



CHANGE-MANAGEMENT- FOUNDATION^{Q&As}

Change Management Foundation

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**QUESTION 1**

According to Schein, which approach would decrease learning anxiety?

- A. Reminding the stakeholders of all the times they have failed to change
- B. Encourage staff to try new things
- C. Penalising staff who make mistakes
- D. Creating a sense that the organization might fail if the change is NOT made.

Correct Answer: B

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: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%206%20-%20v1.0.pdf> (page 11)

QUESTION 2

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 3

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

- A. Idea-Generator



B. Sponsor

C. Targets

D. Change Agent

Correct Answer: D

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 by the change and needs to adopt new behaviors or ways of working. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2017%20-%20v1.0.pdf> (page 11)

QUESTION 4

According to Glaser and Glaser, which element of team effectiveness enables team members to help each other address challenges?

A. Team mission, planning and goal setting.

B. Team roles

C. Team operating processes

D. Team inter-personal relationships

Correct Answer: D

According to Glaser and Glaser, team effectiveness is influenced by four elements: team mission, planning and goal setting; team roles; team operating processes; and team inter-personal relationships. Team inter-personal relationships refer

to the quality of communication, trust, respect, and collaboration among team members. This element enables team members to help each other address challenges, as well as share feedback, ideas, and emotions.

References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2017%20-%20v1.0.pdf> (page 11)

QUESTION 5

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.

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