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**QUESTION 1**

Which of the following is a purpose of creating a change management plan when preparing for change?

- A. Document the set of typically recurring actions that contribute to change readiness\'
- B. Provide a detailed schedule of project and their dependencies
- C. Capture of full list of issues to be resolved before change can start
- D. Record a list of all the change risks and the responsive actions required.

Correct Answer: D

One of the purposes of creating a change management plan when preparing for change is to record a list of all the change risks and the responsive actions required. This helps to identify potential threats and opportunities for the change and plan how to mitigate or exploit them. The other options are not purposes of a change management plan, but rather outcomes or inputs of other processes or activities.

QUESTION 2

Which of the following statements about the change severity assessment `environment` impact are true?

The amount of other activity happening at the same time as the charge is a factor

The common values and behaviors in the organization is a factor.

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and Z are true
- D. Neither 1 or 2 is true

Correct Answer: C

The change severity assessment is a tool to evaluate the impact of a change on different dimensions, such as environment, organization, individuals, and project. The environment dimension considers the external and internal factors that affect the change, such as market conditions, competitors, regulations, culture, values, and behaviors. The amount of other activity happening at the same time as the change and the common values and behaviors in the organization are both factors that belong to the environment dimension. References:

<https://apmginternational.com/sites/default/files/Change%20Management%20Foundation%20Sample%20Paper%208%20-%20v1.0.pdf> (page 11)

QUESTION 3

Which advantage relates to using a Persona to understand a stakeholder group?

- A. Allow checking of proposed solutions against this Persona to ensure solutions provide what is needed



- B. Enable a better understanding of the level of influence this stakeholder group has in the organization
- C. Allow tracking of how the members of this stakeholder group performance against their objectives
- D. Facilities more creative and innovative thinking amongst members of this stakeholder group

Correct Answer: A

A Persona is a fictional representation of a typical member of a stakeholder group, based on real data and insights. A Persona can help to understand the needs, goals, motivations, and challenges of a stakeholder group, as well as their attitudes and behaviors towards a change. One advantage of using a Persona is that it allows checking of proposed solutions against this Persona to ensure solutions provide what is needed and address any potential issues or concerns.

References: <https://apmg-international.com/files/document/change-management-foundation-online-brochure>

<https://www.mindtools.com/pages/article/personas.htm>

QUESTION 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

Correct Answer: C

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.

QUESTION 5

Which item should be included within the communication plan?

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

Correct Answer: D

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.

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