



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

Change Management Foundation

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### QUESTION 1

Which reason explains why it is helpful to segment stakeholders?

- A. Identifies individuals or groups who are resisting change
- B. Enables different approaches and analysis techniques to be used with different stakeholder groups
- C. Helps identify the organization's culture for scoping appropriate engagement
- D. It highlights the level of influence and interest stakeholders have in the planned change

Correct Answer: B

Segmenting stakeholders is the process of dividing them into groups based on common characteristics, such as roles, interests, needs, expectations, or attitudes towards the change. One reason why it is helpful to segment stakeholders is that it enables different approaches and analysis techniques to be used with different stakeholder groups. For example, segmenting stakeholders can help to tailor communication messages and channels to suit each group's preferences and concerns, or to apply different engagement strategies and tactics to address each group's level of influence and impact.

### QUESTION 2

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)

### QUESTION 3

Which statement describes `confirmation bias`?



- A. People like continuity and find ways to avoid change
- B. People pay most attention to facts agree with their current opinions
- C. People assume that information that is easy to access will be the most important
- D. People allow their ideas to be shaped by what most other people are starting to believe

Correct Answer: B

Confirmation bias is a cognitive bias that causes people to pay more attention to facts that agree with their current opinions and ignore or discount facts that contradict them. Confirmation bias can affect how people perceive, interpret, and remember information, as well as how they make decisions and judgments. Confirmation bias can hinder learning and change, as people may resist or reject new information that challenges their existing beliefs or assumptions.

References: <https://www.mindtools.com/pages/article/avoiding-psychological-bias.htm#confirmationbias>  
<https://www.psychologytoday.com/us/basics/confirmation-bias>

#### QUESTION 4

Which is an engagement level of Mayfield's stakeholder radar technique?

- A. Ideal
- B. Required
- C. Must have
- D. Vital

Correct Answer: B

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.

#### QUESTION 5

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

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

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 step that focuses on setting up the leadership team to drive the change is creating the guiding coalition.

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