ACMP Global

CCMP Exam

Certified Change Management Professional

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Question: 1

What two activities are most critical to focus on when managing employee resistance?

A. Clarifying the expectations of managers and informing them how the change is progressing

B. Creating a training delivery plan and demonstrating sponsor commitment to the change

C. Identifying and addressing rumors and explaining how the change is being implemented

D. Raising awareness of why change is needed and informing employees how change will impact them

Answer: D

Explanation:

ACMP emphasizes that resistance is most effectively reduced when people understand why the change is necessary and how it affects their roles ("what's in it for me"). The Standard situates resistance management within execution, calling for targeted communications that build awareness of the business rationale and provide impact-based information to individuals and groups. Training and rumor management matter, but they are secondary to establishing awareness and personal impact clarity—the core precursors to willingness and adoption. (Reference: ACMP Standard for Change Management®, Process Group 4 – Execute the Change Management Plan; Activities: Manage Resistance; Communications aligned to impact; Linkage to Process Group 1 impact assessment & WIIFM messaging.)

Question: 2

What should the change manager do before formally closing her work to evaluate the change management effort?

A. Compare the change outcomes to the original change and project objectives

B. Transfer ownership of change outcomes to stakeholder operational resources

C. Release all change resources

D. Seek formal approval from the sponsor to close the change management effort

Answer: A

Explanation:

Closing requires evaluation before handover and formal approval. The Standard directs practitioners to assess outcomes versus defined objectives and success criteria to determine if adoption, usage, and benefits targets were achieved. Only after this evidence-based evaluation should ownership be transferred, resources released, and closure approval sought. Therefore, comparing outcomes with the original objectives is the correct pre-closure step that informs the rest of the closure activities. (Reference: ACMP Standard, Process Group 5 – Close the Change Management Effort; Outcomes: Evaluate outcomes against objectives; Activities: Assess adoption/usage/proficiency, document lessons, recommend sustainability actions.)

Question: 3

Why is a sponsor important in a change effort?

A. Sponsor(s) validate the change management plan

B. Sponsor(s) are primarily responsible for providing consistent feedback

C. Sponsor(s) are individually responsible for ensuring adoption of the change

D. Sponsor(s) are the primary identifier and mitigators of risks

Answer: C

Explanation:

ACMP positions sponsorship as the accountable role for realizing benefits and securing adoption within the sponsor's span of control. Sponsors authorize, prioritize, visibly lead, and ensure middle managers and teams adopt new ways of working. While they also validate plans, give feedback, and help mitigate risks, their defining responsibility is ensuring adoption and benefits realization through visible, sustained leadership. (Reference: ACMP Standard, cross-cutting role of Sponsorship; Process Groups 2–5: Define sponsorship strategy, engage sponsors, coach sponsors, and sustain visible leadership.)

Question: 4

How would you best define a change sponsor?

A. An individual who expects the change implementation to happen

B. An individual who is accountable for the change implementation

C. An individual who is enthusiastic about the change implementation

D. An individual who clearly understands benefits and costs of the change implementation

Answer: B

Explanation:

The sponsor is the accountable executive who owns the outcomes and benefit realization, secures resources, resolves cross-functional issues, and models commitment. Enthusiasm and understanding are helpful, but accountability is the defining characteristic in ACMP guidance. (Reference: ACMP Standard, Sponsorship—accountability for change success; Process Groups 2–4: Sponsorship strategy and engagement.)

Question: 5

What refers to the extent to which an organization uses change management and project management methodologies, techniques, and tools?

A. Change alignment

B. Change capacity

C. Change absorption

D. Change maturity

Answer: D

Explanation:

“Change maturity” describes systematic, consistent use of methods, tools, and governance across initiatives. ACMP encourages assessing organizational maturity to tailor approach and risk posture. Capacity/absorption relate to the volume/timing of changes; alignment relates to strategy fit. (Reference: ACMP Standard, Process Group 1 – Evaluate; Organizational context & maturity considerations for tailoring the approach.)

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