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APMG-International Change Management Foundation Exam Sample Questions (Q93-Q98):

NEW QUESTION # 93

According to the Cynefin framework, what type of change situation is stable and well understood, where the relationship between cause and effect is clear?

- A. Simple
- B. Complex
- C. Multifaceted
- D. Chaotic

Answer: A

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The Cynefin framework by Dave Snowden, integrated into the APMG Change Management Foundation, categorizes decision-making contexts to guide change approaches. The question describes a scenario with stability and clear cause-and-effect, so let's explore this with exhaustive depth, covering the framework's domains, their characteristics, practical applications, and theoretical grounding:

*Cynefin Overview: Cynefin (pronounced "kuh-nev-in") offers five domains-Simple, Complicated, Complex, Chaotic, and Disorder-to classify situations based on predictability and complexity. Each dictates a change strategy (e.g., best practice, analysis, experimentation). The APMG uses this to match interventions to context.

*Option A: Simple

oDefinition: Previously called "Obvious," this domain features stable, predictable environments where cause- and-effect is clear and universally understood. Problems have known solutions (e.g., "if X, then Y").

oCharacteristics: Rules-based, repeatable processes; minimal uncertainty.

oChange Example: Updating a payroll system with a standard software patch-installing it reliably fixes issues because the process is well-documented and stable.

oFit with Question: "Stable and well understood" matches perfectly, as does "clear cause-and-effect." The APMG cites Simple contexts as requiring straightforward "sense-categorize-respond" approaches (e.g., follow a checklist).

oConclusion: Correct answer.

*Option B: Multifaceted

oClarification: Likely intended as "Complicated" (a typo, as Multifaceted isn't a Cynefin term). Complicated involves multiple variables, but cause-and-effect is still discernible with expertise (e.g., engineering a bridge).

oAnalysis: Less stable than Simple due to analysis needs; not "well understood" by all-only experts grasp it.

APMG notes "sense-analyze-respond" here, not immediate clarity, so it's incorrect.

*Option C: Complex

oDefinition: Unpredictable, with emergent patterns; cause-and-effect is only clear in hindsight (e.g., organizational culture change).

oAnalysis: Far from stable-requires experimentation ("probe-sense-respond"). The question's clarity and stability rule this out.

Example: Rolling out a new strategy with unknown outcomes.

*Option D: Chaotic

oDefinition: High turbulence; no clear cause-and-effect (e.g., crisis response).

oAnalysis: Opposite of stable-demands immediate action ("act-sense-respond"). Irrelevant here.

*Deep Reasoning: Simple contexts are linear and transparent, like fixing a printer jam (push button, paper releases). APMG contrasts this with Complex (e.g., market shifts), where stability is absent. The question's descriptors exclude all but Simple.

*Practical Implication: In a Simple change, managers apply best practices without overcomplicating, per APMG guidance.

NEW QUESTION # 94

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

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

Answer: D

Explanation:

Explanation

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.

References:

<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper> (page 11)

NEW QUESTION # 95

Which item is one of Mayfield's seven principles of stakeholder engagement?

- **A. Identification is a continuous practice -new stakeholders emerge during a change old ones can fade away**
- B. Different levels of engagement are required depending on where people are along the change journey
- C. Poorly facilitated meetings do NOT achieve their outcomes and waste people's time
- D. Continually look at the big picture and the long term to make sure the change sticks

Answer: A

Explanation:

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 A is one of Mayfield's seven principles of stakeholder engagement.

References:

<https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%202020%20-%20v1.0.pdf> (page 11)

NEW QUESTION # 96

Which advice is given about managing the 'complex responsive processes' that surround emergent change?

- A. Restrict communications about change to only those who need to know
- **B. Focus on the main purpose of the change rather than specific events**
- C. Be prepared to spend time addressing every specific issue that arises
- D. Ignore any 'unofficial' discussions between managers and staff

Answer: B

Explanation:

Emergent change is a type of change that arises from within an organization, rather than being imposed from outside. Emergent change is influenced by complex responsive processes, which are the patterns of interaction and communication that occur among people in an organization. To manage these processes, change leaders should focus on the main purpose of the change rather than specific events, as this helps to create a shared vision and direction for the change. The other options are not good advice for managing complex responsive processes, as they either ignore, restrict, or overreact to them, which can hinder the emergence and adaptation of the change.

References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%202032%20-%20v1.0.pdf> (page 11)

NEW QUESTION # 97

Which item should be included within the communication plan?

- A. The expected benefits of implementing a change
- **B. How the results of a communication activity will be monitored and evaluated**
- C. Details on what preparations have been completed prior to a change
- D. The reasons behind change initiative and the priorities for implementation

Answer: B

Explanation:

Explanation

A communication plan is a document that outlines the objectives, strategies, tactics, channels, audiences, messages, and metrics for communicating about a change initiative. One of the essential items that should be included in a communication plan is how the results of a communication activity will be monitored and evaluated. This involves defining the criteria and methods for measuring the effectiveness and impact of the communication activities, such as feedback surveys, focus groups, analytics, or indicators of awareness, understanding, and support for the change.

References:

* <https://www.yourthoughtpartner.com/blog/change-management-communication>

* <https://www.prosci.com/resources/articles/communications-checklist-for-change-management>

NEW QUESTION # 98

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