

APMG-International

*Change-Management-Foundation
Change Management Foundation Exam*



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Question: 1

Which of the following statement about communication approaches that encourage engagement during change are true?

It is helpful to delay communication until all the information is avoiding the risk of misleading people with insufficient data.

An external communications agency should be asked to relay messages when dealing with a difficult change.

- A. Only 1 is true
- B. Only 2 is the true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

Answer: D

Explanation:

Communication approaches that encourage engagement during change should be timely, transparent, honest, consistent, and two-way. It is not helpful to delay communication until all the information is available, as this can create uncertainty and anxiety among stakeholders. It is also not advisable to use an external communications agency to relay messages when dealing with a difficult change, as this can undermine trust and credibility of the change leaders. Reference: <https://apmginternational.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%201%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

Answer: B

Explanation:

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. Reference: <https://apmginternational.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%201%20-%20v1.0.pdf>

Question: 3

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

Answer: B

Explanation:

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. Reference: <https://apmginternational.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%203%20-%20v1.0.pdf> (page 11)

Question: 4

Which statement about Senge's system thinking model is correct?

- A. Processes in organizations can either support or limit the effectiveness of change
- B. Change can be planned and implemented using an eight-stage model
- C. Change must e driven primary by senior sponsors
- D. Leadership support is NOT required in the systems thinking model

Answer: A

Explanation:

Senge's system thinking model is a holistic approach to understand how different elements in an organization interact and influence each other. Processes are one of the elements that can either support or limit the effectiveness of change, depending on how they are designed and implemented. The other statements are not correct, as they do not reflect Senge's model. Reference: <https://apmginternational.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%204%20-%20v1.0.pdf> (page 11)

Question: 5

Which of the following is a purpose of creating a change management plan when preparing for change?

- A. Document the set of typically recurring actions that contribute to change readiness'
- B. Provide a detailed schedule of project and their dependencies
- C. Capture of full list of issues to be resolved before change can start
- D. Record a list of all the change risks and the responsive actions required.

Answer: D

Explanation:

One of the purposes of creating a change management plan when preparing for change is to record a list of all the change risks and the responsive actions required. This helps to identify potential threats and opportunities for the change and plan how to mitigate or exploit them. The other options are not purposes of a change management plan, but rather outcomes or inputs of other processes or activities.

Reference: <https://apmginternational.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%205%20-%20v1.0.pdf> (page 11)

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