



The Agile Change Agent Examination

Multiple Choice

40 Minute Paper

Instructions

1. All 50 questions should be attempted.
2. All answers are to be marked on the answer grid provided.
3. Please use a pencil and NOT ink to mark your answers in the Answer sheet provided.
4. There is only one correct answer per question.
5. You have 40 minutes for this paper.
6. You must get 25 or more correct to pass.

Candidate Number:

- 1 Which information is provided in a Roadmap?
 - a) The processes that the organization always uses
 - b) Detailed directions for the work for all parties involved
 - c) A set of flexible instructions of what needs to be done
 - d) The work needed to achieve the perfect solution

- 2 Which of the following is a characteristic of Requirements led change?
 - a) Benefits are assumed
 - b) Linked to business strategy
 - c) Prioritised by value
 - d) Supported by clear rationale

- 3 A company that sells a unique design of school bags has received funds from investors to help it grow. The company has a change project to begin manufacturing in-house after problems were experienced with the external supplier.

Which approach will create an environment that provides encouragement?

- a) Arrange a party to celebrate leaving a difficult period
- b) Criticize the sub-contracted supplier for past issues with the process
- c) Emphasize the large order volumes generated by the bag's design
- d) Understate the problems experienced with the growing company

- 4 What does the emotional intelligence, developed through personal awareness and personal leadership, help us to develop?
- a) Strength
 - b) Empathy
 - c) Creativity
 - d) Authority
- 5 What are the recommended contexts that should be considered when developing business understanding?
- a) Financial and non-financial
 - b) Past and present
 - c) Market and organizational
 - d) Innovative and traditional
- 6 Which of the following statements about Benefits is true?
- 1. Addressing disbenefits demonstrates empathy
 - 2. The negative consequences of a change should be greater than the benefits
- a) Only 1 is true
 - b) Only 2 is true
 - c) Both 1 and 2 are true
 - d) Neither 1 or 2 is true

Agile Change Agent Examination

- 7 During Iteration 2 and all subsequent iterations, which is **NOT** an activity in the Realize benefits process?
- a) Thanking those involved in implementation
 - b) Providing dedicated training and support
 - c) Checking changes meet acceptance criteria
 - d) Removing old operating procedures
- 8 In which activity in Iteration 1 is it decided what outputs need to be created in order to manage the change?
- a) Plan
 - b) Deploy
 - c) Discover
 - d) Change
- 9 What term describes “the desired result from carrying out all of the activities and producing the outputs”?
- a) Outcome
 - b) Iteration
 - c) Process
 - d) Roadmap

- 10** Which of the following statements about the benefits of using a Roadmap are true?
1. Having a Roadmap builds up the confidence of all those involved in change
 2. A Roadmap improves the return on the investment of a change
- a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true
- 11** Which is a key element of agile working
- a) A team which has a risk-taking ethos
 - b) Focussed on the use of technology
 - c) Emphasis on the evolving solution
 - d) Detailed up-front planning and scheduling
- 12** Which describes a purpose of an iteration?
- a) To formally engage all stakeholders
 - b) To escalate issues for management attention
 - c) To manage the environment and organizational dependencies
 - d) To deliver a section of the overall change

- 13** Which of the following statements about the Plan activity during Iteration 2 are true?
1. Acceptance criteria can be derived from external standards where possible
 2. Tasks should be allocated to those who have the correct skills and have volunteered to do it
- a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true
- 14** What combination is recommended in order to build effective relationships?
- a) Emotional influence and infinite determination
 - b) Inventive imagination and self-assurance
 - c) Body language and personal attraction
 - d) Analytical thinking and emotional intelligence
- 15** Identify the missing words in the following sentence.
- Without [?], a person can NOT develop an understanding of another's situation, feelings, and motives.
- a) sufficient time and genuine appreciation a
 - b) common interest or personal agenda
 - c) shared perceptions, beliefs and values
 - d) emotional intelligence and analytical thinking

- 16** What does the environment **NOT** need to provide to support implementation of a change?
- a) Validation
 - b) Reassurance
 - c) Encouragement
 - d) Motivation
- 17** Which of the following statements about the use of SMART goals to establish intrinsic motivation are true?
1. A goal assigned to an individual must explain how their personal skills will help implement the change
 2. Each goal assigned to an individual must take into account the impact of other factors.
- a) Only 1 is true
 - b) Only 2 is true
 - c) Both 1 and 2 are true
 - d) Neither 1 or 2 is true
- 18** Which is the **BEST** definition of resilience?
- a) Having a good work ethic and level of seriousness
 - b) Having core skills, natural abilities and preferences
 - c) Having control and ability to make decisions over own work
 - d) Having an ability to work through difficult times

- 19** There is one member of a management team who always stands out in a crowd. This individual exudes confidence and enthusiasm, attracting attention without even trying.

What type of authority does this exhibit?

- a) Structural
 - b) Physical
 - c) Specialist
 - d) Interpersonal
- 20** Which of the following factors should be considered when developing your understanding about the market in which an organization operates?
- a) New technology
 - b) Company principles
 - c) Past performance
 - d) In-house practices
- 21** Identify the missing words in the following sentence.
- Validity of the change is [?] of the change by those impacted by it.
- a) the formal acceptance
 - b) a personal assessment of the 'rightness'
 - c) a measure of the accuracy
 - d) the informal acknowledgement

22 In preparation for its 50th anniversary, a science institute is working on updating the way that customers register to attend their public events. The administration team who are responsible for the booking system are already experiencing an increasing number of enquiries.

During iteration 1, which materials should be provided as a minimum to the administration team during the Deploy activity?

- a) Launch presentation
- b) Description of change and business case
- c) Change management strategy and communication plan
- d) All roadmap outputs

23 Which step occurs in the Plan activity for Iteration 2 and all subsequent iterations?

- a) Active listening
- b) Feedback
- c) Acceptance criteria
- d) Discover

24 Which aspect is the **MOST** important for establishing positive thinking in an environment?

- a) Good presentational skills
- b) Specialist training
- c) Collaborative working
- d) Decisions based on facts

25 Identify the missing word in the following sentence.

The best way of controlling the human costs of a change initiative is for the [?] to be fixed

- a) timeframe
- b) scope
- c) iterations
- d) Prioritization

26 What is represented on a Community Map?

- a) Who is involved and their relationship to the change
- b) What is being changed and the outcomes expected
- c) The environment and organizational dependencies
- d) The geographic area being impacted by the change

27 Which of the following are elements of personal leadership?

- 1. Communication
- 2. Authority
- 3. Trustworthiness
- 4. Flexibility

- a) 1, 2, 3
- b) 1, 2, 4
- c) 1, 3, 4
- d) 2, 3, 4

- 28 Which reaction to change is **MOST** likely to be founded on a fear of being left behind?
- a) Appreciating the current state
 - b) Loss of group membership
 - c) Loss of productivity
 - d) Appreciating the new state
- 29 How does the Benefits led approach to change support agile working?
- a) Requirements are prioritised by value
 - b) Benefits are driven by what the Users want
 - c) Improvements are unquantified
 - d) Benefits change daily
- 30 Which of the following are defined in the Making Progress process in Iteration 1?
1. The timeframe for the change implementation
 2. The acceptance criteria for each specialist output
 3. How the change will create a new way of working
 4. How the risks and issues with the changes will be managed
- a) 1, 2, 3
 - b) 1, 2, 4
 - c) 1, 3, 4
 - d) 2, 3, 4

- 31 Which of the following is **NOT** part of how a roadmap is structured?
- a) Definition of the change initiative's resources
 - b) Description of the expected outcome for each iteration
 - c) Expected timeframe for the change initiative
 - d) Allocation of available time to the iterations
- 32 A call centre manager has explained to his staff why the existing phone system is to be replaced, what changes they can expect over the next few weeks, and invited them to ask any questions and share any concerns they may have.
- What will this help the staff to assess?
- a) Validity of the change
 - b) Cost of the change
 - c) Approval of the change
 - d) Formality of the change
- 33 What should we learn from self-assessment?
- a) To discard other perspectives
 - b) To establish common filters with others
 - c) To recognize different preferences
 - d) To spend more time on tasks you least enjoy

- 34 Which of the following is **NOT** one of the three steps in building relationships?
- a) Make people aware of who you are and what you know
 - b) Ensure everyone knows what is expected of them
 - c) Bring all of the connections together to form change teams
 - d) Encourage collaborative working
- 35 What style of working requires all members of a team to work together, with shared responsibility for achieving a common goal?
- a) Intelligent
 - b) Functional
 - c) Collaborative
 - d) Autonomous
- 36 Which of the following are examples of culture in an organization?
1. The business capabilities
 2. Whether views are encouraged
 3. How work is prioritized
 4. The dress code
- a) 1, 2, 3
 - b) 1, 2, 4
 - c) 1, 3, 4
 - d) 2, 3, 4

- 37** Which of the following statements about understanding ourselves is true?
1. Personal awareness is the ability to know yourself
 2. Personal leadership is the ability to control your responses to different situations
- a) Only 1 is true
b) Only 2 is true
c) Both 1 and 2 are true
d) Neither 1 or 2 is true
- 38** Why is the Discover activity important to Iteration 1?
- a) It creates the change management strategy
 - b) It limits the scope to something that is achievable
 - c) It establishes the formality required for change management
 - d) It defines the gateways needed for approval
- 39** In a change programme, a user put forward a process improvement idea. When the proposal was reviewed, the user was told by the manager that this would create extra work and that they should NOT make suggestions.
- Is this an appropriate way of providing feedback?
- a) No, because feedback should only praise ideas
 - b) No, because feedback should help identify alternative ideas
 - c) Yes, because senior staff are best qualified to take decisions
 - d) Yes, because feedback should be specific

- 40** Which of the following is a core element used to create a Roadmap?
1. Best practice techniques
 2. Role questionnaires
 3. Checklists
 4. Change management terminology
- a) 1, 2, 3
b) 1, 2, 4
c) 1, 3, 4
d) 2, 3, 4
- 41** Which type of organisation would **MOST** likely need to use more formality when applying each step defined in the roadmap?
- a) Network style
 - b) Flat structure
 - c) Democratic style
 - d) Hierarchical structure
- 42** According to the Agile Change Management guide, what are the three elements of Business Need?
1. Benefits
 2. Pace of change
 3. Requirements
 4. Acceptance criteria
- a) 1, 2, 3
b) 1, 2, 4
c) 1, 3, 4
d) 2, 3, 4

43 Which of the following is **NOT** a purpose of using Business Need in Iteration 2?

- a) Defines level of management
- b) Captures new requirements
- c) Demonstrates actual improvements
- d) Identifies specific changes

44 Identify the missing words in the following sentence.

A roadmap must [?], so that the change process is not allowed to run on unchecked.

- a) be published on the company website
- b) define decision points
- c) plan most of the effort for early deployment
- d) be aimed at the change management team

45 What term describes “the work ethic, level of seriousness and commitment that you want people to demonstrate when they are participating in change”?

- a) Approach
- b) Authority
- c) Ability
- d) Application

46 What elements form personal awareness?

- a) Perception of self and perception of others
- b) Personal belief and self confidence
- c) Self awareness and personal control
- d) Self assessment and emotional assessment

47 What is the purpose of Relationship Building in Agile Change Management?

- a) To focus on those who are important
- b) To manage everyone from the outset
- c) To persuade people to work differently
- d) To establish a level of authority

48 What uses personal values and beliefs to encourage involvement in a change?

- a) Intrinsic motivation
- b) Achievement
- c) Energy
- d) Autonomy

49 Which of the following responses demonstrate effective listening

- a) Surely you must agree with what I'm saying?
- b) Before you go on, can I just stop you there?
- c) Can you please explain to me why you think that?
- d) I don't think we need to discuss that

50 Identify the missing word(s) in the following sentence.

Environment is defined as the atmosphere, [?] and community of colleagues and contacts in which we work?

- a) regulations
- b) technology
- c) working conditions
- d) organizational structure