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Exam

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QUESTION 1

Which statement describes an advantage of using storytelling to engage people's hearts and mind more fully when communicating change?

- A. Stories primarily engage rational thought so people logically work out what to do
- B. Stories engage people by providing detailed plans and timescales for change
- C. Stories engage people with the challenges ahead and how can be overcome
- D. Stories entertain and help people relax, so they can be more positive about the change

Correct Answer: C

Storytelling is a technique to communicate change in a way that engages people's hearts and minds more fully. Stories can convey the vision, purpose, and benefits of the change, as well as the challenges ahead and how they can be overcome. Stories can also inspire, motivate, and persuade people to support and participate in the change. Therefore, option C is the best example of an advantage of using storytelling to communicate change. The other options are not advantages, as they either do not reflect the purpose of storytelling or do not engage people's hearts and minds.

QUESTION 2

Which is an effect in an organization if the psychological contract between an organization and its staff is broken?

- A. Additional change agents will be need to be appointed
- B. Staff will be more willing to help achieve the outcomes of change
- C. The likelihood of achieving performance targets reduces.
- D. There will be no effect if senior managers maintain discipline

Correct Answer: C

The psychological contract is the unwritten and implicit agreement between an organization and its employees, which defines their mutual expectations and obligations. The psychological contract can be broken when either party fails to fulfill their promises or obligations, such as changing the terms and conditions of employment, reducing the benefits or rewards, or violating the trust or respect. When the psychological contract is broken, it can have negative effects on the organization, such as lower employee engagement, commitment, and loyalty; higher turnover, absenteeism, and grievances; and lower productivity, quality, and innovation. Therefore, one of the effects of breaking the psychological contract is that the likelihood of achieving performance targets reduces. The other options are not effects of breaking the psychological contract, but rather causes or consequences of other factors.

QUESTION 3

Which characteristic can be tracked using Mayfield's stakeholder radar technique?

- A. The power/influence that a stakeholder has in a change throughout its life
- B. The changes in roles and responsibilities during engagement

- C. The interest that a stakeholder has in a change through its life.
- D. Change in the stakeholder's engagement needs and domain

Correct Answer: D

Mayfield's stakeholder radar technique is a tool that helps to monitor and manage stakeholders throughout the life cycle of a change initiative. The technique involves plotting stakeholders on a radar chart according to four dimensions:

engagement needs (how much attention they require), domain (their area of interest or expertise), impact (how much they are affected by the change), and influence (how much they can affect the change). By tracking these dimensions over

time, the technique can help to identify changes in the stakeholder's engagement needs and domain, as well as any potential risks or opportunities for engagement.

References:

<https://apmg-international.com/files/document/change-management-foundation-online-brochure>

<https://www.mayfield.consulting/stakeholder-radar/>

QUESTION 4

According to Glaser and Glaser, which element of team effectiveness enables team members to help each other address challenges?

- A. Team mission, planning and goal setting.
- B. Team roles
- C. Team operating processes
- D. Team inter-personal relationships

Correct Answer: D

According to Glaser and Glaser, team effectiveness is influenced by four elements: team mission, planning and goal setting; team roles; team operating processes; and team inter-personal relationships. Team inter-personal relationships refer

to the quality of communication, trust, respect, and collaboration among team members. This element enables team members to help each other address challenges, as well as share feedback, ideas, and emotions.

References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%209%20-%20v1.0.pdf> (page 11)

QUESTION 5

Which action, taken as part of the four-step emergent change process, addresses the current consequences of the change not yet being a reality?

- A. Identify what people are experiencing once the changes are complete

- B. Capture what people are experiencing in the present state
- C. Create a vision statement that captures the desired future state
- D. Develop a route-map for implementing the required changes

Correct Answer: B

The four-step emergent change process is a tool to facilitate change that emerges from within an organization, rather than being imposed from outside. The four steps are:

Capture what people are experiencing in the present state Identify what people are experiencing once the changes are complete Create a vision statement that captures the desired future state Develop a route-map for implementing the

required changes Therefore, the action that addresses the current consequences of the change not yet being a reality is to capture what people are experiencing in the present state.

QUESTION 6

Which is a benefit of using change agent networks?

- A. They take charge of defining and appropriate strategy for change
- B. They take accountability for delivering all change objectives within agreed timescales
- C. They provide reports to management on staff performance
- D. They help people keep up to date and involved in the change

Correct Answer: D

Change agent networks are groups of people who act as advocates, champions, or ambassadors for a change within an organization. They can help to communicate, implement, and sustain the change at different levels and locations. One of the benefits of using change agent networks is that they help people keep up to date and involved in the change, as they provide information, feedback, support, and guidance throughout the change process. The other options are not benefits of using change agent networks, as they either imply different roles or responsibilities for the change agent networks or are not relevant to their function.

QUESTION 7

Which is a correct description of how Tuckman's five phases of team development work in practice?

- A. Once a stage is completed a team never returns to it.
- B. Successful teams always stay in the performing stage
- C. Teams may go backwards or oscillate between the stages
- D. An equal amount of time is spent in each stage

Correct Answer: C

Tuckman's five phases of team development are a model that describes how teams evolve and mature over time. The

five phases are: forming, storming, norming, performing, and adjourning. In practice, teams may not follow these phases in a linear or sequential way, but may go backwards or oscillate between the stages depending on various factors, such as changes in goals, leadership, membership, or context. Therefore, team leaders and members need to be aware of the current stage of their team and adapt their behaviors and actions accordingly. References:

https://www.mindtools.com/pages/article/newLDR_86.htm

https://www.researchgate.net/publication/235298447_Developmental_Sequence_in_Small_Groups

QUESTION 8

Which of the following statement about communication approaches that encourage engagement during change are true?

It is helpful to delay communication until all the information is avoiding the risk of misleading people with insufficient data.

An external communications agency should be asked to relay messages when dealing with a difficult change.

- A. Only 1 is true
- B. Only 2 is the true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

Correct Answer: D

Communication approaches that encourage engagement during change should be timely, transparent, honest, consistent, and two-way. It is not helpful to delay communication until all the information is available, as this can create uncertainty and anxiety among stakeholders. It is also not advisable to use an external communications agency to relay messages when dealing with a difficult change, as this can undermine trust and credibility of the change leaders.

References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%201%20-%20v1.0.pdf> (page 11)

QUESTION 9

Which management approach is recommended to help people through the 'endings' phase of Bridges model of human transition?

- A. Look for quick successes to announce
- B. Concentrate on the emotional content of issues
- C. Be clear about the scope of the change
- D. Encourage people to turn their backs on the past

Correct Answer: B

Bridges model of human transition is a framework that describes how people experience and cope with change. The model consists of three phases: endings, neutral zone, and new beginnings. The endings phase is when people have to let go of the old situation and deal with the loss and uncertainty that comes with change. The recommended management approach to help people through this phase is to concentrate on the emotional content of issues, that is, to

acknowledge and address the feelings and reactions that people have, such as anger, denial, or sadness. This can help people to accept the change and move on to the next phase.

QUESTION 10

Which advantage relates to using a Persona to understand a stakeholder group?

- A. Allow checking of proposed solutions against this Persona to ensure solutions provide what is needed
- B. Enable a better understanding of the level of influence this stakeholder group has in the organization
- C. Allow tracking of how the members of this stakeholder group performance against their objectives
- D. Facilities more creative and innovative thinking amongst members of this stakeholder group

Correct Answer: A

A Persona is a fictional representation of a typical member of a stakeholder group, based on real data and insights. A Persona can help to understand the needs, goals, motivations, and challenges of a stakeholder group, as well as their attitudes and behaviors towards a change. One advantage of using a Persona is that it allows checking of proposed solutions against this Persona to ensure solutions provide what is needed and address any potential issues or concerns. References: <https://apmg-international.com/files/document/change-management-foundation-online-brochure>
<https://www.mindtools.com/pages/article/personas.htm>

QUESTION 11

Which action is a suitable response when resistance to change is shown through sabotage?

- A. Allocate important change tasks to the saboteurs
- B. Ensure saboteurs are excluded from any involvement with the change
- C. Ignore the saboteurs and hope that people will NOT be influenced
- D. Accept that deliberate attempts to undermine change are inevitable

Correct Answer: A

Resistance to change is a common reaction that occurs when people perceive a threat or loss from the change. Resistance can be shown in different ways, such as denial, avoidance, passive-aggressive behavior, or sabotage. Sabotage is a deliberate attempt to undermine or obstruct the change. To deal with sabotage, change leaders should try to understand the reasons behind it and address them constructively. One possible action is to allocate important change tasks to the saboteurs, as this can increase their involvement, ownership, and accountability for the change. The other options are not suitable responses, as they either ignore, isolate, or accept the sabotage, which can worsen the situation and damage the change. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2028%20-%20v1.0.pdf> (page 11)

QUESTION 12

In Herzberg's studies on job satisfaction, which statement about dissatisfiesChygene factors is true?

- A. Dissatisfiers are the only factors that can be influenced in the work place.
- B. Beyond a certain level, improving dissatisfiers does not lead to job satisfaction
- C. It is unnecessary to consider the impact of change on the dissatisfiers
- D. The dissatisfiers are related to the work itself, rather than its context

Correct Answer: B

According to Herzberg's research, job satisfaction and dissatisfaction are influenced by two different sets of factors: motivators and hygiene factors. Motivators are factors that lead to high job satisfaction and motivation, such as achievement, recognition, responsibility, advancement, and growth. Hygiene factors are factors that do not cause satisfaction, but can cause dissatisfaction if they are absent or inadequate, such as working conditions, salary, security, and supervision. Beyond a certain level, improving dissatisfiers (hygiene factors) does not lead to job satisfaction, as they only prevent dissatisfaction. To increase job satisfaction, motivators need to be enhanced or introduced. Therefore, statement B is true. The other statements are not true, as they either contradict or misinterpret Herzberg's theory.

References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2026%20-%20v1.0.pdf> (page 11)