

# CHANGE-MANAGEMENT- FOUNDATION<sup>Q&As</sup>

Change Management Foundation

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### QUESTION 1

Which is a desired characteristic of a vision statement for a change?

- A. It is verifiable so its achievement can be confirmed
- B. Explains the future organization structure in detail
- C. Lists all the activities needed to achieve the changes
- D. Sets out several promises that may be hard to measure

Correct Answer: A

A vision statement for a change is a concise and compelling description of the desired future state that the change aims to achieve. A vision statement should have several characteristics, such as being clear, inspiring, realistic, and verifiable. Being verifiable means that the vision statement can be measured and confirmed when it is achieved. The other options are not desired characteristics of a vision statement, as they are either too detailed, vague, or irrelevant.

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### 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.

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### QUESTION 3

Which of the following statements about two-way communication are true?

Two way communication is useful for getting important information out quickly to large groups of people

Two-way communication encourages and increases people's motivation to interact to find out more.

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true

D. Neither 1 or 2 is true

Correct Answer: B

Two-way communication is a type of communication that allows for feedback, interaction, and dialogue between the sender and the receiver. Two-way communication is useful for engaging stakeholders, building trust and rapport, clarifying expectations, and resolving issues. Two-way communication encourages and increases people's motivation to interact to find out more, as they feel valued and involved in the change. Therefore, statement 2 is true. However, two-way communication is not useful for getting important information out quickly to large groups of people, as it can be time-consuming, complex, and inconsistent. For this purpose, one-way communication, such as newsletters, emails, or announcements, may be more suitable. Therefore, statement 1 is not true.

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#### QUESTION 4

According to Honey and Mumford, which learning style would team BEST through watching a video showing a new being undertaken in the work environment?

- A. Activist
- B. Reflector
- C. Pragmatist
- D. Theorist

Correct Answer: B

Reflectors are people who prefer to learn by observing and thinking about their experiences. They enjoy taking time to consider new information and ideas and tend to be thoughtful and analytical. Watching a video showing a new being undertaken in the work environment would suit their learning style as they can observe how others do it and reflect on the implications and outcomes.

References:

<https://expertprogrammanagement.com/2020/10/honey-and-mumford/> <https://www.simplimba.com/honey-and-mumford-model/>

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#### QUESTION 5

When starting to identify the impacts of a change initiative, which description BEST fits one of the recommended key inputs?

- A. An assessment of where people are on the change curve
- B. An organization chart showing senior positions in the new structure
- C. A statement of the differences between the current and future states
- D. The planned frequency of staff engagement surveys

Correct Answer: C

When starting to identify the impacts of a change initiative, one of the recommended key inputs is a statement of the differences between the current and future states. This helps to define the scope, scale, and nature of the change, as well as the gaps and opportunities that need to be addressed. The other options are not key inputs for identifying the impacts of a change initiative, but rather outcomes or activities of other processes or stages in the change process. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2031%20-%20v1.0.pdf> (page 11)

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#### QUESTION 6

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 be driven primarily by senior sponsors
- D. Leadership support is NOT required in the systems thinking model

Correct Answer: A

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. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%204%20-%20v1.0.pdf> (page 11)

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#### QUESTION 7

Which MBTI preference would bring a rational approach to selecting an outcome?

- A. Introvert
- B. Feeling
- C. Perceiving
- D. Thinking

Correct Answer: D

According to the Myers-Briggs Type Indicator (MBTI), thinking is one of the four preference pairs that describe how people interact with the world and make decisions. Thinking refers to preferring to use logic, analysis, and objective criteria to select an outcome. The other options are not preferences, but dimensions of preferences. Introvert and perceiving are opposite to extrovert and judging, respectively, while feeling is opposite to thinking.

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#### QUESTION 8

What is the First step of Kotter's eight-step model for planning and leading organizational change?

- A. Communicating the change vision
- B. Generating short term wins
- C. Empowering employees for broad-based action
- D. Establishing a sense of urgency

Correct Answer: D

Kotter's model for planning and leading organizational change is an eight-step model that describes how to initiate and sustain a successful change. The eight steps are: Establishing a sense of urgency Creating the guiding coalition Developing a vision and strategy Communicating the change vision Empowering employees for broad-based action Generating short-term wins Consolidating gains and producing more change Anchoring new approaches in the culture Therefore, the first step of Kotter's model is establishing a sense of urgency.

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### QUESTION 9

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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### QUESTION 10

Which statement describes 'shared values' in the McKinsey 7S model?

- A. The ability of employees to perform their roles
- B. The introduction of matrix management
- C. The attitude of staff toward their work
- D. The management style adopted by senior leaders

Correct Answer: C

The McKinsey 7S model is a framework to analyze and improve organizational performance and effectiveness. The

model consists of seven interrelated elements: strategy, structure, systems, shared values, skills, style, and staff. Shared values refer to the core values and beliefs that guide the organization's vision, mission, and culture. The attitude of staff toward their work is an example of shared values. The other options are examples of other elements in the model.

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