

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

**Change Management Foundation** 

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#### **QUESTION 1**

According to Lewin\\'s Force-field analysis\\' which action needs to occur if an organization desires to make change more quickly?

- A. Driving forces need to be decreased
- B. Driving forces need to be augmented
- C. Restraining forces to be increased
- D. Resisting forces need to be increased

Correct Answer: B

Lewin\\'s force-field analysis is a tool to identify the driving and restraining forces for a change. Driving forces are those that push for the change, while restraining forces are those that oppose or resist the change. To make change more quickly, driving forces need to be augmented (increased or strengthened) and/or restraining forces need to be reduced or removed.

#### **QUESTION 2**

Which approach to fostering engagement and collaboration represents best practice for getting the MOST from social channelsduring 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 wit 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**

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.

#### **QUESTION 4**

According to Tiompenaars and harronden-Turner, which example is a level three basic assumption\\' expression of culture?

- A. Meeting customer need is more important than profit
- B. Senior management grades are entitled to `executive\\' chairs
- C. The team motto is 'to deliver excellent service\\'
- D. The required behaviors are set out in theemployee\\'sguide

Correct Answer: A

According to Trompenaars and Hampden-Turner, culture can be expressed at three levels: artifacts, values, and basic assumptions. Artifacts are the visible and tangible manifestations of culture, such as symbols, rituals, and heroes. Values are the shared beliefs and preferences that guide behavior and decision making. Basic assumptions are the unconscious and taken-for-granted beliefs that underlie values and artifacts. Meeting customer need is more important than profit is an example of a basic assumption, as it reflects a deep-rooted belief that influences the values and artifacts of the organization. The other options are examples of artifacts or values, not basic assumptions.

#### **QUESTION 5**

WhichMBTI?reference would bring a rational approach to selecting an outcome?

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

Correct Answer: D

According to the Myers-Briggs Type Indicator (MBTI), thinking is one of the four preference pairs that describe how people interact with the world and make decisions. Thinking refers to preferring to use logic, analysis, and objective criteria to select an outcome. The other options are not preferences, but dimensions of preferences. Introvert and perceiving are opposite to extrovert and judging, respectively, while feeling is opposite to thinking.



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