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**QUESTION 1**

Which advice is given about managing the `complex responsive processes` that surround emergent change?

- A. He prepared to spend time addressing every specific issue that arises
- B. Focus on the main purpose of the change rather than specific events
- C. Restrict communications about change to only those who need to know
- D. Ignore any `unofficial` discussions between managers and staff

Correct Answer: B

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.

QUESTION 2

What is the First step of Kotter's eight-step model for planning and leading organizational change?

- A. Communicating the change vision
- B. Generating short term wins
- C. Empowering employees for broad-based action
- D. Establishing a sense of urgency

Correct Answer: D

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 3

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 4

According to the Bechard and Harris change formula, which response will increase an individual's dissatisfaction with the status quo?

- A. Amend performance targets during the change
- B. Communicate the danger of inaction
- C. Clarify the steps users need to take
- D. Focus on the benefits of the change

Correct Answer: B

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 $D \times V \times F > R$, 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.

QUESTION 5

When starting to identify the impacts of a change initiative, which description BEST fits one of the recommended key inputs?

- A. An assessment of where people are on the change curve
- B. An organization chart showing senior positions in the new structure
- C. A statement of the differences between the current and future states
- D. The planned frequency of staff engagement surveys

Correct Answer: C

When starting to identify the impacts of a change initiative, one of the recommended key inputs is a statement of the differences between the current and future states. This helps to define the scope, scale, and nature of the change, as well as the gaps and opportunities that need to be addressed. The other options are not key inputs for identifying the impacts of a change initiative, but rather outcomes or activities of other processes or stages in the change process.



References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2031%20-%20v1.0.pdf> (page 11)

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