



CHANGE-MANAGEMENT- FOUNDATION^{Q&As}

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QUESTION 1

Which action is an appropriate change management response to people in the early stages of a change curve?

- A. Interpret emotions as evidence of poor change management
- B. Be clear about the losses that people will experience
- C. Delay communication until all the details are known
- D. Accept that everyone will eventually work their way through the curve

Correct Answer: B

The change curve is a model that describes the typical emotional stages that people go through when they face a change. The early stages of the change curve are characterized by shock, denial, anger, and frustration. To help people through these stages, change leaders should be clear about the losses that people will experience and acknowledge their feelings and concerns. The other options are not appropriate responses, as they would either ignore or dismiss people's emotions or create more uncertainty and confusion.

QUESTION 2

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 3

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.

QUESTION 4

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

- 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

Correct Answer: D

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

What role in change must promote an idea to potential Sponsors?

- A. Idea-Generator
- B. Sponsor
- C. Targets
- D. Change Agent

Correct Answer: D

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. Idea-Generator is the role that identifies the need for change and proposes a solution. Sponsor is the role that authorizes and funds the change. Change Agent is the role that promotes an idea to potential Sponsors and implements the change once it is approved. Target is the role that is affected by the change and needs to adopt new behaviors or ways of working. References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2017%20-%20v1.0.pdf> (page 11)



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