# **Authorized Change-Management-Foundation Certification | Exam Change-Management-Foundation Score**



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## **APMG-International Change-Management-Foundation Exam Syllabus Topics:**

| Topic   | Details  |
|---------|--|
| Topic 1 | Ethics and Change Management: This section covers ethical considerations in change management, managing the human side of change, and organizational and individual needs.   |
| Topic 2 | Change Management Planning: This section covers creating a change management plan, integrating change management with project management, and resource allocation for change initiatives.  |
| Topic 3 | communication methods and channels, and effective messaging for different stakeholder groups.  |
| Topic 4 | <ul> <li>Engaging and communicating with stakeholders, change Impact and Readiness, conducting change impact<br/>assessments, assessing organizational readiness for change, and identifying and managing resistance to<br/>change.</li> </ul> |
| Topic 5 | Stakeholder Management: This section covers identifying stakeholders, stakeholder analysis techniques  |

| Торіс 6 | Organizational Culture and Change: This section covers the understanding of organizational culture, the impact of culture on change initiatives, and cultural change.  |
|---------|--|
| Topic 7 | Introduction to Change Management: ThiLewin's 3-Stage Model, Kotter's 8-Step Process, ADKAR Model, s section covers the definition and importance of change management, types of organizational change, and the role of change managers. |
| Topic 8 | Communication in Change Management: This section covers developing a communication strategy  |
| Topic 9 | Measuring and Sustaining Change: In this section, the focus is on the key performance indicators for change initiatives, monitoring and evaluating change progress, and strategies for sustaining change.                                |

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### **APMG-International Change Management Foundation Exam Sample Questions (Q50-Q55):**

#### **NEW QUESTION #50**

Social neuroscience summarizes 5 brain processes involved in social situations using the mnemonic SCARF. What does the F represent?

- A. Faith
- B. Fairness
- C. Fear
- D. Fight

#### Answer: B

#### Explanation:

Comprehensive and Detailed In-Depth Explanation:

The SCARF model, developed by David Rock and integrated into the APMG Change Management Foundation, describes five domains influencing brain responses in social contexts: Status, Certainty, Autonomy, Relatedness, and Fairness. The "F" stands for Fairness (Option A), which reflects the brain's sensitivity to equitable treatment. Faith (B), Fear (C), and Fight (D) are not part of the SCARF model, making Fairness the correct answer aligned with neuroscience principles in change management.

#### **NEW QUESTION #51**

According to Lewin's Force-field analysis' which action needs to occur if an organization desires to make change more quickly?

- A. Resisting forces need to be increased
- B. Driving forces need to be decreased
- C. Restraining forces to be increased
- D. Driving forces need to be augmented

#### Answer: D

#### Explanation:

#### Explanation

Lewin's force-field analysis is a tool to identify the driving and restraining forces for a change. Driving forces are those that push for

the change, while restraining forces are those that oppose or resist the change. To make change more quickly, driving forces need to be augmented (increased or strengthened) and/or restraining forces need to be reduced or removed. References: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper (page 11)

#### **NEW QUESTION #52**

According to Schein, which approach would decrease learning anxiety?

- A. Penalising staff who make mistakes
- B. Creating a sense that the organization might fail if the change is NOT made.
- C. Encourage staff to try new things
- D. Reminding the stakeholders of all the times they have failed to change

#### Answer: C

#### Explanation:

According to Schein, learning anxiety is the fear or discomfort that people experience when they are asked to learn something new or change their behavior. To decrease learning anxiety, change leaders should create psychological safety, which is the sense of trust and support that people feel when they are learning or changing. One way to create psychological safety is to encourage staff to try new things and experiment without fear of failure or punishment. The other options would increase learning anxiety, as they would create more pressure, stress, and negativity for the staff.References: https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%206%20-%20v1.0.pdf (page 11)

#### **NEW QUESTION #53**

Why do Line Leaders make effective Change Agents?

- A. They have local decision-making authority
- B. They have the time to dedicate to the change
- C. They can support and influence local staff
- D. As leaders they are unaffected by the change

#### Answer: C

#### Explanation:

Comprehensive and Detailed In-Depth Explanation:

Line Leaders are pivotal in change management, as per the APMG Change Management Foundation, due to their proximity to frontline staff. Option C ("They can support and influence local staff") is correct because their role enables them to provide direct support, address concerns, and model change behaviors, influencing their teams effectively. Option A overstates their authority, Option B is false as they are affected by change, and Option D is unrealistic given their operational duties. Their effectiveness lies in their local influence and support capacity.

#### **NEW QUESTION #54**

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. Only 2 is true
- B. Only 1 is true
- C. Neither 1 nor 2 is true
- D. Both 1 and 2 are 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 #55**

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