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Question 1

Question Type: MultipleChoice

When holding a facilitated workshop to identify stakeholders for a change, which technique is the MOST useful for capturing this information?

Options:

- A- Mindmapping
- B- Stakeholder Radar
- C- Personas
- D- Empathay maps

Answer:

A

Explanation:

Mindmapping is a technique that is most useful for capturing information when holding a facilitated workshop to identify stakeholders for a change. Mindmapping is a visual way of organizing and presenting information that allows participants to brainstorm ideas, identify connections, and group similar stakeholders together. Mindmapping can help to create a comprehensive and clear picture of all the stakeholders involved in a change initiative.

<https://apmg-international.com/files/document/change-management-foundation-online-brochure>

https://www.mindtools.com/pages/article/newISS_01.htm

Question 2

Question Type: MultipleChoice

According to Morgan, what metaphor describes an organization where formal management of change is impossible?

Options:

- A- Flux and transformation
- B- Machines
- C- Political systems

D- Brains

Answer:

A

Explanation:

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.

https://www.mindtools.com/pages/article/newSTR_90.htm

https://www.researchgate.net/publication/228163085_Images_of_Organization

Question 3

Question Type: MultipleChoice

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

Options:

A- Activist

B- Reflector

C- Pragmatist

D- Theorist

Answer:

B

Explanation:

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.

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

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

Question 4

Question Type: MultipleChoice

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

Options:

- 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

Answer:

D

Explanation:

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 5

Question Type: MultipleChoice

What step in Kotter's model for planning and leading organizational change focuses on setting up the leadership team to drive the change?

Options:

- A- Communicating the change vision
- B- Empowering employees for broad-based action
- C- Generating short-term wins
- D- Creating the guiding coalition

Answer:

D

Explanation:

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 step that focuses on setting up the leadership team to drive the change is creating the guiding coalition. Reference: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2033%20-%20v1.0.pdf> (page 11)

Question 6

Question Type: MultipleChoice

Which advice is given about managing the 'complex responsive processes' that surround emergent change?

Options:

- A- He prepared to spend time addressing every specific issue that arises
- B- Focus on the main purpose of the change rather than specific events
- C- Restrict communications about change to only those who need to know
- D- Ignore any 'unofficial' discussions between managers and staff

Answer:

B

Explanation:

Emergent change is a type of change that arises from within an organization, rather than being imposed from outside. Emergent change is influenced by complex responsive processes, which are the patterns of interaction and communication that occur among people in an organization. To manage these processes, change leaders should focus on the main purpose of the change rather than specific events, as this helps to create a shared vision and direction for the change. The other options are not good advice for managing complex responsive processes, as they either ignore, restrict, or overreact to them, which can hinder the emergence and adaptation of the change. Reference: <https://apmg->

Question 7

Question Type: MultipleChoice

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

Options:

- 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

Answer:

C

Explanation:

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. Reference: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2031%20-%20v1.0.pdf> (page 11)

Question 8

Question Type: MultipleChoice

Which is the BEST example of a disadvantage to an organization of making or marketing an external appointment to a change learn?

Options:

- A- An increased risk that people will feel change is being imposed
- B- Too much knowledge of how things work and terminology used
- C- They may not devote of their time to the change

D- Lack of an emotional connection to how things work now.

Answer:

A

Explanation:

Making or marketing an external appointment to a change team is a decision that can have advantages and disadvantages for an organization. One possible disadvantage is that it can increase the risk that people will feel change is being imposed by outsiders who do not understand or care about their situation or needs. This can lead to resentment, resistance, or distrust among the staff or stakeholders affected by the change. Therefore, option A is the best example of a disadvantage of making or marketing an external appointment to a change team. The other options are not disadvantages, as they either imply advantages or are not related to making or marketing an external appointment. Reference: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2030%20-%20v1.0.pdf> (page 11)

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