



The Foundation Examination

Rationale

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Change Management Foundation Examination

1 CI0101.2 - Change and the Individual

C

LL1 - Test recall of the key stages, sequences and characteristics associated with satisfaction and growth (Herzberg, Pink).

- a) Incorrect. This is a motivator. Ref ECMH 1B3.4
- b) Incorrect. This is a motivator. Ref ECMH 1B3.4
- c) Correct. This is a hygiene factor. Ref ECMH 1B3.4
- d) Incorrect. This is a motivator. Ref ECMH 1B3.4

2 CO0101.2 - Change and the Organization

C

LL1 - Test recall of the key sequence of steps in Kotter's eight-step model.

- a) Incorrect. This is the fourth step. Ref ECMH 1C2.2
- b) Incorrect. This is the fifth step. Ref ECMH 1C2.2
- c) Correct. This is the eighth step. Ref ECMH 1C2.2
- d) Incorrect. This is the second step. Ref ECMH 1C2.2

3 CP0101 - Change management Practice

C

LL1. Test recall of the forces used in the Beckhard and Harris 'change formula'.

- a) Incorrect. The reduction in workforce once the proposed change is implemented is NOT one of the forces used in the Beckhard and Harris 'change formula'. The forces are 'level of dissatisfaction with the status quo', 'desirability of the proposed change or end state', 'practicality of the change' and 'perceived cost of the change'. Ref ECMH 7A3.1
- b) Incorrect. The commitment of senior and line management to the change is NOT one of the forces used in the Beckhard and Harris 'change formula'. The forces are 'level of dissatisfaction with the status quo', 'desirability of the proposed change or end state', 'practicality of the change' and 'perceived cost of the change'. Ref ECMH 7A3.1
- c) Correct. 'Desirability of the proposed change or end state' is one of the forces used in the Beckhard and Harris 'change formula'. The other forces are 'level of dissatisfaction with the status quo', 'practicality of the change' and 'perceived cost of the change'. Ref ECMH 7A3.1
- d) Incorrect. The length of time it will take to implement the change is NOT one of the forces used in the Beckhard and Harris 'change formula'. The forces are 'level of dissatisfaction with the status quo', 'desirability of the proposed change or end state', 'practicality of the change' and 'perceived cost of the change'. Ref ECMH 7A3.1

4 CS0101.2 - Communications and Stakeholder engagement

B

LL1 - To recall the seven principles of stakeholder engagement

- a) Incorrect. This is a leadership behaviour. Ref ECMH 4 Introduction
- b) Correct. This is Principle 1 of stakeholder engagement. Ref ECMH 4 Introduction
- c) Incorrect. This is a function of a change agent. Ref ECMH 1D3.1
- d) Incorrect. This is a 'lessons learnt' about preparing an organization, identified by Prosci. Ref ECMH 1A3

5 CI0102 - Change and the Individual

A

LL1 - Test recall of the meanings of the MBTI types.

- a) Correct. The Thinking - Feeling pair of indicators focuses on how people make decisions. Ref ECMH 1B4.1 including Table 1.3
- b) Incorrect. The Judging - Perceiving pair of indicators focuses on preferring clear situations versus ambiguous situations. Ref ECMH 1B4.1 including Table 1.3
- c) Incorrect. The Sensing - iNtuiting pair of indicators focuses on sensory data versus making interpretations. Ref ECMH 1B4.1 including Table 1.3
- d) Incorrect. The Extravert – Introvert pair of indicators focuses on being energized by the external world versus the inner world. Ref ECMH 1B4.1 including Table 1.3

6 CO0102 - Change and the Organization

C

LL1. Test recall of the roles involved in the process of organizational change and their characteristics.

- a) Incorrect. The role of Idea-Generator 'develops [the] idea for change [and] promotes ideas to potential Sponsors'. It is the Targets who are 'the people who must actually change'. Ref ECMH 1D1, Table 1.6
- b) Incorrect. The role of Sponsor 'identifies objectives, outcomes and measures'. It is the Targets who are 'the people who must actually change'. Ref ECMH 1D1, Table 1.6
- c) Correct. Targets are 'the people who must actually change'. Ref ECMH 1D1, Table 1.6
- d) Incorrect. The role of Change Agent acts as 'data gatherer, educator, adviser and meeting facilitator or coach'. It is Targets who are 'the people who must actually change'. Ref ECMH 1D1, Table 1.6

7 CP0102 - Change management Practice

B

LL1. Test recall of the key areas and associated actions that should be included in a change management plan.

- a) Incorrect. This key area is focused on 'how sponsors, the change team and change agents or middle managers will be supported and developed to effectively manage implementation and embedding of the change.' It is 'Measurement where focus is on: 'how you will know your change interventions are working.' Ref ECMH 7B3
- b) Correct. 'Measurement: 'how you will know your change interventions are working.' Ref ECMH 7B3
- c) Incorrect. This key area is focused on activities to communicate change and get buy-in. It is 'Measurement where focus is on: 'how you will know your change interventions are working.' Ref ECMH 7B3
- d) Incorrect. This key area is focused on 'what are the expected types and reasons for resistance and how this will be dealt with.' It is 'Measurement where focus is on: 'how you will know your change interventions are working.' Ref ECMH 7B3

8 CS0102.2 - Communications and Stakeholder engagement

C

LL1 - To recall the elements of the mapping in two dimensions technique.

- a) Incorrect. The 'Spectator' is low 'power/influence' and low 'interest'. Ref ECMH 4B11 Figure 4.13
- b) Incorrect. The 'Active Player' is low 'power/influence' and high 'interest'. Ref ECMH 4B11 Figure 4.13
- c) Correct. The 'Influential Observer' is high 'power/influence' and low 'interest'. Ref ECMH 4B11 Figure 4.13
- d) Incorrect. The 'Key Player' is high 'power/influence' and high 'interest'. Ref ECMH 4B11 Figure 4.13

9 CI0103.3 - Change and the Individual

C

LL1 - To recall the defining features of the conscious competence learning model

- a) Incorrect. 'Conscious competence' is where the learner, through practise, can now do the skill but has to think about each step. It is the stage before the final state of Unconscious Competence. Ref ECMH 9A4.1
- b) Incorrect. 'Conscious incompetence' is where the learner now realises the importance of a skill but fails in trying to do it. Ref ECMH 9A4.1
- c) Correct. 'Unconscious competence' is where the learner can do this skill effortlessly without much conscious thought. It is the target final state. Ref ECMH 9A4.1
- d) Incorrect. 'Unconscious incompetence' is where the learner is unaware of his/her lack of a particular skill. Ref ECMH 9A4.1

10 CO0103 - Change and the Organization

B

LL1. Test recall of the terms used in 'Force field analysis'.

- a) Incorrect. 'Performing and preventing' are not the two forces described by Lewin. They are 'driving' and 'restraining'. Ref ECMH 2B2.2
- b) Correct. The two forces described by Lewin are 'driving' and 'restraining'. Ref ECMH 2B2.2
- c) Incorrect. 'Working and restricting' are not the two forces described by Lewin. They are 'driving' and 'restraining'. Ref ECMH 2B2.2
- d) Incorrect. 'Doing and obstructing' are not the two forces described by Lewin. They are 'driving' and 'restraining'. Ref ECMH 2B2.2

11 CP0103 - Change management Practice

D

LL1. Test recall of the stages of Tuckman's five stage team development model.

- a) Incorrect. Forming is where: 'Team members may ask questions that provide direction while individual roles and responsibilities may be unclear.' It is in Performing where: 'The team embody the way of working collectively to achieve tasks, supporting each other through the peaks, troughs and challenges that arise.' Ref ECMH 12B1 Stage 4 – Performing.
- b) Incorrect. Storming is where 'Team members are likely to want to test and challenge the assumptions made.' It is in Performing where: 'The team embody the way of working collectively to achieve tasks, supporting each other through the peaks, troughs and challenges that arise.' Ref ECMH 12B1 Stage 4 – Performing.
- c) Incorrect. Adjourning is where '..the change is successfully completed, its purpose fulfilled, everyone can move on...' It is in Performing where: 'The team embody the way of working collectively to achieve tasks, supporting each other through the peaks, troughs and challenges that arise.' Ref ECMH 12B1 Stage 4 – Performing.
- d) Correct. Performing: 'The team embody the way of working collectively to achieve tasks, supporting each other through the peaks, troughs and challenges that arise.' Ref ECMH 12B1 Stage 4 – Performing.

12 CS0103 - Communications and Stakeholder engagement

A

LL1. To test knowledge of the characteristics of 'push' and 'pull' communication channels.

- a) Correct. Once a 'push' communication has been issued the sender has no control over the message and no further influence over how the information will be interpreted. Ref ECMH 5C Introduction
- b) Incorrect. This is a characteristic of 'pull' communication channels; 'push' communication channels provide information at a time chosen by the sender. Ref ECMH 5C Introduction
- c) Incorrect. This is a characteristic of 'pull' communication channels; 'push' communication channels give only what information the sender selects. Ref ECMH 5C Introduction
- d) Incorrect. 'Push' communication channels 'do not allow for feedback to be given easily'. Ref ECMH 5C Introduction

13 CI0201 - Change and the Individual

C

LL2 - Test understanding of managing the significance of the 'change curve'

- a) Incorrect. Both 1 and 2 are true. 'If at all possible involve people in the planning process'. Ref ECMH 1B1.1. People need to experience empathy regarding the cost of the change to them personally, especially in the anger and blame phase. Ref ECMH 1B1.1
- b) Incorrect. Both 1 and 2 are true. 'If at all possible involve people in the planning process'. Ref ECMH 1B1.1. People need to experience empathy regarding the cost of the change to them personally, especially in the anger and blame phase. Ref ECMH 1B1.1
- c) Correct. Both 1 and 2 are true. 'If at all possible involve people in the planning process'. Ref ECMH 1B1.1. People need to experience empathy regarding the cost of the change to them personally, especially in the anger and blame phase. Ref ECMH 1B1.1
- d) Incorrect. Both 1 and 2 are true. 'If at all possible involve people in the planning process'. Ref ECMH 1B1.1. People need to experience empathy regarding the cost of the change to them personally, especially in the anger and blame phase. Ref ECMH 1B1.1

14 CO0201.3 - Change and the Organization

D

LL2. Test understanding of how we think about organizations and approach to change using Morgan's Brains metaphor.

- a) Incorrect. This is the Machines metaphor where 'people are seen as units of production and can be trained to fit into a new way of working...' In the Brains metaphor 'Change is seen as a learning process using 'double-loop' learning - processing feedback on the organization's control systems as well as the operations.' Ref ECMH 1C1, Table 1.4
- b) Incorrect. This is the Political systems metaphor where 'Conflict is expected and managed'. In the Brains metaphor 'Change is seen as a learning process using 'double-loop' learning - processing feedback on the organization's control systems as well as the operations.' Ref ECMH 1C1, Table 1.4
- c) Incorrect. This is the Flux and transformation metaphor where 'We can understand the flux around us and 'nudge' it where possible, helping desirable outcomes to emerge'. In the Brains metaphor 'Change is seen as a learning process using 'double-loop' learning - processing feedback on the organization's control systems as well as the operations.' Ref ECMH 1C1, Table 1.4
- d) Correct. 'Change is seen as a learning process using 'double-loop' learning - processing feedback on the organization's control systems as well as the operations.' Ref ECMH 1C1, Table 1.4

15 CP0201.2 - Change management Practice

C

LL2- Test understanding of change impacts and key inputs.

- a) Incorrect. Both 1 and 2 are true. The change plan can include communicating what is out of scope and this can impact stakeholder expectations. Ref ECMH 6A1.1
- b) Incorrect. Both 1 and 2 are true. This describes the "unintended/unplanned outcome". Ref ECMH 6A1.1
- c) Correct. Both 1 and 2 are true. Unforeseen consequences are the "unintended/unplanned outcome" category. The change plan can include communicating what is out of scope and this can impact stakeholder expectations. Ref ECMH 6A1.1
- d) Incorrect. Both 1 and 2 are true. Unforeseen consequences are the "unintended/unplanned outcome" category. The change plan can include communicating what is out of scope and this can impact stakeholder expectations. Ref ECMH 6A1.1

16 CS0201 - Communications and Stakeholder engagement

C

LL2 - To understand the useful approaches to identifying stakeholders.

- a) Incorrect. The stakeholder engagement strategy is a later step taken after stakeholder identification. Ref ECMH 4A1
- b) Incorrect. The stakeholder engagement strategy is a later step taken after stakeholder identification. Ref ECMH 4A1
- c) Correct. Rapid listing works well as an identification technique because it exploits the creativity of groups and word association. Ref ECMH 4A1.2
- d) Incorrect. This occurs after stakeholder segmenting and when a better understanding is gained on what propositions are more likely to appeal to each customer. It does not identify additional stakeholders. Ref ECMH 4A1.2

17 CI0202.2 - Change and the Individual

D

LL2 - Test understanding of the 'endings' phase in Bridges' model of human transition

- a) Incorrect. Bridges recommends that managers 'communicate prodigiously'. Ref ECMH 1B2.1
- b) Incorrect. Bridges recommends that managers show respect for the past and explain how its good parts will be preserved. Ref ECMH 1B2.1.1
- c) Incorrect. Bridges recommends that managers are clear and detailed about the change and clear about what will not change. Ref ECMH 1B2.1
- d) Correct. 'Explain why the current situation cannot continue'. Ref ECMH 1B2.1

18 CO0202.2 - Change and the Organization

D

LL2. Test understanding of how we think about organizations and approach change using Morgan's Political systems metaphor.

- a) Incorrect. This is the Political systems metaphor, 'Coalitions of interests form and power is used to get things done. Stakeholders are identified and through negotiation alliances are formed...to support the change.' In the 'flux and transformation' metaphor 'Order emerges naturally from a process of continuous transformation.' Ref ECMH 1C1 Table 1.4
- b) Incorrect. This is the 'Machines' metaphor where 'Leaders forecast, plan, organize, communicate, co-ordinate and control'. In the 'flux and transformation' metaphor 'Order emerges naturally from a process of continuous transformation.' Ref ECMH 1C1 Table 1.4
- c) Incorrect. This is the 'Brains' metaphor where 'intelligence and ability to connect ideas is valued'. In the 'flux and transformation' metaphor 'Order emerges naturally from a process of continuous transformation.' Ref ECMH 1C1 Table 1.4
- d) Correct. This refers to the 'flux and transformation' metaphor where 'Order emerges naturally from a process of continuous transformation.' Ref ECMH 1C1 Table 1.4

19 CP0202 - Change management Practice

A

LL2 – Test understanding of the elements of the McKinsey 7S model, the significance of each element, and the way elements interact with one another.

- a) Correct. 'Shared values' describe the core values of the organization. Ref ECMH 6A1.2
- b) Incorrect. This describes 'strategy'. Ref ECMH 6A1.2
- c) Incorrect. There is no order defined for examining the seven aspects. Ref ECMH 6A1.2
- d) Incorrect. The aspects are inter-related. Ref ECMH 6A1.2

20 CS0202 - Communications and Stakeholder engagement

D

LL2 - To understand the reasons for segmenting stakeholders and the CPIG classification.

- a) Incorrect. Segmenting, using CPIG, helps identify large, broadly homogeneous groups for which personas and empathy maps could be used to analyse further. This data will help enable specific engagement strategies to be developed. Ref ECMH 4A2
- b) Incorrect. Segmenting, using CPIG, helps identify small, key groups of individuals for which power maps could be used to analyse further. This data will help enable specific engagement strategies to be developed. Ref ECMH 4A2
- c) Incorrect. Individual stakeholders and their interests can be captured on a spreadsheet. This data will help enable specific engagement strategies to be developed. Ref ECMH 4A3
- d) Correct. Segmenting can be based on CPIG and enables different engagement strategies to be defined with different segments. Ref ECMH 4A2

21 CI0203.2 - Change and the Individual

B

LL2 -Test understanding of the 'new beginnings' phase of Bridges model of human transition

- a) Incorrect. This is the opposite of the advice that Bridges gives for the 'endings' phase. Ref ECMH 1B2.1
- b) Correct. Bridges recommends key milestones are celebrated. Ref ECMH 1B2.3
- c) Incorrect. Bridges recommends a 'picture' that will engage the imagination. Ref ECMH 1B2.3
- d) Incorrect. This is advice that Bridges gives for the 'endings' phase. Ref ECMH 1B2.1

22 CO0203 - Change and the Organization

B

LL2- Test understanding of Kotter's 'dual operating system' approach to continuous change.

- a) Incorrect. The traditional hierarchy is designed to deliver business as usual. Ref ECMH 1C4.2
- b) Correct. The traditional hierarchy is designed to deliver business as usual. Ref ECMH 1C4.2
- c) Incorrect. The traditional hierarchy is designed to deliver business as usual. Ref ECMH 1C4.2
- d) Incorrect. The traditional hierarchy is designed to deliver business as usual. Ref ECMH 1C4.2

23 CP0203 - Change management Practice

B

LL2 - Test understanding of assessing the severity of impact in step 5 of assessing stakeholder impact.

- a) Incorrect. This is the 'Coverage', which is described as a percentage of a stakeholder group affected by a change. ECMH 6A1.4
- b) Correct. 'Overall impact' is the combination of coverage and complexity. ECMH 6A1.4
- c) Incorrect. This is part of assessing the environment and producing an organizational heat map. ECMH 6A2.1
- d) Incorrect. This is more a definition of the scale of the change. ECMH 6A1.3

24 CS0203 - Communications and Stakeholder engagement

A

LL2 - To understand the value of using Empathy maps to deepen understanding of stakeholder segments and how to use them.

- a) Correct. An Empathy map includes what this Persona says and does. This is shown in the lower sector. Ref ECMH 4B9.2 Fig 4.10
- b) Incorrect. An Empathy map will not show a list of past achievements, although this is something that could be considered for the Persona. Ref ECMH 4B9.2 Fig 4.10
- c) Incorrect. An Empathy map shows current situation. It does not indicate actions required in the future. Ref ECMH 4B9.2
- d) Incorrect. An Empathy map shows the current situation. It does not indicate the level of engagement required. Ref ECMH 4B9.2

25 CI0204 - Change and the Individual

C

LL2 - Test understanding of Maslow's hierarchy of needs

- a) Incorrect. This would reflect the 'love' or 'social' needs which are the third level. Ref ECMH 1B3.1
- b) Incorrect. This would reflect the 'love' or 'social' needs which are the third level. Ref ECMH 1B3.1
- c) Correct. The lowest (first) level of Maslow's pyramid is 'physiological' needs, which is about basic needs such as food and shelter. Work provides this through the medium of pay. Ref ECMH 1B3.1
- d) Incorrect. This would reflect the 'esteem' needs which are the fourth level. Ref ECMH 1B3.1

26 CO0204 - Change and the Organization

B

LL2 - Test understanding of the implications for organizational change of systems thinking (Senge).

- a) Incorrect. Senge recommends effective leadership at all levels. Ref ECMH 1C2.3
- b) Correct. Anxieties about job security and learning are a problem in sustaining change. Ref ECMH 1C2.3
- c) Incorrect. Self-reinforcing processes support or enable change. Ref ECMH 1C2.3
- d) Incorrect. This is not mentioned in any of Senge's challenges and indeed ' We do the best we can with systems thinking, notice the effects on the systems of any interventions we make and adjust our behaviour accordingly' . Ref ECMH 1C2.3

27 CP0204 - Change management Practice

A

LL2 - Test understanding of the four factors which influence severity of change impact.

- a) Correct. The environment includes 'what else is going on'. Ref ECMH 6A2
- b) Incorrect. The change ability of the organization asks how well the organization is set up to manage this particular change. Ref ECMH 6A2
- c) Incorrect. The history of change of the organization asks how well the organization has previously managed change. Ref ECMH 6A2
- d) Incorrect. The individual's response to change is influenced by five factors. One of these is the nature of the change, which looks at the scale of the change and whether it is part of a series of changes but not the overall business activity. Ref ECMH 1B6.1

28 CS0204 - Communications and Stakeholder engagement

A

LL2 - To understand the purpose and value of determining appropriate levels of involvement with stakeholders using mapping in two dimensions.

- a) Correct. A powerful stakeholder in 'Influential Observers' needs to move to 'Key Players'. Ref ECMH 4B11
- b) Incorrect. A powerful stakeholder in 'Influential Observers' needs to move to 'Key Players'. Ref ECMH 4B11
- c) Incorrect. A powerful stakeholder in 'Influential Observers' needs to move to 'Key Players'. Ref ECMH 4B11
- d) Incorrect. A powerful stakeholder in 'Influential Observers' needs to move to 'Key Players'. Ref ECMH 4B11

29 CI0205 - Change and the Individual

A

LL2 - Test understanding of Herzberg's hygiene factors and motivators

- a) Correct. This directly addresses 'Achievement' and 'Recognition' as motivators. Ref ECMH 1B3.4
- b) Incorrect. This might provide good 'Supervision', a hygiene factor, but it is contrary to giving greater responsibility, a motivator. Ref ECMH 1B3.4
- c) Incorrect. Salary and pay are hygiene factors. Ref ECMH 1B3.4
- d) Incorrect. Administration is a hygiene factor. Ref ECMH 1B3.4

30 CO0205.1 - Change and the Organization

C

LL2. Test understanding of the key activities that make a change Sponsor effective.

- a) Incorrect. Both 1 and 2 are true. Statement 1 is activity 10: 'ensuring ongoing alignment of the ...initiative with other organizational initiatives...' Statement 2 is activity 1: 'maintaining...a clear...vision for the change, showing how it links to the organization's strategy.' Ref ECMH 1D2
- b) Incorrect. Both 1 and 2 are true. Statement 1 is activity 10: 'ensuring ongoing alignment of the ...initiative with other organizational initiatives...' Statement 2 is activity 1: 'maintaining...a clear...vision for the change, showing how it links to the organization's strategy.' Ref ECMH 1D2
- c) Correct. 'Ensuring the ongoing alignment of the particular initiative with other organizational initiatives', and 'maintaining and articulating a clear and attractive vision for the change, showing how it links to the organization's strategy' are two of the ten key activities that make a change Sponsor effective. Ref ECMH 1D2
- d) Incorrect. Both 1 and 2 are true. Statement 1 is activity 10: 'ensuring ongoing alignment of the ...initiative with other organizational initiatives...' Statement 2 is activity 1: 'maintaining...a clear...vision for the change, showing how it links to the organization's strategy.' Ref ECMH 1D2

31 CP0205 - Change management Practice

C

LL2. Test understanding of the considerations when planning the size of the change agent network.

- a) Incorrect. Both 1 and 2 are true. The amount of training that will be required and where the stakeholders are located are considerations when planning the size of the change agent network. Ref ECMH 7A4.2
- b) Incorrect. Both 1 and 2 are true. The amount of training that will be required and where the stakeholders are located are considerations when planning the size of the change agent network. Ref ECMH 7A4.2
- c) Correct. Both the amount of training that will be required and where the stakeholders are located are considerations when planning the size of the change agent network. Ref ECMH 7A4.2
- d) Incorrect. Both 1 and 2 are true. The amount of training that will be required and where the stakeholders are located are considerations when planning the size of the change agent network. Ref ECMH 7A4.2

32 CS0205 - Communications and Stakeholder engagement

A

LL2 - To test understanding of cognitive biases and their effects in the change process.

- a) Correct. This is a description of 'status quo bias', which is 'a preference for people to keep things the way they are and avoid change'. Ref ECMH 5A2 and Table 5.1
- b) Incorrect. This is a description of 'confirmation bias'. 'Status quo bias' is 'a preference for people to keep things the way they are and avoid change'. Ref ECMH 5A2 and Table 5.1
- c) Incorrect. This is a description of 'availability bias'. 'Status quo bias' is 'a preference for people to keep things the way they are and avoid change'. Ref ECMH 5A2 and Table 5.1
- d) Incorrect. This is a description of the 'bandwagon effect'. 'Status quo bias' is 'a preference for people to keep things the way they are and avoid change'. Ref ECMH 5A2 and Table 5.1

33 CI0206.2 - Change and the Individual

B

LL2 - Test understanding of Carl Roger's theories on how to encourage personal growth

- a) Incorrect. Congruence recommends that people 'experience integrity' and that you should be aware of your own thoughts and feelings. Ref ECMH 1B3.7
- b) Correct. 'Communicating by word or action that one understands [another person's] thoughts and feelings'. Ref ECMH 1B3.7
- c) Incorrect. This is the opposite of what is recommended in 'Unconditional positive regard'. Ref ECMH 1B3.7
- d) Incorrect. 'Empathy' is recommended but it is about understanding – not matching a state of mind. Ref ECMH 1B3.7

34 CO0206 - Change and the Organization

C

LL2. To test understanding of the approach to understanding culture suggested by Schein.

- a) Incorrect. Issuing a management statement on culture does not involve collaboration with people in the organization. Identifying the strands of organizational culture 'requires careful collaboration between those inside the organization, well embedded in its culture, and someone external who can see the assumptions 'insiders' are making – supported by a thoughtful process.' Ref ECMH 1E1.2
- b) Incorrect. Just adopting a cultural solution or 'template' used elsewhere will not address the specific needs of the organization. Identifying the strands of organizational culture 'requires careful collaboration between those inside the organization, well embedded in its culture, and someone external who can see the assumptions 'insiders' are making – supported by a thoughtful process.' Ref ECMH 1E1.2
- c) Correct. Identifying the strands of organizational culture 'requires careful collaboration between those inside the organization, well embedded in its culture, and someone external who can see the assumptions 'insiders' are making – supported by a thoughtful process.' Ref ECMH 1E1.2
- d) Incorrect. The HR Department issuing a statement on culture for management to agree does not involve collaboration with people in the organization. Identifying the strands of organizational culture 'requires careful collaboration between those inside the organization, well embedded in its culture, and someone external who can see the assumptions 'insiders' are making – supported by a thoughtful process.' Ref ECMH 1E1.2

35 CP0206 - Change management Practice

A

LL2. Test understanding of the pros and cons of internal versus external recruitment to the change team.

- a) Correct. This is a Con (i.e. disadvantage) for an internal recruit: 'You may not get 100% of people's time – they may have to keep their day job 'ticking over' as well as working on the change initiative.' Ref ECMH 7B2.4, Table 7.4
- b) Incorrect. This is a Pro (i.e. advantage) for an internal recruit: 'Applicants will already be familiar with the organization...' so would be expected to be productive quickly.' Ref ECMH 7B2.4, Table 7.4
- c) Incorrect. This is a Pro (i.e. advantage) for an internal recruit: 'Applicants will already be familiar with the organization...' so would be expected to understand the culture.' Ref ECMH 7B2.4, Table 7.4
- d) Incorrect. Not a disadvantage. This is a Pro (i.e. advantage) of an internal recruit: 'Applicants will already be familiar with the organization's culture and processes.' Ref ECMH 7B2.4, Table 7.4

36 CS0206 - Communications and Stakeholder engagement

B

LL2. To test understanding of the AIDA model and its role in communication to achieve engagement.

- a) Incorrect. This is most applicable in the 'Desire' step as the message is letting them know where they can find more information. Ref ECMH 5A6
- b) Correct. This statement is most applicable in the 'Attention' step. It helps to create a sense of urgency; giving people information about the change and what they can expect. Ref ECMH 5A6
- c) Incorrect. This is most applicable in the 'Interest' step. It is about explaining the benefits of the change and how it will help them. Ref ECMH 5A6
- d) Incorrect. This is most applicable in the 'Action' step as the focus is on how they can become actively engaged in the change process. Ref ECMH 5A6

37 CI0207 - Change and the Individual

C

LL2 - Test understanding of how MBTI® preferences affect behaviour.

- a) Incorrect. Sensing people focus on 'definite, detailed facts'. Ref ECMH 1B4.1 Table 1.3
- b) Incorrect. The Judging/ Perceiving pair is about preferences for rigid plans versus ad hoc approaches. Perceivers prefer an ad hoc approach. Ref ECMH 1B4.1
- c) Correct. It is recommended to ensure 'the big picture, the vision for the change is clear (meeting the needs of those with an iNtuitive preference)'. Ref ECMH 1B4.1
- d) Incorrect. The Extravert / Introvert pair is about how people like to gain energy. Extraverts gain energy from the external world. Ref ECMH 1B4.1

38 CO0207 - Change and the Organization

A

LL2. Test understanding of Burnes' two main archetypes for organization change.

- a) Correct. This is 'Swift and sudden' change – 'Any change which is necessary for the organization's survival...' Ref ECMH 1F2, first Bullet
- b) Incorrect. This is 'Developmental and deliberate- an extended period of patient work to build the organization's culture and capability.' Ref ECMH 1F2, second Bullet
- c) Incorrect. This is 'Developmental and deliberate- an extended period of patient work to build the organization's culture and capability.' Ref ECMH 1F2, second Bullet
- d) Incorrect. This is 'Developmental and deliberate - an extended period of patient work to build the organization's culture and capability.' Ref ECMH 1F2, second Bullet

39 CP0207 - Change management Practice

A

LL2. Test recall of Glaser and Glaser's five elements of team effectiveness.

- a) Correct. This is 'Team interpersonal relationships': '...the change manager will encourage team members to actively engage and support each other.' Ref ECMH 12B2
- b) Incorrect. This is 'Team operating processes': 'The team will need to have certain enabling processes in place for people to carry out their work efficiently together.' Ref ECMH 12B2
- c) Incorrect. This is 'Inter-team relations': '...the change manager will encourage the team to develop relationships and communicate with other teams.' Ref ECMH 12B2
- d) Incorrect. This is 'Team mission, planning and goal setting': '...gain clarity around the reason for change, the vision...the team can remain focused on delivering outcomes.' Ref ECMH 12B2

40 CS0207 - Communications and Stakeholder engagement

C

LL2. To test understanding of the six factors that help with maintaining a people-focused approach to communication and encouraging engagement.

- a) Incorrect. This will ensure that every staff member gets information about the wider context of a change, but 'presentations announcing a change' cannot address how any change relates to people at individual level. Ref ECMH 5B2.3
- b) Incorrect. This is better than standardized mass communication and reflects ECMH 5B2.2 'target audiences'. However it cannot be the **BEST** action because it does not address the needs of individuals within those groups with answers to questions like 'How will the change impact me?'. Ref ECMH 5B2.3
- c) Correct. This will help individuals to understand 'how any change relates to them at an individual level' and what it means for their 'role and position in the organization'. Ref ECMH 5B2.3
- d) Incorrect. This is an action which will encourage engagement - or at least not discourage it (ECMH 5B2.1) but does nothing to meet individual needs. Ref ECMH 5B2.3

41 CI0208.1 - Change and the Individual

B

LL2. To understand the role and limitations of simple reinforcement (reward and punishment) in learning and change

- a) Incorrect. Attention from a valued colleague or the boss through feedback is commonly seen as a workplace 'reward'. Ref ECMH 9A1.1
- b) Correct. Embarrassment from making a mistake is a workplace 'punishment'. Ref ECMH 9A1.1
- c) Incorrect. Acknowledgement of contributions made is a workplace 'reward'. Ref ECMH 9A1.1
- d) Incorrect. Unless it is a promotion, which is seen as a 'reward', a change of role is in itself neither a 'punishment' nor 'reward'. Whilst it is true that a 'sideways move' can sometimes be seen as a 'punishment' (negative reward) this is much more ambiguous than the public embarrassment described in option B. Ref ECMH 9A1.1

42 CO0208 - Change and the Organization

C

LL2. Test understanding of the guidelines for effective leadership in emergent change situations.

- a) Incorrect. One of the stated guidelines for effective leadership is: 'As far as possible, get the leadership community speaking with one voice about the desired outcomes.' Ref ECMH 1F3.4
- b) Incorrect. One of the stated guidelines for effective leadership is: 'Remain open to new information that may lead to redefinition of the desired direction.' Ref ECMH 1F3.4
- c) Correct. '[leaders] ..can be sure that their own actions model consistently the new expected behaviours.' Ref ECMH 1F3.4
- d) Incorrect. One of the stated guidelines for effective leadership is: '..challenging existing paradigms and supporting new ones.' Ref ECMH 1F3.4

43 CP0208.2 - Change management Practice

B

LL2. Test understanding of Kanter's ten common causes of resistance during change initiatives.

- a) Incorrect. 'This is 'Excessive uncertainty during the change: create a sense of safety with certainty of process, clear simple steps and timetables.' Ref ECMH 7C2, Table 7.5
- b) Correct. This is 'Change is more work: allow some people to focus exclusively on the change.' Ref ECMH 7C2, Table 7.5
- c) Incorrect. This is 'Too many differences at one: minimize the number of unrelated differences; where possible keep things familiar; avoid change for change's sake.' Ref ECMH 7C2, Table 7.5
- d) Incorrect. This is 'Change is sprung on people as a surprise where the action is 'keep people informed of what is happening.' Ref ECMH 7C2, Table 7.5

44 CS0208 - Communications and Stakeholder engagement

B

LL2. To test understanding of the principles of maintaining a people-focused approach to communication and overcoming barriers.

- a) Incorrect. (1) is false. The actions and behaviours of those leading change have a bigger impact on people's level of engagement, than any formal presentation. Ref ECMH 5B5.1
- b) Correct. (2) is true. Stories engage people's hearts and minds. They work best when there is room left for people to make their own meaning in order to connect with it. Ref ECMH 5B5.3
- c) Incorrect. Only (2) is true. The actions and behaviours of those leading change have a bigger impact on people's level of engagement, than any formal presentation. Ref ECMH 5B5.1
- d) Incorrect. Only (2) is true. Stories engage people's hearts and minds. They work best when there is room left for people to make their own meaning in order to connect with it. Ref ECMH 5B5.3

45 CI0209 - Change and the Individual

D

LL2 - To understand Honey and Mumford's learning styles related to Kolb's learning cycle

- a) Incorrect. A 'pragmatist' likes to test and apply ideas and theories so just supplying posters and diagrams will not in itself help that learning style. Ref ECMH 9A3.1 Table 9.2
- b) Incorrect. 'Theorists' favour courses and seminars. Ref ECMH 9A3.1 Table 9.2
- c) Incorrect. 'Theorists' and 'reflectors' favour reading and note-taking. Ref ECMH 9A3.1 Table 9.2
- d) Correct. 'Pragmatists' favour applying tools and models to practice situations. Ref ECMH 9A3.1 Table 9.2

46 CO0209 - Change and the Organization

C

LL2. To test understanding of the pitfalls to be avoided when writing a vision statement.

- a) Incorrect. Not a pitfall but one of the [desired] characteristics identified when [meeting the challenge of] writing a vision statement. Ref ECMH 2C2.2
- b) Incorrect. Not a pitfall but suggested as a helpful pre-cursor to writing a vision statement – ‘consider working on the target operating model or blueprint...before defining the vision statement’. Ref ECMH 2C2.2
- c) Correct. This is one of the identified pitfalls for vision statement: ‘Management waffle – a few sentences that are vague enough so that key stakeholders can agree, but have little relevance to what needs to happen...’ Ref ECMH 2C2.2 Pitfall 3
- d) Incorrect. Not a pitfall but ‘don’t be scared to make a few strong statements that stand alone.’ ‘This is often easier than crafting a page of words.’ Ref ECMH 2C2.2

47 CP0209 - Change management Practice

D

LL2. Test understanding of common considerations for building a strategy to manage resistance and supporting managers and supervisors

- a) Incorrect. ‘Middle management ...have to deal with resistance...whilst maintaining performance standards.’ Ref ECMH 7C6
- b) Incorrect. ‘It is important that [managers] are able to answer questions from their staff about change...’ Ref ECMH 7C6
- c) Incorrect. ‘...it is important to understand that managers and supervisors may need support to buy into and back your change.’ Ref ECMH 7C6
- d) Correct. ‘Middle management can be a stressful position...they...have to deal with resistance...whilst maintaining performance standards.’ Ref ECMH 7C6

48 CS0209 - Communications and Stakeholder engagement

B

LL2. To test understanding of the range of methods and channels which can foster collaboration in change, and the strengths and weaknesses of each.

- a) Incorrect. The idea is not to run presentations, but to encourage everyone’s contributions, to share collective discoveries and insights. Ref ECMH 10E5.1
- b) Correct. An important principle for World Café is to create a hospitable space. Ref ECMH 10E5.1
- c) Incorrect. Open Space technology events start with the participants in a circle (ECMH 10E5.2). World café events have a café style set up and hospitable feel to them. Ref ECMH 10E5.1
- d) Incorrect. The hospitable environment in World Café events help people explore the questions that matter and share different perspectives. The sessions are not run based on a detailed agenda. Ref ECMH 10E5.1

49 CP0210 - Change management Practice

D

LL2. Test understanding of the four strategies for building and sustaining momentum during the planning and implementation stages of a change initiative.

- a) Incorrect. This is Strategy 1 which is concerned with the frequency of communications. It is Strategy 4 that 'Task[s] managers with the responsibility for delivery: build successful implementation for their areas into their targets, objectives or reporting.' Ref ECMH 7C7
- b) Incorrect. This is Strategy 2 which is concerned with e.g. piloting before rolling out to all users. It is Strategy 4 that 'Task[s] managers with the responsibility for delivery: build successful implementation for their areas into their targets, objectives or reporting.' Ref ECMH 7C7
- c) Incorrect. This is Strategy 3 which is concerned with keeping people focused on change. It is Strategy 4 that 'Task[s] managers with the responsibility for delivery: build successful implementation for their areas into their targets, objectives or reporting.' Ref ECMH 7C7
- d) Correct. Strategy 4: 'Task managers with the responsibility for delivery: build successful implementation for their areas into their targets, objectives or reporting.' Ref ECMH 7C7

50 CS0210 - Communications and Stakeholder engagement

A

LL2. To understand the purpose of communication planning.

- a) Correct. Communication planning finds ways to evaluate and gather feedback to check whether communication has been effective. This will identify how people perceive the impact of change. Ref ECMH 5D Introduction.
- b) Incorrect. Communication planning efforts are for getting the information about change to people in a timely way and engage them in the process. They do not cover how those managing are reporting project progress. Ref ECMH 5D Introduction.
- c) Incorrect. Communication planning efforts are for getting the information about change to people in a timely way and engage them in the process. They do not include addressing operational process issues. Ref ECMH 5D Introduction.
- d) Incorrect. Communication planning efforts are for getting the information about change to people in a timely way, engage them in the process and monitor if the messages are being understood. They do not track or measure the expected benefits. Ref ECMH 5D Introduction.

