Get Instant Access of 100% Real APMG-International Change-Management-Foundation Exam Questions with Verified Answers [Q23-Q47

Get Instant Access of 100% Real APMG-International Change-Management-Foundation Exam Questions with Verified Answers Exam Dumps for the Preparation of Latest Change-Management-Foundation Exam Questions NEW QUESTION 23

Which MNTIpreference is characterized by being spontaneous and disliking detailed plans?

* Intuition
* Feeling
* Perceiving
* Introvert

Explanation

According to the Myers-Briggs Type Indicator (MBTI), perceiving is one of the four preference pairs that describe how people interact with the world and make decisions. Perceiving refers to preferring to keep options open, being spontaneous, and disliking detailed plans. The other options are not preferences, but dimensions of preferences. Intuition and feeling are opposite to sensing and thinking, respectively, while introvert is opposite to extrovert. References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 24

What role in change must promote an idea to potential Sponsors?

* Idea-Generator
* Sponsor
* Targets
* Change Agent

Explanation

According to the Change Management Institute’s Change Management Roles Model, there are four main roles in change: Idea-Generator, Sponsor, Change Agent, and Target. Idea-Generator is the role that identifies the need for change and proposes a solution. Sponsor is the role that authorizes and funds the change. Change Agent is the role that promotes an idea to potential Sponsors and implements the change once it is approved.

Target is the role that is affected bythe change and needs to adopt new behaviors or ways of working.

References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 25

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

* Look for quick successes to announce
* Concentrate on the emotional content of issues
* Be clear about the scope of the change
* Encourage people to turn their backs on the past
Explanation

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.

References:

* https://www.mindtools.com/pages/article/bridges-transition-model.htm

* https://www.wmbridges.com/about/what-is-transition/

NEW QUESTION 26

Which is an engagement level of Mayfield’s stakeholder radar technique?
* Ideal
* Required
* Must have
* Vital
Explanation

Mayfield’s stakeholder radar technique identifies four levels of engagement for stakeholders: required, desired, actual, and planned. The required level of engagement is the minimum level that is necessary for the stakeholder to support the change or at least not resist it. References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 27

Which reason explains why it is helpful to segment stakeholders?
* Identities individuals or groups who are resisting change
* Enables different approaches and analysis techniques to be used with different stakeholder groups
* Helps identify the organization’s culture for scoping appropriate engagement
* It highlights the level of influence and interest stakeholders have in the planned change
Explanation

Segmenting stakeholders is the process of dividing them into groups based on common characteristics, such as roles, interests, needs, expectations, or attitudes towards the change. One reason why it is helpful to segment stakeholders is that it enables different approaches and analysis techniques to be used with different stakeholder groups. For example, segmenting stakeholders can help to tailor communication messages and channels to suit each group’s preferences and concerns, or to apply different engagement strategies and tactics to address each group’s level of influence and impact.

References:

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

* https://www.mindtools.com/pages/article/newPPM_07.htm

NEW QUESTION 28

Which advice is given about managing the ‘complexresponsive processes’ that surround emergent change?
* He prepared to spend time addressing every specific issue that anses
* Focus on the main purpose of the change father than specific events
* Restrict communications about change to only those who need to know
* Ignore any ‘unofficial’ discussions between managers and staff
Explanation

Emergent change is a type of change that arises from within an organization, rather than being imposed from outside. Emergent change is influenced by complex responsive processes, which are the patterns of interaction and communication that occur among people in an organization. To manage these processes, change leaders should focus on the main purpose of the change rather than specific events, as this helps to create a shared vision and direction for the change. The other options are not good advice for managing complex responsive processes, as they either ignore, restrict, or overreact to them, which can hinder the emergence and adaptation of the change. References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 29

Which management approach is recommended to help people through the neutral zone’ phase of Gridges’ model of human transition?
* Hold on to established routines wherever possible
* Reduce gossip by limiting social occasions at work.
* Direct feedback through the normal line management processes
* Describe thisperiod as an opportunity to learn
Explanation

Bridges’ model of human transition describes three phases that people go through when they experience change: ending, losing, and letting go; the neutral zone; and the new beginning. The neutral zone is a period of uncertainty, confusion, and anxiety, but also creativity, innovation, and learning. To help people through this phase, change leaders should describe this period as an opportunity to learn new skills, explore new possibilities, and experiment with new solutions. The other options would not help people through this phase, as they would either maintain the status quo, increase gossip and rumors, or limit feedback channels.

References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 30

According to Tiompenaars and harronden-Turner, which example is a level three basic assumption’ expression of culture?
* Meeting customer need is more important than profit
* Senior management grades are entitled to ‘executive’ chairs
* The team motto is ‘to deliver excellent service’

* The required behaviors are set out in theemployee’sguide
Explanation

According to Trompenaars and Hampden-Turner, culture can be expressed at three levels: artifacts, values, and basic assumptions. Artifacts are the visible and tangible manifestations of culture, such as symbols, rituals, and heroes. Values are the shared beliefs and preferences that guide behavior and decision making. Basic assumptions are the unconscious and taken-for-granted beliefs that underlie values and artifacts. Meeting customer need is more important than profit is an example of a basic assumption, as it reflects a deep-rooted belief that influences the values and artifacts of the organization. The other options are examples of artifacts or values, not basic assumptions. References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 31

Which is a benefit of using change agent networks?
* They take charge of defining and appropriate strategy for change
* They take accountability for delivering all change objectives within agreed timescales
* They provide reports to management on staff performance
* They help people keep up to date and involved in the change
Explanation

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. References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 32

According to theBechard and Harris change formula’ which response will increase an individual’s dissatisfaction with the status quo?
* Amend performance targets during the change
* Communicate the danger of inaction
* Clarify the steps users need to take
* Focus on the benefits of the change
Explanation

The Beckhard and Harris change formula is a tool to assess the readiness and motivation for change in an organization. The formula states that change will happen when D x V x F > R, where D is dissatisfaction with the status quo, V is vision of the desired future state, F is first steps or action plan for the change, and R is resistance to change. To increase an individual’s dissatisfaction with the status quo, one possible action is to communicate the danger of inaction, such as the risks, threats, or losses that may occur if no change is made.

This can create a sense of urgency and need for change among the individual. The other options are not actions that will increase dissatisfaction with the status quo, but rather actions that will address other factors in the formula.

NEW QUESTION 33

In Herzberg’s studies on job satisfaction, which statement about dissatisfiesChygene factors’) is true?
* Dissatisfiers are the only factors that can be influenced in the work place.
* Beyonda certain level, improving dissatisfiers does not lead to job satisfaction
* It is unnecessary to consider the impact of change on the dissatisfiers
* The dissatisfiers are related to the workitself, rather than its context
Explanation

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 (page 11)

NEW QUESTION 34

Which is an effect in an organization if the psychological contract between an organization and its staff is broken?
* Additional change agents will be need to be appointed
* Staff will be more willing to help achieve the outcomes of change
* The likelihood of achieving performance targets reduces.
* There will be no effect if senior managers maintain discipline
Explanation

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.

NEW QUESTION 35

When assessing the severity of change impacts during a stakeholder impact assessment, what is meant by the coverage of impact?
* The number of change initiatives affecting a specific stakeholder category
* The probability of unintended consequences affecting a stakeholder group
* The number of change agents required to support the change
* The proportion of a given stakeholder group that are impacted by a change
Explanation

When assessing the severity of change impacts during a stakeholder impact assessment, one of the criteria that can be used is the coverage of impact. The coverage of impact refers to the proportion of a given stakeholder group that are impacted by a change. For example, if a change affects 80% of the employees in a department, the coverage of impact is high. The other options are not criteria for assessing the severity of change impacts, but rather factors or outcomes of other processes or activities in the change process

NEW QUESTION 36

Which action, taken as part of the four-step emergent change process, addresses the currentconsequences of the change not yet being a reality?
* Identify what people are experiencing once the chances are complete
* Capture what people are experiencing in the present state
* Create a vision statement that captures the desired future state
* Develop a route-map for implementing the required changes
Explanation

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. References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 37

According to Morgan, what metaphor describes an organization where formal management of change is impossible?
* Flux and transformation
* Machines
* Political systems
* Brains
Explanation

According to Morgan, flux and transformation is a metaphor that describes an organization where formal management of change is impossible because the organization is constantly changing and evolving in response to its environment. This metaphor views organizations as complex adaptive systems that are self-organizing, emergent, and nonlinear.

References:

* https://www.mindtools.com/pages/article/newSTR_90.htm

* https://www.researchgate.net/publication/228163085_Images_of_Organization

NEW QUESTION 38

Which of the following statements about the change severity assessment ‘environment’ impact are true?

The amount of other activity happening at the same time as the charge is a factor The common values and behaviors in the organization is a factor.

* Only1 is true
* Only 2 is true
* Both 1 and Z are true
* Neither 1 or 2 is true
Explanation

The change severity assessment is a tool to evaluate the impact of a change on different dimensions, such as environment, organization, individuals, and project. The environment dimension considers the external and internal factors that affect the change, such as market conditions, competitors, regulations, culture, values, and behaviors. The amount of other activity happening at the same time as the change and the common values and behaviors in the organization are both factors that belong to the environment dimension. References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 39

Which statement about Senge’s system thinking model is correct?
* Processes in organizations can either support or limit the effectiveness of change
* Change can beplanned and implemented using an eight-stage model
* Change must e driven primary by senior sponsors
* Leadership support is NOT required in the systems thinking model
Explanation

Senge’s system thinking model is a holistic approach to understand how different elements in an organization interact and influence each other. Processes are one of the elements that can either support or limit the effectiveness of change, depending on how they are designed and implemented. The other statements are not correct, as they do not reflect Senge’s model. References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 40

Which is a desired characteristic of a vision statement for a change?
* It is veritable so its achievement can be confirmed
* Explains the future organization structure in detail
* Lists all the activities needed to achieve the changes
* Sets out several promises that may be hard to measure
Explanation

A vision statement for a change is a concise and compelling description of the desired future state that the change aims to achieve. A vision statement should have several characteristics, such as being clear, inspiring, realistic, and verifiable. Being verifiable means that the vision statement can be measured and confirmed when it is achieved. The other options are not desired characteristics of a vision statement, as they are either too detailed, vague, or irrelevant. References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 41

What is the First step of Kotter’s eight-step model for planning and leading organizational change?
* Communicating the change vision

* Generating short term wins
* Empowering employees for broad-based action
* Establishing a sense of urgency
Explanation

Kotter’s model for planning and leading organizational change is an eight-step model that describes how to initiate and sustain a successful change. The eight steps are:

* Establishing a sense of urgency

* Creating the guiding coalition

* Developing a vision and strategy

* Communicating the change vision

* Empowering employees for broad-based action

* Generating short-term wins

* Consolidating gains and producing more change

* Anchoring new approaches in the culture

Therefore, the first step of Kotter’s model is establishing a sense of urgency.

NEW QUESTION 42

Which of the following is a purpose of creating a change management plan when preparing for change?
* Document the set of typically recurring actions that contribute to change readiness’
* Provide a detailed schedule of project and their dependencies
* Capture of full list of issues to be resolved before change can start
* Record a list of all the change risks and the responsive actions required.
Explanation

One of the purposes of creating a change management plan when preparing for change is to record a list of all the change risks and the responsive actions required. This helps to identify potential threats and opportunities for the change and plan how to mitigate or exploit them. The other options are not purposes of a change management plan, but rather outcomes or inputs of other processes or activities. References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

NEW QUESTION 43

When comparing ‘lean’ and ‘rich’ communication channels, which of the following statements about a ‘rich’ communication channelistrue?

A ‘rich’ channel allows for conversation a quick response, and the chance for interaction.

A ‘rich’ channel conveys non-verbal cues, suchas emotion and feelings, tone or gestures.

* Only 1 is true
* Only 2 is true
* Both 1 and 2 are true
* Neither 1 or 2 is true
Explanation

Communication channels can be classified as lean or rich, depending on the amount and quality of information they can convey. A rich communication channel allows for conversation, a quick response, and the chance for interaction, as well as conveys non-verbal cues, such as emotion and feelings, tone or gestures. Examples of rich communication channels are face-to-face meetings, video calls, or phone calls. Therefore, both statements

1 and 2 are true. References:

https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

Download Latest & Valid Questions For APMG-International Change-Management-Foundation exam:
https://www.actualtests4sure.com/Change-Management-Foundation-test-questions.html]