

CHANGE-MANAGEMENT- FOUNDATION^{Q&As}

Change Management Foundation

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QUESTION 1

Which action is an appropriate change management response to people in the early stages of a change curve?

- A. Interpret emotions as evidence of poor change management
- B. Be clear about the losses that people will experience
- C. Delay communication until all the details are known
- D. Accept that everyone will eventually work their way through the curve

Correct Answer: B

The change curve is a model that describes the typical emotional stages that people go through when they face a change. The early stages of the change curve are characterized by shock, denial, anger, and frustration. To help people through these stages, change leaders should be clear about the losses that people will experience and acknowledge their feelings and concerns. The other options are not appropriate responses, as they would either ignore or dismiss people's emotions or create more uncertainty and confusion.

QUESTION 2

Which statement describes an advantage of using storytelling 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 3

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 4

Which is a benefit of using change agent networks?

- A. They take charge of defining and appropriate strategy for change
- B. They take accountability for delivering all change objectives within agreed timescales
- C. They provide reports to management on staff performance
- D. They help people keep up to date and involved in the change

Correct Answer: D

Change agent networks are groups of people who act as advocates, champions, or ambassadors for a change within an organization. They can help to communicate, implement, and sustain the change at different levels and locations. One of the benefits of using change agent networks is that they help people keep up to date and involved in the change, as they provide information, feedback, support, and guidance throughout the change process. The other options are not benefits of using change agent networks, as they either imply different roles or responsibilities for the change agent networks or are not relevant to their function.

QUESTION 5

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.

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