



BUSINESS RELATIONSHIP MANAGEMENT PROFESSIONAL

The Business Relationship Management
Professional Examination

Rationale

1 Syllabus Topic:IN0102 - Introduction

Correct Answer:B

Objective: Recall the elements of the Triple Bottom Line

- a) Incorrect: See Rationale B.
- b) Correct: The triple bottom line extends the concept of value reported as the bottom line in a traditional accounting profit and loss statement. In addition to financial value, strategic, social, and environmental value feeds into three major bottom lines: people, purpose, and planet.
- c) Incorrect: See Rationale B.
- d) Incorrect: See Rationale B.

2 Syllabus Topic:BP0101 - BRM Capability – Build Partnerships

Correct Answer:B

Objective: Recall the definition of the Build Partnership Capability

- a) Incorrect. See Rationale B.
- b) Correct. To build partnerships is to develop, nurture, and advance relationships of the highest quality, ones that share ownership, risk, responsibilities, and resources to achieve results.
- c) Incorrect. See Rationale B.
- d) Incorrect. See Rationale B.

3 Syllabus Topic:RO0209 - BRM Role

Correct Answer:B

Objective: Identify activity domains

- a) Incorrect. BRMs who start out in the execution domain would be able to advance their skills to perform in the strategic domain as well.
- b) Correct. BRMs in the strategic domain should also be proficient in the execution domain.
- c) Incorrect. Only 2 is true.
- d) Incorrect. 2 is true.

4 Syllabus Topic:CA0202 - BRM Capability

Correct Answer:B

Objective: Identify the five factors of the Relationship-Centered Organization

- a) Incorrect. See rationale B.
- b) Correct. The Human Factor is how an organization treats people, recognizes the distinctively human needs of people, and creates value while helping people satisfy their own needs.
- c) Incorrect. See rationale B.
- d) Incorrect. See rationale B.

5 Syllabus Topic:DV0209 - BRM Capability – Drive Value

Correct Answer:C

Objective: Identify the purpose and use of the Value Plan

- a) Incorrect. See Rationale C.
- b) Incorrect. See Rationale C.
- c) Correct. Value can be described as the net difference a proposed change creates in the performance which results in financial, operational, or strategic benefit, captured by the triple bottom line. Net value will be determined by value drivers that can be monitored and adjusted to improve overall value achieved from an idea. A description of the value opportunity is a key input to the value plan, along with the identified value drivers, value stakeholders, value reporting schedule, length of measurement, and the triggers for action.
- d) Incorrect. See Rationale C.

6 Syllabus Topic:CA0204 - BRM Capability

Correct Answer:B

Objective: Identify the Now-to-New Approach

- a) Incorrect. In the Now-to-New Approach, the greatest value opportunity is associated with the need for people to change, and in this, mechanical approaches tend to fail.
- b) Correct. In the Now-to-New Approach, the greatest value opportunity is associated with the need for people to change, and in this, mechanical approaches tend to fail.
- c) Incorrect. In the Now-to-New Approach, the greatest value opportunity is associated with the need for people to change, and in this, mechanical approaches tend to fail.
- d) Incorrect. In the Now-to-New Approach, the greatest value opportunity is associated with the need for people to change, and in this, mechanical approaches tend to fail.

- 7 Syllabus Topic:RO0204 - BRM Role
Correct Answer:A
Objective: Identify the Single Point of Focus
a) Correct. A business relationship manager "owns" the partner relationship.
b) Incorrect. A business relationship manager should be a single point of focus not a single point of contact.
c) Incorrect. See rationales A and B.
d) Incorrect. See rationales A and B.
- 8 Syllabus Topic:BP0202 - BRM Capability – Build Partnerships
Correct Answer:C
Objective: Identify the partnering mindsets
a) Incorrect. The Explorer Mindset is helpful when actively searching for solutions to a problem or considering new opportunities.
b) Incorrect. The Cultivator Mindset is helpful when trying to improve something. A Cultivator is open to suggestions.
c) Correct. The Connector Mindset is helpful when a person is too distant from the problem themselves but has a connection to help their partner.
d) Incorrect. The Investor Mindset is helpful when more resources are needed to realize the value potential of something,
- 9 Syllabus Topic:IN0202 - Introduction
Correct Answer:D
Objective: Identify the difference between alignment and convergence
a) Incorrect. Formal titles aren't relevant in this context. Regardless of titles, today's highly dynamic work environment requires the breaking down of traditional barriers and silos.
b) Incorrect. The opposite. To keep up with the pace of technological change, people need to build trusting, agile, and meaningful work relationships to drive optimal value that satisfies organizational purpose.
c) Incorrect. The opposite. Organizational alignment is evolving into convergence, where individual strategic goals spread across different teams merge into a unified plan that addresses challenges of mutual interest.
d) Correct. Today's highly dynamic work environment requires the breaking down of traditional barriers and silos within an organization and ensuring strategic capabilities are networked throughout. Organizational alignment is evolving into convergence, where individual strategic goals spread across different teams merge into a unified plan that addresses challenges of mutual interest.

10 Syllabus Topic:DV0202 - BRM Capability – Drive Value

Correct Answer:A

Objective: Identify the difference between tangible and intangible value

- a) Correct. Pride is an intangible value.
- b) Incorrect. Revenue is a tangible value.
- c) Incorrect. Profit is a tangible value.
- d) Incorrect. Expense is a tangible value.

11 Syllabus Topic:CA0103 - BRM Capability

Correct Answer:D

Objective: Recall the five organizational factors of the Relationship-Centered Organization

- a) Incorrect. See Rationale D.
- b) Incorrect. See Rationale D.
- c) Incorrect. See Rationale D.
- d) Correct. The five organizational factors are:
 - Human Factor
 - Brand Factor
 - Technology Factor
 - Infinite Factor
 - Innovation Factor

12 Syllabus Topic:EC0205 - BRM Capability – Evolve Culture

Correct Answer:B

Objective: Identify the elements of Shared Ownership.

- a) Incorrect. Large teams do not equate to being relationship-centered. Establishing a sense of shared ownership is key.
- b) Correct: Shared ownership is a key element to building a relationship-centered organization.
- c) Incorrect. Relationships, not process, is at the core of a relationship-centered organization.
- d) Incorrect. Organizational structures are not a key driver to building a relationship-centered organization. The focus is on Shared Ownership.

13 Syllabus Topic:TE0206 - BRM Team

Correct Answer:C

Objective: Identify how to empower business relationship managers

- a) Incorrect. Coaching can help empower business relationship managers, leaders, teams, and partners through support and tailored guidance.
- b) Incorrect. Coaching can help empower business relationship managers, leaders, teams, and partners through support and tailored guidance.
- c) Correct. Coaching can help empower business relationship managers, leaders, teams, and partners through support and tailored guidance.
- d) Incorrect. Coaching can help empower business relationship managers, leaders, teams, and partners through support and tailored guidance.

14 Syllabus Topic:BP0206 - BRM Capability – Build Partnerships

Correct Answer:D

Objective: Identify the purpose, use and characteristics of the Business Relationship Maturity Model

- a) Incorrect. It is a 5-level metric.
- b) Incorrect. It can be used to track progress toward a true partnership.
- c) Incorrect. It initiates and sustains meaningful discussions between function and partner throughout the evolution of the relationship.
- d) Correct. It is the Competency Model, not the Relationship Maturity Model, that is used to assess the knowledge, skills and behaviors generally needed for successful performance in a given role.

15 Syllabus Topic:DV0108 - BRM Capability – Drive Value

Correct Answer:D

Objective: Recall the role of the BRM during Value Results.

- a) Incorrect. This is Value Optimization.
- b) Incorrect. This is Value Realization.
- c) Incorrect. This is Value Discovery.
- d) Correct. The BRM plays a vital role in showing the organization and function the value that came from the initiative.

- 16** Syllabus Topic:SP0105 - BRM Capability – Satisfy Purpose
Correct Answer:D
Objective: Recall how the People bottom line helps satisfy purpose.
a) Incorrect. See Rationale D.
b) Incorrect. See Rationale D.
c) Incorrect. See Rationale D.
d) Correct. The People bottom line is the impact of organizational efforts on internal and external people working with the organization.
- 17** Syllabus Topic:DV0106 - BRM Capability – Drive Value
Correct Answer:D
Objective: Recall elements of the Value Plan
a) Incorrect. See rationale D.
b) Incorrect. See rationale D.
c) Incorrect. See rationale D.
d) Correct. A Value Plan is a document that identifies how value will be created and monitored if an idea/opportunity is pursued.
- 18** Syllabus Topic:IN0103 - Introduction
Correct Answer:A
Objective: Recall elements of the BRM Capability
a) Correct. The four key components of the BRM Capability are: Evolve Culture, Build Partnerships, Drive Value & Satisfy Purpose.
b) Incorrect. See Rationale A.
c) Incorrect. See Rationale A.
d) Incorrect. See Rationale A.

- 19** Syllabus Topic:EC0209 - BRM Capability – Evolve Culture
Correct Answer:B
Objective: Identify the differences between a growth and fixed mindset
- a) Incorrect. See Rationale B.
 - b) Correct. A growth mindset individual needs accurate information about their current abilities in order to learn. Many experiments and studies have proven strong tendencies of behavior and performance associated with fixed and growth mindsets.
 - c) Incorrect. See Rationale B.
 - d) Incorrect. See Rationale B.
- 20** Syllabus Topic:BP0207 - BRM Capability – Build Partnerships
Correct Answer:C
Objective: Identify the purpose, use and characteristics of the Business Relationship Maturity Model
- a) Incorrect. These are characteristics of level 5 in the Relationship Maturity Model.
 - b) Incorrect. These are characteristics of level 4 in the Relationship Maturity Model.
 - c) Correct. In level 3, as transparency becomes the norm, and trust grows, a mindset of the function as a stable service provider prevails. Silos persist (both between and within organizations) but focus on manageable metrics and shared value help make daily routine service stable, paving the way for more strategic engagement and a shift from 'operate to innovate'.
 - d) Incorrect. These are characteristics of level 2 in the Relationship Maturity Model.
- 21** Syllabus Topic:RO0207 - BRM Role
Correct Answer:C
Objective: Identify characteristics of a business relationship manager
- a) Incorrect. See rationale C.
 - b) Incorrect. See rationale C.
 - c) Correct. Business relationship managers should not be responsible for implementing the solutions or managing project plans.
 - d) Incorrect. See rationale C.

22 Syllabus Topic:IN0205 - Introduction

Correct Answer:A

Objective: Identify the Theory of Relationshipism

- a) Correct. The Theory of Relationshipism is based on four main tenets, the second tenet is: An organization's culture is the largest source of energy that fuels value.
- b) Incorrect. The second tenet of the Theory of Relationshipism states that: An organization's culture is the reflection al ALL relationships between any people having anything to do with the organization PAST and PRESENT.
- c) Incorrect. The second tenet of the Theory of Relationshipism states that: An organization's culture is the reflection al ALL relationships between any people having anything to do with the organization PAST and PRESENT.
- d) Incorrect. The Theory of Relationshipism is based on four main tenets, the second tenet is: An organization's culture is the largest source of energy that fuels value.

23 Syllabus Topic:CA0205 - BRM Capability

Correct Answer:A

Objective: Identify Continuous Improvement

- a) Correct. A thriving BRM capability means there is an ongoing process of continuous improvement.
- b) Incorrect. While training may form part of a continuous improvement plan, it is only one possible component of the plan.
- c) Incorrect. While recruitment may form part of a continuous improvement plan, it is only one possible component of the plan.
- d) Incorrect. While increasing the size of your team may be part of an improvement plan, it is only one possible component of the plan.

24 Syllabus Topic:DV0207 - BRM Capability – Drive Value

Correct Answer:D

Objective: Identify elements in Value Discovery

- a) Incorrect. 1 (value = benefit - cost) is not correct in the context of business relationship management.
- b) Incorrect. See rationale A.
- c) Incorrect. See rationale A.
- d) Correct. 2, 3, and 4 are correct statements about what Value Discovery is in the context of business relationship management.

25 Syllabus Topic:RO0105 - BRM Role

Correct Answer:B

Objective: Recall the business relationship manager's impact on the Triple Bottom Line

- a) Incorrect. As the mission of the business relationship management capability is to evolve culture, build partnerships, drive value, and satisfy organization purpose, the business relationship manager reflects daily on how every activity across the organization ultimately contributes to the triple bottom line.
- b) Correct. As the mission of the business relationship management capability is to evolve culture, build partnerships, drive value, and satisfy organization purpose, the business relationship manager reflects daily on how every activity across the organization ultimately contributes to the triple bottom line.
- c) Incorrect. As the mission of the business relationship management capability is to evolve culture, build partnerships, drive value, and satisfy organization purpose, the business relationship manager reflects daily on how every activity across the organization ultimately contributes to the triple bottom line.
- d) Incorrect. As the mission of the business relationship management capability is to evolve culture, build partnerships, drive value, and satisfy organization purpose, the business relationship manager reflects daily on how every activity across the organization ultimately contributes to the triple bottom line.

26 Syllabus Topic:DV0107 - BRM Capability – Drive Value

Correct Answer:B

Objective: Recall the role of the BRM during Value Realization.

- a) Incorrect. This is Value Optimization.
- b) Correct. During the initiative, the BRM needs to interact with the partners to ensure value is not lost due to scope changes or different perspectives of value.
- c) Incorrect. This is Value Discovery.
- d) Incorrect. This is Value Results.

27 Syllabus Topic:CA0102 - BRM Capability

Correct Answer:A

Objective: Recall elements of the Strategic Relationship Plan

- a) Correct. A strategic relationship plan includes Capability Roadmapping, Ideation Approach, and Relationship Maturity Model. Demand Maturity is not included in the strategic relationship plan.
- b) Incorrect. A strategic relationship plan includes Capability Roadmapping, Ideation Approach, and Relationship Maturity Model. Demand Maturity is not included in the strategic relationship plan.
- c) Incorrect. A strategic relationship plan includes Capability Roadmapping, Ideation Approach, and Relationship Maturity Model. Demand Maturity is not included in the strategic relationship plan.
- d) Incorrect. A strategic relationship plan includes Capability Roadmapping, Ideation Approach, and Relationship Maturity Model. Demand Maturity is not included in the strategic relationship plan.

28 Syllabus Topic:TE0205 - BRM Team

Correct Answer:C

Objective: Identify the BRM Community of Practice

- a) Incorrect. See Rationale C.
- b) Incorrect. See Rationale C.
- c) Correct. BRM Institute recommends a community of practice as the capability is very fluid and likely evolving at a speed that exceeds other practices in an organization. The community of practice sets the tone for the BRM discipline.
- d) Incorrect. See Rationale C.

29 Syllabus Topic:CA0201 - BRM Capability

Correct Answer:C

Objective: Identify how organizational factors and core values drive an organization's purpose and strategy

- a) Incorrect. See Rationale C.
- b) Incorrect. See Rationale C.
- c) Correct. Although the purpose behind an organization may change over time, the core values do not tend to change. In addition, an organization will not be able to achieve their full potential until their purpose is clear and woven into their operational fabric.
- d) Incorrect. See Rationale C.

30 Syllabus Topic:EC0203 - BRM Capability – Evolve Culture

Correct Answer:A

Objective: Identify why language matters

- a) Correct. A culture of shared ownership is a team approach to business accomplishments.
- b) Incorrect. Accountability is assigned. Ownership happens because we want to.
- c) Incorrect. Organizational functions or value stream leaders converge into a team, sharing ownership for results.
- d) Incorrect. Accountability is assigned. Ownership happens because we want to.

31 Syllabus Topic:DV0105 - BRM Capability – Drive Value

Correct Answer:D

Objective: Recall elements of an Idea Document

- a) Incorrect. Process Changes are part of the Business Change section.
- b) Incorrect. Idea Originator is part of the Identification section.
- c) Incorrect. Major Constraints are part of the Features and Functions section.
- d) Correct. The idea document is too early to be detailing selected resources to implement an idea.

32 Syllabus Topic:RO0201 - BRM Role

Correct Answer:D

Objective: Identify the elements needed to balance the BRM role

- a) Incorrect. The BRM is not expected to know all available solutions and should focus on the triple bottom line of people, purpose and planet.
- b) Incorrect. The BRM does not define the partner's perspective or manage it across the organization.
- c) Incorrect. It's important for BRMs to be able to break down silos - not define them.
- d) Correct. The BRM will use techniques such as the customer value hierarchy to clearly differentiate low value from high value needs and opportunities and keep the focus on value.

33 Syllabus Topic:SP0203 - BRM Capability – Satisfy Purpose

Correct Answer:A

Objective: Identify how to Satisfy Purpose through the Triple Bottom Line

- a) Correct. Connecting an employee's personal purpose with the organization's purpose is critical in a relationship-centered organization.
- b) Incorrect. Where these purposes are misaligned, the individuals either evolve their personal purpose or shift to an organization that is more aligned with their purpose.
- c) Incorrect. See Rationale A and B.
- d) Incorrect. See Rationale A and B.

34 Syllabus Topic:TE0105 - BRM Team

Correct Answer:C

Objective: Recall the common problems business relationship managers face

- a) Incorrect. This is a common example of problems faced by business relationship managers.
- b) Incorrect. This is a common example of problems faced by business relationship managers.
- c) Correct. Business relationship managers should report equally to business partners and functional partners.
- d) Incorrect. This is a common example of problems faced by business relationship managers.

35 Syllabus Topic:BP0205 - BRM Capability – Build Partnerships

Correct Answer:B

Objective: Identify the process and plan for Relationship Nurturing

- a) Incorrect. Most relationships do not start off as partnerships but rather require strategic planning and effort from all involved to nurture the relationship into an effective partnership.
- b) Correct. Most relationships do not start off as partnerships but rather require strategic planning and effort from all involved to nurture the relationship into a true partnership.
- c) Incorrect. Partnership building requires strategic planning and effort from all involved to nurture the relationship into a true partnership.
- d) Incorrect. The Strategic Relationship Plan provides the framework for elevating relationships to the partnership level.

36 Syllabus Topic:EC0101 - BRM Capability – Evolve Culture

Correct Answer:B

Objective: Recall the elements of the Evolve Culture Capability Framework

- a) Incorrect. To evolve culture is to deliberately nurture and advance relationships so a cultural climate exists where collaborative relationships organically form according to a common purpose.
- b) Correct. To evolve culture is to deliberately nurture and advance relationships so a cultural climate exists where collaborative relationships organically form according to a common purpose.
- c) Incorrect. To evolve culture is to deliberately nurture and advance relationships so a cultural climate exists where collaborative relationships organically form according to a common purpose.
- d) Incorrect. To evolve culture is to deliberately nurture and advance relationships so a cultural climate exists where collaborative relationships organically form according to a common purpose.

- 37** Syllabus Topic:DV0201 - BRM Capability – Drive Value
Correct Answer:B
Objective: Identify the elements of the Drive Value Capability Framework
a) Incorrect. See Rationale B.
b) Correct. The sequence is Value Discovery, Value Realization, Value Results, Value Optimization
c) Incorrect. See Rationale B.
d) Incorrect. See Rationale B.
- 38** Syllabus Topic:BP0102 - BRM Capability – Build Partnerships
Correct Answer:A
Objective: Recall elements of the Build Partnership Capability Framework
a) Correct. Many of the tools you will encounter in the Build Partnerships Capability Framework will help you measure and communicate this value.
b) Incorrect. See rationale A.
c) Incorrect. See rationale A.
d) Incorrect. See rationale A.
- 39** Syllabus Topic:SP0104 - BRM Capability – Satisfy Purpose
Correct Answer:C
Objective: Recall the evolve culture actions linked to satisfying purpose
a) Incorrect. See rationale C.
b) Incorrect. See rationale C.
c) Correct. Practical BRM actions that link evolving culture to satisfying purpose include: "Starting with a conversation around purpose and linking the meeting results to purpose, and Ensuring the employee experience is directly linked to satisfying organizational purpose."
d) Incorrect. See rationale C.

- 40** Syllabus Topic:RO0211 - BRM Role
Correct Answer:A
Objective: Identify the purpose, use, and characteristics of the BRM Role Competency Model
- a) Correct. Practitioners collaborate on complex problems.
 - b) Incorrect. Practitioners have SOLID organizational and industry acument and lead initiatives.
 - c) Incorrect. See Rationale A and B.
 - d) Incorrect. See Rationale A and B.
- 41** Syllabus Topic:DV0208 - BRM Capability – Drive Value
Correct Answer:C
Objective: Identiy the purpose and use of the Idea Document
- a) Incorrect. See rationale C.
 - b) Incorrect. See rationale C.
 - c) Correct. Approvals to Move Forward to Next Ideation Step
 - 1. Primary Sponsor
 - 3. Business Relationship Manager
 - 4. Requestor
 - d) Incorrect. See rationale C.
- 42** Syllabus Topic:CA0207 - BRM Capability
Correct Answer:C
Objective: Identify the purpose and objectives of the Strategic Relationship Plan.
- a) Incorrect. See Rationale C.
 - b) Incorrect. See Rationale C.
 - c) Correct. The plan then helps to communicate non-confidential objectives and a record of an organizational area's accomplishments.
 - d) Incorrect. See Rationale C.

43 Syllabus Topic:RO0108 - BRM Role

Correct Answer:D

Objective: Recall elements of the Business Relationship Manager Role Competency Model

- a) Incorrect. See Rationale D.
- b) Incorrect. See Rationale D.
- c) Incorrect. See Rationale D.
- d) Correct. An individual who has minor exposure to and experience in the BRM role comprehends how to implement the concepts. Seen as an apprentice, basic, and/or foundational learner is considered to be at the BEGINNER level. The other three levels are EXPLORER, PRACTITIONER, MASTER.

44 Syllabus Topic:DV0210 - BRM Capability – Drive Value

Correct Answer:B

Objective: Identify the role of the BRM in Value Realization

- a) Incorrect. This is part of Value Results.
- b) Correct: The business relationship management capability element for value realization is to work with the partners to ensure that value was delivered, which can mean exerting influence to make this clear. Look back to your discovery phase, making sure that all goals and expectations were met.
- c) Incorrect. This is part of value optimization.
- d) Incorrect. This is part of value discovery.

45 Syllabus Topic:RO0205 - BRM Role

Correct Answer:A

Objective: Identify the purpose and elements of the BRM Code of Ethics

- a) Correct. "A large part of success in our role is based on the credibility and strength of the relationships we build by establishing trust."
- b) Incorrect. The BRM code of ethics defines core values that the BRM team and role will follow.
- c) Incorrect. Delivering projects on time and on budget is the responsibility of a Project Manager which has its own discipline.
- d) Incorrect. Building an organizational behavior guide is beyond the scope for the individual BRM and BRM team.

46 Syllabus Topic:SP0202 - BRM Capability – Satisfy Purpose

Correct Answer:B

Objective: Identify how to Satisfy Purpose through the Business Relationship Management

- a) Incorrect. See Rationale B.
- b) Correct. The organization's culture leverages purpose to propel relationships in a single direction. Having a positive employee experience, with intentional conversations and impactful relationships leads to evolving the company culture.
- c) Incorrect. See Rationale B.
- d) Incorrect. See Rationale B.

47 Syllabus Topic:RO0103 - BRM Role

Correct Answer:A

Objective: Definition of Single Point of Focus

- a) Correct. While it can be tempting to define the business relationship manager as a “single point of contact” they should be referred to as the “single point of focus”. Single point of contact may seem like a useful simplification for the partner, but in practice, it is an unworkable premise.
- b) Incorrect. See Rationale A.
- c) Incorrect. See Rationale A.
- d) Incorrect. See Rationale A.

48 Syllabus Topic:CA0101 - BRM Capability

Correct Answer:A

Objective: Identify Continuous Improvement

- a) Correct. A business relationship management capability is everything it takes, visible and invisible, to nurture relationships in an organization.
- b) Incorrect. BRM Philosophy centers on the belief that positive relationships drive value in organizations.
- c) Incorrect. The Theory of Relationshipism explains the incredible potential power embedded within organizational cultures.
- d) Incorrect. The BRM discipline is a set of useful skills and methods that can be learned and adopted by people.

49 Syllabus Topic:SP0101 - BRM Capability – Satisfy Purpose

Correct Answer:C

Objective: Recall the purpose of an organization

- a) Incorrect. See rationale C.
- b) Incorrect. See rationale C.
- c) Correct. Purpose answers the question "Why?".
- d) Incorrect. See rationale C.

50 Syllabus Topic:EC0102 - BRM Capability – Evolve Culture

Correct Answer:B

Objective: Recall what are the tools/techniques for the Purposeful Narrative Element

- a) Incorrect. The purposeful narrative is not primarily a push process, it is mostly a pull.
- b) Correct. The narrative is a tool used to reach out into the network of relationships and simulate a pull action.
- c) Incorrect. The purposeful narrative is not done with the corporate world's conventional communication mediums. It is done through personal conversations and heavy use of stories.
- d) Incorrect. It is important that the tone is set at the leadership level, as this gives the rest of the organization a broader perspective of the challenges being addressed.