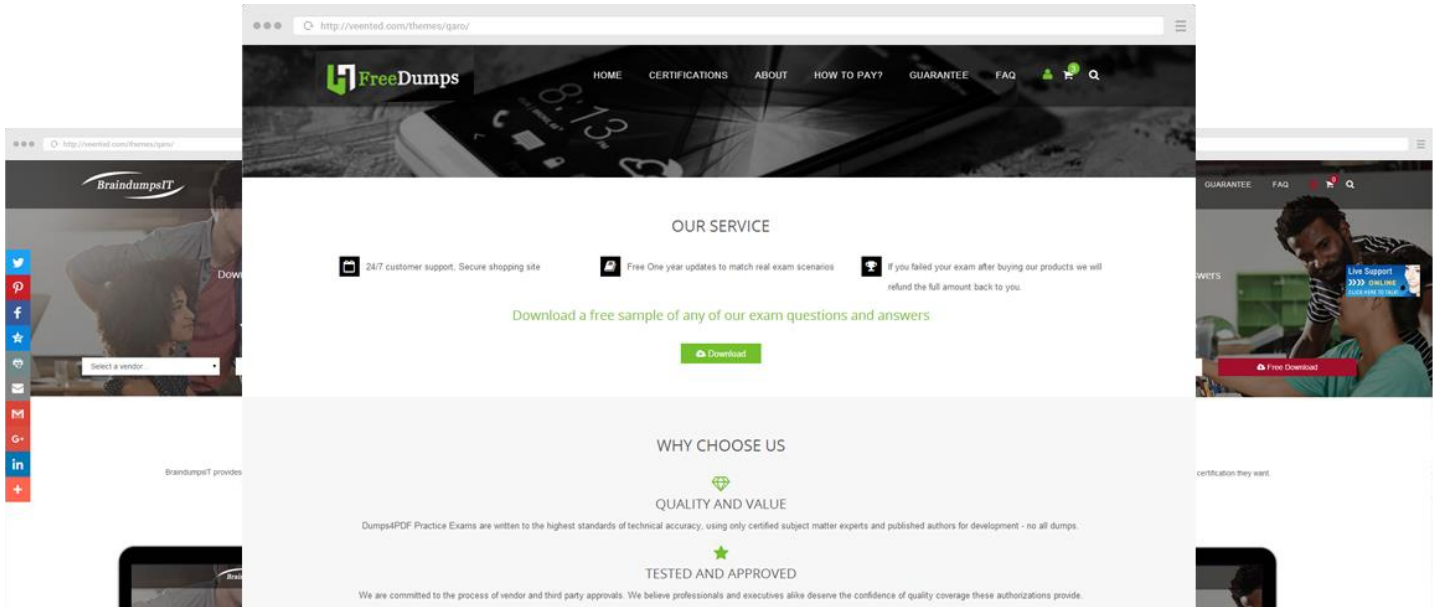


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Exam : **Change-Management-Foundation**

Title : Change Management Foundation Exam

Vendor : APMG-International

Version : DEMO

NO.1 Which advice is given about managing the 'complex responsive processes' that surround emergent change?

- A. He prepared to spend time addressing every specific issue that arises
- B. Focus on the main purpose of the change rather than specific events
- C. Restrict communications about change to only those who need to know
- 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%2032%20-%20v1.0.pdf> (page 11)

NO.2 According to the Bechard and Harris change formula' which response will increase an individual's dissatisfaction with the status quo?

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

Answer: C

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.

NO.3 Which characteristic can be tracked using Mayfield's stakeholder radar technique?

- A. The power/influence that a stakeholder has in a change throughout its life
- B. The changes in roles and responsibilities during engagement
- C. The interest that a stakeholder has in a change through its life.
- D. Change in the stakeholder's engagement needs and domain

Answer: B

Explanation:

Mayfield's stakeholder radar technique is a tool that helps to monitor and manage stakeholders

throughout the life cycle of a change initiative. The technique involves plotting stakeholders on a radar chart according to four dimensions: engagement needs (how much attention they require), domain (their area of interest or expertise), impact (how much they are affected by the change), and influence (how much they can affect the change). By tracking these dimensions over time, the technique can help to identify changes in the stakeholder's engagement needs and domain, as well as any potential risks or opportunities for engagement.

NO.4 Which statement describes 'shared values' in the McKinsey 7S model?

- A.** The ability of employees to perform their roles
- B.** The introduction of matrix management
- C.** The attitude of staff toward their work
- D.** The management style adopted by senior leaders

Answer: C

Explanation:

The McKinsey 7S model is a framework to analyze and improve organizational performance and effectiveness. The model consists of seven interrelated elements: strategy, structure, systems, shared values, skills, style, and staff. Shared values refer to the core values and beliefs that guide the organization's vision, mission, and culture. The attitude of staff toward their work is an example of shared values. The other options are examples of other elements in the model. References:

<https://apmg-international.com/sites/default/files>

[/Change%20Management%20Foundation%20Sample%20Paper%2012%20-%20v1.0.pdf](https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2012%20-%20v1.0.pdf) (page 11)

NO.5 According to Tuckman, in what stage of the team development model can everyone move on to new things, feeling good about what has been achieved?

- A.** Forming
- B.** Storming
- C.** Performing
- D.** Adjourning

Answer: D

Explanation:

Comprehensive and Detailed In-Depth Explanation:

Bruce Tuckman's Team Development Model, as detailed in the APMG Change Management Foundation, includes five stages: Forming, Storming, Norming, Performing, and Adjourning (originally four, with Adjourning added later). Let's explore each stage and the question's focus on moving on with positive closure:

*Forming: The team assembles, focusing on orientation and relationship-building. Achievements are minimal, and there's no sense of closure yet.

*Storming: Conflict and competition emerge as members assert roles. This stage is about resolving tensions, not completing tasks or moving on.

*Performing: The team works effectively toward goals, achieving results. While successful, the focus is on ongoing performance, not disbanding or reflecting on completion.

*Adjourning: The team disbands after achieving its purpose, reflecting on accomplishments and transitioning to new endeavors. This stage, also called Mourning, involves closure, celebration, and a positive sense of moving forward-exactly what the question describes.

For example, a project team completing a software rollout might celebrate their success in

Adjourning, feeling good about deliverables before starting new projects. The APMG framework notes Adjourning as the stage where teams wrap up, often with pride and readiness for what's next, making Option D the clear answer.

NO.6 Which is a correct description of how Tuckman's five phases of team development work in practice?

- A. Once a stage is completed a team never returns to it.
- B. Successful teams always stay in the performing stage
- C. Teams may go backwards or oscillate between the stages
- D. An equal amount of time is spent in each stage

Answer: A

Explanation:

Tuckman's five phases of team development are a model that describes how teams evolve and mature over time. The five phases are: forming, storming, norming, performing, and adjourning. In practice, teams may not follow these phases in a linear or sequential way, but may go backwards or oscillate between the stages depending on various factors, such as changes in goals, leadership, membership, or context. Therefore, team leaders and members need to be aware of the current stage of their team and adapt their behaviors and actions accordingly.

NO.7 Which action is a suitable response when resistance to change is shown through sabotage?

- A. Allocate important change tasks to the saboteurs
- B. Ensure saboteurs are excluded from any involvement with the change
- C. Ignore the saboteurs and hope that people will NOT be influenced
- D. Accept that deliberate attempts to undermine change are inevitable

Answer: D

Explanation:

Resistance to change is a common reaction that occurs when people perceive a threat or loss from the change.

Resistance can be shown in different ways, such as denial, avoidance, passive-aggressive behavior, or sabotage. Sabotage is a deliberate attempt to undermine or obstruct the change. To deal with sabotage, change leaders should try to understand the reasons behind it and address them constructively. One possible action is to allocate important change tasks to the saboteurs, as this can increase their involvement, ownership, and accountability for the change. The other options are not suitable responses, as they either ignore, isolate, or accept the sabotage, which can worsen the situation and damage the change.

References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%2028%20-%20v1.0.pdf> (page 11)

NO.8 According to Tiompenaars and Harronden-Turner, which example is a level three basic assumption' expression of culture?

- A. Meeting customer need is more important than profit
- B. Senior management grades are entitled to 'executive' chairs
- C. The team motto is 'to deliver excellent service'
- D. The required behaviors are set out in the employee's guide

Answer: D

Explanation:

According to Trompenaars and Hampden-Turner, culture can be expressed at three levels: artifacts, values, and basic assumptions. Artifacts are the visible and tangible manifestations of culture, such as symbols, rituals, and heroes. Values are the shared beliefs and preferences that guide behavior and decision making.

Basic assumptions are the unconscious and taken-for-granted beliefs that underlie values and artifacts.

Meeting customer need is more important than profit is an example of a basic assumption, as it reflects a deep-rooted belief that influences the values and artifacts of the organization. The other options are examples of artifacts or values, not basic assumptions.

References: <https://apmg-international.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%207%20-%20v1.0.pdf> (page 11)

NO.9 Which of the common Agile concepts, behaviours, and techniques delivers a version of a product with just enough features to be usable by early customers who can then provide feedback for future product development?

- A. Empowerment
- B. Minimum viable product
- C. Self-organised teams
- D. Full transparency

Answer: B

NO.10 Which reason explains why it is helpful to segment stakeholders?

- A. Identifies individuals or groups who are resisting change
- B. Enables different approaches and analysis techniques to be used with different stakeholder groups
- C. Helps identify the organization's culture for scoping appropriate engagement
- D. It highlights the level of influence and interest stakeholders have in the planned change

Answer: B

Explanation:

Segmenting stakeholders is the process of dividing them into groups based on common characteristics, such as roles, interests, needs, expectations, or attitudes towards the change. One reason why it is helpful to segment stakeholders is that it enables different approaches and analysis techniques to be used with different stakeholder groups. For example, segmenting stakeholders can help to tailor communication messages and channels to suit each group's preferences and concerns, or to apply different engagement strategies and tactics to address each group's level of influence and impact.