The Foundation Examination

Multiple Choice

40 Minute Paper

Instructions

1. All 50 questions should be attempted.

2. All answers are to be marked on the answer grid provided.

3. Please use a pencil and NOT ink to mark your answers in the Answer sheet provided.

4. There is only one correct answer per question.

5. You have 40 minutes for this paper.

6. You must get 25 or more correct to pass.

Candidate Number: ....……

1   According to Herzberg's research, which is a 'hygiene factor'?

   a)   Achievement
   b)   Recognition
   c)   Salary
   d)   Job content

2   What is the **LAST** step of Kotter's eight-step model for planning and leading organizational change?

   a)   Communicating the change vision
   b)   Empowering employees for broad-based action
   c)   Anchoring new approaches in the culture
   d)   Creating the guiding coalition

3   According to Beckhard and Harris, which is a force used in the 'change formula'?

   a)   The reduction in workforce once the proposed change is implemented
   b)   The commitment of senior and line management to the change
   c)   Desirability of the proposed change or end state
   d)   The length of time it will take to implement the change

4   Which item is one of Mayfield's seven principles of stakeholder engagement?

   a)   Lean to action, where the change manager 'pokes the system'
   b)   You can forget important stakeholders, but they won't forget you
   c)   Connect line managers engaged in change with others in similar positions
   d)   Start change management activity sooner, right from project initiation

5   Which pair of MBTI® preferences focuses on the way people make their decisions?

   a)   Thinking - Feeling
   b)   Judging - Perceiving
   c)   Sensing - iNtuiting
   d)   Extravert - Introvert

6   What role in change must actually implement the change?

   a)   Idea-Generator
   b)   Sponsor
   c)   Targets
   d)   Change Agent

7   Which key area, to be included in a change management plan, covers 'how you will know
     your change interventions are working'?

     a)   Developing skills
     b)   Measurement
     c)   Building support
     d)   Resistance

8   When plotted onto a stakeholder matrix, what type of stakeholder will have a high level of
     'power/influence' but a low level of 'interest'?

     a)   Spectator
     b)   Active Player
     c)   Influential Observer
     d)   Key Player

9   According to the conscious competence learning model, what is the target state for a learner
     to achieve after continued practice?

     a)   Conscious competence
     b)   Conscious incompetence
     c)   Unconscious competence
     d)   Unconscious incompetence

10 According to Lewin's 'Force field analysis' what are the names of the two forces used?

    a)   Performing and preventing
    b)   Driving and restraining
    c)   Working and restricting
    d)   Doing and obstructing

11 According to Tuckman, in what stage of the team development model will members of the team be working collectively to achieve tasks?

    a)   Forming
    b)   Storming
    c)   Adjourning
    d)   Performing

12 Which is a characteristic of a 'push' communication channel?

    a)   The sender's control over the message ends once it has been released
    b)   It allows people to access information when they want it
    c)   It caters for different interests and information needs
    d)   It allows feedback to be given easily

13 Which of the following statements are true?

1. Encouraging participation in the change can reduce the time taken for an individual to go through the 'change curve'.
2. Being clear about the full extent of the losses that people might suffer is a valid approach to helping people move through the 'change curve'.

a)   Only 1 is true
b)   Only 2 is true
c)   Both 1 and 2 are true
d)   Neither 1 or 2 is true

14 Which description of an organization going through change **BEST** matches Morgan's 'Brains' metaphor?

a)   People are educated in the new processes
b)   Disputes and resistance are controlled
c)   Encourage focus on achieving desired results
d)   Improvements are achieved through feedback systems

15 Which of the following statements about categorizing change impacts are true?

1. One category is the unforeseen consequences of the change.
2. It is important to examine what is out of scope for the change initiative.

a)   Only 1 is true
b)   Only 2 is true
c)   Both 1 and 2 are true
d)   Neither 1 or 2 is true

16   Which benefit is gained from using the rapid listing technique to identify stakeholders?

    a)   Identifies strategies for engaging with a wide and diverse range of stakeholders
    b)   Enables the core team to understand how to engage with stakeholders
    c)   Helps people think more widely to make connections to stakeholders they may have otherwise missed
    d)   Enables original ideas to be generated for propositions for each customer

17   Which management approach is recommended to help people through the 'endings' phase of Bridges' model of human transition?

    a)   Restrict communication to a few crucial facts
    b)   Use the past as an example of all that was wrong
    c)   Avoid discussing the specifics of the change
    d)   Explain why the change is necessary

18   Which statement describes Morgan's 'Flux and transformation' metaphor in an organization?

    a)   Key people are persuaded to support the change
    b)   Change is planned and co-ordinated in detail
    c)   Leadership values information sharing and innovation
    d)   Desired outcomes arise from incremental change

19 Which statement about the 'shared values' aspect of the McKinsey 7S model is correct?

    a)   Describes the overall culture of an organization
    b)   Describes how an organization will beat its competitors
    c)   Should be defined after examining the other internal aspects
    d)   Is independent of the other aspects of an organization

20 Which technique is used to gain a better understanding of stakeholders, and forms the basis of CPIG classification?

    a)   Documenting empathy maps
    b)   Creating power maps
    c)   Defining stakeholder interests
    d)   Segmenting stakeholders

21 Which management approach is recommended to help people through the 'new beginnings' phase of Bridges model of human transition?

    a)   Treat all issues as symptoms of resistance
    b)   Celebrate successes in advancing the change
    c)   Keep descriptions of the future simple and factual
    d)   Be specific about what is not changing

22 In Kotter's dual operating system, which is a characteristic of the hierarchical organization structure?

    a)   Optimized to deliver change
    b)   Supports normal business operations
    c)   Designed to be agile
    d)   Designed to deal with constant change

23 Which **BEST** describes the 'overall impact' when assessing the severity of the change on stakeholders?

    a)   The proportion of a given stakeholder group impacted by a specific change
    b)   The consideration of both the coverage of the impact and the complexity of the impact
    c)   The total cost of training a specific stakeholder category
    d)   The number of different stakeholder groups affected by a specific change

24 Which element is included on an Empathy map for a Persona representing a stakeholder group?

    a)   What this Persona is saying and doing on a regular basis
    b)   A list of the Persona's personal achievements
    c)   The actions required of this Persona to influence others
    d)   The level of engagement required from this Persona

25 Which workplace reward addresses the lowest level of Maslow's hierarchy of needs?

 a)   Staff social club
 b)   Team bonding
 c)   Pay
 d)   Recognition for achievement

26 Which characteristic contributes to Senge's 'challenge of sustaining the transformation'?

 a)   Absence of a strong top down approach
 b)   Fears about job losses or the ability to learn new things
 c)   An excess of self-reinforcing processes
 d)   Failure to produce a detailed long range implementation plan

27 In a change severity assessment, which factor includes the organization's overall level of business activity?

 a)   The environment
 b)   The change ability of the organization
 c)   The history of change in the organization
 d)   The individual's response to change

28 In a stakeholder matrix based on 'power/influence' and 'interest', to what area is it advisable to move a powerful stakeholder who is currently positioned in the 'Influential Observers' quadrant?

   a)   Key Players: engage closely
   b)   Active Players: keep informed
   c)   Spectators: monitor
   d)   Remain in Influential Observers: keep satisfied

29 Based on Herzberg's studies on job satisfaction, which management action is **MOST** likely to increase motivation at work?

   a)   Provide strong performance feedback
   b)   Give staff clear and detailed direction
   c)   Offer high levels of financial reward
   d)   Provide reliable administrative systems

30 Which of the following statements about the activities performed by a good change Sponsor are true? 1. Ensures that the change is aligned to other initiatives in the organization. 2. Demonstrates how the change links to the organization's strategy.
   a)   Only 1 is true
   b)   Only 2 is true
   c)   Both 1 and 2 are true
   d)   Neither 1 or 2 is true

31 Which of the following statements about considerations when planning the size of the change agent network is true? 1. The amount of training that will be required should be considered. 2. The locations of stakeholders and stakeholder groups should be considered.

    a)   Only 1 is true
    b)   Only 2 is true
    c)   Both 1 and 2 are true
    d)   Neither 1 or 2 is true

32 Which statement describes 'status quo bias'?

    a)   People like continuity and find ways to avoid change
    b)   People pay most attention to facts that agree with their current opinions
    c)   People assume that the most accessible information is the most important
    d)   People allow their ideas to be shaped by what most other people are starting to believe

33 Which describes a core condition described by Carl Rogers for facilitating personal growth?

    a)   Burying your own viewpoint to put another at ease
    b)   Signalling that another person's viewpoint is understood
    c)   Listing things that others are doing wrong
    d)   Changing your own mind-set to match another's

34 According to Schein, which is an element that should be included in an approach to identifying the strands of organizational culture?

    a)   A culture statement issued by management
    b)   A culture 'template' from another organization
    c)   Managers and staff working closely with an objective outsider
    d)   A culture policy created by the HR department for management to agree

35 Which is the **BEST** example of a disadvantage to an organization of making an internal appointment to a change team?

    a)   There may be conflict between their normal work and work on change
    b)   The time needed to become productive is minimized
    c)   They will understand the culture of the organization
    d)   They will have knowledge of how things work and terminology used

36 Which communication about change **MOST** strongly addresses the 'Attention' step of the AIDA model?

    a)   'Videos of people's experiences when using the new system are on the intranet'
    b)   'The change is due to start next quarter and will take six months'
    c)   'You will gain direct access to customer information to help process more orders'
    d)   'There will be a scheduled series of workshops for you to contribute your ideas'

37 Which MBTI® preference would be looking for the overall strategic context in change management communications?

    a)   Sensing
    b)   Perceiving
    c)   iNtuitive
    d)   Extravert

38 According to Burnes' archetypes of organizational change, which is an example of a 'swift and sudden' approach to change?

    a)   Restructuring marketing and sales processes to prevent loss of business to a competitor
    b)   A long-term plan to grow new customer-centric behaviours
    c)   A series of change projects that gradually build new ways of working
    d)   Exploring a range of potential change paths to transform operations

39 According to Glaser and Glaser, which action is recommended for a team experiencing problems with 'team interpersonal relationships'?

    a)   Encourage team members to work together and help each other
    b)   Agree the procedures that will be used to co-ordinate their work
    c)   Maintain contact with other teams working in the organization
    d)   Ensure all team members understand why the change is necessary

40 When maintaining a people-focused approach to communication, which action will **BEST** encourage engagement by taking account of the different impacts of change to individuals?

  a)   Ensure every staff member attends all the presentations announcing a change
  b)   Segment stakeholders so that each group gets an appropriate level of detail
  c)   Ask line managers to help customize 'for their teams' the messages about a change
  d)   Make change announcements as early as possible even if full information is not available

41 In learning theory, which workplace example is **MOST** likely to reinforce behaviour change in an individual by acting as a 'punishment'?

  a)   Feedback from valued colleagues
  b)   Publicly announcing an error made by the individual
  c)   Acknowledgement of contributions made by the individual
  d)   A change of role at an equivalent level

42 Which should leaders ensure, when promoting deep, emergent change in an organization?

  a)   Top-managers who are against the change are kept quiet
  b)   People develop a detailed plan for change and stick to it
  c)   Their own actions and behaviour show what is required of others
  d)   Allow existing approaches to remain without questioning them

43 To which of Kanter's 'ten common causes of resistance' would an appropriate response be to permit some staff to work on the changes full-time?

    a)   'I am nervous about how or when the changes will happen to us'
    b)   'These changes just mean I have too much to do!'
    c)   'Too much is changing – why can't we keep some things?'
    d)   'I had no warning that this change was happening'

44 Which of the following statements about encouraging engagement by appealing to hearts and minds are true?

    1. A leader's focused presentation, with simple key messages, will have a bigger impact on people than the leadership team's behaviours. 2. People need to make their own connections from stories about what the change means for them personally.

    a)   Only 1 is true
    b)   Only 2 is true
    c)   Both 1 and 2 are true
    d)   Neither 1 or 2 is true

45 According to Honey and Mumford, which approach would be **MOST** appropriate to help a person with a 'pragmatist' learning style learn about new work processes?

    a)   Supplying posters and diagrams of the key processes for the office
    b)   Providing a seminar on the steps and processes
    c)   Issuing a user manual of the new system and procedures
    d)   Making a simulated environment available to try out the new techniques

46   Which is a pitfall to be avoided when writing a vision statement for a change?

    a)   Including constraints and obstacles
    b)   Creating a high-level target operating model as a starting point
    c)   Producing a brief paragraph that reads well but is hard to relate to identified needs
    d)   Writing several powerfully worded but separate sentences

47   Which is the **BEST** reason why managers and supervisors may need support when dealing with resistance to change?

    a)   To ensure they give priority to change over 'business as usual' activities
    b)   So they communicate only 'approved' messages to their staff
    c)   To ensure they implement the changes regardless of whether they agree with it
    d)   To reduce the stress of implementing change whilst managing normal work

48   Which action applies a design principle associated with running a World Café event?

    a)   Have an industry expert run each session and answer any questions
    b)   Ensure the environment is welcoming and helps people to feel at ease
    c)   Arrange seating so everyone sits in a single circle to formulate an initial agenda
    d)   Prepare beforehand to identify topics for discussion and create a detailed agenda

49 Which of the four strategies for sustaining momentum in change suggests implementing local line reporting on implementation progress and realization of benefits?

   a)   Timing of communications
   b)   Phased approach to implementation
   c)   Keep visibility of the change high
   d)   Task managers with the responsibility for delivery

50 Which statement describes a purpose of communication planning?

   a)   Identify ways to measure how people perceive the consequences of change
   b)   Ensure those managing change are reporting progress to their sponsors
   c)   Provide a consistent way to escalate operational issues to a central function
   d)   Identify whether the changes are leading to the expected benefits