

ATD Certification Institute  
CPLP Case Study: Vivid Telecom  
Managing Learning Programs  
SAE Practice Exam

## Scenario Narrative

The global headquarters of Vivid Telecom, a large mobile telecommunications company located in South Africa, has assigned its talent development professional with influencing and supporting a management-led cultural change effort according to a new leadership competency model purchased from a third-party vendor.

The talent development professional collaborated with the steering committee, executive team, general managers, and business units to align the proposed learning solutions with the company's mission, vision, and values and to define the knowledge, attitudes, and skills needed to bring about the desired behavior changes.

The goal was to improve culture-related behavior in three areas: personal skills, team or social skills, and structural or organizational skills. The intention was to create a high-performance culture. The talent development professional was responsible for the planning, execution, monitoring, and control of the highly visible project, which required extensive consultation, broad collaboration, and skillful negotiations with stakeholders.

The talent development professional utilized 360-degree assessments to identify the level of leadership competence in the following areas: accountability, collaboration, managing self and others, and execution. These competencies support the leadership competency model taught in the program. Participant feedback was evaluated using Kirkpatrick's model.

### **Supporting Documents:**

1. Vision, Mission, and Strategy
2. Project Plan
3. Schedule Emails
4. Before and After Summary Results

# Supporting Document 1: Vision, Mission, and Strategy

## Project Alignment to Vision, Mission, and Strategy

Vision: To deliver an innovative digital world for our customers  
 Mission: To make our customer's lives more interesting



## Supporting Document 2: Project Plan

# Project Plan

Original Launch Date:

31-May

Revised Launch Date:

31-Mar

Milestones and Tasks	Responsibility	Original Completion Date	Revised Completion Date	Notes
<b>Project Requirements and Scope</b>				
Meet with steering committee to determine business goals and audience	TD Professional	18-Jan	18-Jan	
Meet with executive team to present steering committee business case for project	Steering Committee Rep	22-Jan	22-Jan	Steering committee rep will assist with business case for execs
Determine measurable business outcomes	Exec Team	28-Feb	23-Jan	Facilitate metrics conversation
Establish primary stakeholder for project	TD Professional	28-Feb	23-Jan	Immediate adjustment of timeline due to economic volatility
Establish stakeholders within business units	TD Professional	28-Feb	25-Jan	
Determine and approve budget and timeline	Exec Team	28-Feb	31-Jan	Negotiate budget increase to support shortened timeline
Select vendor	TD Professional	5-Mar	31-Jan	Assess prior vendor relationships to ensure timely delivery and quality control
<b>Measurement Strategy</b>				
Determine data sources to establish baseline of measurable business outcomes	HRIS Administrator	15-Apr	15-Feb	
Determine KPI metrics pre- and post-implementation	TD Professional	16-Apr	16-Feb	Review and select existing KPI metrics
Quantify KPIs before and after project implementation	HRIS Administrator	10-May	11-Mar	
<b>Communications and Change Management Strategy</b>				
Establish and schedule learning program communications plan	Internal Communications	20-Apr	20-Feb	2 plans needed: 1) executives & senior managers 2) managers & subject matter experts
Establish region-specific motivational strategies for behavioral change	Business Unit Stakeholders	30-Apr	1-Mar	Confer with regional management to evolve strategies; share with stakeholders
<b>Vendor Implementation</b>				
Meet with business units about leadership competencies	Vendor	9-Feb	9-Feb	
Meet with vendor to design and develop program	TD Professional	15-Apr	5-Mar	
Implement formative 360-degree assessment and gather pre-program data	HR Function	15-May	16-Mar	
<b>Implement program to entire audience</b>	<b>Vendor</b>	<b>31-May</b>	<b>31-Mar</b>	
<b>Evaluation and Business Impact Results</b>				
Conduct program satisfaction survey	Training Coordinator	31-May	1-Apr	
Conduct post-training 360-degree assessment	HRIS Administrator	30-Jun	1-May	90 days post-implementation
Establish ongoing solution to sustain cultural change	TD Professional	31-Jul	1-Jun	Recommendations from vendor

## Supporting Document 3: Schedule Emails

**To:** TD Professional

**From:** Executive Sponsor

**Date:** January 23

**RE:** Timing Update Regarding Leadership Training Program

We need to deliver all of the leadership development sessions two months earlier than initially planned. Please review your progress to date and advise on how you can meet the new time frame.

Please schedule time next week to review the project plan.

Best,

Executive Sponsor

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**To:** Executive Sponsor

**From:** TD Professional

**Date:** January 25

**RE:** Timing Update Regarding Leadership Training Program

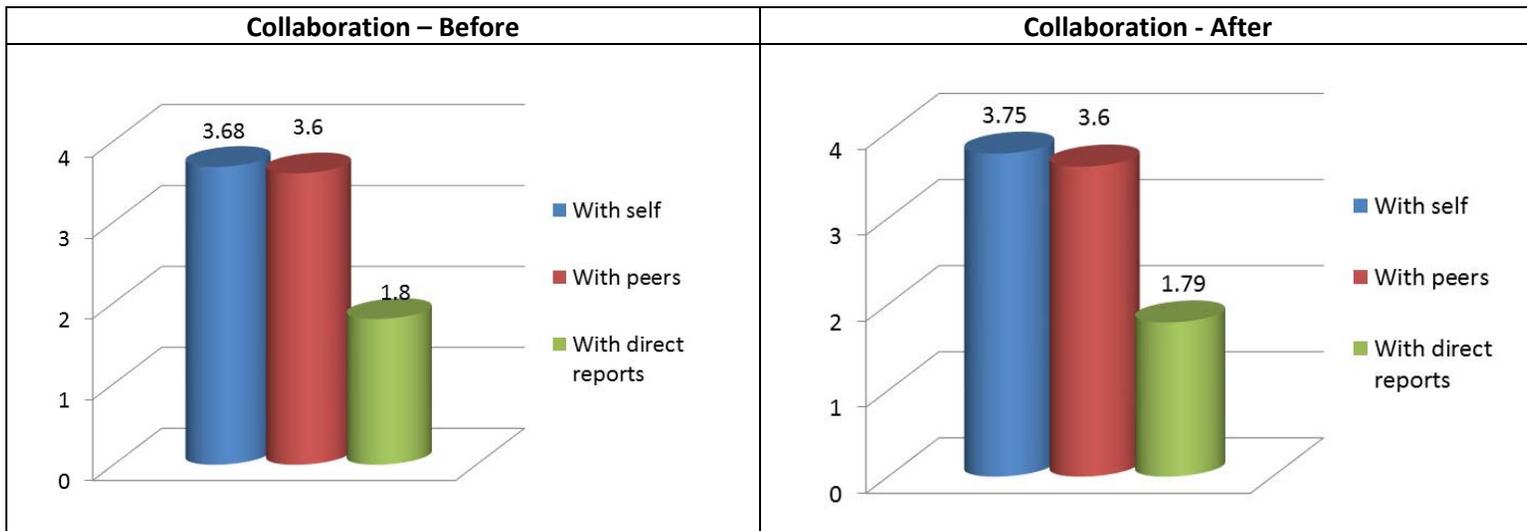
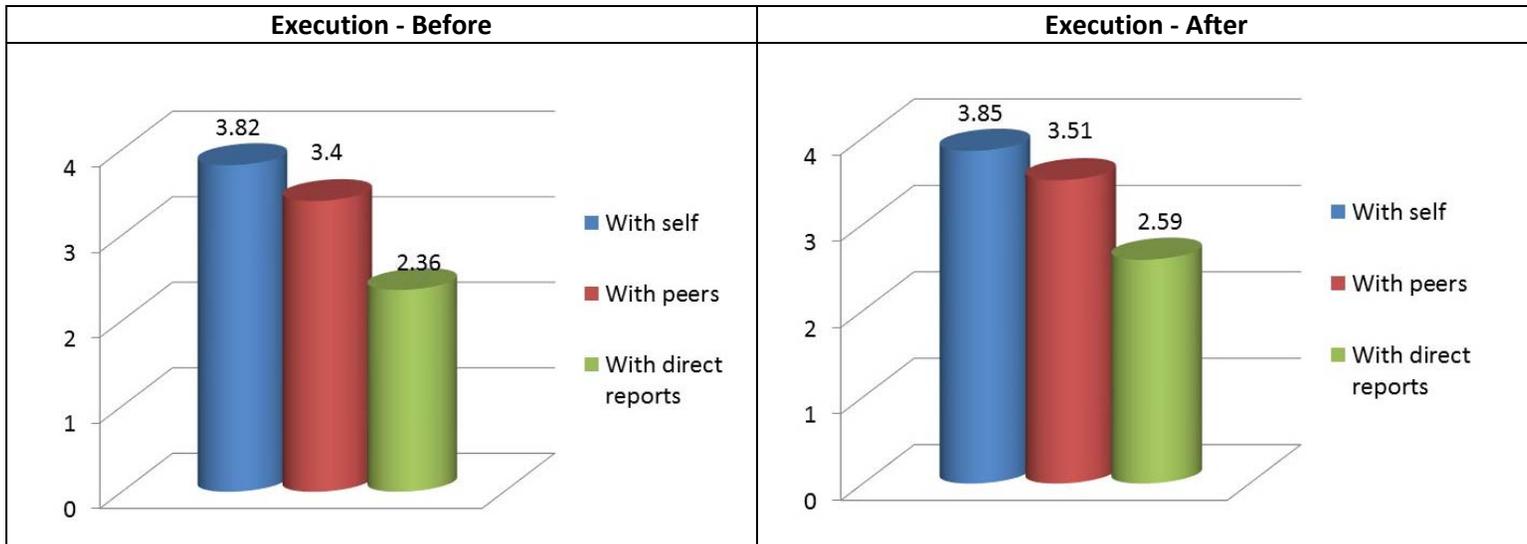
I have scheduled a meeting to discuss alternate options and proposed revisions to the time frame.

Kind Regards,

TD Professional

## Supporting Document 4: Before and After Summary Results





**USE THE FOLLOWING INFORMATION TO ANSWER QUESTIONS 18-34**

Review the "Vivid Telecom" case study information and answer the associated questions

18. Which purpose is **BEST** served by using graphs to express the results of Vivid Telecom's training project? Choose ONE.
- A. The graphs prove that learners' job performance is quantifiable.
  - B. The graphs show that training for specific culture-related behaviors produced positive results.
  - C. The graphs affirm that all participants were managers with direct reports.
  - D. The graphs show a significant decrease in collaboration after training.
19. In addition to looking at the pre- and post-assessments regarding the training, which of the following are **MOST** applicable in evaluating the business impact of the project? Choose THREE.
- A. Company's resilience toward volatile economic climate
  - B. Customer satisfaction metrics before and after change implementation
  - C. Employee retention rates
  - D. Compliance with regulatory educational requirements
  - E. Educational offerings for employees via technological means
  - F. Profit increases after change implementation
20. Which of the following are essential issues the talent development professional should consider before agreeing to start the leadership development sessions two months earlier than planned? Choose THREE.
- A. Changes to budget projections
  - B. Amount and availability of trained staff to assign to the project
  - C. Stability of current workforce
  - D. Technology requirements needed for the planned training
  - E. Organizational history with previous large scale training efforts
  - F. Upcoming hiring plans for the various divisions
21. In responding to the executive sponsor, the talent development professional needs to balance which set of factors to accommodate the proposed schedule change? Choose ONE.
- A. Scope, cost, quality, time, and resource use
  - B. Time, scope, cost, quality, and risk
  - C. Accountability, adaptability, feasibility, and advisability
  - D. Formulation, development, implementation, and evaluation

22. In which phase of “Supporting Document 2: Project Plan” does the talent development professional select the individuals to organize and control the project? Choose ONE.
- A. Project Requirements and Scope
  - B. Measurement Strategy
  - C. Communications and Change Management Strategy
  - D. Vendor Implementation
23. In adjusting the training budget to support the shortened timeline, which broad criteria are **MOST** likely to be considered when reviewing potential suppliers of training? Choose ONE.
- A. Scope and time
  - B. Quality and cultural fit
  - C. Benchmark data and baseline funds
  - D. Cultural and economic
24. Budget and status reports specific to this project should include which of the following? Choose THREE.
- A. Number of learners and completion rate
  - B. Comparison of external options for training delivery
  - C. External resources used in training material development
  - D. 360-degree assessment cost
  - E. Training department staff time related to training delivery hours
  - F. Ongoing solution cost
25. For which reason is it **MOST** important that the talent development professional collaborate with the steering committee, executive team, general managers, and business units? Choose ONE.
- A. To ensure alignment of needs to outcomes
  - B. To understand desired behavior changes
  - C. To confirm availability of resources
  - D. To identify the level of leadership competence
26. How does the talent development professional at Vivid Telecom **BEST** ensure the culture change project considers the big-picture perspective of the state of the business? Choose ONE.
- A. Confirms alignment
  - B. Establishes strategy
  - C. Develops objectives
  - D. Designs competencies

27. How should the talent development professional **BEST** handle the shortened timeline during this project implementation? Choose THREE.
- A. Elicit broad stakeholder support.
  - B. Document pre- and post-evaluation data of key metrics.
  - C. Present ongoing status report updates to mid-level managers.
  - D. Manage external resources to remain within budget limitations.
  - E. Provide a vision for how the project could improve performance.
  - F. Meet regularly with all levels of staff to engage them in discussion of organizational culture.
28. Which consideration was **MOST** important in Vivid Telecom's decision to use a vendor? Choose ONE.
- A. Budget
  - B. Timeline
  - C. Internal capabilities
  - D. Resources
29. Once the executive team determined the measurable business outcomes, the talent development professional completed which strategy? Choose ONE.
- A. Identified the key performance indicators that could be measured before and after implementation to determine the effectiveness of the solution
  - B. Performed a 360-degree assessment to contrast with pre-program data to demonstrate the effectiveness of the solution
  - C. Established region-specific motivational strategies for behavior change
  - D. Determined and approved budget and timeline
30. Which statements might the talent development professional make after evaluating the before and after summary result? Choose THREE.
- A. Attitude determines the level of job task performance.
  - B. Training increased collaboration and sharing among peers.
  - C. Culture change process resulted in improvement.
  - D. Learners perceived improvement in their personal culture-related behaviors.
  - E. The 360-degree assessment shows that learners applied new knowledge on the job.
  - F. Learners' attitudes about themselves and others do not determine how well they perform.

31. As the talent development professional prepares to communicate the 360-degree assessment before and after results to senior leadership, which key questions are **MOST** important to ask while planning the data analysis? Choose TWO.
- A. "How do we build managers' respect for learning programs?"
  - B. "What results do we measure and how do we measure them?"
  - C. "What relationships exist in the data?"
  - D. "How can we isolate the effects of the learning program or solution?"
  - E. "What is missing from the data?"
32. Which step in the project plan **MOST** directly supports the process of developing, motivating, deploying, and aligning employees to affect business performance? Choose ONE.
- A. Meet with the executive team to present steering committee business case for project.
  - B. Establish region-specific motivational strategies for behavioral change.
  - C. Meet with the business units about leadership competencies.
  - D. Establish an ongoing solution to sustain cultural change.
33. Which of the following **BEST** describes how Vivid Telecom's leadership training program supports the organization's vision? Choose ONE.
- A. Increases accountability of participants
  - B. Establishes KPI metrics pre- and post-implementation
  - C. Creates a distinct customer experience
  - D. Generates best practice sharing and innovation
34. When evaluating the technology resources needed to keep this project on schedule and within budget, which of the following did the talent development professional need to most closely consider? Choose THREE.
- A. Length of training session
  - B. Training delivery methods
  - C. Development of training support handouts and references
  - D. Facilitator background in teaching the specific content
  - E. Make-up training sessions for those unable to participate
  - F. Implementation of collaborative learning spaces after initial training

Vivid Telecom Case  
MLP SAE Practice Test Answer Key

#	Key	Question	Rationale	Reference in CPLP Learning System 2017 Version
18	B	Which purpose is BEST served by using graphs to express the results of Vivid Telecom's training project? Choose ONE.	The graphs show clearly that the training produced positive results. The use of the graphs helps to communicate the message to key stakeholders in an easy to understand format.	CPLP LS Section 5.6 Interpretation and Reporting of Data Table 5.6.1-1 Outlines considerations when communicating learning impact and section 5.6.3 discusses display of quantitative information.
19	B, C, F	In addition to looking at the pre- and post-assessments regarding the training, which of the following are MOST applicable in evaluating the business impact of the project? Choose THREE.	Measuring the business impact of the project would be classified as a level 4 evaluation designed to measure the organizational effect of the program. Measures such as financial results, customer satisfaction and employee turnover are classic level 4 metrics. Answers B, C and F are examples of those types of measures. In addition, on supporting document 1, creating a distinct customer experience, asset optimization and great place to work were all listed as strategic initiatives that would align with the measures in answers B, C, F.	CPLP LS Section 5.1.6. Four Levels of Evaluation
20	A, B, D	Which of the following are essential issues the talent development professional should consider before agreeing to start the leadership development sessions two months earlier than planned? Choose THREE.	The key considerations for project planning are scope, time, costs, quality and resource use. Before agreeing to move up the sessions, the TD professional will need to consider the availability of staff, impact on costs and availability of the technology needed in the new timeframe. Answers A, B & D are the most relevant issues to consider.	CPLP LS Section 6.11.3.1 Defining the Project and Goals 6.11.7 Project Management Considerations
21	A	In responding to the executive sponsor, the talent development professional needs to balance which set of factors to accommodate the proposed schedule change? CHOOSE ONE	The project manager's role is to balance scope, time, cost, quality and resource use. Answer A.	CPLP LS Section 6.11.3.1 Defining the Project
22	A	In which phase of "Supporting Document 2: Project Plan" does the talent development professional select the individuals to organize and control the project? CHOOSE ONE	During the Project Requirements and Scope phase, the TD Professional meets with stakeholders, exec team and the steering committee and then identifies the key stakeholder for the project as well as stakeholders for the business units. The budget is approved and a vendor is selected during this phase of the project. The individuals who will control and organize the project are all selected during this phase. Answer A.	CPLP LS Section 6.11.3 Project Life Cycle CPLP LS Section 6.5.2 Management and Leadership Functions

Vivid Telecom Case  
MLP SAE Practice Test Answer Key

#	Key	Question	Rationale	Reference in CPLP Learning System 2017 Version
23	A	In adjusting the training budget to support the shortened timeline, which broad criteria are MOST likely to be considered when reviewing potential suppliers of training? Choose ONE.	Regardless of the specific project goals and deliverables, project managers are responsible for completing the project on time, within budget and scope. So, while quality and cultural fit and the other factors are important, the most critical factors to consider regarding a shortened timeline would be scope and time (A).	CPLP LS Section 6.11.3.1-Defining the Project and Goals
24	A, C, E	Budget and status reports specific to this project should include which of the following? Choose THREE.	Budget and status reports specific to this project should include all costs and metrics directly related to the project. Those would include number of learners and completion rate (A), external resources used in training material development (C) and training department staff time related to training delivery hours (E). 360-degree assessment cost (D) might be considered a direct cost of the project, but from the plan document, this assessment was identified as an HR function and is therefore likely to be coming out of the HR budget and used for other purposes beyond this specific project. Ongoing solution cost (F) would not be a cost of the project because once it moves past the implementation phase, it would be considered a "process" and no longer part of the project budget. Answer B, comparison of external options for training delivery, appears to be a step that was completed before the project began.	CPLP LS 6.11.1.1 What is a Project? 6.11.3 Project Life Cycle
25	A	For which reason is it MOST important that the talent development professional collaborate with the steering committee, executive team, general managers, and business units? Choose ONE.	To ensure that outcomes are aligned with overall business needs, TD professionals need to work with closely with senior leaders and line managers as strategic partners (A). Answer B, to understand desired behavior changes is a plausible answer but it appears that the discussions about behavior change occur with the business units and the question asks about collaborating with the steering committee and executive team which occurs at a more strategic level.	CPLP LS Section 6.1 Business Model, Drivers and Competitive Position; 6.1.1 State of the Business;
26	A	How does the talent development professional at Vivid Telecom BEST ensure the culture change project considers the big-picture perspective of the state of the business? CHOOSE ONE	The TD professional can BEST ensure that the culture change project considers the big-picture perspective of the business by confirming that project outcomes align with business goals and major strategic initiatives.	CPLP LS Section section 2.1 Link TD to Business Drivers; Section 1.1.1.1 Comparing Performance Improvement to Training 5.4 Analysis Methods; 10.1 Systems Thinking

Vivid Telecom Case  
MLP SAE Practice Test Answer Key

#	Key	Question	Rationale	Reference in CPLP Learning System 2017 Version
27	C, D, F	How should the talent development professional BEST handle the shortened timeline during this project implementation? Choose THREE.	A major component of a project manager's job is planning and controlling costs (D). Another key responsibility is monitoring the schedule and communicating progress to stakeholders and those involved in the project (Answer C). Finally, meeting regularly with all levels of staff to engage them in a discussion of organizational culture will assist in moving the project along at a faster pace (Answer F). Answer B is appropriate to do after the project is completed and would not assist in advancing the timeline. Answer E would be most helpful selling the idea of the project which has already been accomplished. Answer A, eliciting broad stakeholder support, is a more appropriate task for the project sponsor or champion.	CPLP LS Section 6.11.7 Project Management Consideration; Section 6.10.1.2
28	B	Which consideration was MOST important in Vivid Telecom's decision to use a vendor? Choose ONE	It appears from notes column in the project plan (Supporting Document 2), that the primary motivation was the timeline (answer B). The executive team negotiated a higher budget to support the shortened timeline eliminating answer A. Answer D, Resources, is such a vague answer that makes it hard to interpret. Finally, answer C, internal capabilities, is a plausible answer since an external vendor provided the competency model and training which could point to the lack of internal capability in this area. However, nothing in the case indicated that internal capabilities were not adequate. The driving reason seemed to be expediency given that the timeline was immediately adjusted "due to economic volatility" and that they "assessed prior vendor relationships to assure timely delivery".	CPLPL LS Section 6.4.1 Outsourcing training; 6.4.2 Off-the-shelf, customized or in-house development
29	A	Once the executive team determined the measurable business outcomes, the talent development professional completed which strategy? CHOOSE ONE	Per the Project Plan, the Executive Team determined the measurable business outcomes and the budget and timeline. The TD Professional determined the KPI metrics pre- and post-implementation. The 360-degree assessment was listed as an HR function so therefore was not completed by the TD professional.	CPLP LS Section 6.11.5 Project Tools. Supporting document 2 Project Plan
30	C, D, E	Which statements might the talent development professional make after evaluating the before and after summary results? CHOOSE THREE	All KPI's except Collaboration increased after the project. Therefore answer B is incorrect. Answers A and F are more general statements about cause and effect and cannot be inferred from the results of the before and after results.	CLPL LS Section 5.6 Interpretation and Reporting of Data, 5.6.4 Estimation and Reporting of Error; 5.6.5 Synthesis of Data Case Study: Supporting Document 4: Before and After Summary Results

Vivid Telecom Case  
MLP SAE Practice Test Answer Key

#	Key	Question	Rationale	Reference in CPLP Learning System 2017 Version
31	C, E	As the talent development professional prepares to communicate the 360-degree assessment before and after results to senior leadership, which key questions are MOST important to ask while planning the data analysis? Choose TWO.	Answers C and E are both questions to ask when planning the data analysis because it will ensure integrity of the analysis and interpretation. Answer B, "what results do we measure..." needed to occur at the beginning of the project, not at the end. Answer A is a broader question and not one related to analyzing the 360 degree results. Finally, answer D, how can we isolate the effects of the learning program or solution is often an impossible task given that learning does not occur in a vacuum. In addition, the goal of the program is to improve the culture, not to prove that the training program was solely responsible for the change.	CPLP LS Section 5.6.5 Synthesis of Data 5.6.5.3 - Quantitative Analysis
32	C	Which step in the project plan MOST directly supports the process of developing, deploying, and aligning employees to affect business performance? CHOOSE ONE	The step in the project plan, meet with business units about leadership competencies (Answer C) is the best response because it is when the vendor meets with business units to discuss the leadership competencies that are tied to the business strategies and vision. It is the only answer that occurs during vendor implementation which when training is delivered. Answer A, meeting with the executive team to present business case initiates the project but doesn't directly support the development process. Answer D, establishing an ongoing solution to sustain cultural change is an effort to maintain the gains made during the initial training. Finally, answer B, Establish region-specific motivational strategies for behavioral change is a plausible answer but is a communications and strategy session that is not part of the direct training.	CPLP LS Section 1.1.2 Human Performance Models; Section 10.6.1 Change Strategies
33	A	Which of the following BEST describes how Vivid Telecom's leadership training program supports the organization's vision? Choose ONE.	Accountability is listed as one of the key leadership competencies Supporting Document 1: Vision, Mission and Strategy and the before and after results indicate that Accountability increased after the training. Creating a distinct customer experience (answer C) was listed in the vision and strategy document but none of the project results were directly tied to the customer experience. Answer B, establishing metrics is a measurement task and doesn't, by itself, support the organization's vision. Finally, answer D, generates best practice sharing and innovation is also not one of the items measured.	CPLP LS Section 1.1 Performance Improvement Processes; 1.1.2.1 Business Analysis and Evaluation of Results.

Vivid Telecom Case  
MLP SAE Practice Test Answer Key

#	Key	Question	Rationale	Reference in CPLP Learning System 2017 Version
34	A, B, E	When working with the vendor on the technology resources needed to keep this project on schedule and within budget, which of the following did the talent development professional need to most closely consider? Choose THREE.	When working with the vendor to identify the technology resources needed for the project, the TD professional needed to consider the length of the training and training delivery methods planned in order to evaluate which technology resources would be most appropriate (Answers A and B). Answer E, make-up training for those unable to participate would be an important factor in keeping the project on schedule. Facilitator background in teaching the specific content should not affect the choice of technology (D). Answer F, implementation of collaborative learning spaces after initial training occurs after the training is completed and hence wouldn't affect the project schedule. Finally, answer C, development of training support handouts and references would need to occur regardless of the technology selected but it also appears from the project plan to be the responsibility of the vendor.	CPLP LS Section 6.2.3 Technology Selection Process