[2023 APMG-International Change-Management-Foundation Practice Verified Answers - Pass Your Exams For Sure! [Q18-Q42

Change-Management-Foundation Practice APMG-International Verified Answers - Pass Your Exams For Sure! [2023]

Valid Way To Pass Change Management's Change-Management-Foundation Exam

QUESTION 18

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 readness’

* 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)

QUESTION 19

What stage immediately follows the reflective observation’ stage, described in Kolb’s learning cycle?

* Concrete experience

* Practical experimentation

* Abstract conceptualization

* No other stage follows reflective observation

Explanation

Kolb’s learning cycle is a model that describes how people learn from experience. The model consists of four stages: concrete experience, reflective observation, abstract conceptualization, and active experimentation.

Concrete experience is when people have a direct involvement in a situation or activity. Reflective observation is when people review and reflect on what they have done and observed. Abstract conceptualization is when people draw conclusions and form generalizations from their reflections. Active experimentation is when people apply their learning to new situations or modify their behavior accordingly. Therefore, the stage that immediately follows the reflective observation stage is abstract conceptualization. References:

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QUESTION 20

What step in Kotter’s model for planning and leading organizational change focuses on setting up the leadership team to drive the change?

* Communicating the change vision
* Empowering employees for broad-based action
* Generating short-term wins
* Creating the guiding coalition
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 step that focuses on setting up the leadership team to drive the change is creating the guiding coalition. References:

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QUESTION 21

According to Honey and Munford, which learning style would team BEST through watching a video showinga new being undertaken in the work environment?
* Activist
* Refector
* Progmalist
* Theorist
Explanation

Reflectors are people who prefer to learn by observing and thinking about their experiences. They enjoy taking time to consider new information and ideas and tend to be thoughtful and analytical. Watching a video showing a new being undertaken in the work environment would suit their learning style as they can observe how others do it and reflect on the implications and outcomes.

References:

* https://expertprogrammanagement.vent.com/2020/10/honey-and-mumford/

* https://www.simplimba.com/honey-and-mumford-model/

QUESTION 22

Which statement describes an advantage of using storylelling to engage people’s hearts and mind more fully when communicating change?
* Stories primarily engage rational thought so people logically work out what to do
* Stories engage people by providing detailed plans and timescales for change
* Stories engage people with the challenges ahead and how can be overcome
* Stories entertain and help people relax, so they can be more positive about the change
Explanation

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. References:

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QUESTION 23

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:

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QUESTION 24

According to Morgan, what metaphor applies to an organization that has structured and tightly-controlled processes?
* Brains
* Political systems
* Machines
* Flux and transformation
Explanation

According to Morgan, machines is a metaphor that applies to an organization that has structured and tightly-controlled processes. This metaphor views organizations as rational, efficient, and predictable systems that operate according to predefined rules and procedures. This metaphor emphasizes order, stability, hierarchy, and control.

References:

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

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

QUESTION 25

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

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QUESTION 26

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.

QUESTION 27

According to Schein, which approach would decrease learning anxiety?
* Reminding the stakeholders of all the times they have failed to change
* Encourage staff to try new things
* Penalising staff who make mistakes
* Creating a sense that the organization might fail if the change is NOT made.
Explanation

According to Schein, learning anxiety is the fear or discomfort that people experience when they are asked to learn something new or change their behavior. To decrease learning anxiety, change leaders should create psychological safety, which is the sense of trust and support that people feel when they are learning or changing. One way to create psychological safety is to encourage staff to try new things and experiment without fear of failure or punishment. The other options would increase learning anxiety, as they would create more pressure, stress, and negativity for the staff. References:

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QUESTION 28

Which is the BEST example of a disadvantage to an organization of making or marketing an external appointment to a change learn?
* An increased risk that people will feel change is being imposed
* Too much knowledge of how things work and terminology used
* They may not devote oftheir time to the change
* Lack of an emotional connection to how things work now.
Explanation

Making or marketing an external appointment to a change team is a decision that can have advantages and disadvantages for an organization. One possible disadvantage is that it can increase the risk that people will feel change is being imposed by outsiders who do not understand or care about their situation or needs. This can lead to resentment, resistance, or distrust among the staff or stakeholders affected by the change.

Therefore, option A is the best example of a disadvantage of making or marketing an external appointment to a change team. The other options are not disadvantages, as they either imply advantages or are not related to making or marketing an external appointment. References:

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QUESTION 29

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:

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QUESTION 30

When change takes a long time to embed, which is the MOST likely stakeholder response that may affect its momentum?
* Change work priorities to devote more time to change
* Withdraw attraction and focus on day to day tasks
* Redefine the changes to suite then better
* Complain to senior management that change is being badly managed
Explanation

When change takes a long time to embed, stakeholders may lose interest, enthusiasm, or commitment to the change. They may withdraw attention and focus on day to day tasks, as they feel that the change is not relevant, urgent, or beneficial for them. This may affect the momentum and success of the change. Therefore, option B is the most likely stakeholder response that may occur in this situation. The other options are less likely, as they either imply more involvement, effort, or feedback from the stakeholders. References:

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QUESTION 31

According to Herzberg’s research, which factor leads to high job satisfaction?
* Responsibility
* Working conditions
* Salary
* Security
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. Therefore,

responsibility is a motivator that leads to high job satisfaction. References:

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

QUESTION 32

WhichMBTIpreference would bring a rational approach to selecting an outcome?
* Introvert
* Feeling
* Perceiving
* Thinking
Explanation

According to the Myers-Briggs Type Indicator (MBTI), thinking is one of the four preference pairs that describe how people interact with the world and make decisions. Thinking refers to preferring to use logic, analysis, and objective criteria to select an outcome. The other options are not preferences, but dimensions of preferences. Introvert and perceiving are opposite to extrovert and judging, respectively, while feeling is opposite to thinking. References:

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

QUESTION 33

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

QUESTION 34

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QUESTION 35

Which approach to fostering engagement and collaboration represents best practice for getting the MOST from social channelsduring change?
* Make clear to people what is considered acceptable use of social media
* Encourage people to make unrestricted use of social media
* Allow people to evolve local rules on how to use social media
* Encourage individuals to link workplace social media wit external contacts
Explanation

Social media is a type of communication channel that allows for online interaction and collaboration among people. Social media can be used to foster engagement and collaboration during change, as it can provide information, feedback, support, and innovation. However, social media also poses some challenges and risks, such as misinformation, distraction, or conflict. Therefore, the best practice for getting the most from social channels during change is to make clear to people what is considered acceptable use of social media, such as the purpose, tone, frequency, and content of the messages. The other options are not best practices, as they either encourage unrestricted or restricted use of social media, which can have negative consequences for the change.

QUESTION 36

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:

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QUESTION 37

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

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:

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QUESTION 38

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:

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