



APMG-International Change-Management-Foundation Practice Questions

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Question 1

Question Type: MultipleChoice

Which approach to fostering engagement and collaboration represents best practice for getting the MOST from social channels during change?

Options:

- A- Make clear to people what is considered acceptable use of social media
- B- Encourage people to make unrestricted use of social media
- C- Allow people to evolve local rules on how to use social media
- D- Encourage individuals to link workplace social media with external contacts

Answer:

A

Explanation:

Social media is a type of communication channel that allows for online interaction and collaboration among people. Social media can be used to foster engagement and collaboration during change, as it can provide information, feedback, support, and innovation. However, social media also poses some challenges and risks, such as misinformation, distraction, or conflict. Therefore, the best practice for getting the most from social channels during change is to make clear to people what is considered acceptable use of social media, such as the purpose, tone, frequency, and content of the messages. The other options are not best practices, as they either encourage unrestricted or restricted use of social media, which can have negative consequences for the change.

Question 2

Question Type: MultipleChoice

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

Options:

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

Question 3

Question Type: MultipleChoice

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

Options:

- 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

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

Question 4

Question Type: MultipleChoice

Which of the key principles for building and maintaining engagement throughout change is demonstrated through sharing information about why change is necessary and when it will take place?

Options:

- A- Inclusivity
- B- Connectivity
- C- Transparency
- D- Empathy

Answer:

C

Explanation:

Comprehensive and Detailed In-Depth

The APMG Change Management Foundation identifies Transparency as one of four engagement principles (alongside Inclusivity, Connectivity, and Dialogue). Sharing information about 'why change is necessary and when it will take place' exemplifies Transparency (Option C), as it involves openly communicating critical details to build trust and clarity. Inclusivity (A) focuses on involving people, Connectivity (B) on linking stakeholders, and Empathy (D) on understanding emotions---none of which directly address the act of sharing information as described.

Question 5

Question Type: MultipleChoice

According to the Cynefin framework, what type of change situation is stable and well understood, where the relationship between cause and effect is clear?

Options:

- A- Simple
- B- Multifaceted
- C- Complex
- D- Chaotic

Answer:

A

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The Cynefin framework by Dave Snowden, integrated into the APMG Change Management Foundation, categorizes decision-making contexts to guide change approaches. The question describes a scenario with stability and clear cause-and-effect, so let's explore this with exhaustive depth, covering the framework's domains, their characteristics, practical applications, and theoretical grounding:

* Cynefin Overview: Cynefin (pronounced 'kuh-nev-in') offers five domains---Simple, Complicated, Complex, Chaotic, and Disorder---to classify situations based on predictability and complexity. Each dictates a change strategy (e.g., best practice, analysis, experimentation). The APMG uses this to match interventions to context.

* Option A: Simple

o Definition: Previously called "Obvious," this domain features stable, predictable environments where cause-and-effect is clear and universally understood. Problems have known solutions (e.g., "if X, then Y").

o Characteristics: Rules-based, repeatable processes; minimal uncertainty.

o Change Example: Updating a payroll system with a standard software patch---installing it reliably fixes issues because the process is well-documented and stable.

o Fit with Question : "Stable and well understood" matches perfectly, as does "clear cause-and-effect." The APMG cites Simple contexts as requiring straightforward "sense-categorize-respond" approaches (e.g., follow a checklist).

o Conclusion: Correct answer.

* Option B: Multifaceted

o Clarification: Likely intended as "Complicated" (a typo, as Multifaceted isn't a Cynefin term). Complicated involves multiple variables, but cause-and-effect is still discernible with expertise (e.g., engineering a bridge).

o Analysis: Less stable than Simple due to analysis needs; not "well understood" by all---only experts grasp it. APMG notes "sense-analyze-respond" here, not immediate clarity, so it's incorrect.

* Option C: Complex

o Definition: Unpredictable, with emergent patterns; cause-and-effect is only clear in hindsight (e.g., organizational culture change).

o Analysis: Far from stable---requires experimentation ("probe-sense-respond"). The question's clarity and stability rule this out. Example: Rolling out a new strategy with unknown outcomes.

* Option D: Chaotic

o Definition: High turbulence; no clear cause-and-effect (e.g., crisis response).

o Analysis: Opposite of stable---demands immediate action ("act-sense-respond"). Irrelevant here.

* Deep Reasoning: Simple contexts are linear and transparent, like fixing a printer jam (push button, paper releases). APMG contrasts this with Complex (e.g., market shifts), where stability is absent. The question's descriptors exclude all but Simple.

* Practical Implication: In a Simple change, managers apply best practices without overcomplicating, per APMG guidance.

Question 6

Question Type: MultipleChoice

Which of the following is an important way a change manager supports sponsors in their role?

Options:

- A- Prepare the change vision for them
- B- Gain the commitment of other executive leaders
- C- Offer them feedback and coaching
- D- Protect them from the demands of line leaders

Answer:

C

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Change managers in APMG coach sponsors (e.g., on communication), not define vision (sponsor's role) or shield them---Option C is key support.

Question 7

Question Type: MultipleChoice

Which item should be included within the communication plan?

Options:

- A- The expected benefits of implementing a change
- B- The reasons behind change initiative and the priorities for implementation
- C- Details on what preparations have the completed prior to a change
- D- How the results of a communication activity will be monitored and evaluated

Answer:

A

Explanation:

A communication plan is a document that outlines the objectives, strategies, tactics, channels, audiences, messages, and metrics for communicating about a change initiative. One of the essential items that should be included in a communication plan is how the results of a communication activity will be monitored and evaluated. This involves defining the criteria and methods for measuring the effectiveness and impact of the communication activities, such as feedback surveys, focus groups, analytics, or indicators of awareness, understanding, and support for the change.

<https://www.yourthoughtpartner.com/blog/change-management-communication>

<https://www.prosci.com/resources/articles/communications-checklist-for-change-management>

Question 8

Question Type: MultipleChoice

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

Options:

- 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

Answer:

C

Explanation:

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.

Reference:

<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2012%20-%20v1.0.pdf> (page 11)

Question 9

Question Type: MultipleChoice

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

Options:

- 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

Answer:

B

Explanation:

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. Reference:
<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2018%20-%20v1.0.pdf> (page 11)



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