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# CHANGE-MANAGEMENT- FOUNDATION<sup>Q&As</sup>

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**QUESTION 1**

Which item should be included within the communication plan?

- A. The expected benefits of implementing a change
- B. The reasons behind change initiative and the priorities for implementation
- C. Details on what preparations have the completed prior to a change
- D. How the results of a communication activity will be monitored and evaluated

Correct Answer: D

A communication plan is a document that outlines the objectives, strategies, tactics, channels, audiences, messages, and metrics for communicating about a change initiative. One of the essential items that should be included in a communication plan is how the results of a communication activity will be monitored and evaluated. This involves defining the criteria and methods for measuring the effectiveness and impact of the communication activities, such as feedback surveys, focus groups, analytics, or indicators of awareness, understanding, and support for the change.

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**QUESTION 2**

Which of the following statements about the concept of extinction in behavioral learning are true?

Extinction happens when rewards for a certain behavior are withdrawn

Reconditioning behavior after extinction takes as long as it did before extinction

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

Correct Answer: A

Extinction is a concept in behavioral learning that describes what happens when rewards for a certain behavior are withdrawn. This can lead to the behavior being reduced or eliminated over time. However, reconditioning behavior after extinction does not take as long as it did before extinction, as there is still some memory or association of the behavior and the reward. Therefore, only statement 1 is true. References: [https://apmg-international.com/sites/default/files/Change %20Management%20Foundation%20Sample%20Paper%2013%20-%20v1.0.pdf](https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2013%20-%20v1.0.pdf) (page 11)

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**QUESTION 3**

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.

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#### QUESTION 4

Which is a description of the role of Line Management in the change process?

- A. Develops communications networks across the organization
- B. Tests thinking and advises on effective delivery of change
- C. Provides financial resources to support specific change tasks
- D. Ensure senior managers are committed to the changes

Correct Answer: B

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. Line Management is a sub-role of Change Agent, which is the role that promotes an idea to potential Sponsors and implements the change once it is approved. Line Management tests thinking and advises on effective delivery of change, as well as supports and coaches staff through the change. The other options are not descriptions of the role of Line Management, but rather of other roles or activities in the change process.

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#### QUESTION 5

Which statement describes 'confirmation bias'?

- A. People like continuity and find ways to avoid change
- B. People pay most attention to facts agree with their current opinions
- C. People assume that information that is easy to access will be the most important
- D. People allow their ideas to be shaped by what most other people are starting to believe

Correct Answer: B

Confirmation bias is a cognitive bias that causes people to pay more attention to facts that agree with their current opinions and ignore or discount facts that contradict them. Confirmation bias can affect how people perceive, interpret, and remember information, as well as how they make decisions and judgments. Confirmation bias can hinder learning and change, as people may resist or reject new information that challenges their existing beliefs or assumptions.



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References: <https://www.mindtools.com/pages/article/avoiding-psychological-bias.htm#confirmationbias>  
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