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QUESTION 1

According to Honey and Mumford, 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/>

QUESTION 2

Which approach to fostering engagement and collaboration represents best practice for getting the MOST from social channels during change?

- A. Make clear to people what is considered acceptable use of social media
- B. Encourage people to make unrestricted use of social media
- C. Allow people to evolve local rules on how to use social media
- D. Encourage individuals to link workplace social media with external contacts

Correct Answer: A

Social media is a type of communication channel that allows for online interaction and collaboration among people. Social media can be used to foster engagement and collaboration during change, as it can provide information, feedback, support, and innovation. However, social media also poses some challenges and risks, such as misinformation, distraction, or conflict. Therefore, the best practice for getting the most from social channels during change is to make clear to people what is considered acceptable use of social media, such as the purpose, tone, frequency, and content of the messages. The other options are not best practices, as they either encourage unrestricted or restricted use of social media, which can have negative consequences for the change.

QUESTION 3



According to Morgan, what metaphor describes an organization where formal management of change is impossible?

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

Correct Answer: A

According to Morgan, flux and transformation is a metaphor that describes an organization where formal management of change is impossible because the organization is constantly changing and evolving in response to its environment. This metaphor views organizations as complex adaptive systems that are self-organizing, emergent, and nonlinear.

QUESTION 4

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 5

Which characteristic can be tracked using Mayfield's stakeholder radar technique?

- A. The power/influence that a stakeholder has in a change throughout its life
- B. The changes in roles and responsibilities during engagement
- C. The interest that a stakeholder has in a change through its life.
- D. Change in the stakeholder's engagement needs and domain

Correct Answer: D

Mayfield's stakeholder radar technique is a tool that helps to monitor and manage stakeholders throughout the life cycle of a change initiative. The technique involves plotting stakeholders on a radar chart according to four dimensions:



engagement needs (how much attention they require), domain (their area of interest or expertise), impact (how much they are affected by the change), and influence (how much they can affect the change). By tracking these dimensions over

time, the technique can help to identify changes in the stakeholder's engagement needs and domain, as well as any potential risks or opportunities for engagement.

References:

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

<https://www.mayfield.consulting/stakeholder-radar/>

QUESTION 6

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 7

Which MNTI Preference is characterized by being spontaneous and disliking detailed plans?

- A. Intuition
- B. Feeling
- C. Perceiving
- D. Introvert

Correct Answer: C

According to the Myers-Briggs Type Indicator (MBTI), perceiving is one of the four preference pairs that describe how people interact with the world and make decisions. Perceiving refers to preferring to keep options open, being spontaneous, and disliking detailed plans. The other options are not preferences, but dimensions of preferences. Intuition and feeling are opposite to sensing and thinking, respectively, while introvert is opposite to extrovert.

**QUESTION 8**

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.

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

QUESTION 9

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.

QUESTION 10

Which of the following statements about the change severity assessment `environment` impact are true?

The amount of other activity happening at the same time as the charge is a factor

The common values and behaviors in the organization is a factor.

- A. Only 1 is true



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

Correct Answer: C

The change severity assessment is a tool to evaluate the impact of a change on different dimensions, such as environment, organization, individuals, and project. The environment dimension considers the external and internal factors that affect the change, such as market conditions, competitors, regulations, culture, values, and behaviors. The amount of other activity happening at the same time as the change and the common values and behaviors in the organization are both factors that belong to the environment dimension. References:

<https://apmginternational.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%208%20-%20v1.0.pdf> (page 11)

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