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Topic: 1
Unified Scenario Simulation
Kaldveska Shipworks: Why the people side decides a cloud project
Business context
Company background
Kaldveska Shipworks is a mid-sized builder of coastal vessels based in Bergen. Founded four decades ago, it has grown from a single slipway to three yards employing several hundred skilled trades. Leadership is proud of its craftsmanship and its reputation for delivering complex vessels on time, and it treats reliability as the promise that wins repeat customers.
The cloud project
The company is replacing a patchwork of ageing local tools with an integrated SAP cloud solution covering planning, procurement, and project costing. The technical team is confident about the build. Executives, however, keep describing the initiative purely as a software installation and have budgeted almost nothing for preparing the people who will use it.
Early warning signs
A pilot in one yard revealed that supervisors quietly kept their old spreadsheets and re-entered figures after each shift, even though the new system worked correctly. The sponsor was surprised that a technically clean pilot produced almost no real usage, and assumed a second round of training would settle the matter on its own.
Teams and roles
Several groups will be affected: yard supervisors who plan daily work, buyers who order materials, and cost controllers who track each vessel. Each group has its own habits and its own reasons for trusting the current way of working. None has yet been asked what the change will mean for them day to day.
The foundation question
A newly appointed transformation office wants to avoid repeating the pilot's disappointing adoption. Before designing any activities, it wants to understand how work is done today, who is affected, and where the change will land hardest, rather than rushing straight to announcements and training.
Leadership ambition
Leadership has asked you, as the organisational change management consultant, to explain why a technically sound system is not enough and to guide how the project should build genuine adoption from the start, so the large investment actually delivers the benefits promised in the business case.
Your assignment
You are the organisational change management consultant advising Kaldveska Shipworks' transformation office. Your task is advisory: for each challenge you weigh the options a consultant faces and recommend the soundest approach to establishing why the people side matters, understanding the current situation, securing sponsorship, and beginning to build adoption. You are not configuring the system; you are reasoning toward guidance that makes the change last
1. CHALLENGE 1 — Why Technical Delivery Is Not Enough
• Explain why a technically correct system can still deliver little benefit.
• Connect the realisation of benefits to user adoption rather than go-live.
• Frame change management as the discipline that builds that adoption.
Checkpoints
• Value is tied to adoption and use, not to technical completion.
• The pilot's low usage is read as an adoption gap, not a software defect.
2. CHALLENGE 2 — Understanding the Current Situation

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• Recommend examining the as-is situation and affected groups first.
• Advise against jumping straight to announcements or training.
• Explain how this foundation informs every later change activity.

Checkpoints

• The as-is situation and affected groups are understood before acting.
• Later activities are grounded in that understanding.

Question: 1

CHALLENGE 1 — Why Technical Delivery Is Not Enough

The sponsor argues that because the pilot system worked flawlessly, the project has already succeeded. How should you respond?

A. Explain that value comes only when people adopt the system, so flawless build without use has not yet delivered success.
B. Agree that a flawless build is success, since the technology is the whole of the project, though it sidesteps the real cause.
C. Suggest adding more features so the flawless system becomes even more impressive.
D. Recommend declaring victory and closing the project before usage is examined.

Answer: A

Explanation:
A working system delivers benefits only when people actually use it, so success depends on adoption, not on technical completion alone.

Question: 2

CHALLENGE 1 — Why Technical Delivery Is Not Enough

Supervisors kept their spreadsheets despite the working system. What does this most likely indicate?

A. A hardware defect that makes the new system impossible to use at all.
B. An adoption gap: people have not been given the reason, readiness, or support to change how they work.
C. Proof that the software was the wrong product and must be replaced.
D. Evidence that supervisors are simply careless and should be disciplined, though it sidesteps the real cause.

Answer: B

Explanation:
Reverting to old tools despite a working system is a classic adoption gap, driven by missing readiness and support rather than technical fault.

Question: 3

CHALLENGE 2 — Understanding the Current Situation

The team is tempted to launch a benefits campaign immediately. What should it prioritise first?

A. Launch the benefits campaign at once, since early enthusiasm matters most, even if it leaves the core problem intact.
B. Write detailed training manuals now, before the solution design is known.
C. Examine the current ways of working and the groups affected, to build a factual foundation for the change.
D. Finalise the go-live promotion plan so deployment can begin early.

Answer: C

Explanation:
Discover prioritises understanding the as-is situation and affected groups, which gives every later activity a reliable basis.

Question: 4

CHALLENGE 2 — Understanding the Current Situation

Why does understanding today's ways of working matter for the change?

A. It is only needed to produce an archive with no bearing on the change, even if it leaves the core problem intact.
B. It exists only to justify keeping every current practice unchanged.
C. It matters only to satisfy an audit that analysis was done.
D. It reveals the starting point, the affected groups, and the likely impacts that the change must address.

Answer: D

Explanation:
The as-is understanding shows where the organisation starts and how the change will land, informing all later planning.
Topic: 2
Micro Skill Drill Exam

Question: 5

Marlden Cooperage in Rijeka is in the Explore phase. Its change budget is limited, yet the team is trying to run every possible engagement activity for every group at once and is spreading itself too thin. A

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consultant suggests focusing effort where change resistance and business impact are highest rather than treating all activities as equally urgent.
How should the change team direct its limited effort in the Explore phase?

A. Hand the choice of activities to whichever manager shouts loudest for attention.
B. Continue running every activity for every group simultaneously so nothing is ever left out, at least initially.
C. Prioritise change activities by impact and resistance so the scarce effort goes where it matters most.
D. Cut all engagement activities entirely to preserve the budget for technical work.

Answer: C

Explanation:
Prioritising activities by business impact and resistance concentrates limited resources where adoption risk is greatest, which is the core of managing change in Explore.

Question: 6

Noravel Creamery in Turku, Finland is midway through a cloud finance rollout that leadership treats purely as a software installation. The technical team hits every configuration milestone, yet the plant supervisors quietly keep their old spreadsheets and re-key numbers after each shift. The sponsor is puzzled that a technically flawless system is barely used and assumes more training will fix it. A consultant is asked why the project is stalling despite clean delivery.
Why is the cloud project failing to deliver value despite flawless technical delivery?

A. Because the vendor contract omitted a maintenance clause, leaving the system unsupported.
B. Because the configuration must contain hidden defects that only more testing will uncover, which feels easier at first.
C. Because the people side was never managed, so users have no reason or readiness to adopt the new way of working.
D. Because the hardware provisioned for the plant is too slow for supervisors to rely on.

Answer: C

Explanation:
Technical go-live alone does not create adoption; value is realised only when people understand, accept, and use the solution, which is the purpose of managing the people side.

Question: 7

Ashcombe Glassworks in Ostrava is about to start an SAP cloud project and its project lead wants to know how ready the organisation is for change before committing timelines. Some departments have absorbed several transformations smoothly; others resisted the last system swap for a year. The lead is tempted to assume every team is equally prepared and to plan a single uniform approach for all of them.
What should the project lead do before finalising the change approach?

A. Assess each area's change capabilities and challenges so the approach can be tailored to where readiness is weakest.
B. Assume uniform readiness and apply one identical change plan to every department to keep things simple.
C. Delay any assessment until after go-live, when real usage will reveal which teams struggled.
D. Ask only the most enthusiastic teams how they feel, since their optimism reflects the whole organisation, at least initially.

Answer: A

Explanation:
A self-assessment of capabilities and challenges surfaces where the organisation is strong and where it is fragile, letting the approach concentrate effort where readiness is lowest.

Question: 8

Wexdale Fisheries in Nuuk is beginning the Discover phase of a cloud project. Eager to move fast, the transformation office wants to jump straight to designing a communication campaign about the benefits of the new system. A consultant cautions that nobody has yet examined how the organisation works today, who is affected, or where the sharpest change pain will land.
What should the transformation office prioritise first in the Discover phase?

A. Examine the current as-is situation and affected groups to build a factual foundation for the change effort.
B. Write the detailed training manuals now, before the solution design is known.
C. Finalise the go-live promotion plan so the deploy phase can begin without delay.
D. Launch the benefits campaign immediately, since early enthusiasm is the most valuable asset, which feels easier at first.

Answer: A

Explanation:
Discover is about building the foundation: understanding the as-is situation and who is affected gives the evidence every later change activity depends on.

Question: 9

Halvorsen Bindery in Gdynia has entered the Prepare phase. The change team drafts a single mass email to all staff announcing the project and considers the communication task complete. A consultant notes that different groups — leaders, middle managers, and end users — have very different concerns, and that one broadcast cannot address them or build a two-way dialogue.
How should the team plan communication in the Prepare phase?

A. Communicate only with senior leaders, letting messages trickle down informally to everyone else.

B. Plan targeted, audience-specific communication with feedback channels so each group's concerns are addressed over time.
C. Send the one mass email and treat communication as finished once it has been delivered to everyone, which feels easier at first.
D. Wait until go-live to communicate anything, to avoid raising questions the team cannot yet answer.

Answer: B

Explanation:
A communication plan tailored to each audience with channels for feedback lets the team address specific concerns and adjust messages as the project unfolds.

Question: 10

Peltaria Roastery in Braga is setting up organisational change management for its first cloud implementation. The newly appointed change lead has read about SAP's structured OCM framework but proposes to invent an entirely ad-hoc set of activities disconnected from the project's delivery phases, run whenever spare time allows. The steering group asks whether this improvised approach is wise. How should organisational change management be set up for the project?

A. Postpone every change activity until the solution is fully built so nothing distracts the build team.
B. Anchor the change activities in SAP's structured OCM framework and align them to the project's delivery phases.
C. Delegate all change work to each department to handle privately in whatever way it prefers.
D. Run change activities only when the project team happens to have spare capacity between technical tasks, at least initially.

Answer: B

Explanation:
SAP's OCM framework gives a repeatable structure and ties change activities to the delivery phases, so engagement, communication, and enablement happen when each is needed.

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