



CHANGE-MANAGEMENT- FOUNDATION^{Q&As}

Change Management Foundation

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**QUESTION 1**

When change takes a long time to embed, which is the MOST likely stakeholder response that may affect its momentum?

- A. Change work priorities to devote more time to change
- B. Withdraw attention and focus on day to day tasks
- C. Redefine the changes to suite then better
- D. Complain to senior management that change is being badly managed

Correct Answer: B

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.

QUESTION 2

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 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

When holding a facilitated workshop to identify stakeholders for a change, which technique is the MOST useful for capturing this information?

- A. Mindmapping
- B. Stakeholder Radar
- C. Personas
- D. Empathay maps

Correct Answer: A

Mindmapping is a technique that is most useful for capturing information when holding a facilitated workshop to identify stakeholders for a change. Mindmapping is a visual way of organizing and presenting information that allows participants to brainstorm ideas, identify connections, and group similar stakeholders together. Mindmapping can help to create a comprehensive and clear picture of all the stakeholders involved in a change initiative. References:

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

https://www.mindtools.com/pages/article/newLSS_01.htm

QUESTION 5

According to Honey and Munford, which learning style would team BEST through watching a video showing a new being undertaken in the work environment?

- A. Activist
- B. Reflector
- C. Pragmatist
- D. Theorist

Correct Answer: B

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.com/2020/10/honey-and-mumford/> <https://www.simplimba.com/honey-and-mumford-model/>

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