

CHANGE-MANAGEMENT-FOUNDATION^{Q&As}

Change Management Foundation

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QUESTION 1

Which is the BEST example of a disadvantage to an organization of making or marketing an external appointment to a change learn?

- A. An increased risk that people will feel change is being imposed
- B. Too much knowledge of how things work and terminology used
- C. They may not devote of their time to the change
- D. Lack of an emotional connection to how things work now.

Correct Answer: A

Making or marketing an external appointment to a change team is a decision that can have advantages and disadvantages for an organization. One possible disadvantage is that it can increase the risk that people will feel change is being imposed by outsiders who do not understand or care about their situation or needs. This can lead to resentment, resistance, or distrust among the staff or stakeholders affected by the change. Therefore, option A is the best example of a disadvantage of making or marketing an external appointment to a change team. The other options are not disadvantages, as they either imply advantages or are not related to making or marketing an external appointment. References:

https://apmginternational.com/sites/default/files/Change%20Management%20Foundation%20Sample% 20Paper%2030%20-%20v1.0.pdf (page 11)

QUESTION 2

Which is an engagement level of Mayfield\\'s stakeholder radar technique?

A. Ideal

- B. Required
- C. Must have
- D. Vital

Correct Answer: B

Mayfield\\'s stakeholder radar technique identifies four levels of engagement for stakeholders: required, desired, actual, and planned. The required level of engagement is the minimum level that is necessary for the stakeholder to support the change or at least not resist it.

QUESTION 3

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

- A. Idea-Generator
- B. Sponsor

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- 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 4

Which statement describes an advantage of using storylelling to engage people\\'s hearts and mind more fully when communicating change?

- A. Stories primarily engage rational thought so people logically work out what to do
- B. Stories engage people by providing detailed plans and timescales for change
- C. Stories engage people with the challenges ahead and how can be overcome
- D. Stories entertain and help people relax, so they can be more positive about the change

Correct Answer: C

Storytelling is a technique to communicate change in a way that engages people\\'s hearts and minds more fully. Stories can convey the vision, purpose, and benefits of the change, as well as the challenges ahead and how they can be overcome. Stories can also inspire, motivate, and persuade people to support and participate in the change. Therefore, option C is the best example of an advantage of using storytelling to communicate change. The other options are not advantages, as they either do not reflect the purpose of storytelling or do not engage people\\'s hearts and minds.

QUESTION 5

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



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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)

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