



## **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:*** .....

© The APM Group Ltd 2015

This paper remains the property of The APM Group (APMG). This document is not to be re-produced or re-sold without express permission from The APM Group Ltd.

Change Management™ is a trade mark of the APM Group Limited  
Change Management™ and Swirl Device logo is a trade mark of the APM Group Limited  
Change Management 2015-ExamPaper-3-GBCMFSample2-150306SamplePaper2

- 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

# Change Management Foundation Examination

**Week ending :**

**For Exam Paper :** GBCMFSample2-150306SamplePaper2

Q	Ans	Syllabus Topic	Section	Q	Ans	Syllabus Topic	Section	Q	Ans	Syllabus Topic	Section
1	C	CI0101.2	ECMH 1B3.4	31	C	CP0205	ECMH 7A4.2				
2	C	CO0101.2	ECMH 1C2.2	32	A	CS0205	ECMH5A2 and Table 5.1				
3	C	CP0101	ECMH 7A3.1	33	B	CI0206.2	ECMH 1B3.7				
4	B	CS0101.2	ECMH 4 Introduction	34	C	CO0206	ECMH 1E1.2				
5	A	CI0102	ECMH 1B4.1	35	A	CP0206	ECMH 7B2.4, Table 7.4				
6	C	CO0102	ECMH 1D1, Table 1.6	36	B	CS0206	ECMH 5A6				
7	B	CP0102	ECMH 7B3	37	C	CI0207	ECMH 1B4.1				
8	C	CS0102.2	ECMH 4B11	38	A	CO0207	ECMH 1F2				
9	C	CI0103.3	ECMH9A4.1	39	A	CP0207	ECMH 12B2				
10	B	CO0103	ECMH 2B2.2	40	C	CS0207	ECMH 5B2				
11	D	CP0103	ECMH 12B1	41	B	CI0208.1	ECMH 9A1.1				
12	A	CS0103	ECMH 5C Introduction	42	C	CO0208	ECMH 1F3.4				
13	C	CI0201	ECMH 1B1	43	B	CP0208.2	ECMH 7C2 Table 7.5				
14	D	CO0201.3	ECMH 1C1, Table 1.4	44	B	CS0208	ECMH 5B5				
15	C	CP0201.2	ECMH 6A1.1	45	D	CI0209	ECMH 9A3.1				
16	C	CS0201	ECMH4A1	46	C	CO0209	ECMH 2C2.2				
17	D	CI0202.2	ECMH 1B2.1	47	D	CP0209	ECMH 7C6				
18	D	CO0202.2	ECMH 1C1, Table 1.4	48	B	CS0209	ECMH 10E5				
19	A	CP0202	ECMH6A1.2	49	D	CP0210	ECMH 7C7				
20	D	CS0202	ECMH4A2	50	A	CS0210	ECMH 5D Introduction				
21	B	CI0203.2	ECMH 1B2.3								
22	B	CO0203	ECMH 1C4.2								
23	B	CP0203	ECMH 6A1.4								
24	A	CS0203	ECMH4B9								
25	C	CI0204	ECMH1B3.1								
26	B	CO0204	ECMH 1C2.3								
27	A	CP0204	ECMH 6A2								
28	A	CS0204	ECMH 4B11								
29	A	CI0205	ECMH1B3.4								
30	C	CO0205.1	ECMH 1D2								





# The Foundation Examination

## *Rationale*

© The APM Group Ltd 2015

This paper remains the property of The APM Group (APMG). This document is not to be re-produced or re-sold without express permission from The APM Group Ltd.

Change Management™ is a trade mark of the APM Group Limited  
Change Management™ and Swirl Device logo is a trade mark of the APM Group Limited  
Change Management-Rationale-3-GBCMFSample2-150306SamplePaper2

## 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.