



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

Change Management Foundation

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### QUESTION 1

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 2

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.mindtools.com/pages/article/newLDR_86.htm)

[https://www.researchgate.net/publication/235298447\\_Developmental\\_Sequence\\_in\\_Small\\_Groups](https://www.researchgate.net/publication/235298447_Developmental_Sequence_in_Small_Groups)

### 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.

#### QUESTION 4

According to the Bechard and Harris change formula, which response will increase an individual's dissatisfaction with the status quo?

- A. Amend performance targets during the change
- B. Communicate the danger of inaction
- C. Clarify the steps users need to take
- D. Focus on the benefits of the change

Correct Answer: B

The Beckhard and Harris change formula is a tool to assess the readiness and motivation for change in an organization. The formula states that change will happen when  $D \times V \times F > R$ , where D is dissatisfaction with the status quo, V is vision of the desired future state, F is first steps or action plan for the change, and R is resistance to change. To increase an individual's dissatisfaction with the status quo, one possible action is to communicate the danger of inaction, such as the risks, threats, or losses that may occur if no change is made. This can create a sense of urgency and need for change among the individual. The other options are not actions that will increase dissatisfaction with the status quo, but rather actions that will address other factors in the formula.

#### QUESTION 5

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

Correct Answer: D

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.

References: [https:// apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%201%20-%20v1.0.pdf](https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%201%20-%20v1.0.pdf) (page 11)

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