1.2.6)
	C	Correct:	Action. Having agreed what actions to take, these may need to be broken into smaller tasks. They can be sequenced (e.g. draft, review, approve, distribute). The tasks are completed, and lessons can be learnt about how to do similar tasks better next time. A schedule of workshops to get feedback on the change is being circulated for comment is a planning action. (CMMSG 1.2.6)
	D	Incorrect:	Prioritisation: Which ideas should we take forward? The ideas step will generally produce more work than can be accomplished in a timely manner with the available resources. The prioritisation step should as a minimum look at estimated effort, estimated positive impact on the situation found in discovery, the risk of letting current issues (such as growing dissatisfaction) carry on and urgency – the need to meet deadlines. A video of the CEO discussing the changes will be difficult to produce but easy to distribute and can be accessed later by staff who missed it the first time is an example of assessing the estimated effort and impact of an option. (CMMSG 1.2.6)
	E	Incorrect:	Discovery: Initially, it includes assessment of the change impact and readiness. Later, it includes assessment of how effective change management interventions have been, assessing the reactions of affected and unaffected stakeholders and looking at implementation. This information would then be used in 'prioritisation'. Staff members who have hybrid working arrangements may take longer to be ready for the Cultural Change Project is a statement which is first used for the assessment of the change impact and readiness. (CMMSG 1.2.6)

Question: 1, Syllabus: OA, Part: C, Type: CL, SyllabusRef: OA0301, Level: 3

1	A	Incorrect:	Immediate action is needed to ensure survival of the HHH operation would make the Property and Office Review a 'chaotic' situation and is not a true statement in this case as the Change Programme is designed to modernize HHH and make the organization efficient over a longer period. 'Chaotic' is where major cause and effects relationships are unknown and may change. The situation and its future are unknown. Immediate action is often needed, but the results are unpredictable. (CMSG 1.1.3)
	B	Incorrect:	It will not be possible to assess how the relocation will affect staff describes a 'complex' situation and is not a true statement in this case as this part of the Change Programme is the most straight forward element to define and implement. 'Complex' is where relationships between the elements of the situation are unknown. Even the right questions to ask are unknown. Experts can help, and their advice should not be ignored even if their opinions differ. However, this advice should be combined with a cautious "safe-to-fail" experimental approach to the change. . (CMSG 1.1.3)
	C	Incorrect:	'Complicated' is where the relationship between cause and effect is knowable but requires careful analysis. There are often many "right" answers. Experts are essential. It is possible but not easy to work towards a solution or a plan. The relocation plan will be required to integrate with other change projects explains that a solution is possible but it requires careful analysis. (CMSG 1.1.3)
	D	Correct:	There are relocation best practice and frameworks available would make the Property and Office Review a 'simple' situation. 'Obvious' or 'simple' is where the situation is stable, and well understood. The relationship between cause and effect is clear. The situation is amenable to rules, processes, policies, and best practice approaches. (CMSG 1.1.3)
2	A	Correct:	Any attempt to change the culture may have unknown effects on the organization describes a 'complex' situation. 'Complex' is where major cause and effects relationships are unknown and may change. The situation and its future are unknown. Immediate action is often needed, but the results are unpredictable. However, these results might help to clarify aspects of the situation. (CMSG 1.1.3)
	B	Incorrect:	There has been a poor history of change implementation in the organization is a true statement but is not a reason for a 'complex' situation. (CMSG 1.1.3)
	C	Incorrect:	The business benefits of the project objectives are difficult to define is a true statement but is not a reason for a 'complex' situation. (CMSG 1.1.3)
	D	Incorrect:	There are many change processes and best practice approaches to take on board would make the Cultural Change Project a 'simple' situation. 'Obvious' or 'simple' is where the situation is stable, and well understood. The relationship between cause and effect is clear. The situation is amenable to rules, processes, policies, and best practice approaches. However the other changes being carried out makes this not a 'simple' situation. (CMSG 1.1.3)
3	A	Correct:	The affected staff will need a clear timeline and well-defined schedule of activities describes a 'planned' approach. Typical examples of a planned change is the relocation of offices, system changes, and compliance with new legislation. Planned changes will have a clear beginning and end point, be highly structured, associated with a well-defined plan or list of tasks and is usually driven from the top, although may consult widely and at all levels to get best results.. (CMSG 1.1.4)
	B	Incorrect:	The end-products are unclear and will need piloting before implementation describes an 'emergent' approach. Typical examples of an emergent change is a drive to improve customer service, or costs, or quality or changes to culture, attitude and capabilities. Emergent changes will have clear direction, but the end point may be a little fuzzy, be less structured, evolving as it goes, use a more experimental, step by step approach, testing what works and what doesn't work, and be supported from the top but more participative in nature. There is more room for local line leaders and others in the organization to start their own initiatives.. (CMSG 1.1.4)
	C	Incorrect:	The focus needs to be on a gradual unfolding of a desired 'future state' describes an 'emergent' approach. Typical examples of an emergent change is a drive to improve customer service, or costs, or quality or changes to culture, attitude and capabilities. Emergent changes will have clear direction, but the end point may be a little fuzzy, be less structured, evolving as it goes, use a more experimental, step by step approach, testing what works and what doesn't work, and be supported from the top but more participative in nature. There is more room for local line leaders and others in the organization to start their own initiatives.. (CMSG 1.1.4)
	D	Incorrect:	The work will involve detailed, sensitive work completed over an extended time period describes an 'emergent' approach. Typical examples of an emergent change is a drive to improve customer service, or costs, or quality or changes to culture, attitude and capabilities. Emergent changes will have clear direction, but the end point may be a little fuzzy, be less structured, evolving as it goes, use a more experimental, step by step approach, testing what works and what doesn't work, and be supported from the top but more participative in nature. There is more room for local line leaders and others in the organization to start their own initiatives. (CMSG 1.1.4)
4	A	Incorrect:	The tasks to improve HHH's operations need to be clearly broken down describes a 'planned' approach. Typical examples of a planned change is the relocation of offices, system changes, and compliance with new legislation. Planned changes will have a clear beginning and end point, be highly structured, associated with a well-defined plan or list of tasks and is usually driven from the top, although may consult widely and at all levels to get best results. (CMSG 1.1.4)
	B	Incorrect:	Cultural change needs to adhere to a schedule set by the Directors Committee describes a 'planned' approach. Typical examples of a planned change is the relocation of offices, system changes, and compliance with new legislation. Planned changes will have a clear beginning and end point, be highly structured, associated with a well-defined plan or list of tasks and is usually driven from the top, although may consult widely and at all levels to get best results. (CMSG 1.1.4)
	C	Incorrect:	There needs to be a time-limited focus on the delivery of outputs describes a 'planned' approach. Typical examples of a planned change is the relocation of offices, system changes, and compliance with new legislation. Planned changes will have a clear beginning and end point, be highly structured, associated with a well-defined plan or list of tasks and is usually driven from the top, although may consult widely and at all levels to get best results. (CMSG 1.1.4)
	D	Correct:	The details of what the future culture should look like are not yet clear describes an 'emergent' change. Typical examples of an emergent change is a drive to improve customer service, or costs, or quality or changes to culture, attitude and capabilities. Emergent changes will have clear direction, but the end point may be a little fuzzy, be less structured, evolving as it goes, use a more experimental, step by step approach, testing what works and what doesn't work, and be supported from the top but more participative in nature. There is more room for local line leaders and others in the organization to start their own initiatives. (CMSG 1.1.4)

Question: 1, Syllabus: OA, Part: D, Type: CL, SyllabusRef: OA0401, Level: 4

1	A	Incorrect:	It is NOT an appropriate approach and the reason is incorrect: 'Is status reflected in office layout and furnishings?' is a question asked at the 'Level 1' type of cultural description: 'Level one (surface): visible artefacts and products.' Level three (deepest): basic assumptions relate to examples such as "status matters, know your place", "safety first", "making money is all that we worry about", "don't challenge your masters", so furniture and office space is not relevant to this level. (CMSG 1.1.6)
	B	Correct:	It is NOT an appropriate approach AND the reason is correct: For 'Level one (surface): visible artefacts and products, in organizational terms, some questions might be "is status reflected in office layout and furnishings?", "is the layout conducive to group work?", "are there recreational spaces?"(CMSG 1.1.6)
	C	Incorrect:	It is NOT an appropriate approach and the reason is incorrect. 'Is status reflected in office layout and furnishings' is a question asked at the 'Level 1' type of cultural description: 'Level one (surface): visible artefacts and products.' Rewarding people in this way may motivate senior managers but is likely to de-motivate other staff and is contrary to the goals of the Cultural Change Project where HHH will move towards a flatter organization structure with a culture of best practice, cooperation and service orientation. (CMSG 1.1.6)
	D	Incorrect:	It is NOT an appropriate approach and the reason is incorrect 'Is status reflected in office layout and furnishings' is a question asked at the 'Level 1' type of cultural description: 'Level one (surface): visible artefacts and products.' Rewarding people in this way may motivate senior managers but are likely to de-motivate other staff and is contrary to the goals of the Cultural Change Project where HHH will move towards a flatter organization structure with a culture of best practice, cooperation and service orientation. (CMSG 1.1.6)
2	A	Incorrect:	This is an appropriate approach. 'Level two (deeper): norms and values' states that 'norms are the shared and accepted sense in an organization of what is 'right' and 'wrong'. They are expressed in formal ways through the company rulebook and in less formal ways by social control'. (CMSG 1.1.6)
	B	Incorrect:	This is an appropriate approach but the Staff Handbook is not more relevant to 'Level one (surface): visible artefacts and products'. 'Level two (deeper): norms and values' states that 'norms are the shared and accepted sense in an organization of what is 'right' and 'wrong'. They are expressed in formal ways through the company rulebook and in less formal ways by social control'. (CMSG 1.1.6)
	C	Correct:	This is an appropriate approach. This reflects 'Level two (deeper): norms and values' where 'norms are the shared and accepted sense in an organization of what is 'right' and 'wrong'. They are expressed in formal ways through the company rulebook and in less formal ways by social control'. (CMSG 1.1.6)
	D	Incorrect:	This is an appropriate approach but the reason is NOT correct. 'Level two (deeper): norms and values' where 'norms are the shared and accepted sense in an organization of what is 'right' and 'wrong'. They are expressed in formal ways through the company rulebook and in less formal ways by social control.' The Staff Handbook, therefore, will NOT contain all of HACSCO's cultural values. (CMSG 1.1.6).
3	A	Incorrect:	It is appropriate to raise this issue with the Sponsor and the reason is incorrect. 'Changes large and small are likely to have cultural implications, even if this is not intended. It is always wise to consider the compatibility of a change with the organization's culture. If there is a fundamental incompatibility between the proposed change and the underlying culture, it could be extremely hard to make the change successful. It is important to bring any such mis-matches to the attention of senior leadership.' (CMSG 1.1.6)
	B	Incorrect:	It is appropriate to raise this issue with the Sponsor and although the reason is correct it is irrelevant to a mis-match of culture. 'If there is a fundamental incompatibility between the proposed change and the underlying culture, it could be extremely hard to make the change successful. It is important to bring any such mis-matches to the attention of senior leadership.' (CMSG 1.1.6)
	C	Correct:	It is appropriate to raise this issue with the Sponsor and the reason is correct. 'Changes large and small are likely to have cultural implications, even if this is not intended. It is always wise to consider the compatibility of a change with the organization's culture. If there is a fundamental incompatibility between the proposed change and the underlying culture, it could be extremely hard to make the change successful. It is important to bring any such mis-matches to the attention of senior leadership.' (CMSG 1.1.6)
	D	Incorrect:	It is appropriate to raise this issue with the Sponsor but the reason is irrelevant to a mis-match to the culture. 'If there is a fundamental incompatibility between the proposed change and the underlying culture, it could be extremely hard to make the change successful. It is important to bring any such mis-matches to the attention of senior leadership.' (CMSG 1.1.6)
4	A	Incorrect:	This is an appropriate approach. Edgar Schein (1985) makes the simple but important point that it takes two perspectives to see an organizational culture for what it really is: the internal perspective from people who know what is really happening and the external perspective from people who can compare this to other organizations.' (CMSG 1.1.6)
	B	Incorrect:	This is an appropriate approach. Edgar Schein (1985) makes the simple but important point that it takes two perspectives to see an organizational culture for what it really is: the internal perspective from people who know what is really happening and the external perspective from people who can compare this to other organizations.' (CMSG 1.1.6)
	C	Correct:	This is an appropriate approach. Edgar Schein (1985) makes the simple but important point that it takes two perspectives to see an organizational culture for what it really is: the internal perspective from people who know what is really happening and the external perspective from people who can compare this to other organizations.' The objective view offered by external consultants is helpful when it is combined with the internal perspective. (CMSG 1.1.6)
	D	Incorrect:	This is an appropriate approach. Edgar Schein (1985) makes the simple but important point that it takes two perspectives to see an organizational culture for what it really is: the internal perspective from people who know what is really happening and the external perspective from people who can compare this to other organizations.' Using external consultants because of lack of internal resources does not explain why an external view is helpful. (CMSG 1.1.6)

Question: 2, Syllabus: PC, Part: A, Type: CL, SyllabusRef: PC0211, Level: 2			
1	A	Incorrect:	A detailed timetable for conducting performance reviews is not included in the learning objectives. Learning objectives should include all knowledge, skills and attitudes relevant to the work. (CMSG 6.2.2)
	B	Incorrect:	The job description of the role that will do the work is not included in the learning objectives. Learning objectives should include all knowledge, skills and attitudes relevant to the work. (CMSG 6.2.2)
	C	Correct:	Learning objectives should include all knowledge, skills and attitudes relevant to the work. (CMSG 6.2.2)
	D	Incorrect:	The availability of the learner so that training can be scheduled is NOT included in the learning objectives. Learning objectives should include all knowledge, skills and attitudes relevant to the work. (CMSG 6.2.2)
2	A	Incorrect:	How an individual has learned may be different from how they actually do the work, so this would NOT be an appropriate application of an outcome measure. Outcome measures or indicators should relate well to the way the job will actually be done. (CMSG 6.2.2)
	B	Incorrect:	Adapting the way the job is done to fit the outcome measures used is NOT appropriate application. Outcome measures or indicators should relate well to the way the job will actually be done. (CMSG 6.2.2)
	C	Incorrect:	The effectiveness of the trainer is NOT an appropriate application of outcome measures. Outcome measures or indicators should relate well to the way the job will actually be done. (CMSG 6.2.2)
	D	Correct:	Outcome measures or indicators should relate well to the way the job will actually be done. (CMSG 6.2.2)
3	A	Incorrect:	Full attendance at the training will not reflect whether the learner is able to carry out an activity. 'Writing good learning objectives means completing the following sentence (or variants of it): At the end of the learning activity, learners will be able to...' (CMSG 6.2.2)
	B	Correct:	Writing good learning objectives means completing the following sentence (or variants of it): At the end of the learning activity, learners will be able to...' (CMSG 6.2.2)
	C	Incorrect:	Defining what an employer should let you be able to do will not reflect whether the learner is able to carry out an activity. 'Writing good learning objectives means completing the following sentence (or variants of it): At the end of the learning activity, learners will be able to...' (CMSG 6.2.2)
	D	Incorrect:	The abilities of the learner should not limit the scope of what is to be learned. 'Writing good learning objectives means completing the following sentence (or variants of it): At the end of the learning activity, learners will be able to...' (CMSG 6.2.2)
4	A	Correct:	Supervisors of the work activity must be able to sign a list of learning objectives, confident that anyone who meets those objectives will perform the role effectively. (CMSG 6.2.2)
	B	Incorrect:	Supervisors may be responsible for producing the required learning objectives but this is not always the case. The BEST reason is that they have a responsibility to sign a list of learning objectives to show that they are confident that anyone who met those objectives will perform the role effectively. (CMSG 6.2.2)
	C	Incorrect:	The list of learning objectives for an activity may be used when recruiting new staff but that is NOT the BEST reason why supervisors of the activity sign the list. They have a responsibility to sign a list of learning objectives to show that they are confident that anyone who met those objectives will perform the role effectively. (CMSG 6.2.2)
	D	Incorrect:	Supervisors are likely to be required to report on the work activity's progress to their manager but this is NOT the BEST reason why they sign a list of learning objectives. They have a responsibility to sign a list of learning objectives to show that they are confident that anyone who met those objectives will perform the role effectively. (CMSG 6.2.2)

Question: 2, Syllabus: PC, Part: B, Type: MG, SyllabusRef: PC0306, Level: 3		
1	Correct [C]:	Options – ‘Considering your reality, what can you do that will move you closer towards your goal?’ Options questions include: “What opportunities do you have to practise your goals (apply your target behaviours)?” (CMSG P3.3, Table 6.4)
2	Correct [B]:	Reality – ‘Where are you currently on this journey? What challenges do you face?’ Reality questions include: “What aspects of your goal (target performance) are already a part of your behaviour (at least some of the time)?” (CMSG P3.3, Table 6.4)
3	Correct [B]:	Reality – ‘Where are you currently on this journey? What challenges do you face?’ Reality questions include: “On a scale of 1 to 10, how far are you towards your goal (target performance)?” (CMSG P3.3, Table 6.4)
4	Correct [A]:	Goal – Define where you want to go. Be as specific as you can.’ Goal questions include: “How would others be able to see the change??” (CMSG 63.3, Table 6.4)

Question: 2, Syllabus: PC, Part: C, Type: MR, SyllabusRef: PC0303, Level: 3

1	A	Incorrect:	This announcement only covers what the future looks like – the 'New beginnings'. It does not explain what particular details of individuals' working life will change, or what will remain the same. It is NOT the MOST appropriate information to be shared with staff during the 'Endings' phase. (MSG 2.1.4)
	B	Correct:	This announcement is showing respect for what has gone before and confirms that successes and values will be preserved by the change. This is, therefore, appropriate information to be shared with staff during the 'Endings' phase. (MSG 2.1.4)
	C	Correct:	This announcement is identifying what will be changed and what will remain the same. This is appropriate information to be shared with staff during the 'Endings' phase. (MSG 2.1.4)
	D	Incorrect:	The announcement is effectively passing the responsibility on and showing no empathy: 'Do not dismiss as trivial anything that people are losing. Acknowledge them as losses – large and small – with genuine empathy'. This is NOT the MOST appropriate information to be given to staff during the 'Endings' phase. (MSG 2.1.4)
	E	Incorrect:	This announcement relates to Bridges' suggestions for 'New beginnings' where managers should 'communicate early successes to encourage and reassure people.' Therefore, it is NOT the MOST appropriate information to be shared with staff during the 'Endings' phase. (MSG 2.1.4)
2	A	Correct:	In the 'Endings' phase Bridges advises managers and leaders to 'Describe the change in very specific terms, so that people are clear what precisely will be different.' (MSG 2.1.4)
	B	Incorrect:	This is a suggested approach for helping people navigate through the 'Neutral zone' where it is 'valuable to set up easily-accessible temporary feedback and communications systems...' (MSG 2.1.4)
	C	Incorrect:	This is Bridges' advice for managers and leaders during the 'New beginnings' phase, where managers should 'communicate early successes to encourage and reassure people'. (MSG 2.1.4)
	D	Incorrect:	This is a suggested approach for helping people navigate through the 'Neutral zone' where use of 'social events (perhaps including family or friends) can help avoid feelings of isolation'. (MSG 2.1.4)
	E	Correct:	In the 'Endings' phase Bridges advises managers and leaders to 'Let people know what will not change.' (MSG 2.1.4)
3	A	Correct:	One of Bridges' ideas of leading through the 'Neutral zone' is the possibility of experimentation. 'Invite people to try out new approaches to work and to learn from them'. This action is aligned to Bridges' ideas. (MSG 2.1.4)
	B	Incorrect:	Any action that has a basis in the past such as this action should be covered during the 'Endings' phase: 'show respect for what has gone before'. This action is NOT aligned to Bridges' ideas of leading through the 'Neutral zone'. (MSG 2.1.4)
	C	Correct:	One of Bridges' ideas of leading through the 'Neutral zone' is to encourage people and teams to connect more intentionally and to try out new approaches and learn from them. This action is aligned to Bridges' ideas. (MSG 2.1.4)
	D	Incorrect:	The 'Neutral zone' can be thought of as a journey from one place to another. Any help to achieve this journey, such as the introduction of new approaches should be introduced, not resisted. (MSG 2.1.4)
	E	Incorrect:	This is 'New beginnings' – 'A picture that will engage the creative imagination...after the change' and NOT an action to manage the journey people experience during the 'Neutral zone'. (MSG 2.1.4 & 2.3)
4	A	Incorrect:	This is more aligned to the 'Endings' phase where managers and leaders are advised to 'show respect for all that has gone before.' (MSG 2.1.4)
	B	Correct:	This represents the 'New beginnings' phase, where 'a picture that will enable the creative imagination of those affected, so that they can already 'touch and feel' the positive situation after the change' is created. (MSG 2.1.4)
	C	Correct:	This represents the 'New beginnings' phase, where people should have 'a part to play, both in the execution of the plan and in the 'new world' after the change is accomplished.' (MSG 2.1.4)
	D	Incorrect:	This is more aligned to the 'Neutral zone' phase where managers and leaders are advised to 'notice and record adaptations made during a change. Some may be useful in the long term.' (MSG 2.1.4)
	E	Incorrect:	This is more aligned to the 'Endings' phase where managers and leaders are advised to 'give reasons why the current situation cannot continue. There will be gains amongst the losses.' (MSG 2.1.4)

Question: 2, Syllabus: PC, Part: D, Type: AR, SyllabusRef: PC0401, Level: 4				
1	True:	A preference for 'experiences where they can 'have a go'' is described as an 'Activist' who typically learns most happily from on-job learning by trial and error, and activity based learning in groups. (MSG 2.3.2, Table 2.3 and Table 2.4)	False:	It is 'Theorists' NOT 'Activists' who prefer learning that proceeds logically from 'first principles' and appreciate models, often from reading. They appreciate lectures, courses and seminars. (MSG 2.3.2, Table 2.3 and Table 2.4)
2	True:	Pragmatists are open to learn by testing and to anyone who can provide 'support or coaching they think will be of practical value'. (MSG 2.3.2, Table 2.3)	False:	It is 'Theorists', not who 'pragmatists' who learn best from watching others and reflecting on their own experiences. (MSG 2.3.2, Table 2.3 and Table 2.4)
3	True:	'Reflectors' like to learn from watching others and observing others 'live' or on video. (MSG 2.3.2, Table 2.3 and Table 2.4)	True:	Reflectors' learn best from watching others and reflecting on their own experiences; (MSG 2.3.2, Table 2.4) AND as both the Assertion and the Reason are about how a 'reflector' learns the answer is A
4	False:	A lively workshop may be attractive to 'Activists' and 'Pragmatists' but less so to 'theorists' who have an aversion to intuitions and creativity' 'Reflectors' may also lose such an opportunity to learn because they tend to take too few risks. Neither Theorists nor Reflectors will especially enjoy this combination of creativity and experimentation.(MSG 2.3.2, Table 2.3)	True:	Activists' enjoy 'activity-based learning in groups.' (MSG 2.3.2, Table 2.4)

Question: 3, Syllabus: CT, Part: A, Type: CL, SyllabusRef: CT0305, Level: 3

1	A	Incorrect:	If someone is afraid of looking 'ignorant' it is because they fear that they ask what may be 'dumb questions'. (MSG 3.1.5)
	B	Incorrect:	If someone is afraid of looking 'incompetent' it is because they fear that they will 'admit weakness or errors'. (MSG 3.1.5)
	C	Correct:	If someone is afraid of being 'intrusive' it is because they fear that they will they 'make suggestions to others about their areas of responsibility'. The Site Director is unwilling to add comments to another Director's area. (MSG 3.1.5)
	D	Incorrect:	If someone is afraid of being 'negative' it is because they fear that they will 'challenge what everyone else appears to believe is true'. The other Directors are hostile to the changes so the Site Director is not being individually negative. (Also, given the peer relationship and the reluctance of the Site Director to comment, it is extremely unlikely that this Director would do more than share their experience as information – much less likely to be perceived as negative.) (MSG 3.1.5)
2	A	Incorrect:	"The team leader is very intense and gets over-excited when faced with complex problems" is more likely to relate to agreement with the statement: 'People on this team sometimes reject others for being different'. (MSG 3.1.5)
	B	Incorrect:	"The process team may overlook issues as they are too polite with each other" indicates that people are not speaking up and there may be an absence of trust. However, the team's culture of politeness would not inhibit someone asking for help. This response is more likely to show disagreement to the statement: 'It is safe to take a risk on this team'. (MSG 3.1.5)
	C	Correct:	"I kept quiet even when I didn't understand the proposed new practices as the others are too busy" is most likely to relate to agreement with the statement: 'It is difficult to ask other members of this team for help'. The team being too busy to interrupt has made the individual not ask for help. (MSG 3.1.5)
	D	Incorrect:	"I was given simple work for ages before it was decided that I could take on harder work" is more likely to relate to disagreement with the statement: 'Working with members of this team, my unique skills and talents are valued and utilized'. (MSG 3.1.5)
3	A	Incorrect:	'The value of the supportive direct eye contact and smile of a trusted colleague conveying encouragement, or the quiet "Mmm-hmm" of agreement – unheard when the colleague is on 'mute'; both help create a safer environment, and are lost in virtual or hybrid meetings'. Keeping cameras switched off will make this problem worse. (MSG 3.1.5)
	B	Correct:	Give people the option to raise their views using in the meeting's messaging function is a way of promoting psychological safety in a virtual meeting as 'using 'chat' functions, which allows people to contribute simultaneously and may give voice to normally quieter people'. (MSG 3.1.5)
	C	Incorrect:	Ensure that everyone is given equal time in the meeting to provide ideas and comments is an impractical solution as not everyone will have the same amount to contribute/say. (MSG 3.1.5)
	D	Incorrect:	Although training people in 'good team practices' will support the development of psychological safety, personality type theory is not particularly relevant to virtual meetings. (MSG 3.1.5)
4	A	Incorrect:	Resource a compliance staff member to check that deliverables are reviewed appropriately should improve the quality of the outputs but is not specifically related to building psychological safety where people are encouraged to speak up. (MSG 3.1.5)
	B	Incorrect:	Enable hybrid home/office working when the team has to travel to sites should improve the team performance but is not specifically related to building psychological safety where people are encouraged to speak up. (MSG 3.1.5)
	C	Incorrect:	Ensure that all team members have clear targets and defined areas for improvement should improve the team performance but is not specifically related to building psychological safety where people are encouraged to speak up. (MSG 3.1.5)
	D	Correct:	Leaders should build psychological safety by asking 'lots of genuine questions'. 'Leaders who admit candidly that they don't have all the answers, and ask people for help, create a safer space for contributions', therefore, asking the team members for help as they know more than the CM about their own sites will encourage people to speak up. (MSG 3.1.5)

Question: 3, Syllabus: CT, Part: B, Type: MG, SyllabusRef: CT0304, Level: 3		
1	Correct [B]:	This is Stage 2 - Storming: Team members are likely to want to 'test, debate and challenge assumptions made'. Team members 'bring and assert a variety of experience' and 'strongly express differences of opinion.' (CMSG 3.2.2)
2	Correct [A]:	This is Stage 1 - Forming: '...there will initially be a high dependence on the leader for guidance and direction.' (CMSG 3.2.2)
3	Correct [D]:	This is Stage 4 - Performing: 'The team has established skillful and effective ways of working together.' 'The team members support each other through the peaks, troughs and challenges that arise.' (CMSG 3.2.2)
4	Correct [B]:	This is Stage 2 - Storming: Team members are likely to want to 'test, debate and challenge assumptions made'. Team members 'bring and assert a variety of experience' and 'strongly express differences of opinion.' (CMSG 3.2.2)

Question: 3, Syllabus: CT, Part: C, Type: MR, SyllabusRef: CT0301, Level: 3			
1	A	Incorrect:	This is a Change Agent role: 'to support line leaders engaged in change in collaborating with others in similar positions'. (MSG 3.1.3, Bullet 2)
	B	Correct:	This is a key activity that makes a change Sponsor effective: '3. Championing the change, building and maintaining a sense of urgency and priority for it throughout.' (MSG 3.1.2, Item 3)
	C	Incorrect:	A Sponsor is not expected to take 'personal control' of change at the local level, this is a Line management role: 'Provide local leadership of the change.' 'They can pilot ideas and give feedback on the practicalities of implementing change. They can develop the plans that will make change effective.' (MSG 3.1.1 Table 3.1, 3.1.5)
	D	Incorrect:	Ignoring objections and allowing 'interference' is the opposite of what an effective Sponsor should do: '5. Communicate about the change consistently, using a variety of media, listening and providing good channels for effective two-way communication, especially with impacted groups'.. (MSG 3.1.2, Item 5)
	E	Correct:	This is a key activity that makes a change Sponsor effective: '10. Ensuring the resources for the change, especially people and training, are provided.' (MSG 3.1.2, Item 10)
2	A	Correct:	The function of a Change Agent (summarized from the comments of O'Neill and Senge) includes 'to ensure effective communication takes place up as well as down the hierarchy.' (MSG 3.1.3, Bullet 3)
	B	Incorrect:	This is the opposite of what a Change Agent would do 'to observe and spread ideas, information and initiatives.' (MSG 3.1.3, Bullet 4)
	C	Incorrect:	This is the role of a Sponsor: '4. Aligning the organization's infrastructure, environment and reward systems with the change initiative, especially the way performance is measured and managed.' (MSG 3.1.2, Item 4)
	D	Incorrect:	A change agent 'has no formal line authority over the change'. This 'authority' is more likely to be vested in the Line leaders as they 'provide local leadership of the change'. 'It is often line leaders who are key in making the changes work – they need to translate policy into action for the front-line staff.' (MSG 3.1.1 Table 3.1, 3.1.5)
	E	Correct:	The function of a Change Agent (summarized from the comments of O'Neill and Senge) includes 'to help sponsors, line leaders and implementers when they see opportunities to add value.' (MSG 3.1.3, Bullet 5)
3	A	Incorrect:	This is the role of 'Change Agent': 'to support line leaders engaged in change in collaborating with others in similar positions.' (MSG 3.1.3, Bullet 2)
	B	Incorrect:	This is the role of 'Change Agent': 'to help sponsors, line leadership and implementers to fulfil their own roles well and to avoid 'taking over' others' roles.' (MSG 3.1.3, Bullet 7)
	C	Correct:	This is the role of Line Leaders: 'Facilitates in own area a change initiated at executive level' and 'provide local leadership of the change'. (MSG 3.1.1 Table 3.1)
	D	Incorrect:	This is a key activity that makes a change Sponsor effective: identifies objectives, outcomes and measures.'(MSG 3.1.2, Table 3.1)
	E	Correct:	This is the role of Line Leaders: 'Facilitates in own area a change initiated at executive level' and 'provide local leadership of the change'. (MSG 3.1.1 Table 3.1)
4	A	Incorrect:	This is NOT a function of a good Change Agent. A change agent 'has no formal line authority over the change'. The Line leader will 'facilitate in own areas a change initiated at executive level'. (MSG 3.1.1, Table 3.1, 3.1.3)
	B	Correct:	This is an activity of a good Change Agent: 'to build strong networks across the organization.' (MSG 3.1.3, Bullet 1)
	C	Incorrect:	This is NOT an activity of a good Change Agent. This is a key activity that makes a change Sponsor effective: '3. Championing the change, building and maintaining a sense of urgency and priority for it throughout.' (MSG 3.1.2, Item 3, 3.1.3)
	D	Incorrect:	This is NOT an activity of a good Change Agent. This is a key activity that makes a change Sponsor effective: '4: Aligning the organization'sreward systems with the change initiative, especially the way performance is measured and managed'. (MSG 3.1.2, Item 4, 3.1.3)
	E	Correct:	This is an activity of a good Change Agent: 'to smooth access to resources needed by various groups, knowing where to go for help.' (MSG 3.1.3, Bullet 6)

Question: 3, Syllabus: CT, Part: D, Type: CL, SyllabusRef: CT0401, Level: 4

1	A	Incorrect:	Having only one idea that is not discussed does not provide 'constructive conflict about ideas' as all parties should be involved in filtering the proposed ideas. 'People can be encouraged to take the risk of speaking out their different views, trusting the team together to filter and synthesize the most appropriate solutions. This leads to constructive conflict about ideas that do not cause collateral damage to relationships'. (MSG 3.2.3)
	B	Correct:	Having only one idea that is not discussed does not provide 'constructive conflict about ideas' as all parties should be involved in filtering the proposed ideas. 'People can be encouraged to take the risk of speaking out their different views, trusting the team together to filter and synthesize the most appropriate solutions. This leads to constructive conflict about ideas that do not cause collateral damage to relationships'. (MSG 3.2.3)
	C	Incorrect:	Having only one idea that is not discussed does not provide 'constructive conflict about ideas' as all parties should be involved in filtering the proposed ideas. 'Focusing on the team's results will not encourage people to take the risk of speaking out their different views, trusting the team together to filter and synthesize the most appropriate solutions'. (MSG 3.2.3)
	D	Incorrect:	Having only one idea that is not discussed does not provide 'constructive conflict about ideas' as all parties should be involved in filtering the proposed ideas. It is not appropriate for the people most affected by a decision to propose the ideas. (MSG 3.2.3)
2	A	Incorrect:	Excluding a party will not create 'commitment and follow-through'. 'If not addressed, fear of conflict creates a situation where people do not feel fully heard and understood in team meetings. As a result they show a lack of commitment to decisions taken there – even those they appear to have supported during the meeting. The positive solution to this is not a requirement for artificial unanimity. It is to ensure trust and psychological safety, and to encourage open and constructive conflict in team meetings so that all voices are properly heard.' (MSG 3.2.3)
	B	Correct:	Excluding a party will not create 'commitment and follow-through' as personal acceptance to a decision is gained by knowing that views have been listened to. 'If not addressed, fear of conflict creates a situation where people do not feel fully heard and understood in team meetings. As a result they show a lack of commitment to decisions taken there – even those they appear to have supported during the meeting. The positive solution to this is not a requirement for artificial unanimity. It is to ensure trust and psychological safety, and to encourage open and constructive conflict in team meetings so that all voices are properly heard'. (MSG 3.2.3)
	C	Incorrect:	Excluding a party will not create 'commitment and follow-through'. 'Mutual accountability' not 'commitment and follow-through' will be improved by 'identifying unproductive behaviours of staff'. (MSG 3.2.3)
	D	Incorrect:	Excluding a party will not create 'commitment and follow-through'. A team does not support decisions if they are made by the main knowledge holders. 'Ensuring trust and psychological safety, together with encouraging open and constructive conflict in team meetings so that all voices are properly heard is needed'. (MSG 3.2.3)
3	A	Incorrect:	Raising the behaviour of a team member will address 'mutual accountability. This includes 'both commitments to work outcomes and to behavioural agreements within the team'. (MSG 3.2.3)
	B	Incorrect:	Raising the behaviour of a team member will address 'mutual accountability. 'In the most effective teams, all members are ready to call out colleagues' failures to deliver on commitments or their unproductive behaviours. This is not done to 'score points', but as a service to the success of the team as a whole'. (MSG 3.2.3)
	C	Correct:	'In the most effective teams, all members are ready to call out colleagues' failures to deliver on commitments or their unproductive behaviours. This is not done to 'score points', but as a service to the success of the team as a whole. Mutual accountability – and acceptance of being held to account like this – is rooted in commitment to the team and a determination not to let it down'. Therefore, the team's success depends on the performance of all members. (MSG 3.2.3)
	D	Incorrect:	Raising the behaviour of a team member will address 'mutual accountability. 'In the most effective teams, all members are ready to call out colleagues' failures to deliver on commitments or their unproductive behaviours. This is not done to 'score points', but as a service to the success of the team as a whole'. Departmental conflict will not improve 'mutual accountability' as it is not related to colleagues on a team. (MSG 3.2.3)
4	A	Correct:	This email does not 'focus on team results' in the correct way because the approach does not create a culture of team delivery. Team members will hold one another accountable for delivery on commitments and keep one another focused on results. This culture of 'we deliver' is both hugely satisfying for team members (who in many cases will have subordinated their own preferences to enable the team to deliver) and impressive for others to see'. This email seeks to separate the members from discussion. (MSG 3.2.3)
	B	Incorrect:	This email does not 'focus on team results' in the correct way because the approach does not create a culture of team delivery. 'The final dysfunction identified by Lencioni follows from all the others and it is inattention to results. This means the team's performance and results come second to individuals' own preferences and needs'. (MSG 3.2.3)
	C	Incorrect:	Although the focus of the email is on delivering to a deadline, it does not 'focus on team results' in the correct way because the approach does not create a culture of team delivery. The final dysfunction identified by Lencioni follows from all the others and it is inattention to results. This means the team's performance and results come second to individuals' own preferences and needs'. (MSG 3.2.3)
	D	Incorrect:	Even if recognizing past issues may help to create psychological safety, this email does not 'focus on team results' in the correct way because the approach does not create a culture of team delivery. (MSG 3.2.3)

Question: 4, Syllabus: SC, Part: A, Type: MG, SyllabusRef: SC0304, Level: 3		
1	Correct [A]:	Actions speak louder than words. The actions and behaviours of those leading change have a bigger impact on people's level of engagement than any formal presentation. All involved in leading and managing change are key influencers. They need to be consistent in demonstrating their commitment through their actions and become role models for others. (CMSG 4.2.4)
2	Correct [C]:	Narrative is defined as 'a spoken or written account of connected events; a story'. Narrative and story are used interchangeably in this guide. Two things are happening when people hear stories: they are imagining what is happening within the story and analysing the content for information. This engages people at both the rational and emotional levels. Charities use storytelling to great effect. They don't just reel off lots of facts and figures, alongside the data, they typically use a story of an individual, a child or a family to create an emotional connection. (CMSG 4.2.4)
3	Correct [B]:	Metaphors encourage visual thinking and can be a very powerful way of framing a situation, in terms that people can more easily understand and connect with emotionally. People are unlikely to understand or remember all the facts and figures about why change is needed, but they will remember if it is explained in simple terms and using imagery that they can connect with. This makes the messages more memorable and likely to be repeated. (CMSG 4.2.4)
4	Correct [B]:	Metaphors encourage visual thinking and can be a very powerful way of framing a situation, in terms that people can more easily understand and connect with emotionally. People are unlikely to understand or remember all the facts and figures about why change is needed, but they will remember if it is explained in simple terms and using imagery that they can connect with. This makes the messages more memorable and likely to be repeated. (CMSG 4.2.4)

Question: 4, Syllabus: SC, Part: B, Type: MR, SyllabusRef: SC0303, Level: 3			
1	A	Correct:	'Confirmation bias is a tendency for people to pay attention only to information that confirms their beliefs and ignore evidence that indicates otherwise. An appropriate communication approach is to engage people in discussions, so they have an opportunity to develop new insights about the situation.' Posing a few carefully selected questions about the challenges of providing effective and viable habitat protection for discussion in small groups is an example of this approach. (MSG 4.2.2, Table 4.4)
	B	Incorrect:	Drawing up a detailed agenda in advance of briefing meetings to ensure participants know when and how the main issues will be dealt with is an example of dealing with availability bias and 'communicating when and how specific issues raised are being dealt with'. (MSG 4.2.2, Table 4.4)
	C	Incorrect:	Including success stories about the changes made by other national habitat providers in the weekly online change news is an example of dealing with availability bias and 'frequently highlighting and sharing success stories, making them visible and easily accessible.' (MSG 4.2.2, Table 4.4)
	D	Incorrect:	Publishing a detailed plan of the next steps to be taken relating to each of the sites to be closed is an example of dealing with status quo bias and 'Indicating practical next steps and continuing to communicate a compelling vision.' (MSG 4.2.2, Table 4.4)
	E	Correct:	'Confirmation bias is a tendency for people to pay attention only to information that confirms their beliefs and ignore evidence that indicates otherwise. An appropriate communication approach is to communicate reasons for the change and show objective evidence to back this up. Include the losses and problems that will be avoided by changing.' Asking each of the Directors to prepare a presentation about the costs issues facing their own areas of responsibility which will be avoided by closures is an example of this approach. (MSG 4.2.2, Table 4.4)
2	A	Incorrect:	Sending a general e-mail to all staff at the affected centres informing them of the reasons for the closures, with evidence is an example of dealing with confirmation bias and 'communicating reasons for the change and showing objective evidence to back this up.' (MSG 4.2.2, Table 4.4)
	B	Correct:	'Status quo bias is a preference for people to keep things the way they are and avoid change.' An appropriate communication approach is to 'indicate practical next steps and continue to communicate a compelling vision'. Arranging for a member of the change team to visit the centres involved, to meet with staff and discuss the next steps in the relocation is an example of this approach. (MSG 4.2.2, Table 4.4)
	C	Incorrect:	Briefing the managers of the affected centres about success stories with other closures so they can personally update their teams is an example of dealing with availability bias and 'frequently highlighting and sharing success stories, making them visible and easily accessible.' (MSG 4.2.2, Table 4.4)
	D	Incorrect:	Doing nothing and waiting until there is evidence available about the centres and services that are due to close is an example of dealing with confirmation bias and 'communicating reasons for the change and showing objective evidence to back this up.' (MSG 4.2.2, Table 4.4)
	E	Correct:	'Status quo bias is a preference for people to keep things the way they are and avoid change.' An appropriate communication approach is to 'ensure communication messages include what will continue and remain the same, as well as what will be changing.' Including a weekly article in the online change news, covering the detail of the services that will remain open and those which will be closed is an example of this approach. (MSG 4.2.2, Table 4.4)
3	A	Incorrect:	Ensuring that any announcements of changes to working practices are made by the Chief Executive Officer does not address any of the cognitive biases. (MSG 4.2.2, Table 4.4)
	B	Correct:	'Availability bias is a tendency to perceive the more memorable or easily available information as the most significant.' An appropriate communication approach is to 'frequently highlight and share success stories, making them visible and easily accessible.' Regularly highlighting positive reactions from the visitor when the process changes result in an improved service is an example of this approach. (MSG 4.2.2, Table 4.4)
	C	Correct:	'Availability bias is a tendency to perceive the more memorable or easily available information as the most significant.' An appropriate communication approach is to 'communicate when and how specific issues raised are being dealt with'. Identifying the difficulties being experienced with the operational changes and publishing how they will be resolved is an example of this approach. (MSG 4.2.2, Table 4.4)
	D	Incorrect:	Sharing the reasons behind the changes to work practices before the staff are asked to committed to action is an example of dealing with confirmation bias and 'communicating reasons for the change and showing objective evidence to back this up.' (MSG 4.2.2, Table 4.4)
	E	Incorrect:	Sending a copy of the process documentation to all staff indicating which working practices have remained unchanged is an example of dealing with status quo bias and 'ensuring communication messages include what will continue and remain the same, as well as what will be changing.' (MSG 4.2.2, Table 4.4)
4	A	Correct:	'Loss aversion bias is the impact of losing something, is felt more strongly, than the idea of making an equivalent gain.' An appropriate communication approach is to 'acknowledge the losses, empathize with their position. Discuss what they will potentially gain instead, tapping into values and bigger purpose.' Arranging a meeting with the staff association to acknowledge their concerns and the positive implications of these changes for staff is an example of this approach. (MSG 4.2.2, Table 4.4)
	B	Correct:	'Loss aversion bias is the impact of losing something, is felt more strongly, than the idea of making an equivalent gain.' An appropriate communication approach is to 'involve them in co-designing change and implementing it.' Setting up a representative group of staff to discuss ideas for designing and implementing the proposed changes to working practices is an example of this approach. (MSG 4.2.2, Table 4.4)
	C	Incorrect:	Taking no action, as there will be a legal requirement for HHH to meet employment standards does not address any cognitive biases. (MSG 4.2.2, Table 4.4)
	D	Incorrect:	Holding a meeting with the change agents to highlight and discuss successful pilots of the new working practices is an example of dealing with availability bias or and 'frequently highlighting and sharing success stories, making them visible and easily accessible'. (MSG 4.2.2, Table 4.4)
	E	Incorrect:	Sending a copy of all the relevant documentation to all staff describing the reasons why changes to working practices are needed is an example of dealing with confirmation bias and 'communicating reasons for the change and showing objective evidence to back this up'. (MSG 4.2.2, Table 4.4)

Question: 4, Syllabus: SC, Part: C, Type: CL, SyllabusRef: SC0302, Level: 3			
1	A	Incorrect:	Awareness is where the stakeholder needs to know about the change and why it happening. (MSG 4.1.5, Figure 4.3)
	B	Incorrect:	Understanding is where the stakeholder needs to understand what the outcomes are and how this will impact them. (MSG 4.1.5, Figure 4.3)
	C	Correct:	Involvement is where the stakeholder is willing and ready to get involved in pilots to tryout change, and give input where possible. The overall outcome is for the site manager to pilot the new approach and provide feedback on its use so this would be example of involvement. (MSG 4.1.5, Figure 4.3)
	D	Incorrect:	Commitment is where the stakeholder feels a sense of ownership and is actively engaged in making decisions to shape change and make it happen. (MSG 4.1.5, Figure 4.3)
2	A	Incorrect:	'Do' describes what do you want the stakeholder to do. To explore certification courses available in the basic use of the new climate resilience approach and processes is an objective describing what the stakeholder needs to 'do'. (MSG 4.1.5)
	B	Incorrect:	'Feel' describes what do you want the stakeholder to feel about the change. To believe that the new processes will make HHH's infrastructure environmentally sustainable for the future is an objective describing what the stakeholder needs to 'feel'. (MSG 4.1.5)
	C	Correct:	'Know' describes what do you want the stakeholder to know or think about the change. This includes 'what the new processes are and the benefits of this change for managers and the team'. To recall the benefits of integrating climate resilience into infrastructure projects is an objective describing what the stakeholder needs to 'know'. (MSG 4.1.5)
	D	Incorrect:	Do' describes what do you want the stakeholder to do. To attend a workshop with other site managers in the region to discuss possible pilots for the new processes is an objective describing what the stakeholder needs to 'do'. (MSG 4.1.5)
3	A	Incorrect:	'Know' describes what do you want the stakeholder to know or think about the change. To understand when and how site managers will be retrained in the new processes is an objective describing what the stakeholder needs to 'know'. (MSG 4.1.5)
	B	Incorrect:	Do' describes what do you want the stakeholder to do. To attend a briefing on which sites will be required to pilot the new processes is an objective describing what the stakeholder needs to 'do'. (MSG 4.1.5)
	C	Correct:	'Feel' describes what do you want the stakeholder to feel about the change. To be confident that any feedback will be included into the change delivery plans is an objective describing what the stakeholder needs to 'feel'. (MSG 4.1.5)
	D	Incorrect:	Do' describes what do you want the stakeholder to do. To feedback how the new procedures will impact skills and competencies is an objective describing what the stakeholder needs to 'do'. (MSG 4.1.5)
4	A	Incorrect:	'Feel' describes what do you want the stakeholder to feel about the change. To consider themselves to be sufficiently practiced in the new approach to get started is an objective describing what the stakeholder needs to 'feel'. (MSG 4.1.5)
	B	Incorrect:	'Know' describes what do you want the stakeholder to know or think about the change. To be aware of how to contact the climate resilience expert in HHH if advice is needed is an objective describing what the stakeholder needs to 'know'. (MSG 4.1.5)
	C	Correct:	Do' describes what do you want the stakeholder to do. To advise on any side-effects that the planned changes may have on other processes is an objective describing what the stakeholder needs to 'do'. (MSG 4.1.5)
	D	Incorrect:	Know' describes what do you want the stakeholder to know or think about the change. To be familiar with how the changes will affect the site manager role is an objective describing what the stakeholder needs to 'know'. (MSG 4.1.5)

Question: 4, Syllabus: SC, Part: D, Type: AR, SyllabusRef: SC0401, Level: 4				
1	False:	There are many ways of grouping stakeholders, NOT only by 'Power versus Commitment to change'. 'The power / interest matrix is often used for stakeholder analysis. However, other variations can be useful, such as; Impact (of change on the stakeholder) vs. Influence; Power vs. Commitment to change; Change readiness vs. Commitment to change.. (CMSG 4.1.3)	True:	It would be ideal to engage fully with all stakeholders, but time is limited. Change managers need to prioritize their efforts. As a result, they need to understand which stakeholders are most critical to change success. Stakeholder mapping helps to do this.. (CMSG 4.1.3)
2	False:	The positioning of individuals or groups into a stakeholder group is dependent on a number of factors including the nature and extent of change and the organizational context. It will NOT be necessarily true that the Board of Trustees and the Directors Committee will share the same opinions. (CMSG 4.1.3, 4.1.2)	False:	Stakeholders who have high power and influence may be treated as 'influential observers' if they have low interest in the change. (CMSG 4.1.3)
3	False:	Stakeholders who can influence the change, are impacted by it, or can benefit from it may be internal to the organization or external. Whilst it may or may not be true that these suppliers have no power over the change, a stakeholder is 'any individual or group with an interest in the change or its outcomes'. Suppliers would certainly be interested in the outcome of the change as it may affect whether they remain as suppliers or if the amount of business with HHH will change, so they should be mapped onto the matrix. (CMSG 4.1.2, 4.1.3)	False:	Stakeholders that have little power and little interest in the change, ('spectators'), need monitoring as they might move into other quadrants if a new interest or power base emerges. (CMSG 4.1.3)
4	True:	A stakeholder is 'any individual/group with an interest in the change or its outcomes'. In this case, the regulatory authorities are likely to be "Influential Observers' in the early stages' as their interest in the detail of HHH changes will be relatively low initially. The regulatory authority will be powerful/influential (high on vertical scale) all the way through. As the changes develop and HHH needs to demonstrate continued regulation compliance, the buy-in of this stakeholder will need more active engagement, so moving them into the 'Key Players' quadrant. Our actions can increase their interest, but not their level of power. (CMSG 4.1.3)	True:	A stakeholder 'grid' can be used for targeting, with stakeholders moving into other quadrants according to the level of engagement needed as change progresses. In particular, the time and effort invested in the 'spectator' group could be kept minimal, but it is important to keep an eye on them, in case circumstances change and they shift to another quadrant. As the Assertion concerns moving a stakeholder to a different quadrant to increase their level of engagement, the Reason explains the Assertion so the answer is 'A'. (CMSG 4.1.3)

Question: 5, Syllabus: WM, Part: A, Type: CL, SyllabusRef: WM0207, Level: 2

1	A	Correct:	Chris Meyer (2010) describes critical mass as 'when the people and systems operating in the new way achieve unstoppable momentum'. It is at this point that we can safely accelerate the switch to the new ways of working. Indicators that a tipping point has been reached might include positive stories originating from outside the immediate change team and network. (MSG 6.1.2)
	B	Incorrect:	Forcing people to change' is not the same as achieving critical mass or 'unstoppable momentum'. As the energy for the change builds and the groundwork for adoption is complete, there comes a point when it starts to feel easier. The momentum tips and changes become self-sustaining. (MSG 6.1.2)
	C	Incorrect:	'Leaving people to get on with it' if resources are stretched is not the same thing as a 'tipping point' or 'critical mass' As the energy for the change builds and the groundwork for adoption is complete, there comes a point when it starts to feel easier. The momentum tips and changes become self-sustaining. (MSG 6.1.2)
	D	Incorrect:	Training everyone is not the same as achieving critical mass or 'unstoppable momentum'. At the tipping point the objective of the change manager and team now becomes protecting and reinforcing the momentum, rather than creating it... (MSG 6.1.2)
2	A	Incorrect:	Just disciplining staff may not achieve the desired outcomes. Building momentum may be done through managing the time and frequency of communications, maintaining visibility and focus of the change, making everyone responsible for the change, not just the change team and having a phased approach to implementation. (MSG 6.1.2)
	B	Correct:	Build a rhythm into the communications to support progression of the changes will help to maintain the visibility and focus. Often there is a big bang effect at the start of a change, and it becomes top of everyone's priority list. As new initiatives emerge visibility and focus can begin to fall. Tips include getting creative with how you engage; refresh your change network, advocates, or leaders to bring a new lease of life; build cadence into your communications and task individuals with the responsibility for delivery.' (MSG 6.1.2)
	C	Incorrect:	Giving people freedom to implement changes in their own way is unlikely to achieve the desired outcomes. Building momentum may be done through managing the time and frequency of communications, maintaining visibility and focus of the change, making everyone responsible for the change, not just the change team and having a phased approach to implementation. (MSG 6.1.2)
	D	Incorrect:	Telling people that the 'tipping point' has been reached does not mean that it has been! Building momentum may be done through managing the time and frequency of communications, maintaining visibility and focus of the change, making everyone responsible for the change, not just the change team and having a phased approach to implementation. (MSG 6.1.2)
3	A	Incorrect:	Laggards are change averse. Comfortable with what they know, they are the hardest group to bring on board. (MSG 6.1.2)
	B	Incorrect:	Innovators are pioneers. They need little or no information and are idea generators. (MSG 6.1.2)
	C	Correct:	Late Majority are sceptics. They want to see the change is here to stay, has been tried and tested. (MSG 6.1.2)
	D	Incorrect:	Early Majority are followers. These make up the largest percentage of your users (hence the name). They like to see evidence that the innovation works before they jump on board. (MSG 6.1.2)
4	A	Incorrect:	Workaround solutions for the change have been developed by individuals does not represent an indicator for a tipping point. Decentralised innovation is a great example of ownership, but caution should be applied in this situation: ensure the principles of the change are maintained and that the 'innovation' is not simply a 'work around' for the change. That would indicate resistance to the change or that the solution provided by the change is not fit for purpose. (MSG 6.1.2)
	B	Incorrect:	Identification of specific concerns about implementation of a change have been identified does not represent an indicator for a tipping point. This is an action to be taken to try to bring laggards on board. You might find that they have ideas or insights no-one else has thought of and which, if addressed, could significantly improve the change. (MSG 6.1.2)
	C	Incorrect:	The change team has issued positive stories about the benefits of the change does not represent an indicator for a tipping point. Positive stories originating from outside the immediate change team and network, not the change team, would be an indicator. (MSG 6.1.2)
	D	Correct:	There have been more sign-up requests for training than there are course places available are an indicator for a tipping point. This is a 'pull over push' indicator. For example, requests from stakeholders for information, speakers, or access to training increase. This could be a verbal request or increases in data points such as online course sign-ups or intranet blog click rates. (MSG 6.1.2)

Question: 5, Syllabus: WM, Part: B, Type: MG, SyllabusRef: WM0301, Level: 3		
1	Correct [B]:	Unintended/Unplanned Change – system outages, process workarounds and misdiagnosed behavioural responses are examples of these. (CMSG 5.1.1)
2	Correct [A]:	Intended Change – the vision of the new world, the removal of barriers to get there and the disruption to productivity while absorbing the change. This should include consideration of areas out of scope or not impacted by the change.. (CMSG 5.1.1)
3	Correct [C]:	Change Management activities – the involvement of Subject Matter Experts (SMEs), time spent in scheduled training or in coaching change networks will impact business as usual. (CMSG 5.1.1)
4	Correct [B]:	Unintended/Unplanned Change – system outages, process workarounds and misdiagnosed behavioural responses are examples of these. (CMSG 5.1.1)

Question: 5, Syllabus: WM, Part: C, Type: CL, SyllabusRef: WM0301, Level: 3			
1	A	Correct:	Time – the level of effort required to implement, adopt, or reinforce a change. This describes the activities and the time used that will be required to implement the change. (CMSG 5.1.2, Step 2.1)
	B	Incorrect:	Productivity dip – the fall in job performance for an individual or team before basic competence is achieved. This is not a change that is related to achieving a competence, but a change in culture. (CMSG 5.1.2, Step 2.1)
	C	Incorrect:	Reputational – a threat or actual negative opinion of the standing of an organization. There is no reputational impact to this change. (CMSG 5.1.2, Step 2.1)
	D	Incorrect:	Safety & Wellbeing – an actual or near miss event that puts an individual at danger. There is an improvement to wellbeing, not a cost. (CMSG 5.1.2, Step 2.1)
2	A	Incorrect:	Time – the level of effort required to implement, adopt, or reinforce a change. This describes the time that will be required to implement the change. (CMSG 5.1.2, Step 2.1)
	B	Incorrect:	Safety & Wellbeing – an actual or near miss event that puts an individual at danger. Potential danger to visitors is a safety issue. (CMSG 5.1.2, Step 2.1)
	C	Incorrect:	Financial – a monetary figure associated with, for example, the use of a resource, lost output, or non-compliance. The cost of fencing is a use of a resource. (CMSG 5.1.2, Step 2.1)
	D	Correct:	Reputational – a threat or actual negative opinion of the standing of an organization. The appearance of being elitist and wasteful is a reputational impact to this change. (CMSG 5.1.2, Step 2.1)
3	A	Incorrect:	The environment: This includes external factors such as the culture of the organization, the strategy/vision and what else is going on that might impact change capacity. This situation does not describe the other changes that are happening. (CMSG 5.1.2, Step 2.2)
	B	Correct:	The change ability of the organization: Does the organization have the leadership, structures, and frameworks in place to support this specific change? The Conservation Services does not have the experience or structure to implement this change. (CMSG 5.1.2, Step 2.2)
	C	Incorrect:	The history of change in the organization: How well leaders have managed change previously and how much cynicism or buy-in to the change is visible. This situation does not describe how well the leaders have managed change before. (CMSG 5.1.2, Step 2.2)
	D	Incorrect:	The individual responses to change: Everyone responds differently to change. The environment, change ability and history of the change will all affect an individual's response. This situation does not describe how the individuals will respond to change. (CMSG 5.1.2, Step 2.2)
4	A	Correct:	The environment: This includes external factors such as the culture of the organization, the strategy/vision and what else is going on that might impact change capacity. Change overload from four projects is a risk on staff that already have low morale describes what else is happening that might impact the change capacity. (CMSG 5.1.2, Step 2.2)
	B	Incorrect:	The nature of change: This includes the scale, purpose, and speed of the change. Does the organization, or impacted stakeholders, have previous experience of change of this size, shape, or type of change (e.g. evolutionary versus radical, incremental versus big bang)? Every visitor centre will have to change their merchandising operations and staff roles is describing the scale and purpose of the change. (CMSG 5.1.2, Step 2.2)
	C	Incorrect:	The change ability of the organization: Does the organization have the leadership, structures, and frameworks in place to support this specific change? The Operations facilities team has relocated other offices and functions many times so has the frameworks and ability to support this change. (CMSG 5.1.2, Step 2.2)
	D	Incorrect:	The history of change in the organization: How well leaders have managed change previously and how much cynicism or buy-in to the change is visible. Previous multi-dimensional changes have often been poorly executed by HHH is demonstrating how well leaders have managed change previously. (CMSG 5.1.2, Step 2.2)

Question: 5, Syllabus: WM, Part: D, Type: AR, SyllabusRef: WM0403, Level: 4				
1	True:	Appointing a 'Best Practice Manager' to head the new 'Best PracticeTeam' is designed to reflect the desired new focus on best practice and reduced inefficiencies, and is an example of a 'Structural organizational lever' where the 'messages are implicit in the structures about the priorities of elements such as customers...' (CMMSG 6.1.1)	True:	Structural organizational levers are those that are implicit in the way an organization is controlled. For example, the way that elements of the organization are grouped together or managed separately, reward systems and job design' The appointment of a Best Practice Manager and the formation of a 'Best Practice Team' are clear examples of structural organizational levers but this is due to the appointment of a specific team and manager, not because of a reward system' (CMMSG 6.1.1). Although the Reason is correct it is not a direct explanation of the Assertion so the answer is 'B'
2	False:	'Procedural organizational levers are those imposed by a process that a person needs to follow.' As both the 'Habitat Journals' and the time recording system (linked to performance management) are both key aspects of the change programme, linking them procedurally is appropriate. 'Environmental levers' are the physical elements of the landscape such as the office layout or quality of the training rooms. It would not be appropriate to move this entry to the Environmental lever' heading. (CMMSG 6.1.1)	True:	'Environmental levers' are the physical elements of the landscape such as the office layout or quality of the training rooms. For example, if a change aims to automate a paper-based process then the physical shelving and storage that was required to accommodate the paper should be removed, as both a symbol of the inevitability of the change and also as a way of 'burning bridges' by preventing people going back to the old paper-based ways. (CMMSG 6.1.1)
3	False:	This is under the correct heading: 'Structural organizational levers are those that are implicit in the way the organization is controlled.' (CMMSG 6.1.1)	True:	This describes an 'Emotional organizational lever' e.g. 'those that exert an internal pressure to change such as guilt, pride or feeling part of the 'in-crowd'. (CMMSG 6.1.1)
4	False:	The requirement for all Head Office managers and staff to contribute to cross- functional projects is an appropriate 'Structural organizational lever', not a 'leadership lever'. For example, 'the way that elements of the organization are grouped together or managed separately, reward systems and job design.' 'Leadership levers' are anything that influential leaders do or say before, during and after the change. These may be formal leaders within the hierarchy or informal leaders who influence others without any formal authority. (CMMSG 6.1.1)	False:	This describes a 'Procedural organizational lever' which are those levers imposed by the process that a person needs to follow. For example, the introduction of coding to ensure a sales order can't proceed unless a specific box is checked on the order system or performance management processes and standards. 'Leadership levers' are anything that influential leaders do or say before, during and after the change. These may be formal leaders within the hierarchy or informal leaders who influence others without any formal authority. (CMMSG 6.1.1)