

CHANGE-MANAGEMENT- FOUNDATION^{Q&As}

Change Management Foundation

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QUESTION 1

Which is an effect in an organization if the psychological contract between an organization and its staff is broken?

- A. Additional change agents will be need to be appointed
- B. Staff will be more willing to help achieve the outcomes of change
- C. The likelihood of achieving performance targets reduces.
- D. There will be no effect if senior managers maintain discipline

Correct Answer: C

The psychological contract is the unwritten and implicit agreement between an organization and its employees, which defines their mutual expectations and obligations. The psychological contract can be broken when either party fails to fulfill their promises or obligations, such as changing the terms and conditions of employment, reducing the benefits or rewards, or violating the trust or respect. When the psychological contract is broken, it can have negative effects on the organization, such as lower employee engagement, commitment, and loyalty; higher turnover, absenteeism, and grievances; and lower productivity, quality, and innovation. Therefore, one of the effects of breaking the psychological contract is that the likelihood of achieving performance targets reduces. The other options are not effects of breaking the psychological contract, but rather causes or consequences of other factors.

QUESTION 2

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 3

Which action is a suitable response when resistance to change is shown through sabotage?

- A. Allocate important change tasks to the saboteurs
- B. Ensure saboteurs are excluded from any involvement with the change
- C. Ignore the saboteurs and hope that people will NOT be influenced

D. Accept that deliberate attempts to undermine change are inevitable

Correct Answer: A

Resistance to change is a common reaction that occurs when people perceive a threat or loss from the change. Resistance can be shown in different ways, such as denial, avoidance, passive-aggressive behavior, or sabotage. Sabotage is a deliberate attempt to undermine or obstruct the change. To deal with sabotage, change leaders should try to understand the reasons behind it and address them constructively. One possible action is to allocate important change tasks to the saboteurs, as this can increase their involvement, ownership, and accountability for the change. The other options are not suitable responses, as they either ignore, isolate, or accept the sabotage, which can worsen the situation and damage the change. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2028%20-%20v1.0.pdf> (page 11)

QUESTION 4

Which reason explains why it is helpful to segment stakeholders?

- A. Identities individuals or groups who are resisting change
- B. Enables different approaches and analysis techniques to be used with different stakeholder groups
- C. Helps identify the organization's culture for scoping appropriate engagement
- D. It highlights the level of influence and interest stakeholders have in the planned change

Correct Answer: B

Segmenting stakeholders is the process of dividing them into groups based on common characteristics, such as roles, interests, needs, expectations, or attitudes towards the change. One reason why it is helpful to segment stakeholders is that it enables different approaches and analysis techniques to be used with different stakeholder groups. For example, segmenting stakeholders can help to tailor communication messages and channels to suit each group's preferences and concerns, or to apply different engagement strategies and tactics to address each group's level of influence and impact.

QUESTION 5

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 6

Which management approach is recommended to help people through the neutral zone phase of Bridges' model of human transition?

- A. Hold on to established routines wherever possible
- B. Reduce gossip by limiting social occasions at work.
- C. Direct feedback through the normal line management processes
- D. Describe this period as an opportunity to learn

Correct Answer: D

Bridges' model of human transition describes three phases that people go through when they experience change: ending, losing, and letting go; the neutral zone; and the new beginning. The neutral zone is a period of uncertainty, confusion, and anxiety, but also creativity, innovation, and learning. To help people through this phase, change leaders should describe this period as an opportunity to learn new skills, explore new possibilities, and experiment with new solutions. The other options would not help people through this phase, as they would either maintain the status quo, increase gossip and rumors, or limit feedback channels.

QUESTION 7

When assessing the severity of change impacts during a stakeholder impact assessment, what is meant by the coverage of impact?

- A. The number of change initiatives affecting a specific stakeholder category
- B. The probability of unintended consequences affecting a stakeholder group
- C. The number of change agents required to support the change
- D. The proportion of a given stakeholder group that are impacted by a change

Correct Answer: D

When assessing the severity of change impacts during a stakeholder impact assessment, one of the criteria that can be used is the coverage of impact. The coverage of impact refers to the proportion of a given stakeholder group that are impacted by a change. For example, if a change affects 80% of the employees in a department, the coverage of impact is high. The other options are not criteria for assessing the severity of change impacts, but rather factors or outcomes of other processes or activities in the change process

QUESTION 8

Which is a correct description of how Tuckman's five phases of team development work in practice?

- A. Once a stage is completed a team never returns to it.
- B. Successful teams always stay in the performing stage

- C. Teams may go backwards or oscillate between the stages
- D. An equal amount of time is spent in each stage

Correct Answer: C

Tuckman's five phases of team development are a model that describes how teams evolve and mature over time. The five phases are: forming, storming, norming, performing, and adjourning. In practice, teams may not follow these phases in a linear or sequential way, but may go backwards or oscillate between the stages depending on various factors, such as changes in goals, leadership, membership, or context. Therefore, team leaders and members need to be aware of the current stage of their team and adapt their behaviors and actions accordingly. References:

https://www.mindtools.com/pages/article/newLDR_86.htm

https://www.researchgate.net/publication/235298447_Developmental_Sequence_in_Small_Groups

QUESTION 9

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 10

Which item is one of Mayfield's seven principles of stakeholder engagement?

- A. Poorly facilitated meetings do NOT achieve their outcomes and waste people's time
- B. Identification is a continuous practice -new stakeholders emerge during a change old ones can fade away
- C. Continually look at the big picture and the long term to make sure the change sticks
- D. Different levels of engagement are required depending on where people are along the change journey

Correct Answer: B

Mayfield's seven principles of stakeholder engagement are: Engagement is a two-way process Identification is a continuous practice -new stakeholders emerge during a change old ones can fade away Different levels of engagement are required depending on where people are along the change journey Engagement requires empathy understanding what matters most to stakeholders Engagement requires authenticity -being honest about what can be influenced Engagement requires creativity -finding ways to involve stakeholders in meaningful ways Engagement requires courage being prepared to have difficult conversations Therefore, option B is one of Mayfield's seven principles of stakeholder

engagement.

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