



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

Change Management Foundation

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### QUESTION 1

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 2

Which is a description of the role of Line Management in the change process?

- A. Develops communications networks across the organization
- B. Tests thinking and advises on effective delivery of change
- C. Provides financial resources to support specific change tasks
- D. Ensure senior managers are committed to the changes

Correct Answer: B

According to the Change Management Institute's Change Management Roles Model, there are four main roles in change: Idea-Generator, Sponsor, Change Agent, and Target. Line Management is a sub-role of Change Agent, which is the role that promotes an idea to potential Sponsors and implements the change once it is approved. Line Management tests thinking and advises on effective delivery of change, as well as supports and coaches staff through the change. The other options are not descriptions of the role of Line Management, but rather of other roles or activities in the change process.

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### QUESTION 3

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 4

Which management approach is recommended to help people through the 'endings' phase of Bridges model of human transition?

A. Look for quick successes to announce

B. Concentrate on the emotional content of issues

C. Be clear about the scope of the change

D. Encourage people to turn their backs on the past

Correct Answer: B

Bridges model of human transition is a framework that describes how people experience and cope with change. The model consists of three phases: endings, neutral zone, and new beginnings. The endings phase is when people have to let go of the old situation and deal with the loss and uncertainty that comes with change. The recommended management approach to help people through this phase is to concentrate on the emotional content of issues, that is, to acknowledge and address the feelings and reactions that people have, such as anger, denial, or sadness. This can help people to accept the change and move on to the next phase.

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#### QUESTION 5

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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