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APMG-International Change Management Foundation Exam Sample Questions (Q29-Q34):

NEW QUESTION # 29

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

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

Answer: A

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%2018%20-%20v1.0.pdf> (page 11)

NEW QUESTION # 30

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 agents required to support the change
- B. The proportion of a given stakeholder group that are impacted by a change
- C. The number of change initiatives affecting a specific stakeholder category
- D. The probability of unintended consequences affecting a stakeholder group

Answer: C

Explanation:

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

NEW QUESTION # 31

Which of the following statements about positive characteristics of an effective change team (Lencioni) are true?

1. Members should be encouraged to draw attention to colleagues' failures to meet commitments
2. Conflict should be avoided to maintain good relationships

- A. Both 1 and 2 are true
- B. Only 2 is true
- C. Neither 1 nor 2 is true
- D. Only 1 is true

Answer: C

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Patrick Lencioni's Five Dysfunctions of a Team model, referenced in the APMG Change Management Foundation, outlines characteristics of effective teams by identifying dysfunctions to avoid: Absence of Trust, Fear of Conflict, Lack of Commitment, Avoidance of Accountability, and Inattention to Results. Let's analyze each statement against Lencioni's positive traits:

*Statement 1: "Members should be encouraged to draw attention to colleagues' failures to meet commitments"

- This relates to accountability, a positive trait in Lencioni's model. Effective teams hold each other accountable, addressing underperformance constructively to maintain standards. However, the phrasing "draw attention to failures" suggests blame rather than Lencioni's emphasis on supportive, team-focused accountability (e.g., "How can we help you meet this?"). In practice, effective teams discuss commitments openly but not punitively, making this statement misleadingly negative and thus false in the strict context of Lencioni's intent.

*Statement 2: "Conflict should be avoided to maintain good relationships" - This is false. Lencioni argues that avoiding conflict (Fear of Conflict) prevents healthy debate and resolution, weakening team performance.

Effective change teams embrace constructive conflict to challenge ideas and reach better decisions. For example, debating a change strategy's risks ensures a robust plan, whereas avoiding conflict might preserve harmony at the expense of quality.

Since Statement 1 misrepresents accountability's tone and Statement 2 contradicts Lencioni's advocacy for conflict, neither is true. Option D reflects the APMG interpretation of Lencioni's model, where trust, constructive conflict, and mutual accountability define effective teams.

NEW QUESTION # 32

According to the Bechard and Harris change formula¹ which response will increase an individual's dissatisfaction with the status quo?

- A. Communicate the danger of inaction
- B. Focus on the benefits of the change
- C. Amend performance targets during the change
- D. Clarify the steps users need to take

Answer: D

Explanation:

The Beckhard and Harris change formula is a tool to assess the readiness and motivation for change in an organization. The formula states that change will happen when $D \times V \times F > R$, where D is dissatisfaction with the status quo, V is vision of the desired future state, F is first steps or action plan for the change, and R is resistance to change. To increase an individual's dissatisfaction with the status quo, one possible action is to communicate the danger of inaction, such as the risks, threats, or losses that may occur if no change is made.

This can create a sense of urgency and need for change among the individual. The other options are not actions that will increase dissatisfaction with the status quo, but rather actions that will address other factors in the formula.

NEW QUESTION # 33

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. Encourage people to turn their backs on the past
- C. Be clear about the scope of the change
- D. Concentrate on the emotional content of issues

Answer: D

Explanation:

Explanation

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.

References:

* <https://www.mindtools.com/pages/article/bridges-transition-model.htm>

* <https://www.wmbridges.com/about/what-is-transition/>

NEW QUESTION # 34

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