



CHANGE-MANAGEMENT- FOUNDATION^{Q&As}

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**QUESTION 1**

Which statement describes 'shared values' in the McKinsey 7S model?

- A. The ability of employees to perform their roles
- B. The introduction of matrix management
- C. The attitude of staff toward their work
- D. The management style adopted by senior leaders

Correct Answer: C

The McKinsey 7S model is a framework to analyze and improve organizational performance and effectiveness. The model consists of seven interrelated elements: strategy, structure, systems, shared values, skills, style, and staff. Shared values refer to the core values and beliefs that guide the organization's vision, mission, and culture. The attitude of staff toward their work is an example of shared values. The other options are examples of other elements in the model.

QUESTION 2

Which item is one of Mayfield's seven principles of stakeholder engagement?

- A. Poorly facilitated meetings do NOT achieve their outcomes and waste people's time
- B. Identification is a continuous practice -new stakeholders emerge during a change old ones can fade away
- C. Continually look at the big picture and the long term to make sure the change sticks
- D. Different levels of engagement are required depending on where people are along the change journey

Correct Answer: B

Mayfield's seven principles of stakeholder engagement are: Engagement is a two-way process Identification is a continuous practice -new stakeholders emerge during a change old ones can fade away Different levels of engagement are required depending on where people are along the change journey Engagement requires empathy understanding what matters most to stakeholders Engagement requires authenticity -being honest about what can be influenced Engagement requires creativity -finding ways to involve stakeholders in meaningful ways Engagement requires courage being prepared to have difficult conversations Therefore, option B is one of Mayfield's seven principles of stakeholder engagement.

QUESTION 3

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)

QUESTION 4

Which of the following is a purpose of creating a change management plan when preparing for change?

- A. Document the set of typically recurring actions that contribute to change readiness\\'
- B. Provide a detailed schedule of project and their dependencies
- C. Capture of full list of issues to be resolved before change can start
- D. Record a list of all the change risks and the responsive actions required.

Correct Answer: D

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.

QUESTION 5

According to Morgan, what metaphor applies to an organization that has structured and tightly-controlled processes?

- A. Brains
- B. Political systems
- C. Machines
- D. Flux and transformation

Correct Answer: C

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:



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