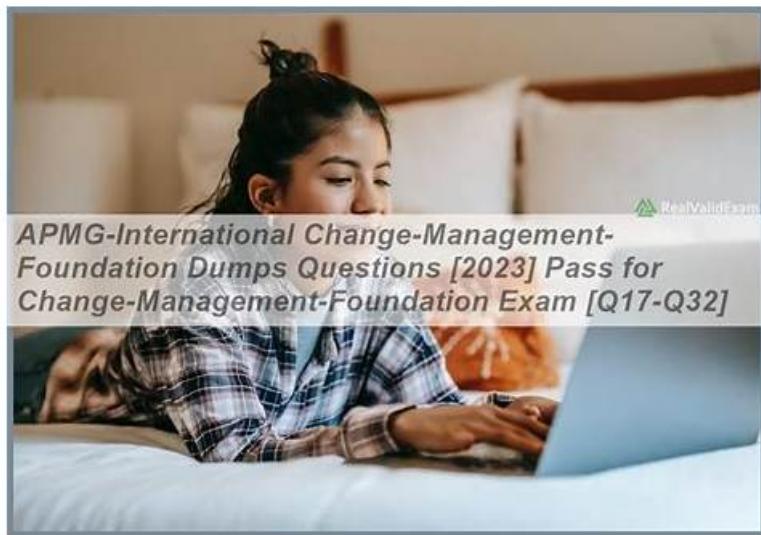


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APMG-International Change Management Foundation Exam Sample Questions (Q75-Q80):

NEW QUESTION # 75

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

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

- D. Fairness

Answer: D

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 # 76

According to the 'change formula' (Beckhard and Harris), which response will increase the desirability to an individual of the proposed change or end state?

- A. Focus on the benefits of the change
- B. Put mitigations in place to reduce risk
- C. Communicate the 'burning platform'
- D. Clarify the steps users need to take

Answer: A

Explanation:

Comprehensive and Detailed In-Depth Explanation:

The Beckhard and Harris Change Formula, expressed as $D \times V \times F > R$ (Dissatisfaction with the status quo \times Vision of the future \times First steps $>$ Resistance), is a cornerstone of the APMG Change Management Foundation for understanding motivation for change. Let's dissect the formula and evaluate each option in detail:

*D (Dissatisfaction): This factor reflects discontent with the current state, pushing individuals toward change.

*V (Vision): This is the desirability of the future state—what makes the change appealing or worthwhile.

*F (First Steps): This involves practical, actionable steps to initiate change, reducing uncertainty.

*R (Resistance): The natural opposition to change that must be overcome.

The question asks what increases the desirability of the proposed change, which directly ties to the V (Vision) component. Option A ("Focus on the benefits of the change") aligns perfectly with this, as highlighting benefits (e.g., improved efficiency, better work-life balance, or career growth) makes the end state more attractive to individuals. For example, if a company introduces a new CRM system, emphasizing how it saves time and boosts sales commissions enhances the vision's appeal.

*Option B ("Communicate the 'burning platform'") increases Dissatisfaction (D) by emphasizing the urgency or negative consequences of not changing (e.g., "We'll lose market share if we don't act"). While critical, it doesn't directly enhance desirability of the future state.

*Option C ("Clarify the steps users need to take") supports First Steps (F) by providing a roadmap, reducing fear of the unknown, but it doesn't inherently make the change more desirable.

*Option D ("Put mitigations in place to reduce risk") lowers Resistance (R) by addressing concerns, yet it's a defensive measure rather than a proactive enhancement of desirability.

Thus, Option A is the correct answer, as it directly strengthens the Vision factor, making the change emotionally and rationally compelling to individuals. The APMG framework underscores that a clear, positive vision is essential to motivate people beyond mere necessity.

NEW QUESTION # 77

According to the Beckhard and Harris change formula' 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: A

Explanation:

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 # 78

According to Morgan, what metaphor describes an organization where formal management of change is impossible?

- A. Political systems
- B. Brains
- C. Machines
- D. **Flux and transformation**

Answer: D

Explanation:

According to Morgan, flux and transformation is a metaphor that describes an organization where formal management of change is impossible because the organization is constantly changing and evolving in response to its environment. This metaphor views organizations as complex adaptive systems that are self- organizing, emergent, and nonlinear.

NEW QUESTION # 79

Which of the following statements about the use of symbolic actions and symbolism to appeal to people's hearts and minds are true?

Leaders must lead by example

Only leaders can influence change

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

Answer: C

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Symbolic actions and symbolism are powerful tools in change management to emotionally engage stakeholders, as per the APMG Change Management Foundation. Statement 1 ("Leaders must lead by example") is true because leaders' visible actions (e.g., adopting new behaviors) reinforce change messages and build trust, appealing to hearts and minds. Statement 2 ("Only leaders can influence change") is false, as the framework recognizes that change agents, line managers, and even peers can influence change-not just leaders. Thus, only Statement 1 holds true in the context of symbolic influence.

NEW QUESTION # 80

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