




Prosci Certified Advanced Change Practitioner

Preparation and Sample Exam Questions





Introduction

To achieve the Prosci Certified Advanced Change Practitioner (PCACP) credential, you are required to successfully complete an exam which assesses:

- Your knowledge of the content covered in the four Model Mastery programs.
- Your ability to find information and resources in the Research and Knowledge Hubs that will support you in addressing the people side of change.

This document is intended to help you prepare for and successfully complete the PCACP exam.

The PCACP Exam

The exam is comprised of 60 questions, with 15 questions for each of the four Model Mastery programs. The question types are true/false, multiple choice, ranking, and matching. There are no fill-in-the-blank or essay questions.

To receive your PCACP Certification, you must achieve an exam score of at least 85%, which will require you to correctly answer 51 of the 60 questions. The exam is scored automatically and you will see your results immediately after submitting it.

The exam is “open-hub,” which means you are encouraged to refer to your program materials to answer the exam questions. This includes your program workbooks, [Research Hub](#), and the three Knowledge Hubs:

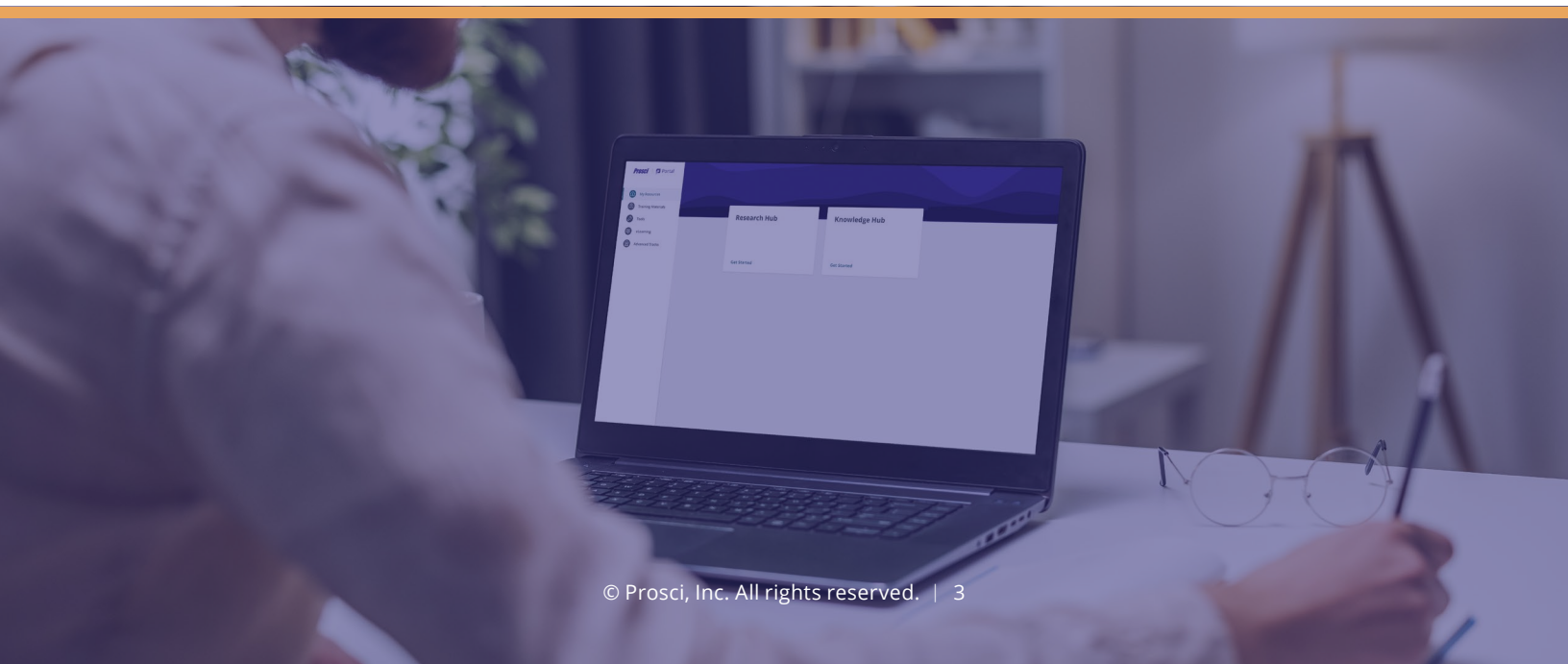
- [Applying the PCT Model](#)
- [Applying the ADKAR Model](#)
- [Applying the Prosci Change Performance Framework](#)

The only limitation to the “open hub” is that if you have access to Kaiya, Prosci’s expert change management AI tool, you are not allowed to use it to assist you in completing the exam.

You have **six months** to complete the exam from your payment date for the PCACP. If you aren’t successful, you have the option of retaking the exam for an additional fee. Retaking the exam does not extend the six-month timing; the exam will remain open only for six months following the original payment date.

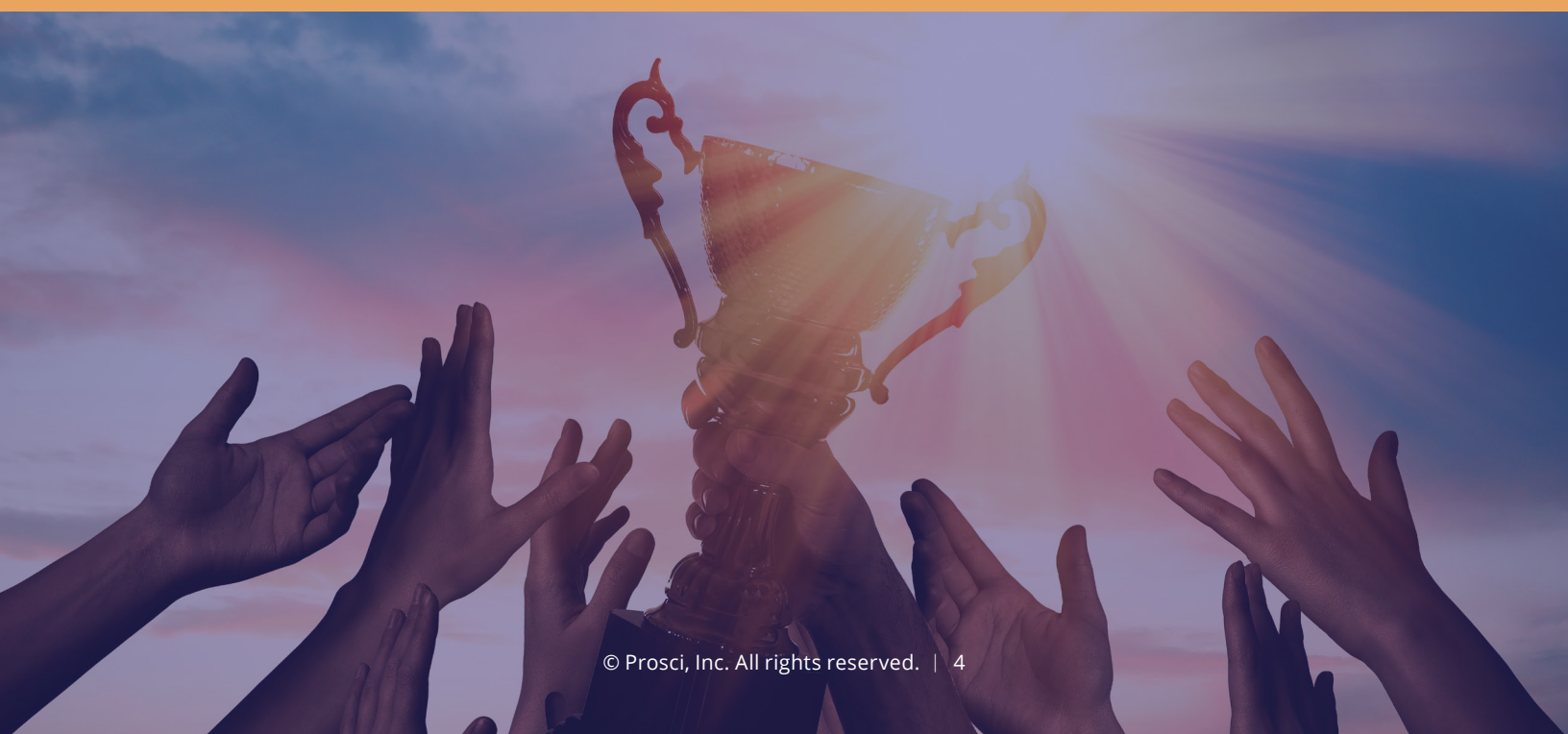
Prepare for the Exam

- Allocate sufficient time in your schedule to review your program materials before attempting the exam. We recommend at least two weeks.
- You may find it helpful to create a study schedule with dedicated study times.
- For each of the Model Mastery programs, we recommend that you review your program materials in the following sequence:
 - Start with the program workbook and review the content and activities you completed during the program.
 - Use the hyperlinks provided in the workbook to access Research Hub and the appropriate Knowledge Hub.
 - Each program includes research results. Ensure you are confident in your ability to navigate to the appropriate report(s) in Research Hub to find details of the research presented during the program.
 - You should also be confident in your ability to navigate the Knowledge Hub to locate additional information related to the content presented in the program workbook.
- You can also use the Search feature of the [Prosci Portal](#) for assistance in finding information.
- Answer the sample exam questions provided at the end of this document. These questions are representative of the different types of questions you will be required to answer on the exam.
- If you have difficulty answering some of the sample questions, focus your study efforts on the topics related to those questions.



Take the Exam

- If possible, take the exam using two monitors or a large monitor with split screen capability, so that you can see the exam questions and the content in the Knowledge Hubs at the same time.
- When you are ready to take the PCACP exam, open your Prosci Portal. In your Portal, you will see a tile labelled PCACP Exam. Click on the tile and follow the on screen instructions.
- The exam is not timed and you do not need to complete the exam in a single sitting. Your progress will be automatically saved as you go, so you can start, stop, and resume later, at your own pace.
- Read each question carefully and pay particular attention to any words that are in bold print.
- There are no “trick” questions in the exam.
- The system will not notify you if you have missed a question. After answering the final question, consider double-checking that you have completed all the questions using the “Previous” and “Next Question” buttons to navigate.
- When you feel confident that you have completed all the questions, click “Submit Answers.”
- You will receive your exam result immediately after submitting your answers.
- We wish you the best of success!



Sample Exam Questions

There are five sample questions for each Model Mastery program. Refer to your program materials to answer these questions. Answers to the questions are provided in the final section of the document.

Please note that you will complete the actual exam in Prosci's Learning Management System and the formatting of the exam questions will differ from the sample questions below.

- 1. True or False:** According to Prosci research, conducting PCT Assessments using email is 9x **less effective** than using collaborative formats, such as a facilitated group session.

True

False

- 2.** Which **term** refers to the relationship between the Leadership/Sponsorship and Change Management aspects of the PCT Model?

A) Leadership Decisions

B) Integrated Approach

C) Leadership Actions

D) People-Focused Approach

- 3. Match** each PCT Model factor with the appropriate PCT Model aspect:

PCT Model Factor:

- ___ 1. The project has specific objectives
- ___ 2. The organization has a clearly defined strategy and vision
- ___ 3. The organization is prepared to own and sustain the change
- ___ 4. People dependency of benefits and objectives is evaluated

PCT Model Aspect:

- A) Success
- B) Leadership/Sponsorship
- C) Project Management
- D) Change Management

4. PCT Assessment results highlight both risks and issues that affect project health.

Match the terms risk and issue with the appropriate definition:

Terms:

Definition:

- | | |
|--------------|---|
| ___ 1. Risk | A) Something has occurred on the project or is currently happening and needs to be addressed in the present |
| ___ 2. Issue | B) A potential future occurrence which represents uncertainty that requires plans and strategies to address |

5. You are about to conduct the initial PCT Assessment for your change project. You have observed low trust levels between some of the key stakeholders which limits their willingness to be open and honest with each other. You don't know the root cause(s) of the low trust levels. Which approach would be the **most effective** starting point for assessing project health?

- A) Individual Interviews
- B) Facilitated Group Sessions
- C) Surveys

6. Which of the following is **not** one of the seven use cases of the ADKAR® Model identified in the Applications of ADKAR research?

- A) A measurement framework
- B) Assess change management maturity level
- C) A common language for change
- D) Empower people managers

7. **True or False:** The ADKAR Model Body of Knowledge is not intended to be prescriptive and exhaustive and does not provide a one-size-fits-all solution for all change initiatives.

True

False

8. **Match** each Proven Practice from the ADKAR Model Body of Knowledge with the appropriate ADKAR element:

Proven Practice:

ADKAR Element:

- | | |
|---|------------------|
| ___ 1. Provide low-risk opportunities for people to practice and develop required skills | A) Awareness |
| ___ 2. Continue to track speed of adoption, ultimate utilization, and proficiency, and adapt actions to achieve the established targets | B) Desire |
| ___ 3. Assess, acknowledge and empathize with the impacts of the change on people | C) Knowledge |
| ___ 4. Complete a training needs analysis to determine the knowledge that is required to apply the change (during the transition and in the future state) | D) Ability |
| ___ 5. Develop and ensure the delivery of effective communications throughout the project lifecycle | E) Reinforcement |

9. Which of the following is **not** a benefit of developing specific ADKAR outcome statements for your project?

- A) Provides an opportunity to increase your key stakeholders understanding of the ADKAR Model by engaging them in defining the outcome statements
- B) Promotes alignment amongst your key stakeholders regarding what strength looks like for each ADKAR element
- C) Requires less consultation and collaboration compared to using generic ADKAR outcome statements
- D) Enables more accurate measurement of the achievement of the desired outcomes

10. Which question **should not be** considered when deciding who should complete an ADKAR Assessment?

- A) How much time or capacity do you have to manage the change?
- B) Which impacted groups are critical to the success of the change?
- C) Which impacted groups represent the highest risk to the success of the change?
- D) Do the members of the impacted groups support the change?
- E) How many people should you survey?

11. Match each people manager activation tactic with the associated barrier point to role fulfillment:

People Manager Activation Tactic:

- ___ 1. Engage the primary sponsor or appropriate sponsor coalition member to continue to share regular updates with the people managers that show the connection between their effective change leadership and individual performance, i.e., successful adoption and usage of a change at the individual level.
- ___ 2. Support the primary sponsor or appropriate sponsor coalition member to share relevant Prosci research, examples from past company experience, and financial information that demonstrates the business value of change management.
- ___ 3. With the support of your primary sponsor or the appropriate sponsor coalition member, establish peer support networks for the people managers leading the change.
- ___ 4. Provide formal change management training to the people managers, such as the Prosci Leading Your Team Through Change program.
- ___ 5. The primary sponsor or appropriate sponsor coalition member meet with the people managers to establish the expectation the people managers are responsible for leading the change with their teams.

Barrier Point to Role Fulfillment:

- A) Lack of Awareness of the need for change management
- B) Lack of Desire to participate in and fulfill their people manager role in leading change
- C) Lack of Knowledge on how to fulfill their role in leading change
- D) Lack of Ability to fulfill their role in leading change
- E) Lack of Reinforcement to continue to fulfill their role in leading change

12. For which **type(s)** of barrier points should a change practitioner take the **lead** in conducting root cause analysis to determine adaptive actions and track progress and resolution?

- ☐ A) Regressive and isolated
- ☐ B) Persistent and pervasive
- ☐ C) Persistent and isolated
- ☐ D) Regressive and pervasive

13. Match each calculation for reviewing ADKAR Assessment survey results with its associated **limitation**:

Calculation:

- ___ A) Determine frequency and range of barrier points
- ___ B) Determine the average score for each ADKAR element
- ___ C) Determine the score distribution for each ADKAR element

Limitation:

- 1. Challenging to present and explain the meaning and implications of the analysis
- 2. Focuses predominantly on barrier points
- 3. Identifies only a single barrier point for an impacted group, regardless of group size

14. Classify each example as either avoidable or unavoidable **people side** resistance to change:

Example:

- ___ A) Ineffective application of change management
- ___ B) An individual's physical or cognitive capability is not sufficient to enable them to adopt and use a change
- ___ C) A change conflicts with an individual's personal beliefs and values
- ___ D) Lack of or ineffective integration of project management and change management

People Side Resistance:

- 1. Avoidable
- 2. Unavoidable

15. Which one of the five keys to unlocking resistance is **not correct**?

- 1. Resistance can come from the technical side or people side of a change.
- 2. Both technical side and people side resistance can be avoidable or unavoidable.
- 3. Both technical side and people side resistance create barriers to ADKAR transitions.
- 4. Resolving barriers to change requires the identification of root causes.
- 5. Technical side and people side resistance require the same approaches for resolution.

16. True or False: If the people dependency of the ROI for your change is low, you should evaluate whether the effort of measuring change performance would be worthwhile.

True

False

17. There are four steps to Define Objective and Benefit Metrics. The first step is Prepare. Which of the following statements is **not** part of the Prepare step?

A) Conduct individual interviews with the primary sponsor, sponsor coalition members, and other change leaders.

B) Prepare a draft 4 P's Model.

C) Review project documentation to develop a detailed understanding of the business drivers.

D) Collaborate with the project manager to incorporate the input from their sponsors.

E) Facilitate follow-up sessions to finalize the objective and benefit metrics.

18. You are supporting the implementation of an automated system for managing the staffing of shifts for healthcare workers. Which project description best focuses on **benefits realization** for the organization?

A) This project will increase the efficiency of managing staffing, reduce manual communication, and ensure timely shift coverage.

B) This project will deliver a new system to notify employees about available shifts or schedule changes via text or email.

19. True or False: Your change will impact many aspects of a person's job. To measure individual performance **effectively**, select metrics for the aspects that will make the greatest contribution to achieving proficiency in using the change.

True

False

20. Match the following metrics to the appropriate Human Factor of Return on Investment.

Metric:

- ___ A) Percentage of impacted employees who log into the new system within one-week post-go-live
- ___ B) Average time employees take to complete a task using the new system compared to the expected standard time
- ___ C) Total number of employees using the new system as a percentage of all employees expected to use it, measured three months post-go-live

Human Factor of Return on Investment:

- 1. Proficiency
- 2. Speed of Adoption
- 3. Ultimate Utilization



Prosci Certified Advanced Change Practitioner

Answers to Sample Exam Questions

Answers to Sample Exam Questions

If you had difficulty answering specific questions, focus your study efforts on the topics related to those questions. Use the hyperlinks to navigate to the relevant sections in the Knowledge Hubs or Research Hub.

1. **True or False:** According to Prosci research, conducting PCT Assessments using email is 9x **less effective** than using collaborative formats, such as a facilitated group session.

True

False

Answer: **True**

Collaborative sessions promote engagement, participation, and alignment among stakeholders, making them significantly more effective.

Reference: [7 Research-based Insights to Optimize PCT Assessments](#)

2. Which **term** refers to the relationship between the Leadership/Sponsorship and Change Management aspects of the PCT Model?
- A) Leadership Decisions
 - B) Integrated Approach
 - C) Leadership Actions
 - D) People-Focused Approach

Answer: **C) Leadership Actions**

Leadership actions includes the three critical roles sponsors need to perform for project success, known as the ABCs: Actively and visibly participate throughout the project, Build a coalition of support, and Communicate directly with employees.

Reference: [How the PCT Model Corners Interrelate](#)

3. Match each PCT Model factor with the appropriate PCT Model aspect:

PCT Model Factor:

1. The project has specific objectives
2. The organization has a clearly defined strategy and vision
3. The organization is prepared to own and sustain the change
4. People dependency of benefits and objectives is evaluated

PCT Model Aspect:

- A) Success
- B) Leadership/Sponsorship
- C) Project Management
- D) Change Management

Answer:

1. = C) Project Management
2. = B) Leadership/Sponsorship
3. = D) Change Management
4. = A) Success

Reference: [PCT Factor Analysis](#)

4. PCT Assessment results highlight both risks and issues that affect project health. Match the terms risk and issue with the appropriate definition:

Terms:

1. Risk
2. Issue

Definition:

- A) Something has occurred on the project or is currently happening and needs to be addressed in the present
- B) A potential future occurrence which represents uncertainty that requires plans and strategies to address

Answer:

1. = B)

Risk: a potential future occurrence which represents uncertainty that requires plans and strategies to address. Mitigating risks requires proactive planning.

2. = A)

Issue: something has occurred on the project or is currently happening and needs to be addressed in the present. Issues are current problems that need immediate attention and resolution.

Reference: [Assessing Project Health](#)

5. You are about to conduct the initial PCT Assessment for your change project. You have observed low trust levels between some of the key stakeholders which limits their willingness to be open and honest with each other. You don't know the root cause(s) of the low trust levels. Which approach would be the **most effective** starting point for assessing project health?
- A) Individual Interviews
 - B) Facilitated Group Sessions
 - C) Surveys

Answer: **A) Individual Interviews**

In a situation where there are low trust levels between key stakeholders, the most effective starting point for assessing project health would be individual interviews.

Individual interviews offer a more private setting, which can encourage stakeholders to be more open and honest about their perspectives and concerns. This approach allows you to gather nuanced insights and build trust incrementally, as stakeholders may feel more comfortable sharing their thoughts without the pressure of group dynamics.

Reference: [Preparing for a PCT Assessment](#)

6. Which of the following is **not** one of the seven use cases of the ADKAR® Model identified in the Applications of ADKAR research?
- A) A measurement framework
 - B) Assess change management maturity level
 - C) A common language for change
 - D) Empower people managers

Answer: **B) Assess change management maturity level**

Reference: [Applications of ADKAR Study Overview](#)

- 7. True or False:** The ADKAR Model Body of Knowledge is not intended to be prescriptive and exhaustive and does not provide a one-size-fits-all solution for all change initiatives.

True

False

Answer: **True**

The ADKAR Model Body of Knowledge does not provide a one-size-fits-all solution for all change initiatives because the relevance and suitability of proven practices and activities depend on the unique circumstances of each change initiative.

Reference: [Structure and Limitations of the ADKAR Model Body of Knowledge](#)

- 8. Match** each Proven Practice from the ADKAR Model Body of Knowledge with the appropriate ADKAR element:

Proven Practice:

1. Provide low-risk opportunities for people to practice and develop required skills
2. Continue to track speed of adoption, ultimate utilization, and proficiency, and adapt actions to achieve the established targets
3. Assess, acknowledge and empathize with the impacts of the change on people
4. Complete a training needs analysis to determine the knowledge that is required to apply the change (during the transition and in the future state)
5. Develop and ensure the delivery of effective communications throughout the project lifecycle

ADKAR Element:

- A) Awareness
- B) Desire
- C) Knowledge
- D) Ability
- E) Reinforcement

Answer:

1. = D) Ability
2. = E) Reinforcement
3. = B) Desire
4. = C) Knowledge
5. = A) Awareness

Reference: [ADKAR Model Body of Knowledge](#)

9. Which of the following is **not** a benefit of developing specific ADKAR outcome statements for your project?
- A) Provides an opportunity to increase your key stakeholders understanding of the ADKAR Model by engaging them in defining the outcome statements
 - B) Promotes alignment amongst your key stakeholders regarding what strength looks like for each ADKAR element
 - C) Requires less consultation and collaboration compared to using generic ADKAR outcome statements
 - D) Enables more accurate measurement of the achievement of the desired outcomes

Answer: **C) Requires less consultation and collaboration compared to using generic ADKAR outcome statements**

Developing specific ADKAR outcome statements typically involves more consultation and collaboration with stakeholders to ensure that the outcomes are tailored to the specific context and needs of the project.

Reference: [Define ADKAR Outcomes for Your Project](#)

10. Which question **should not be** considered when deciding who should complete an ADKAR Assessment?
- A) How much time or capacity do you have to manage the change?
 - B) Which impacted groups are critical to the success of the change?
 - C) Which impacted groups represent the highest risk to the success of the change?
 - D) Do the members of the impacted groups support the change?
 - E) How many people should you survey?

Answer: **D) Do the members of the impacted groups support the change?**

Selecting only members of impacted groups that support the change to complete an ADKAR Assessment would bias the results.

Reference: [ADKAR Assessment Planning Checklist](#)

11. Match each people manager activation tactic with the associated barrier point to role fulfillment:

People Manager Activation Tactic:

1. Engage the primary sponsor or appropriate sponsor coalition member to continue to share regular updates with the people managers that show the connection between their effective change leadership and individual performance, i.e., successful adoption and usage of a change at the individual level.
2. Support the primary sponsor or appropriate sponsor coalition member to share relevant Prosci research, examples from past company experience, and financial information that demonstrates the business value of change management.
3. With the support of your primary sponsor or the appropriate sponsor coalition member, establish peer support networks for the people managers leading the change.
4. Provide formal change management training to the people managers, such as the Prosci Leading Your Team Through Change program.
5. The primary sponsor or appropriate sponsor coalition member meet with the people managers to establish the expectation the people managers are responsible for leading the change with their teams.

Barrier Point to Role Fulfillment:

- A) Lack of Awareness of the need for change management
- B) Lack of Desire to participate in and fulfill their people manager role in leading change
- C) Lack of Knowledge on how to fulfill their role in leading change
- D) Lack of Ability to fulfill their role in leading change
- E) Lack of Reinforcement to continue to fulfill their role in leading change

Answer:

1. = E) Lack of Reinforcement to continue to fulfill their role in leading change
2. = A) Lack of Awareness of the need for change management
3. = D) Lack of Ability to fulfill their role in leading change
4. = C) Lack of Knowledge on how to fulfill their role in leading change
5. = B) Lack of Desire to participate in and fulfill their people manager role in leading change

Reference: [ADKAR Model Body of Knowledge](#)

12. For which **type(s)** of barrier points should a change practitioner take the **lead** in conducting root cause analysis to determine adaptive actions and track progress and resolution?
- A) Regressive and isolated
 - B) Persistent and pervasive
 - C) Persistent and isolated
 - D) Regressive and pervasive

Answer: **B) Persistent and pervasive and D) Regressive and pervasive**

These two types of barrier points represent the greatest risk to the achievement of ADKAR outcomes. The change practitioner should take the lead in conducting root cause analysis to determine adaptive actions and track progress and resolution for these barrier point types.

Reference: [Roles Required to Resolve Barrier Points](#)

13. Match each calculation for reviewing ADKAR Assessment survey results with its associated **limitation**:

Calculation:

- A) Determine frequency and range of barrier points
- B) Determine the average score for each ADKAR element
- C) Determine the score distribution for each ADKAR element

Limitation:

- 1. Challenging to present and explain the meaning and implications of the analysis
- 2. Focuses predominantly on barrier points
- 3. Identifies only a single barrier point for an impacted group, regardless of group size

Answer:

A) = 2. Focuses predominantly on barrier points

B) = 3. Identifies only a single barrier point for an impacted group, regardless of group size

C) = 1. Challenging to present and explain the meaning and implications of the analysis

Reference: [Analyze ADKAR Outcomes](#)

14. Classify each example as either avoidable or unavoidable **people side** resistance to change:

Example:

- A) Ineffective application of change management
- B) An individual's physical or cognitive capability is not sufficient to enable them to adopt and use a change
- C) A change conflicts with an individual's personal beliefs and values
- D) Lack of or ineffective integration of project management and change management

People Side Resistance:

- 1. Avoidable
- 2. Unavoidable

Answer:

- A) = 1. Avoidable
- B) = 2. Unavoidable
- C) = 2. Unavoidable
- D) = 1. Avoidable

Reference: [People Side Resistance to Change](#)

15. Which one of the five keys to unlocking resistance is **not correct**?

- 1. Resistance can come from the technical side or people side of a change.
- 2. Both technical side and people side resistance can be avoidable or unavoidable.
- 3. Both technical side and people side resistance create barriers to ADKAR transitions.
- 4. Resolving barriers to change requires the identification of root causes.
- 5. Technical side and people side resistance require the same approaches for resolution.

Answer: **5. Technical side and people side resistance require the same approaches for resolution.**

Technical side and people side resistance require different approaches for resolution. Resolving technical side resistance may require changes to project plans or addressing design and implementation issues. Project leadership needs to be involved in resolving technical side resistance.

Resolving People side resistance requires identifying and addressing readiness gaps and supporting individuals through their ADKAR transitions. People managers and sponsors need to be involved in resolving people side resistance.

Reference: [Five Keys to Unlocking Resistance](#)

- 16. True or False:** If the people dependency of the ROI for your change is low, you should evaluate whether the effort of measuring change performance would be worthwhile.

True

False

Answer: **True**

When the success of a change initiative has a low dependency on people adopting and using the change, the resources and effort required to measure change performance might not yield significant benefits.

Reference: [Define Approach - Tips and Problem Solving](#)

- 17.** There are four steps to Define Objective and Benefit Metrics. The first step is Prepare. Which of the following statements is **not** part of the Prepare step?
- A) Conduct individual interviews with the primary sponsor, sponsor coalition members, and other change leaders.
 - B) Prepare a draft 4 P's Model.
 - C) Review project documentation to develop a detailed understanding of the business drivers.
 - D) Collaborate with the project manager to incorporate the input from their sponsors.
 - E) Facilitate follow-up sessions to finalize the objective and benefit metrics.

Answer: **E) Facilitate follow-up sessions to finalize the objective and benefit metrics.**

Facilitating follow-up sessions to finalize the objective and benefit metrics typically occurs after the initial preparation and alignment activities, as part of the process to engage stakeholders and finalize the metrics.

Reference: [Step 1 - Prepare](#)

18. You are supporting the implementation of an automated system for managing the staffing of shifts for healthcare workers. Which project description best focuses on **benefits realization** for the organization?

- A) This project will increase the efficiency of managing staffing, reduce manual communication, and ensure timely shift coverage.
- B) This project will deliver a new system to notify employees about available shifts or schedule changes via text or email.

Answer: **A) This project will increase the efficiency of managing staffing, reduce manual communication, and ensure timely shift coverage.**

This description emphasizes the organizational benefits that will be realized from the project, such as increased efficiency and improved shift coverage. These outcomes are more aligned with benefits realization than simply describing the delivery of a new system, as in option B.

Reference: [Organizational Performance](#)

19. True or False: Your change will impact many aspects of a person's job. To measure individual performance **effectively**, select metrics for the aspects that will make the greatest contribution to achieving proficiency in using the change.

True

False

Answer: **True**

When a change impacts many aspects of a person's job, it's important to select metrics that focus on the aspects contributing most significantly to achieving proficiency in using the change. This targeted approach ensures that the measurement of individual performance effectively reflects the aspects most critical to the success of the change initiative.

Reference: [Define Impact – Tips and Problem Solving](#)

20. Match the following metrics to the appropriate Human Factor of Return on Investment.

Metric:

- A) Percentage of impacted employees who log into the new system within one-week post-go-live
- B) Average time employees take to complete a task using the new system compared to the expected standard time
- C) Total number of employees using the new system as a percentage of all employees expected to use it, measured three months post-go-live

Human Factor of Return on Investment:

- 1. Proficiency
- 2. Speed of Adoption
- 3. Ultimate Utilization

Answer:

A) = 2. Speed of Adoption – Speed of adoption measures how quickly employees start using the new system after implementation.

B) = 1. Proficiency – Proficiency measures how effectively employees are performing tasks with the new system relative to the expected standards.

C) = 3. Ultimate Utilization – Ultimate Utilization measures the extent to which the new system is being used by the expected employee population over time.

Reference: [Individual Performance](#)



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