



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

Change Management Foundation

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### QUESTION 1

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

- 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.

Correct Answer: D

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.

### QUESTION 2

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.

### QUESTION 3

Which of the following statements about the change severity assessment's environment's impact are true?

The amount of other activity happening at the same time as the change is a factor.

The common values and behaviors in the organization is a factor.

- A. Only 1 is true
- B. Only 2 is true



- C. Both 1 and Z are true
- D. Neither 1 or 2 is true

Correct Answer: C

The change severity assessment is a tool to evaluate the impact of a change on different dimensions, such as environment, organization, individuals, and project. The environment dimension considers the external and internal factors that affect the change, such as market conditions, competitors, regulations, culture, values, and behaviors. The amount of other activity happening at the same time as the change and the common values and behaviors in the organization are both factors that belong to the environment dimension. References:

<https://apmginternational.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%208%20-%20v1.0.pdf> (page 11)

#### QUESTION 4

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

- A. Activist
- B. Reflector
- C. Pragmatist
- D. Theorist

Correct Answer: B

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.

References:

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

#### QUESTION 5

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.

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