Workplace Change Management

Use this key to check answers and read the explanations.

1. A service desk will replace a request spreadsheet. Which message explains the intended benefit in terms the team can check later?

A. We want requesters to spend less time finding out whether their request was received
B. The replacement has a new name and a brighter header
C. The team will open the new tool on Monday
D. The new format will become the default when the old file closes

Correct answer: A. We want requesters to spend less time finding out whether their request was received

This message identifies a problem the people using the service experience. It points to an outcome the team can observe after the change.

2. A new scheduling process changes who can request a shift and who approves it. Which two groups should be consulted about how the process will work?

A. Only staff who will never use the schedule
B. Only the team that purchased the scheduling software
C. People who request shifts and people who approve them
D. Only managers who receive the published totals

Correct answer: C. People who request shifts and people who approve them

Requesters and approvers encounter different parts of the change. Their input can uncover problems that a single group would miss.

3. The mailroom wants a new intake procedure to reduce average delivery wait. What should it record before the pilot?

A. The total cost of furniture at the reception desk
B. Delivery wait times under the existing procedure
C. Only the number of staff who attend the launch
D. The shortest wait after the new procedure goes live

Correct answer: B. Delivery wait times under the existing procedure

A baseline uses the same outcome before the intervention so later measurements have a reference point.

4. A pilot group can open a new checklist but often selects the wrong category when submitting it. Which practice activity addresses the gap?

A. Ask trainees to rate their interest in the change
B. Have trainees copy the checklist’s name into their notes
C. Test whether trainees know how to log into the tool
D. Give trainees sample requests and have them classify and submit each one

Correct answer: D. Give trainees sample requests and have them classify and submit each one
Classifying and submitting a sample rehearses the step users are getting wrong.

5. A department can test an intake form on one routine request type before it rolls out. Which plan makes this a useful pilot?

A. Switch every request type at once and ask for comments later
B. Try that request type for a week, track returns, and review what needs changing
C. Leave the trial open-ended and collect only compliments
D. Test the form on requests that will never use it

Correct answer: B. Try that request type for a week, track returns, and review what needs changing
A limited trial with a planned review produces evidence the department can use before expanding the rollout.

6. The new form is required for all eligible requests. Which measure tells the team the share of eligible requests using it?

A. Eligible requests using the new form divided by all eligible requests
B. All requests divided by the number of trained staff
C. New form launches divided by the number of office locations
D. Training attendees divided by the number who were invited

Correct answer: A. Eligible requests using the new form divided by all eligible requests
The numerator counts eligible requests that follow the new process. The denominator counts every eligible request in the same period.

7. An office changes its appointment confirmations to reduce no-shows. Which measurement tracks the intended outcome?

A. The number of changes made to the message template
B. The share of confirmations using the new format
C. The number of people trained to send confirmations
D. The share of scheduled appointments that patients or clients miss

Correct answer: D. The share of scheduled appointments that patients or clients miss
Missed appointments are what the change is meant to reduce. Sending confirmations with the new format measures how the process was used.

8. The only pilot feedback so far is from daytime staff. The new procedure will also apply overnight, when staffing is lower. What should the rollout team do before generalizing?

A. Treat silence from overnight staff as an endorsement
B. Assume the same result because both shifts use the same job title
C. Test the procedure on a night shift and ask those staff where it breaks down
D. Run another daytime test and mark it as overnight feedback

Correct answer: C. Test the procedure on a night shift and ask those staff where it breaks down
Testing under the conditions where the work differs reveals barriers a daytime test can miss.

9. The team has tried a new label on a small batch. It now compares errors with its prediction and reviews the reasons people gave. Which PDSA stage is it doing?

A. Study
B. Plan
C. Do
D. Act

Correct answer: A. Study
The Study stage examines what happened and compares it with what the team expected. The team can then decide how to change its next test.

10. A change is supposed to speed up invoice approval. Which balancing measure could reveal a downstream problem?

A. Number of reminder messages about approval times
B. Average time from receipt to approval
C. Percentage of workers trained before the launch
D. Invoices that accounting must return because information was omitted

Correct answer: D. Invoices that accounting must return because information was omitted
The return count can reveal that faster approvals are shifting work to accounting through errors or missing information.

11. Of 80 eligible requests, 56 used the new portal, 14 used email during a portal outage, and 10 used email while the portal worked. What reports use accurately and helps diagnose access?

A. Count the outage email as portal use and report 70 of 80
B. Remove all email requests and report 56 of 56
C. Report 56 of 80 overall and show the 14 outage requests separately
D. Drop the denominator and report that 56 people adopted the portal

Correct answer: C. Report 56 of 80 overall and show the 14 outage requests separately
The full set of eligible requests gives an honest adoption rate. Separately marking the outage helps explain requests that could not use the portal.

12. The new process had 24 reworked orders out of 400 during a busy month. The previous process had 15 out of 150. Which comparison gives the rework rate for each?

A. 24% under the new process and 15% under the previous process
B. 6% under the new process and 10% under the previous process
C. 10% under the new process and 6% under the previous process
D. 39% under both processes combined

Correct answer: B. 6% under the new process and 10% under the previous process
Divide the reworked orders by total orders in each period. The rates are 24 ÷ 400 = 6% and 15 ÷ 150 = 10%.

13. Before a trial, a team agreed it would pause if more than two requests in any day could not be reopened. On the first day, three could not be reopened. What follows from the agreed condition?

A. Expand to the next department to see whether it also happens there
B. Continue because the average over a week may stay below two
C. Delete the three cases from the trial totals
D. Pause the trial, use the agreed fallback, and investigate the reopening problem

Correct answer: D. Pause the trial, use the agreed fallback, and investigate the reopening problem
The threshold applies to any single day. Three exceeds two, so the prearranged pause and fallback apply.

14. A site cut wait times by moving a review earlier. A second site lacks the reviewer used in the trial, but can assign a trained backup. What is a useful next step?

A. Test the earlier review with the trained backup at the second site and check that wait times and quality still improve
B. Copy the trial’s duty list without identifying someone to review
C. Require all sites to launch on the same day regardless of coverage
D. Compare only the job titles across sites

Correct answer: A. Test the earlier review with the trained backup at the second site and check that wait times and quality still improve
The second site can test the same part of the process with an adaptation for its staffing. Tracking both measures shows whether the benefit carries over.

15. The rollout team will leave after the new process has reached its goals. Which handoff gives the department the best chance of keeping the improvement?

A. End all monitoring after the first week of strong results

B. Archive the project slides and leave daily practice undocumented

C. Name a local owner, update the routine instructions, and schedule a review of adoption and the original outcome

D. Keep the decisions with the temporary project team after disbanding it

Correct answer: C. Name a local owner, update the routine instructions, and schedule a review of adoption and the original outcome

An accountable local owner, accessible instructions, and ongoing review give the new practice a place in regular work.