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QUESTION 1

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 2

Which advice is given about managing the `complexresponsive processes\\' that surround emergent change?

A. He prepared to spend time addressing every specific issue that anses

B. Focus on the main purpose of the change father 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 3

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

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3 / 5

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 4

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 bythe 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 5

According to theBechard 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.

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5 / 5