



The Practitioner Examination

CX03

Scenario Booklet

This is a 2.5 hour objective test. This booklet contains the Change Management Scenario upon which this examination paper is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the four questions is worth 20 marks, giving a maximum of 80 marks in the paper. The pass mark is 50% (40 marks). Within each question the syllabus area to which the question refers is clearly stated.

The examination is to be taken with the support of the course text *The Effective Change Manager's Handbook* and the APMG '*Candidates' Guide to The Effective Change Manager's Handbook*'. Therefore the **only** material which may be used in the examination is:

- the *Question Booklet*
- the *Scenario Booklet*
- the *Answer Booklet*
- *The Effective Change Manager's Handbook* and
- the *Candidates' Guide to The Effective Change Manager's Handbook*

Candidate Number:

This is a blank page

Change Scenario

The companies and people within the scenario are fictional.

Hospice Aged Care Services Company (HACSCO)

Background

Hospice Aged Care Services Company (HACSCO) was originally created as a charity to look after the aged and infirm who no longer had relatives to care for them. Over the years, the organization has grown and it is now a significant service provider in the aged care industry. This industry has grown significantly in recent years.

HACSCO now manages some 30 aged care centres across the country and also has a head office in the south of the country with another administration centre in the north of the country. There are nearly 2,000 full time staff and about 2,000 part time and casual staff.

In the past, the staff at HACSCO were mainly unpaid volunteers, but now all of the staff are paid. However, the 'volunteer charity' culture is still strong. Processes and management approaches vary widely across the organization.

HACSCO is managed by a Directors Committee, headed by a Chief Executive Officer (CEO). The CEO reports to a Board of Trustees and is supported by a Directors Committee (see organization chart).

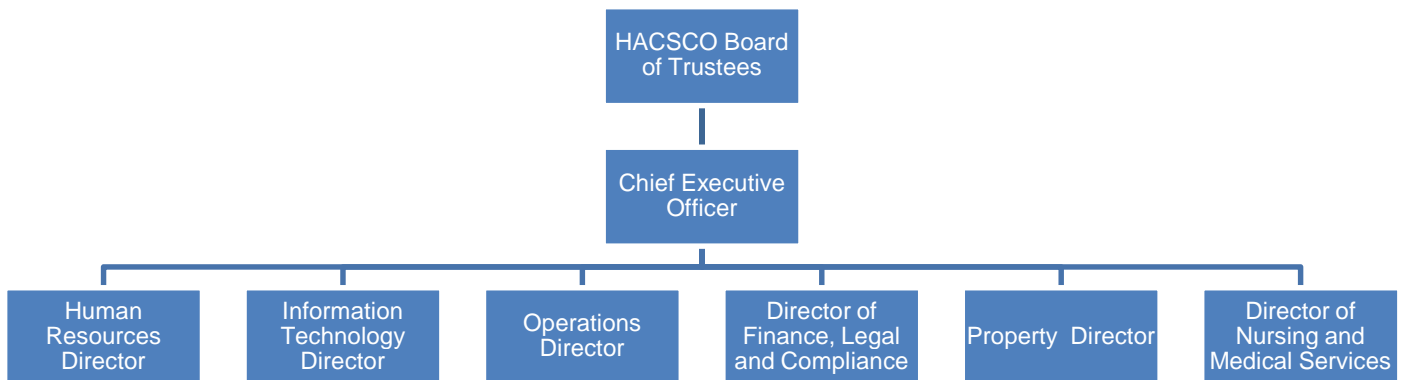
Recently, the Directors Committee submitted a report to the Board of Trustees comparing HACSCO to other service providers in the aged care industry. The report concludes that HACSCO is very inefficient and appears to be wasting resources. The Board has agreed that HACSCO must be modernized and made efficient.

Charity funds are collected by a separate organization. To ensure that these funds are used effectively, it has been decided to move to an open competitive process, where HACSCO will be in direct competition for these funds with other service providers. In the future, HACSCO will need to bid against competing aged care service providers for the charity funds in an open tender process. HACSCO has three years to prepare for this.

Project Scenario continues on next page.

Scenario continued.

Organization Chart



Current Situation

The Directors Committee realize that the organization will need to be thoroughly transformed. All their processes and practices will need to be reviewed and updated. However, they have little experience of implementing change in a managed and consistent method. Previous changes have often been poorly executed.

A new CEO has been recruited from a modern and fast growing company that provides aged care on a commercial basis. This is taken as a signal that HACSCO intend to make serious changes. The new CEO has been asked to reduce costs and improve operational efficiencies. The new CEO, with the help of a strategic consultant, has created a vision and a programme with four initial projects described below.

These changes are not universally popular. HACSCO has a long history with many achievements. Many long-serving staff are against the changes, arguing that the care of the elderly should not be just about cost. However, recently employed staff have come from more commercial operations.

Some Directors are also hostile to the changes. This is causing tension and conflict between the Directors. Many Directors are vague and lacking in credibility when they discuss the changes with their staff.

Rumours about the changes are spreading, morale is very low, and there is talk of industrial action by the staff association.

Announcements about the change programme are expected soon.

The HACSCO Vision

'We will provide competitive and cost effective aged care services whilst respecting the needs and desires of the people we care for and their families. At all levels, our staff will operate professionally and in a caring manner. We will comply with and, where possible, exceed the minimum standards set by government regulations.'

Scenario continues on next page.

Scenario continued.

The Change Programme

There are four key projects:

1. **Cultural Change Project** - HACSCO will move towards a culture of best practice, cooperation and service orientation.
2. **Process and Systems Review** – All processes will be reviewed and compared to best practice. Information technology will be used to streamline practices and reduce inefficiencies, improve outcomes, and create flexibility.
3. **Property and Office Review** – Offices and care centres will be reviewed with the likely outcome that several will be merged and that the Head Office will move to another, and less expensive, part of the country. At least 300 staff, and maybe more, will need to be relocated.
4. **Management Structure and Performance Review** – The current organization structure will be reviewed with the aim of breaking down the old silos (i.e. vertically managed functions), increasing cooperation and creating a more service focused organization. A new performance-related pay system will also be developed.

The Directors Committee has agreed that the Change Programme will require a well managed and best practice approach. However, there is a very poor understanding of formal change methods and the poor history of change in the organization could present problems. The CEO knows that selecting the right team for this and ensuring they manage the change effectively will be a major factor for a successful programme.

As a first step the CEO has appointed an experienced Change Manager to manage the change programme.

Additional information for Question 2E only

Extracts from a briefing note from the HACSCO CEO to the Board of Trustees on progress with the change programme

Progress Report Items

1. The Property and Office Review is progressing well:
 - a new Head Office building has been acquired
 - the Directors Committee has reached agreement on the layout of the management floor
 - this includes the space to be allocated for Directors and senior managers' offices and meeting rooms, as well as meeting the standards for office furniture and fittings
 - the accommodation standards for other Head Office staff will follow.
2. To promote cultural change, the Directors Committee has asked HR to write a new section of the HACSCO Staff Handbook, setting out the expected behaviours and attitudes of customer-facing staff when dealing with aged residents and their families.
3. An external consultant has been commissioned to conduct an in-depth 'cultural review' to define the required new behaviours and attitudes for HACSCO staff. The consultant has extensive experience of other organizations and will report, with recommendations, within six weeks.
4. To promote cultural change, the Directors Committee has agreed that functional managers in Head Office functions and care centre managers will be briefed to hold informal staff meetings away from the normal working environment to encourage people to develop closer relationships and share experiences.

Additional information for Question 4E only

Extract from a report on 'change adoption' by the Change Manager.

(All entries are **true statements** but may not be recorded under the correct heading).

Emotional levers - strategies and approaches for exerting pressure on people to change

Entry 1: Create peer groups of committed, energetic people who support the changes to act as 'champions' for the change and to enthuse those yet to adopt the change.

Entry 2: The new 'customer-focused' approach we want people to adopt will be reflected in the appointment of a Customer Manager, to lead the new 'Customer First Team'.

Procedural levers - strategies and approaches for change adoption based on adoption of new processes

Entry 3: Ensure that care centre staff complete the new 'Resident Journals' (a personal record of activities, treatments and interventions for each resident) by linking it to daily staff time recording (part of the new performance management system).

Entry 4: Managers and staff who make a special effort to make the changes work will be specially commended.

Structural levers – use of strategies and approaches based on restructuring of the organization

Entry 5: The old tendency to work in 'silos' (i.e. vertically managed functions) will be reduced by ensuring all Head Office managers and staff contribute to cross-functional projects.

Entry 6: Formal performance management over the care centres will be managed from Head Office but these controls will gradually be delegated to those centres who have successfully embraced the changes.

This is a blank page



The Practitioner Examination

CX03

Question Booklet

Candidate Number:

This is a blank page

Syllabus areas covered:

Question 1 - Change and the Individual

Question 2 - Change and the Organization

Question 3 - Communications and Stakeholder Engagement

Question 4 - Change Management Practice

Question Number 1

Syllabus Area Change and the Individual

Syllabus Area	Question Number	Part	Marks
Change and the Individual	1	A	4

Answer the following questions about training planning and defining what is to be learned.

1	When defining what is to be learned, which elements should be included in learning objectives relevant to the work a person is asked to do?
A	A detailed timetable for conducting performance reviews.
B	The job description of the person who will do the work.
C	The knowledge, skills and attitudes needed to do the work.
D	The availability of the learner so that training can be scheduled.
2	When defining what is to be learned, which statement describes the way outcome measures or indicators should be applied?
A	They should reflect how an individual has learned the new skills.
B	They should be used to adapt the way the job is undertaken.
C	They should measure the effectiveness of the trainer.
D	They should relate to the way the job will actually be done.
3	Which words are MOST likely to begin a good learning objective?
A	Full attendance at the training course will demonstrate...
B	When the training is completed, participants will be able to...
C	Enthusiastic participation in the training will enable the learner to...
D	The abilities of the learner will limit the scope of what is to be learned...
4	When defining what is to be learned, which statement BEST explains why supervisors of a work activity should approve a list of learning objectives?
A	The learning objectives should fully match the competence required for the job.
B	They are responsible for producing the required learning objectives.
C	So that a job vacancy advertisement can be written.
D	They are required to report on the work activity's progress to their manager.

Syllabus Area	Question Number	Part	Marks
Change and the Individual	1	B	6

Answer the following questions about starting with 'Endings' and how the HACSCO Change Programme should apply Bridges' advice to managers and leaders on the three phases of personal transition that have to be completed for change to be successful.

Remember to select 2 answers to each question.

1	Which 2 announcements at a forthcoming Directors Committee presentation to staff would be MOST appropriate during the 'Endings' phase?
A	'The new competitive HACSCO will provide quality services that will be attractive to new customers.'
B	'We will continue to provide the same service that has earned the gratitude of residents and their relatives.'
C	'Many work practices will change but our business is still looking after the aged in a caring, professional manner.'
D	'Staff who feel a sense of loss should take their problems to the staff counsellors and not burden their colleagues.'
E	'The road ahead will be challenging so it will be important to communicate any quick wins.'
2	Which 2 actions by HACSCO Directors follow the advice offered by Bridges to managers and leaders on how to help people through the 'Endings' phase?
A	Explain that as HACSCO will have to bid for its funding in future, major changes are needed to financial and procurement procedures.
B	Establish interim communications networks and encourage feedback from the care centres on the effect of the changes.
C	Publicise what is being achieved at key points during the relocation of staff and organizational changes.
D	Offer helpful metaphors that help people to understand the change 'journey' and the opportunities to improve care services.
E	Confirm that all existing Head Office functions and teams will be retained and co-located in the new office.
3	Which 2 management actions are aligned with Bridges' ideas to help manage the journey people experience when going through the 'Neutral zone'?
A	Publicly praise the nursing team who tried a new flexible visiting hours process, even though it failed.
B	Hold a staff function to honour and thank everyone who has been with HACSCO for more than 10 years.
C	Set up a series of cross-departmental forums to encourage open discussion and problem-solving.
D	Avoid using short-term fixes for immediate problems.
E	Issue a detailed model showing the excellent new capabilities that HACSCO will have after the changes.

Question continues on next page

4	<p>Which 2 actions are aligned with Bridges' ideas on encouraging commitment to change and supporting people to make a 'New beginning'?</p> <p>A Create a staff 'resettlement' programme to help HACSCO staff find new positions elsewhere.</p> <p>B Mark the new beginning by producing a video describing the history and achievements of HACSCO.</p> <p>C The end of the personal process of transition for staff will be aligned to the completion date of the Cultural Change Project.</p> <p>D Publish early findings indicating how the new processes have reduced HACSCO's inefficiencies.</p> <p>E Ask the Property and Office Review Project to publicise any early major savings they are able to make.</p>
5	<p>Which 2 statements will encourage care centre managers and staff to commit to a 'New beginning', with a modernized and efficient HACSCO?</p> <p>A Opportunities will be given to care centre staff to celebrate and preserve their past achievements.</p> <p>B Our vision will be achieved when we see our care centre residents enjoying an enriched experience as a result of the improved services.</p> <p>C Care centre staff will have an opportunity to influence and shape how local care services will be provided in future.</p> <p>D Encouragement and support will be given to care centre staff to be creative and make temporary short-term changes.</p> <p>E Modernization of HACSCOs structure, processes and systems is vital to secure HACSCO's future.</p>
6	<p>Which 2 actions are aligned with Bridges' three phases that have to be completed for personal transition to be successful?</p> <p>A Make it clear that the transition is a delicate time and it is not the time to try new things without exhaustive analysis.</p> <p>B Place the highest priority on minimizing any disruption to everyday HACSCO operations and services while the changes are taking place.</p> <p>C Explain to staff that the reason Head Office is being relocated is driven by the need to modernize.</p> <p>D Ask each of the four key projects to work with their teams to find opportunities for early wins and publish the success stories.</p> <p>E Explain that many of the problems and bad practices were caused by the previous CEO.</p>

Syllabus Area	Question Number	Part	Marks
Change and the Individual	1	C	6

Answer the following question about why people embrace or resist change.

Column 1 is a list of actions taken by the HACSCO Directors Committee. Column 2 is a list of Maslow's 'hierarchy' of 'basic needs'. For each action in Column 1, select from Column 2 the needs of individual staff that will be **MOST** strongly impacted by the management action. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The Directors Committee has approved the request from change managers for a social event to be held.	A Physiological or Safety needs
2	The care assistant who was responsible for implementing a significant change at a care home has been publicly commended.	B Love needs
3	A manager with a strong talent and passion for relationship management has been given the job of 'Family Liaison Manager' for the whole of HACSCO.	C Esteem needs
4	The new CEO has announced that a number of 'back office' functions will be reduced and there will be redundancies.	D The need for selfactualization
5	The Change Manager has decided to introduce an 'employee of the month' award, the recipient to be chosen by colleagues.	
6	An interim finding made during the Property and Office Review is that more care centres than expected will be merged instead of closed.	

Syllabus Area	Question Number	Part	Marks
Change and the Individual	1	D	4

Representatives from care centres have been invited to a training workshop to learn how to work together more effectively. When planning the training workshop, the HACSCO Training Manager consulted with the Change Manager on the best approach to adopt, especially as it was recognized that the participants were likely to have different learning styles and preferences.

Answer the following question about how the Training Manager could use Honey and Mumford's ideas about the learning process and learning styles (which build on Kolb's 'learning cycle') to structure the training workshop.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	Staff with a preference for 'concrete experience' should benefit from a care centre role play exercise to try out what they have been taught.	BECAUSE	Activists enjoy attending training events and conferences where they can learn about the new business model to be applied.
2	Pragmatists would NOT benefit from having access to an experienced care professional during the workshop.	BECAUSE	A period of study and careful evaluation of options is particularly helpful for someone with a preference for 'practical experimentation'.
3	Commissioning a short film to demonstrate how to assess a resident's specific needs should help 'reflectors' in the group learn.	BECAUSE	Seeing how other people deal with a situation allows a 'reflector' to learn from what happened and form their own views.
4	All participants, whatever their learning preference, will enjoy attending a lively creative session, to explore new ideas about caring for residents.	BECAUSE	Learners with a strong preference for trying out new possibilities and innovative approaches enjoy active working with others.

Question Number 2

Syllabus Area Change and the Organization

Syllabus Area	Question Number	Part	Marks
Change and the Organization	2	A	2

Answer the following questions about the strategic context for change and implementing strategy and change through portfolios, programmes and projects.

1	<p>Which is the BEST reason why a programme approach should be adopted to manage multiple projects included in a change?</p> <p>A When the timescales for the changes are NOT defined and will be implemented according to corporate priorities.</p> <p>B Where the focus for the changes is on delivery of multiple specified end-products within a short timescale.</p> <p>C When changes are interrelated and focus is on achievement of a desired 'future state'.</p> <p>D Where the primary focus for each individual project is on achievement of timely delivery.</p>
2	<p>Which statement describes a 'portfolio' approach to managing change in an organization?</p> <p>A Time-limited and focused on delivery of outputs that match a given specification.</p> <p>B Open-ended, with a focus on delivery of business strategy through the ongoing management of new and existing change initiatives.</p> <p>C Vision-led, where the focus is on co-ordinating interrelated projects that deliver business change and benefits.</p> <p>D Development of a defined requirement that is separate from normal 'day-to-day' tasks.</p>

Syllabus Area	Question Number	Part	Marks
Change and the Organization	2	B	6

Answer the following question about the images/metaphors that affect how we think about organizations.

Column 1 lists statements about the approach to be adopted by HACSCO for the projects in the change programme. For each statement in Column 1, select from Column 2 the relevant organizational metaphor.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The Process and Systems Review intends to use a planned approach, with staff taught the new procedures.	A None of the metaphors applies
2	The Cultural Change Project has experimented with several small initiatives, aiming to encourage behaviour change.	B Machine
3	The Change Manager has decided that all projects will adopt formal project management methods to plan and control the changes.	C Political systems
4	The Operations Director has formed a group of influential managers and decision-makers to drive the projects forward.	D Brains
5	The CEO meets regularly with the Board of Trustees to report on progress with the change projects.	E Flux and Transformation
6	The Management Structure Review will use HACSCO's accumulated learning to develop operational improvements.	

Syllabus Area	Question Number	Part	Marks
Change and the Organization	2	C	4

To ensure that the HACSCO change programme is successful, the CEO knows that it is essential to understand the key change roles.

Answer the following questions about the key change roles found in the lifecycle of a successful change (using the combined terms and descriptions suggested by O'Neill, Kotter and Senge).

Remember to select 2 answers to each question.

1	Which 2 actions should be undertaken by the member of the Directors Committee who is appointed to the key change role of Sponsor?
A	Help local care centre managers involved in making the changes to collaborate with colleagues experiencing similar challenges.
B	Meet regularly with care centre managers and staff to promote the change and keep people focused.
C	Take an active part by personally leading and managing local implementation of the changes.
D	Ignore people who object to the change, especially if they are interfering with the change process.
E	Ensure that those involved in managing the changes have access to the support and learning resources they need.
2	Which 2 statements describe the functions of the key change role of Change Agent when working with managers and staff in each of the care centres?
A	Facilitate strong working relationships at all levels within the care centres and with the corporate HACSCO departments.
B	Ensure that any new ideas that emerge from front-line care services do NOT distract the change effort.
C	Aligning HACSCO's performance management processes with the new structures and practices to be adopted.
D	Exercise authority at the local level to make the necessary changes and ensure results are achieved.
E	Notify senior managers and others when a potential new idea emerges that will improve the changes.
3	When considering what makes a good Sponsor, which 2 activities will help to make the member of the Directors Committee appointed as change Sponsor effective?
A	Helping local care centre managers to get in contact with each other to share common interests and concerns.
B	Providing assistance to other change roles in the care centres, to enable them to be effective and prevent overlaps between roles.
C	Ensuring that managers and staff who are part of the Director's own business units adopt the required new behaviours.
D	Spending time with senior colleagues on the Directors Committee to get their endorsement and become advocates of the change.
E	Taking a direct involvement in leading the implementation of changes made in each Head Office business area.

Question continues on next page

4	Which 2 statements describe the functions of a good Change Agent working with managers and staff in HACSCO's Head Office functions?
A	Using authority in each Head Office function to implement change and ensure achievement of benefits.
B	Putting in place and managing effective working links and communications across the Head Office business functions.
C	Meeting regularly with functional area managers and staff to promote the change and maintain momentum.
D	Making changes to HACSCO's performance appraisal system so that people who make change work are rewarded.
E	Working with different groups involved in change, providing assistance with accessing resources and support.

Syllabus Area	Question Number	Part	Marks
Change and the Organization	2	D	4

The CEO has asked the Directors Committee to conduct a 'vision workshop' to capture the views of key stakeholders about the change programme and to create a vision for the change.

Answer the following questions about viewpoints and perspectives of change and developing a vision for change.

1	Which is an element that should be included in a vision for HACSCO's change programme?
A	A detailed list of the projects and activities that will be undertaken during the change process.
B	An explanation to care centre managers and staff of the problems that HACSCO is experiencing in its current operations.
C	An inspirational view of the 'route-map' that HACSCO will follow to reach its desired future state.
D	A description of the desired future state and what HACSCO's care services will look and feel like after the changes.
2	Which reason BEST explains why HACSCO should invite a variety of key stakeholders to the vision workshop?
A	Attending will be a valuable opportunity for care staff who do NOT usually meet each other to share experiences from the 'front-line'.
B	The change programme will only be successful if Head Office and care services staff reach a consensus on the desired 'future state'
C	To ensure that all business areas of HACSCO are represented, regardless of whether they will be affected by the changes.
D	In case there is conflict between stakeholders about the change goal, those who are in agreement with it can promote the vision.
3	Which entry should NOT be included in the draft HACSCO vision statement?
A	'HACSCO will provide competitive and cost effective aged care services that make best use of available resources.'
B	'HACSCO will operate care centres that are focused on the health and social needs of individual residents.'
C	'HACSCO will ensure that as many services as possible reflect industry best practice'.
D	'HACSCO will comply with all health and safety regulations in delivery of all front-line care services.'
4	Which extract from the draft HACSCO vision statement is MOST likely to satisfy the recommended characteristic of 'verifiable, so its achievement can be recognized.'?
A	Care home staff, residents and their families will benefit from a great care environment.
B	New systems and processes will be user-friendly, making people's jobs more enjoyable.
C	The Board of Trustees will be entirely satisfied that charitable donations are well spent.
D	HACSCO managers and staff will comply with the regulations set by government.

Syllabus Area	Question Number	Part	Marks
Change and the Organization	2	E	4

Using the additional information provided for this question in the *Scenario Booklet*, answer the following questions about organizational culture and change and the three levels (or layers) used to describe 'organizational culture'.

Decide if the action taken is appropriate for this change programme, and select the option that supports your decision.

- | | |
|----------|--|
| 1 | <p>The HACSCO Directors Committee has decided that 'Progress Report item 1' has no implications for cultural change.</p> <p>Is this a correct decision when considering how the layers of organizational culture are described, according to Trompenaars and Hampden-Turner?</p> <p>A No, because the values and beliefs people hold will override any concerns about how offices are allocated.</p> <p>B No, because how the physical aspects of an office and its facilities are allocated has an impact on peoples' attitudes.</p> <p>C Yes, because rewarding people with office space and facilities that match their seniority will motivate them.</p> <p>D Yes, because it is important that senior managers' needs are met before addressing those of other staff.</p> |
| 2 | <p>To ensure that all customer-facing staff understand what is expected of them, the Directors Committee view the action described in 'Progress Report item 2' as a key priority.</p> <p>Is this an appropriate action when considering how the layers of organizational culture are described, according to Trompenaars and Hampden-Turner?</p> <p>A No, because acceptable behaviours should only be communicated informally and not written in the Staff Handbook.</p> <p>B No, because HR will be too busy with managing the people aspects of the change programme to spend time updating the Staff Handbook.</p> <p>C Yes, because it is important to clearly state the accepted practices that demonstrate HACSCOs values and beliefs.</p> <p>D Yes, because the Staff Handbook is an important document that captures all of HACSCOs cultural values.</p> |

Question continues on next page

3	<p>‘Progress Report item 3’ addresses the need to change the attitudes and behaviours of HACSCO’s staff.</p> <p>Is this an appropriate action which, according to Schein, will enable HACSCO to understand how culture develops and how to identify it?</p> <p>A No, because understanding how organizational culture works requires both an internal and an external view.</p> <p>B No, because experience of other organizations offered by external consultants is irrelevant to HACSCO.</p> <p>C Yes, because only an external consultancy team can offer a view on how HACSCO should change its culture.</p> <p>D Yes, because all HACSCO resources are committed to other change tasks and external consultants are the best option.</p>
4	<p>To communicate important messages that will support the desired changes in culture, the Directors Committee view the action described in ‘Progress Report item 4’ as a key priority.</p> <p>Is this an appropriate action according to Carolyn Taylor's description of the three mechanisms through which culture is shaped?</p> <p>A No, because this will create a ‘time-wasting’ culture that will interfere with achievement of normal work targets.</p> <p>B No, because middle managers are too busy and will find it inconvenient to spend valuable time on informal staff gatherings.</p> <p>C Yes, because holding such events shows that the HACSCO’s managers are committed to change and offer positive role models.</p> <p>D Yes, because allowing staff to take time away from their desks will be seen by them as a welcome break from normal work pressures.</p>

Question Number 3

Syllabus Area Communications and Stakeholder Engagement

Syllabus Area	Question Number	Part	Marks
Communications and Stakeholder Engagement	3	A	4

Answer the following questions about managing relationships and listening as a means of mobilizing stakeholders during change.

1	<p>As part of the Process and Systems Review, a proposal has been prepared to replace the HACSCO recruitment process. A member of the HR team, with experience of recruitment in another aged care organization, has been asked to contribute.</p> <p>Which action by the Change Manager is MOST likely to result in engagement and mobilization of this HR team member?</p> <p>A Get this HR team member to produce a report on their previous experience with recruitment processes.</p> <p>B Arrange a face-to-face meeting with this HR team member to identify potential improvements to the HACSCO proposal.</p> <p>C Provide a copy of the proposal for the replacement process to explain how HACSCO's recruitment process will operate in the future.</p>
2	<p>The HACSCO IT Services Manager, who fully supports the need for relocation, has raised objections to the proposed layout of the IT department in the new Head Office location.</p> <p>Which approach would be MOST appropriate for keeping this manager's support for the change?</p> <p>A Discuss the matter with this manager's line manager to get the objection withdrawn.</p> <p>B Meet with this manager to identify the reason for the objection and work together to address the layout concerns.</p> <p>C Ask this manager to put any concerns in writing by raising a formal change request.</p>
3	<p>The Cultural Change Project has set out a new approach for how nursing staff and care staff will work together. The new approach has been successfully implemented in one care centre but other centres are showing resistance.</p> <p>Which action is the BEST way for the Change Manager to tackle this resistance, using Roger's 'innovation adoption model' as a stakeholder influencing strategy?</p> <p>A Visit the care centre where the changes have been implemented to congratulate them and give financial rewards to those involved.</p> <p>B Arrange for the Sponsor to make a video to be shown in all care centres describing the importance of implementing these changes.</p> <p>C Organize visits to other care centres by staff from the centre where the changes have been successfully implemented, to share their experiences.</p>

Question continues on next page

4	<p>A model of the floor layout and other interactive media showing the new Head Office design has been placed in a 'demonstration suite' for HACSCO staff to see.</p> <p>How will use of this strategy of 'influencing through demonstration' achieve a more positive response from staff who will be relocating to the new office?</p>
A	The model will enable staff moving to the new location to understand the new culture and behaviours required.
B	It will provide a useful distraction for staff that are less enthusiastic and deflect their questions and concerns.
C	The model provides a basis for staff to ask the relocation team questions about the move.

Syllabus Area	Question Number	Part	Marks
Communications and Stakeholder Engagement	3	B	2

The Board of Trustees recently visited several care centres, resulting in rumours of care centre closures and job losses. These rumours, together with planned changes to working practices that could increase the workload of already overworked care staff, have led to talk of industrial action.

Answer the following questions about maintaining a people-focused approach to communication during change.

Remember to select 2 answers to each question.

1	Which 2 actions by the Change Manager are MOST likely to reduce staff anxiety, when communicating the closure plans?
A	Send a general e-mail to all staff at the affected care centres informing them of decisions about closures.
B	Arrange for a member of the change team to visit the care centres involved, to meet with staff and discuss the relocation plans.
C	Brief the managers of the affected care centres about the closure plans so they can personally update their teams.
D	Do nothing and wait until it is known which care centres are to close.
E	Include an article covering the subject in the weekly online change news update.
2	Which 2 actions by the Change Manager are MOST likely to reduce the risk of industrial action, when communicating the changes to working practices?
A	Arrange a meeting with the staff association to discuss their concerns and the implications of these changes for care staff.
B	Set up a representative group of care staff to discuss ideas for improving the proposed changes to working practices.
C	Take no action, as there is a legal requirement to meet any new safety standards.
D	Hold a meeting with the change agents to discuss the proposal for the new working practices.
E	Send a copy of all the relevant documentation to all care staff describing the changes to working practices.

Syllabus Area	Question Number	Part	Marks
Communications and Stakeholder Engagement	3	C	2

Answer the following questions about approaches to larger workshops when facilitating large groups of people during change.

1	<p>Because of the complex interaction between health regulations and the need for efficient processes, the Nursing and Medical Services Director has decided to use the Open Space Technology (OST) approach to solving process issues.</p> <p>Which action describes how the OST approach should be used?</p> <p>A Draw up a detailed agenda in advance to ensure participants know the main regulatory issues to be discussed and the timetable.</p> <p>B As few staff fully understand the complexity of health regulations, identify the main issues and address each one in a separate OST gathering.</p> <p>C Advise staff attending the OST workshop that, when they are no longer interested in a particular session, they should just leave.</p>
2	<p>The CEO wants to try a World Café approach to discussing some of the main issues facing HACSCO.</p> <p>Which action describes how the World Café approach should be used?</p> <p>A Ask each of the Directors to prepare a presentation about the issues facing their own areas of responsibility allowing five minutes each for questions.</p> <p>B Pose a few carefully selected questions about the challenges of commercial aged care services for discussion in a large number of small groups.</p> <p>C Provide seating for a large number of small groups and then ask the Directors to move from group to group to present their plans for the future.</p>

Syllabus Area	Question Number	Part	Marks
Communications and Stakeholder Engagement	3	D	6

Answer the following question about developing a communications strategy.

Column 1 is a list of information relevant to developing the HACSCO's communication strategy for the change programme. Column 2 is a list of some of the steps taken to develop the communications strategy. For each statement in Column 1, select from Column 2 the step where the information is **MOST** likely to be considered. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Any announcements of care centre closures will be made by the Property Director.	A Understand the organizational context
2	In the future, all HACSCO services will place the needs and interests of residents first.	B Analyze the audience / stakeholders
3	Due to the likelihood of job losses, one-to-one communication will be used when informing care staff.	C Set communication objectives
4	In three years' time, HACSCO must be capable of bidding against other care organizations for funding.	D Develop key messages and themes
5	Families of residents are worried about the levels of service received after the changes.	E Identify who will deliver key messages
6	To be successful in future, HACSCO will need to be able to bid against competitors for charity funds in an open tender process.	F Select communication channels

Syllabus Area	Question Number	Part	Marks
Communications and Stakeholder Engagement	3	E	6

The Change Manager has undertaken an analysis of key stakeholders and drawn some initial conclusions.

Answer the following question about using a stakeholder radar and mapping stakeholders.

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The families of the residents should NOT be mapped onto a stakeholder radar.	BECAUSE	Mapping stakeholders onto a stakeholder radar enables their levels of engagement to be fixed for the whole change process.
2	HACSCO care centre staff involved in making changes should be viewed as either 'vital' or 'necessary' to engage.	BECAUSE	Stakeholders more closely involved in the changes should be mapped further out from the centre than other stakeholders.
3	Having decided to use the 'Energy versus Commitment' matrix to map stakeholders, HACSCO should restrict their analysis to this particular matrix.	BECAUSE	Stakeholder mapping provides essential information for creating a stakeholder strategy.
4	The Board of Trustees should be included in the same group as the Directors Committee for the purposes of mapping stakeholders.	BECAUSE	In a 'Power/Influence versus Interest' grid, stakeholders who have high 'Power/influence' are always treated as key players who must be engaged closely.
5	If HACSCO's medical equipment suppliers have no power over the change, they do NOT need to be mapped onto a 'Power/influence versus interest' grid.	BECAUSE	Stakeholders with little power or interest can be safely ignored.
6	Care sector regulatory authorities should be initially included in the 'Power/influence versus interest' grid as 'Spectators' with a view to moving them into the 'Influential observers' quadrant.	BECAUSE	The stakeholder 'grid' can be used to identify stakeholders who require a different level of engagement as the change progresses.

Question Number 4

Syllabus Area Change Management Practice

Syllabus Area	Question Number	Part	Marks
Change Management Practice	4	A	4

Answer the following questions about sustaining change, including the level of adoption and achieving critical mass for the change.

1	Which description is an example of Kelman's 'compliance' level of adoption when making changes in an organization?
A	Further information is needed by staff so they can understand why the changes are important.
B	The principles behind the changes need to be shared and committed to before they will succeed.
C	Once the changes are explained to them, staff quickly get on with operating the new procedures.
D	Staff need to make an emotional connection to the changes before they will fully embrace them.
2	Which statement reflects Kelman's 'Internalization' level of adoption when making changes in an organization?
A	These changes will enable us to demonstrate that we fully comply with the new regulations.
B	Adoption of the new steps in the process ensures that all staff use a consistent approach.
C	There will be negative reactions from our customers if we do not make the changes we promised.
D	People now make their own judgements about actions required and guide others towards them.
3	According to both Gladwell and Meyer, which description illustrates a change that has achieved critical mass and an 'unstoppable momentum'?
A	Now that everyone has been trained in the new processes, hardly anyone is still following the old procedures.
B	As some people have now adopted the new system, removing the old systems will force all of them to change.
C	Resources to support the change effort have reached breaking point so people should be left to get on with it.
D	Everyone has been trained to operate the new procedures and are ready to implement them.
4	Applying the principles of 'tipping point' and 'critical mass', which action by line managers is MOST likely to move a change towards its tipping point?
A	Give line managers authority to discipline staff who are not co-operating with the changes.
B	Focus on giving additional support to stakeholders to ensure the changes are made and effective.
C	Allow people to implement the changes in their own way with the minimum of interference.
D	Issue regular communications to stakeholders telling them that the 'tipping point' has been reached.

Syllabus Area	Question Number	Part	Marks
Change Management Practice	4	B	4

As part of identifying change impacts, the Change Manager has initiated a stakeholder impact assessment to determine the key people and business areas that the HACSCO change programme will impact.

Answer the following questions about the stakeholder impact assessment steps that should be followed.

1	Which is an activity that should be undertaken in Step 1: conduct a high-level impact assessment, when applied to the HACSCO Property and Office Review?
A	Assess the specific effects on managers and staff in the care centres that are candidates to be merged or closed.
B	Evaluate the proposals for reducing the number of care centres to identify how extensive the changes will be for staff.
C	Get staff from the care centres together to discuss a range of possible outcomes to mergers/closures.
D	Invite care centre managers and staff to state what would constitute a successful outcome for them.
2	Which is an activity that should be undertaken in Step 2: determine the specific impacts on each stakeholder/group, when applied to the HACSCO Management Structure and Performance Review?
A	Assess how the changes will impact on the conduct of head office processes, job roles and performance.
B	Find out which aspects of the reorganization stakeholders do not accept and redesign HACSCO's future structure.
C	Establish the complexity and scope of the reorganization on each Head Office functional team.
D	Get managers and staff from each Head Office business area together to discuss a range of possible new structures.
3	Which is an activity that should be undertaken in Step 4: validate stakeholder impacts, when applied to the HACSCO Process and Systems Review?
A	Establish the difficulty of the care centre computer systems changes and how care staff will be retrained.
B	Make a general assessment of which business areas will be required to implement new care management processes.
C	Obtain the change delivery plans to identify which HACSCO processes and systems are out of scope.
D	Assess how the new process and systems will impact on required skills, competencies and attitudes.
4	Which is an activity that should be undertaken in Step 5: assess the severity of change impacts, when applied to the HACSCO Cultural Change Project?
A	Set up an 'operational test' to let care staff practice the new care services behaviours and give feedback.
B	Find out which care services do not need to change because most aged residents will not notice the difference.
C	Ask care centre managers to advise on any side-effects that could make the planned changes to best practice more complex.
D	Invite care centre staff to describe how they will know whether the changes have benefited residents.

Syllabus Area	Question Number	Part	Marks
Change Management Practice	4	C	4

A recent meeting of the Directors Committee was held to discuss progress with the four key projects and how well the project teams were performing.

Answer the following question about the Tuckman stages of team development.

Column 1 lists comments about each of the project teams. Column 2 lists the stages of the Tuckman team development model. For each statement in Column 1, select from Column 2 which stage it refers to. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The Management Structure Review team seem to be disagreeing about the objectives rather than making any progress.	A Forming B Storming C Norming D Performing E Adjourning
2	Members of the Cultural Change Project team are waiting for the project manager to give them instructions about what to do first.	
3	The Process and Systems Review team are working with minimal direction, helping each other when new problems surface.	
4	The Property and Office Review team have lost a lot of time arguing about what they are supposed to review and why.	

Syllabus Area	Question Number	Part	Marks
Change Management Practice	4	D	2

Answer the following questions about the change management plan, used to document actions that contribute to change readiness.

Each question includes only **true** statements about the HACSCO change programme, but only 2 statements are appropriate to be recorded under that heading of the change management plan.

Remember to select 2 answers to each question.

1 Which **2** items should be documented under the 'Developing skills' heading of the change management plan?

- A How the views and opinions of care centre staff and residents about the changes will be captured and used.
- B The Change Manager will provide guidance on the approach to dealing with resistance to change to HACSCO project teams.
- C A regular report will be provided to the Directors Committee by the Change Manager on progress with change adoption.
- D Specialist training will be provided for care centre staff on operating the new systems and processes.
- E The Change Manager will provide a series of short training sessions for new care centre Change Agents.

2 Which **2** items are **MOST** likely to be documented under the 'Communications' heading of the change management plan?

- A Details of the HACSCO vision for the change programme and how it will be achieved.
- B When the online repository of guidance for managing change will be made available to members of the four HACSCO project teams.
- C How care centre staff with questions will be able to gain access to members of the Directors Committee.
- D The use of a touring 'road show' to present the change plans to all HACSCO care centres.
- E The likely objections raised by Head Office staff to the proposed relocation and Directors Committee responses.

Syllabus Area	Question Number	Part	Marks
Change Management Practice	4	E	6

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question about the contents of the report on 'change adoption' and the use of the three types of levers that encourage people to adopt and sustain change.

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	Entry 1 is an appropriate 'Emotional lever'.	BECAUSE	Peer groups can help exert internal pressure on individuals to change.
2	Entry 2 should be moved to the section headed 'Structural levers'.	BECAUSE	'Structural levers' reflect the way an organization's business is controlled.
3	Entry 3 should be moved to the section headed 'Emotional levers'.	BECAUSE	An example of an 'Emotional lever' is when one process is made dependent upon completion of another.
4	Entry 4 is an appropriate 'Procedural lever'.	BECAUSE	'Procedural levers' are used to apply pressure on people to 'do the right thing' by adopting change.
5	Entry 5 is an appropriate 'Structural lever'.	BECAUSE	'Structural levers' are those where people buy-in to the new way of working.
6	Entry 6 should be moved to the section headed 'Emotional levers'.	BECAUSE	Making people feel part of the change effort is an example of an 'Emotional lever'.



APMG-International

™

Change Management

The Practitioner Examination

Rationale

Exam Paper: GB-CX03-1.1

Question: 1, Syllabus: CI, Part: A, Type: CL, SyllabusRef: CI0201, Level: 2

1	A	Incorrect:	A detailed timetable for conducting performance reviews is not included in the learning objectives. Learning objectives should include all knowledge, skills and attitudes relevant to the work. (ECMH 9B3.3)
	B	Incorrect:	The job description of the role that will do the work is not included in the learning objectives. Learning objectives should include all knowledge, skills and attitudes relevant to the work. (ECMH 9B3.3)
	C	Correct:	Learning objectives should include all knowledge, skills and attitudes relevant to the work. (ECMH 9B3.3)
	D	Incorrect:	The availability of the learner so that training can be scheduled is NOT included in the learning objectives. Learning objectives should include all knowledge, skills and attitudes relevant to the work. (ECMH 9B3.3)
2	A	Incorrect:	How an individual has learned may be different from how they actually do the work, so this would NOT be an appropriate application of an outcome measure. Outcome measures or indicators should relate well to the way the job will actually be done. (ECMH 9B3.3)
	B	Incorrect:	Adapting the way the job is done to fit the outcome measures used is NOT appropriate application. Outcome measures or indicators should relate well to the way the job will actually be done. (ECMH 9B3.3)
	C	Incorrect:	The effectiveness of the trainer is NOT an appropriate application of outcome measures. Outcome measures or indicators should relate well to the way the job will actually be done. (ECMH 9B3.3)
	D	Correct:	Outcome measures or indicators should relate well to the way the job will actually be done. (ECMH 9B3.3)
3	A	Incorrect:	Full attendance at the training will not reflect whether the learner is able to carry out an activity. 'Writing good learning objectives means completing the following sentence (or variants of it): At the end of the learning activity, learners will be able to...' (ECMH 9B3.3)
	B	Correct:	'Writing good learning objectives means completing the following sentence (or variants of it): At the end of the learning activity, learners will be able to...' (ECMH 9B3.3)
	C	Incorrect:	Enthusiastic participation in the training will not reflect whether the learner is able to carry out an activity. 'Writing good learning objectives means completing the following sentence (or variants of it): At the end of the learning activity, learners will be able to...' (ECMH 9B3.3)
	D	Incorrect:	The abilities of the learner should not limit the scope of what is to be learned. 'Writing good learning objectives means completing the following sentence (or variants of it): At the end of the learning activity, learners will be able to...' (ECMH 9B3.3)
4	A	Correct:	Supervisors of the work activity must be able to sign a list of learning objectives, confident that anyone who meets those objectives will perform the role effectively. (ECMH 9B3.3)
	B	Incorrect:	Supervisors may be responsible for producing the required learning objectives but this is not always the case. The BEST reason is that they have a responsibility to sign a list of learning objectives to show that they are confident that anyone who met those objectives will perform the role effectively. (ECMH 9B3.3)
	C	Incorrect:	The list of learning objectives for an activity may be used when recruiting new staff but that is NOT the BEST reason why supervisors of the activity sign the list. They have a responsibility to sign a list of learning objectives to show that they are confident that anyone who met those objectives will perform the role effectively. (ECMH 9B3.3)

	D	Incorrect:	Supervisors are likely to be required to report on the work activity's progress to their manager but this is NOT the BEST reason why they sign a list of learning objectives. They have a responsibility to sign a list of learning objectives to show that they are confident that anyone who met those objectives will perform the role effectively. (ECMH 9B3.3)
--	---	------------	---

Question: 1, Syllabus: CI, Part: B, Type: MR, SyllabusRef: CI0305, Level: 3

1	A	Incorrect:	This announcement only covers what the future looks like – the 'New beginnings'. It does not explain what particular details of individuals' working life will change, or what will remain the same. It is NOT the MOST appropriate information to be shared with staff during the 'Endings' phase. (ECMH 1B2.1 & 2.3)
	B	Correct:	This announcement is showing respect for what has gone before and confirms that successes and values will be preserved by the change. This is, therefore, appropriate information to be shared with staff during the 'Endings' phase. (ECMH 1B2.1)
	C	Correct:	This announcement is identifying what will be changed and what will remain the same. This is appropriate information to be shared with staff during the 'Endings' phase. (ECMH 1B2.1)
	D	Incorrect:	The announcement is effectively passing the responsibility on and showing no empathy: 'Do not dismiss as trivial anything that people are losing. Acknowledge them as losses – large and small – with genuine empathy'. This is NOT the MOST appropriate information to be given to staff during the 'Endings' phase. (ECMH 1B2.1)
	E	Incorrect:	This announcement relates to Bridges' suggestions for 'New beginnings' where 'visible early successes...encourage and reassure people.' Therefore. it is NOT the MOST appropriate information to be shared with staff during the 'Endings' phase. (ECMH 1B2.1)
2	A	Correct:	In the 'Endings' phase Bridges advises managers and leaders to 'Describe the change in very specific terms, so that people are clear what precisely will be different.' (ECMH 1B2.1)
	B	Incorrect:	This is a suggested approach for helping people navigate through the 'Neutral zone' where it is 'valuable to set up temporary feedback and communications systems...' (ECMH 1B2.2)
	C	Incorrect:	This is Bridges' advice for managers and leaders during the 'New beginnings' phase, where 'Visible early successes to encourage and reassure people: make these widely known'. (ECMH 1B2.3)
	D	Incorrect:	This is a suggested approach for helping people navigate through the 'Neutral zone' where using [images] can help people to give meaning to this period. It can legitimize the opportunities that may occur if we look for them'. (ECMH 1B2.2)
	E	Correct:	In the 'Endings' phase Bridges advises managers and leaders to 'Let people know what will not change.' (ECMH 1B2.1)
3	A	Correct:	One of Bridges' ideas of leading through the 'Neutral zone' is the possibility of experimentation. This action is aligned to Bridges' ideas. (ECMH 1B2.2)
	B	Incorrect:	Any action that has a basis in the past such as this action should be covered during the 'Endings' phase: 'show respect for what has gone before'. This action is NOT aligned to Bridges' ideas of leading through the 'Neutral zone'. (ECMH 1B2.1)
	C	Correct:	One of Bridges' ideas of leading through the 'Neutral zone' is to encourage people and teams to connect more intentionally and to identify temporary solutions to the problems of transition which may prove useful innovations once

		transition draws to a close. This action is aligned to Bridges' ideas. (ECMH 1B2.2)
	D	Incorrect: The 'Neutral zone' can be thought of as a journey from one place to another. Any help to achieve this journey, such as the introduction of short-term fixes for immediate problems should be introduced, not resisted. (ECMH 1B2.2)
	E	Incorrect: This is 'New beginnings' – 'A picture that will engage the creative imagination... after the change' and NOT an action to manage the journey people experience during the 'Neutral zone'. (ECMH 1B2.2 & 2.3)
4	A	Incorrect: This may be a nice thing to do but it is not relevant to Bridges' 'New beginnings' phase, which is about encouraging people to commit to a new kind of future. (ECMH 1B2.3)
	B	Incorrect: Any action that has a basis in the past such as this action should be covered during the 'Endings' phase. This action is NOT aligned to Bridges' ideas of leading through the 'New beginnings', which is about encouraging people to commit to a new kind of future. (ECMH 1B2.1)
	C	Incorrect: 'New beginnings' represents the final phase of the organic process called 'transition'. The timing for 'transition' is not set by the dates written on the implementation schedule when projects are due to complete. (ECMH 1B2.3)
	D	Correct: This is the 'New beginnings' phase. Bridges' suggests that people need to know that change is a reality so identifying early findings of what has been achieved aligns to Bridges' ideas. (ECMH 1B2.3)
	E	Correct: This is the 'New beginnings' phase. Bridges' suggests that visible early successes such as major savings, made widely known, will encourage and reassure people. (ECMH 1B2.3)
5	A	Incorrect: This is more aligned to the 'Endings' phase where managers and leaders are advised to 'show respect for all that has gone before.' (ECMH 1B2.1)
	B	Correct: This represents the 'New beginnings' phase, where 'a picture that will enable the creative imagination of those affected, so that they can already 'touch and feel' the positive situation after the changes' is created. (ECMH 1B2.3)
	C	Correct: This represents the 'New beginnings' phase, where people should have 'a part to play, both in the execution of the plan and in the 'new world' after the change is accomplished.' (ECMH 1B2.3)
	D	Incorrect: This is more aligned to the 'Neutral zone' phase where managers and leaders are advised to 'Individuals...passing through their neutral zone need temporary solutions to the problems of transition. Some of these adaptations will prove to be useful innovations once the transition draws to a close.' (ECMH 1B2.2)
	E	Incorrect: This is more aligned to the 'Endings' phase where managers and leaders are advised to 'Identify the reasons why the current situation cannot continue. There will be gains amongst the losses.' (ECMH 1B2.3)
6	A	Incorrect: One of Bridges' ideas of leading through the 'Neutral zone' is the possibility of experimentation. This action is NOT aligned to Bridges' ideas. (ECMH 1B2.2)
	B	Incorrect: Bridges' acknowledges that the 'in between time' associated with the 'Neutral zone' are often difficult, strange, stressful and disorientating for those affected. His ideas are more about coping with the inevitable disruption rather than minimizing it. This action is also more directly concerned with the 'change' rather than transition. (ECMH 1B2.2)
	C	Correct: Bridges' advice to managers and leaders is to identify the reasons why the current situation cannot continue, in this case to support modernization. This is the 'Endings' phase. (ECMH 1B2.1)
	D	Correct: Bridges' suggests that visible early successes from each of the four projects, made widely known, will encourage and reassure people. This is the 'New beginnings' phase. (ECMH 1B2.3)

E	Incorrect:	Respect for all that has gone on before should be shown. Blaming the previous CEO and the existing bad practices is NOT an idea of Bridges. (ECMH 1B2.1)
---	------------	--

Question: 1, Syllabus: CI, Part: C, Type: MG, SyllabusRef: CI0302, Level: 3		
1	Correct [B]:	This is a team bonding event so is associated with 'love needs' as it covers 'belongingness', i.e. a member of a team. (ECMH 1B3.1)
2	Correct [C]:	This action recognises achievement so is associated with 'esteem needs', recognition from others that the care assistant has been publically commended. (ECMH 1B3.1)
3	Correct [D]:	This relates to the 'desire to be the best that I can be...a longing to fulfil my potential' This manager has both a talent and a passion for this work and to be given this job will probably satisfy this manager's need for 'self-actualization'. (ECMH 1B3.1)
4	Correct [A]:	This action is a direct threat to the future and will have a negative effect on the 'safety needs' as without a job, there is a reasonable expectation that future 'physiological needs' will not be met. (ECMH 1B3.1)
5	Correct [C]:	To be recognized by others is associated with 'esteem needs'. (ECMH 1B3.1)
6	Correct [A]:	The fact that more care homes will be merged instead of being closed should mean fewer redundancies. This is associated with the 'safety needs', as it means more staff should keep their jobs so their 'physiological needs' can continue to be met. (ECMH 1B3.1)

Question: 1, Syllabus: CI, Part: D, Type: AR, SyllabusRef: CI0401, Level: 4				
1	True:	A preference for 'concrete experience' is described as an 'Activist' who typically learns most happily from experience, and activity based learning in groups. (ECMH 9A3.1, Table 9.1 and Table 9.2)	False:	It is 'Theorists' NOT 'Activists' who prefer learning that proceeds logically from 'first principles' and appreciate clear theoretical models. They appreciate lectures, courses and seminars. (ECMH 9A3.1, Table 9.1 and Table 9.2)
2	False:	Pragmatists are open to new techniques and to anyone who can help or coach them to learn. (ECMH 9A3.1, Table 9.2)	False:	It is 'Theorists' and 'Reflectors' who are most likely to benefit from reading and research ('Theorists') and considering all possible angles ('Reflectors'). (ECMH 9A3.1)
3	True:	'Reflectors' like to learn from watching others and observing others 'live' or on video. (ECMH 9A3.1, Table 9.2)	True:	The 'reflective observation' stage is when a person considers what has happened and considers all possible angles before drawing conclusions; (ECMH 9A3.1, Table 9.2) AND as both the Assertion and the Reason are about 'reflective observation' the answer is A
4	False:	A lively workshop may be attractive to 'Activists' and 'Pragmatists' but less so to 'theorists' who have an aversion to intuitions and creativity' 'Reflectors' may also lose such an opportunity to learn because they tend to take too few risks...and may not engage sufficiently with others. (ECMH 9A3.1)	True:	'Activists' enjoy the challenge of anything new. ' ECMH 9A3.1

Question: 2, Syllabus: CO, Part: A, Type: CL, SyllabusRef: CO0201, Level: 2			
1	A	Incorrect:	This describes a change 'portfolio' NOT a programme: 'Timescales are usually open-ended and operate on a rolling basis'. (ECMH 2B1.3 bullet 1)
	B	Incorrect:	This describes a 'project' NOT a programme: 'A project is...a temporary organization and is used to take forward a specific, well-defined and time-bound piece of work...focus is on delivery of fit-for-purpose deliverables...' (ECMH 2B1.3 bullet 3)
	C	Correct:	A programme is 'a temporary organization used to manage a group of interrelated changes...'. 'A programme's focus is on achievement of a strategic outcome...' (ECMH 2B1.3 bullet 2)
	D	Incorrect:	This describes a change 'portfolio' NOT a programme: 'The focus for a portfolio is typically the achievement of strategic business vision...within the constraints of available resources'. (ECMH 2B1.3 bullet 1)
2	A	Incorrect:	This describes a 'project' approach, which is a 'well defined and time-bound piece of work', whereas in a 'portfolio' approach 'timescales are usually openended and operate on a rolling basis'. This does NOT, therefore, describe a 'portfolio' approach. . (ECMH 2B1.3, bullet 3)
	B	Correct:	This is a 'portfolio' approach where 'timescales are usually open-ended and operate on a rolling basis with new programmes and projects being added and completed programmes and projects rolling off continuously'. (ECMH 2B1.3, bullet 1)
	C	Incorrect:	This describes a 'programme' approach, where 'focus is on management of a 'group pf interrelated changes' and 'achievement of a strategic outcome... encapsulated in a vision statement.' This does NOT, therefore, describe a 'portfolio' approach. (ECMH 2B1.2 bullet 2)
	D	Incorrect:	This describes a 'project' approach, which is a well-defined piece of work that sits outside 'business as usual. This does NOT, therefore, describe a 'portfolio' approach.' (ECMH 2B1.3, bullet 3)

Question: 2, Syllabus: CO, Part: B, Type: MG, SyllabusRef: CO0302, Level: 3		
1	Correct [B]:	Machine metaphor: 'Change can be planned and managed. People...can be trained to fit into a new way of working.' (ECMH 1C1, Table 1.4)
2	Correct [E]:	Flux and Transformation: 'Awareness of competing desirable outcomes, and of potential 'feedback loops' to amplify small changes, support positive movement (ECMH 1C1, Table 1.4)
3	Correct [B]:	Machine metaphor: 'Change can be planned and managed.' Formal project management methods enable leaders to 'forecast, plan, organize, communicate, co-ordinate and control.' (ECMH 1C1, Table 1.4)
4	Correct [C]:	Political systems: 'Attention is paid to aligning various sources of power (formal authority, knowledge/ information, control; of resources) to support the change.' (ECMH 1C1, Table 1.4)
5	Correct [A]:	Reporting on progress is a routine action that does NOT reflect any of the metaphors in particular. (ECMH 1C1, Table 1.4)
6	Correct [D]:	Brains metaphor: '...intelligence-led...have a language system that allows them to process information, reassembling it into new ways of working.' 'Leadership is... knowledge-based; intelligence and ability to connect ideas is valued.' (ECMH 1C1, Table 1.4)

Question: 2, Syllabus: CO, Part: C, Type: MR, SyllabusRef: CO0306, Level: 3

1	A	Incorrect:	This is a Change Agent role: 'to connect line managers engaged in change with others in similar positions'. (ECMH 1D3.1, Bullet 2)
	B	Correct:	This is a key activity that makes a change Sponsor effective: '3. Championing the change, building and maintaining a sense of urgency and priority for it throughout.' (ECMH 1D2, Item 3)
	C	Incorrect:	A Sponsor is not expected to take 'personal control' of change at the local level, this is a Line management role (according to Kotter): 'Provide local leadership and project management.' (ECMH 1D2, Table 1.6)
	D	Incorrect:	Ignoring objections and allowing 'interference' is the opposite of what an effective Sponsor should do: '4. Confronting those who are blocking the change and clearing a path for it to succeed. (ECMH 1D2, Item 4)
	E	Correct:	This is a key activity that makes a change Sponsor effective: '8. Ensuring the resources for the change, especially people and training, are provided.' (ECMH 1D2, Item 8)
2	A	Correct:	The function of a Change Agent (summarized from the comments of O'Neill and Senge) includes 'to ensure effective communication takes place up as well as down the hierarchy.' (ECMH 1D3.1, Bullet 3)
	B	Incorrect:	This is the opposite of what a Change Agent would do 'to observe and spread ideas, information and initiatives.' (ECMH 1D3.1, Bullet 4)
	C	Incorrect:	This is the role of a Sponsor: '10. Aligning the organization's infrastructure, environment and reward systems with the change initiative, especially the way performance is measured and managed.' (ECMH 1D2, Item 9)
	D	Incorrect:	This 'authority' is more likely to be vested in the Line manager or, according to Senge, a 'local line leader': 'accountable for results at local level' and 'authority to make changes in their own area'. (ECMH 1D2, Table 1.6)
	E	Correct:	The function of a Change Agent (summarized from the comments of O'Neill and Senge) includes 'to help Sponsors, Line management and targets when they see opportunities to add value.' (ECMH 1D3.1, Bullet 5)
3	A	Incorrect:	This is the role of 'Change Agent': 'to connect line managers engaged in change with others in similar positions.' (ECMH 1D3.1, bullet 2)
	B	Incorrect:	This is the role of 'Change Agent': 'to help Sponsors, Line Management and Targets to fulfil their own roles well and to avoid 'taking over' others' roles.' (ECMH 1D3.1, bullet 7)
	C	Correct:	This is a key activity that makes a change Sponsor effective: '5. Genuinely acting as a role model for the new behaviours...establishing new norms firmly in own immediate team.' (ECMH 1D2, Item 5)
	D	Correct:	This is a key activity that makes a change Sponsor effective: '2. Gaining the commitment and involvement of senior and line management, using influence and interactions to advocate the project consistently.'(ECMH 1D2, Item 2)
	E	Incorrect:	This is the role of Line Manager: 'Facilitates in own area a change... (O'Neill's 'sustaining sponsor'); 'provide local leadership...' (Kotter's 'local leaders and managers'); and, 'authority to make change in own area' (Senge's 'local line leaders'. (ECMH 1D1, Table 1.6)
4	A	Incorrect:	This is NOT a function of a good Change Agent. This 'authority' is vested in the Line manager or, according to Senge, a 'local line leader': 'accountable for results at local level' and 'authority to make changes in their own area'. (ECMH 1D2, Table 1.6)
	B	Correct:	This is an activity of a good Change Agent: 'to build strong networks across the organization.' (ECMH 1D3.1, bullet 1)
	C	Incorrect:	This is NOT an activity of a good Change Agent. This is a key activity that

		makes a change Sponsor effective: '3. Championing the change, building and maintaining a sense of urgency and priority for it throughout.' (ECMH 1D2, Item 3)
D	Incorrect:	This is NOT an activity of a good Change Agent. This is a key activity that makes a change Sponsor effective: '9: Aligning the organization's ...reward systems with the change initiative, especially the way performance is measured and managed'. (ECMH 1D2, Item 3)
E	Correct:	This is an activity of a good Change Agent: 'to smooth access to resources needed by various groups, knowing where to go for help.' (ECMH 1D3.1, bullet 6)

Question: 2, Syllabus: CO, Part: D, Type: CL, SyllabusRef: CO0301, Level: 3

1	A	Incorrect:	This is a pitfall for vision statements: 'the To-Do List – a list of things that need to happen to achieve something.' Vision is described by Kotter as 'a picture of the future with some implicit or explicit commentary on why people should strive to create that future.' (ECMH 2C2.2, Tip)
	B	Incorrect:	This will reflect only the 'symptoms' and just focuses on the current state. Vision is described by Kotter as 'a picture of the future with some implicit or explicit commentary on why people should strive to create that future.' (ECMH 2C1.1)
	C	Incorrect:	The 'route-map' for achieving a vision reflects 'how' it will be achieved and not the future state itself. Vision is described by Kotter as 'a picture of the future with some implicit or explicit commentary on why people should strive to create that future.' (ECMH 2C1.1)
	D	Correct:	Vision is described by Kotter as 'a picture of the future with some implicit or explicit commentary on why people should strive to create that future.' (ECMH 2C1.1)
2	A	Incorrect:	Whilst sharing experiences may be valuable, this is NOT a reason for inviting a variety of stakeholders. 'Meaningful and lasting change is most likely to be achieved if there is a shared vision of what the business should be like in its 'future state'. (ECMH 2C1.1)
	B	Correct:	'Meaningful and lasting change is most likely to be achieved if there is a shared vision of what the business should be like in its 'future state'. (ECMH 2C1.1)
	C	Incorrect:	Whilst wide representation across an organization is important, inviting ALL stakeholders, regardless of whether they will be affected by the changes is unlikely to be appropriate.. 'Meaningful and lasting change is most likely to be achieved if there is a shared vision of what the business should be like in its 'future state'. (ECMH 2C1.1)
	D	Incorrect:	Using conflict as a way of 'filtering' involvement of stakeholders is NOT a good explanation for inviting them. 'Some viewpoints may be in conflict and may have to be resolved before you can proceed. Consequently, there may not be a consensus about the 'target' for change. Meaningful and lasting change is most likely to be achieved if there is a shared vision of what the business should be like in its 'future state'. (ECMH 2C1.1)
3	A	Incorrect:	This statement 'is verifiable, so that its achievement can be recognized' and is appropriate for inclusion in the vision statement. (ECMH 2C2.2)
	B	Incorrect:	Operating care centres that focus on the needs of customers 'is verifiable, so that its achievement can be recognized' and is appropriate for inclusion in the vision statement. (ECMH 2C2.2)
	C	Correct:	Stating that 'as many services as possible will reflect best industry practice' sounds reasonable but is too vague and non-explicit (i.e. which services?) and not verifiable. This statement is an example of the pitfalls to be avoided of 'Mission statement' ('blunt statements that sound good but are not a foundation

		for a change initiative') and 'Management waffle' (vague...little relevance...no-one is really sure what it means.')	(ECMH 2C2.2)
	D	Incorrect:	Compliance with health and safety 'is verifiable, so that its achievement can be recognized' and is appropriate for inclusion in the vision statement. (ECMH 2C2.2)
4	A	Incorrect:	'...a great care environment' is very vague objective and not easily measured so this is NOT most likely to satisfy the characteristic of 'verifiable, so its achievement can be recognized.' (ECMH 2C2.2, Bullet 4)
	B	Incorrect:	'..user-friendly' and 'enjoyable' are vague terms that are not easily measured so this is NOT most likely to satisfy the characteristic of 'verifiable, so its achievement can be recognized.' (ECMH 2C2.2, Bullet 4)
	C	Incorrect:	'Satisfied' is not easily measured, as the criteria are not explained, so this is NOT most likely to satisfy the characteristic of 'verifiable, so its achievement can be recognized.' (ECMH 2C2.2, Bullet 4)
	D	Correct:	Complying (or not!) with regulations set by government is very specific and can be verified. (ECMH 2C2.2, Bullet 4)

Question: 2, Syllabus: CO, Part: E, Type: CL, SyllabusRef: CO0401, Level: 4

1	A	Incorrect:	It is NOT an appropriate response but the reason is incorrect: Trompenaars and Hampden-Turner describe 'office layout and furnishings' as a 'Level 1' type of cultural description: 'Level one (surface): visible artefacts and products.' Values and beliefs are concerned with 'Level 2 (deeper): norms and values' in an organization and there is no suggestion that these 'deeper' levels of culture will override a Level one factor. (ECMH 1E1.1)
	B	Correct:	It is NOT an appropriate response AND the reason is correct: Trompenaars and Hampden-Turner describe 'office layout and furnishings' as a 'Level 1' type of cultural description: 'Level one (surface): visible artefacts and products. (ECMH 1E1.1)
	C	Incorrect:	It is NOT an appropriate response as entry 1 will have an impact on culture in an organization. Trompenaars and Hampden-Turner describe 'office layout and furnishings' as a 'Level 1' type of cultural description: 'Level one (surface): visible artefacts and products.' Rewarding people in this way may motivate senior managers but is likely to de-motivate other staff. (ECMH 1E1.1)
	D	Incorrect:	It is NOT an appropriate response as entry 1 will have an impact on culture in an organization. Trompenaars and Hampden-Turner describe 'office layout and furnishings' as a 'Level 1' type of cultural description: 'Level one (surface): visible artefacts and products.' Rewarding people in this way may motivate senior managers but are likely to de-motivate other staff. (ECMH 1E1.1)
2	A	Incorrect:	This is an appropriate approach. Trompenaars and Hampden-Turner's 'Level two (deeper): norms and values' states that 'norms are the shared and accepted sense in an organization of what is 'right' and 'wrong'. They are expressed in formal ways through the company rulebook and in less formal ways by social control'. (ECMH 1E1.1, bullet 2)
	B	Incorrect:	This is an appropriate approach. HR may well be busy on other change tasks but this is not the key issue. Trompenaars and Hampden-Turner's 'Level two (deeper): norms and values' states that 'norms are the shared and accepted sense in an organization of what is 'right' and 'wrong'. They are expressed in formal ways through the company rulebook and in less formal ways by social control'. (ECMH 1E1.1, bullet 2)
	C	Correct:	This is an appropriate action. This reflects Trompenaars and Hampden-Turner's 'Level two (deeper): norms and values' where 'norms are the shared and accepted sense in an organization of what is 'right' and 'wrong'. They are expressed in formal ways through the company rulebook and in less formal ways by social control'. (ECMH 1E1.1, bullet 2)
	D	Incorrect:	This is an appropriate approach but the reason is NOT correct. Trompenaars and Hampden-Turner's 'Level two (deeper): norms and values' where 'norms are the shared and accepted sense in an organization of what is 'right' and 'wrong'. They are expressed in formal ways through the company rulebook and in less formal ways by social control.' The Staff Handbook, therefore, will NOT contain all of HACSCO's cultural values. (ECMH 1E1.1, bullet 2).
3	A	Correct:	It is NOT an appropriate action. 'Understanding culture...requires careful collaboration between those inside the organization, well embedded in its culture, and someone external who can see assumptions that 'insiders' are making.' (ECMH 1E1.2)
	B	Incorrect:	It is NOT an appropriate action but the reason is incorrect. 'Understanding culture...requires careful collaboration between those inside the organization, well embedded in its culture, and someone external who can see assumptions that 'insiders' are making.' The experience offered by external consultants is, therefore, relevant. (ECMH 1E1.2)
	C	Incorrect:	It is NOT an appropriate action. 'Understanding culture...requires careful

		collaboration between those inside the organization, well embedded in its culture, and someone external who can see assumptions that ‘insiders’ are making.’ The objective view offered by external consultants is helpful but should be combined with the internal perspective. (ECMH 1E1.2)
	D	Incorrect: It is NOT an appropriate action. ‘Understanding culture...requires careful collaboration between those inside the organization, well embedded in its culture, and someone external who can see assumptions that ‘insiders’ are making.’ Using external consultants because of lack of internal resources will not address the need to understand HACSCO’s culture. (ECMH 1E1.2)
4	A	Incorrect: An appropriate approach. Such an event could be seen as ‘time-wasting’. However, this reflects 1 of the 3 mechanisms through which messages that support culture change are communicated: ‘Symbols – when one event is seen as part of a larger pattern - patterns about how leaders make choices about use of time or resource allocation. [‘patterns... of expected behaviour’]’ could include a regular informal mid-morning gathering around the coffee machine, which emphasizes a relational culture.’ (ECMH 1E1)
	B	Incorrect: An appropriate approach. Such an event may be seen by managers as ‘inconvenient’. However, this reflects 1 of the 3 mechanisms through which messages that support culture change are communicated: ‘Symbols – when one event is seen as part of a larger pattern...patterns about how leaders make choices about use of time/resource allocation. [‘patterns... of expected behaviour’]’ ‘could include a regular informal mid-morning gathering around the coffee machine, which emphasizes a relational culture.’ (ECMH 1E1)
	C	Correct: This is an appropriate approach. This reflects 1 of the 3 mechanisms through which messages that support culture change are communicated: ‘Symbols – when one event is seen as part of a larger pattern...patterns about how leaders make choices about use of time or resource allocation. [‘patterns... of expected behaviour’]’ ‘could include a regular informal mid-morning gathering around the coffee machine, which emphasizes a relational culture.’ (ECMH 1E1.3)
	D	Incorrect: This is an appropriate approach where a ‘regular informal mid-morning gathering around the coffee machine...emphasizes a relational culture.’ This reflects ‘Symbols – when one event is seen as part of a larger pattern...patterns about how leaders make choices about use of time or resource allocation. [‘patterns... of expected behaviour’]’. However, the reason is incorrect: staff may well see such an event as a ‘break’ but this is not why this approach is appropriate. (ECMH1E1.3)

Question: 3, Syllabus: CS, Part: A, Type: CL, SyllabusRef: CS0301, Level: 3

1	A	Incorrect:	Getting this HR team member to produce a report may have a 'mobilizing' effect but would NOT demonstrate listening and is therefore NOT the option MOST likely to result in engagement as well as mobilization. (ECMH 4C2)
	B	Correct:	A 'face-to-face' style of engagement shows the Change Manager is listening to what the new member of HR can offer. (ECMH 4C2)
	C	Incorrect:	This is effectively a one-way communication stating this is how the process will work. There is limited engagement and no element of 'listening' with this action and little likelihood of understanding of how others see a problem. (ECMH 4C2)
2	A	Incorrect:	Driving the solution through (exerting 'power and control') by escalating people to their line manager to get objections overridden is NOT the BEST approach as it is likely to reduce this manager's support for the change. Effective listening involves understanding the objection and then taking time to explain the situation. This approach could lead to improvements in the proposals that would satisfy the manager. (ECMH 4C2)
	B	Correct:	This addresses Principle 5 'seek first to understand, and then be understood'. It is necessary to first listen and understand the objection and then explain the situation. This approach could lead to improvements in the proposals that would satisfy the manager. (ECMH 4C2)
	C	Incorrect:	Asking the manager to put any concerns in writing by raising a formal change request would reflect one of the reasons why the CM may be reluctant to sit down with the manager to discuss the matter and listen to the concerns – pride. The BEST approach for effective listening is to meet the manager to identify the reason for the objection and work together to identify and address the layout concerns. (ECMH 4C2)
3	A	Incorrect:	This is a reward going to people who have already implemented the changes so it is unlikely to help the rollout of the changes across the organization. The best way to rollout the changes is to use the people who have already done it by targeting the 'early adopters' and recruiting them to the role of champions for the change. (ECMH 4C1)
	B	Incorrect:	A video from the sponsor stating the importance of the changes is a one-way communication. No doubt the care centres already understand the importance of the changes so this video does not improve anything. There is a need to understand why care centres are reluctant to implement. The BEST way to rollout the changes is to use the people who have already done it by targeting the 'early adopters' and recruiting them to the role of champions for the changes. (ECMH 4C1)
	C	Correct:	Arranging visits to other care centres by nursing and care staff from the care centre where the changes have been implemented to enable them to explain how they have improved their day-to-day work is the best way to help rollout the changes as this uses the 'early adopters' as champions for the changes. (ECMH 4C1)
4	A	Incorrect:	The model of the floor layout and other interactive media will NOT enable staff moving to the new location to understand the new culture and behaviours required. The benefit of using the model will be to provide a 'stimulus to a visionary future' and lead to conversations based on something tangible. (ECMH 4C9)
	B	Incorrect:	Whilst the model of the floor layout and other interactive media may provide a useful distraction for staff who are less enthusiastic, and deflect their questions and concerns, this is not a benefit of a demonstration which is to provide a 'stimulus to a visionary future' and lead to conversations based on something tangible. (ECMH 4C9)

C	Correct:	The benefit of the model is that it 'demonstrates something working' and so provides a 'stimulus to a visionary future' and lead to conversations based on something tangible. (ECMH 4C9)
---	----------	---

Question: 3, Syllabus: CS, Part: B, Type: MR, SyllabusRef: CS0304, Level: 3

1	A	Incorrect:	Communication on sensitive areas such as potential job losses should show empathy. An e-mail is a one-way communications approach. It does not allow for questions to be asked by the recipient so this is not likely to reduce the anxieties of the staff about the future. (ECMH 5B2.2)
	B	Correct:	Communication on sensitive areas such as potential job losses should show empathy. By asking a member of the change team to visit the care centres and meet the staff face-to-face to discuss possible closure and transfer opportunities should help reduce staff anxiety and dispel the rumours. (ECMH 5B2.2)
	C	Correct:	Communication on sensitive areas such as potential job losses should show empathy. By asking the managers of the care centres to visit Head Office so that they can understand the current situation and then, as a known source, pass this information on to their staff, should help reduce staff anxiety and dispel the rumours. (ECMH 5B2.2)
	D	Incorrect:	To reduce anxiety all available information should be provided, even if it does not answer everyone's concerns. In this case, there is always a possibility the care centre will close so the staff need to be made aware of the plans to prevent rumours. Further information on transfer opportunities should reduce anxiety about the future. (ECMH 5B2.1)
	E	Incorrect:	Communication on sensitive areas such as potential job losses should show empathy. Online news articles are a one-way communications approach. It does not allow questions to be asked by the person reading the article so this is not the best way of reducing the anxieties of the staff about the future. (ECMH 5A5)
2	A	Correct:	The Change Manager needs to engage with the staff association, the best way being a two-way face-to-face interaction to understand the concerns and agree a way to resolve any problems. Ref ECMH 5B2.2
	B	Correct:	This approach will directly engage with a representative group those staff affected by the changed practices. Having a two-way, face-to-face interaction will give them an opportunity 'to air their views openly and share how they feel'. Listening to the care staff's concerns should help to reduce the risk of industrial action. (ECMH 5B2.6)
	C	Incorrect:	It may be the case that it is a legal requirement to meet any new safety standards but how they are met is a subject for discussion. Action should be taken to directly engage with those staff affected by the changed practices to give them an opportunity 'to air their views openly and share how they feel'. Taking no action will not reduce the risk of industrial action. (ECMH 5B2.6)
	D	Incorrect:	Care staff who actually perform the work are likely to provide better feedback on the best approach as this is NOT part of role of the change agents. Meeting with people not directly involved with the work is unlikely to help reduce the threat of industrial action. Once agreement is reached on how to address the requirement the change agents can be involved in communicating this across the organization. (ECMH 5B2.6, 1D3.1)
	E	Incorrect:	Sending a copy of the 'relevant documentation' (but with no request for any feedback) to all care staff is an example of information overload and may not match information to the needs of these stakeholders. As care staff are already overworked the likelihood is that this approach will have a negative effect on the staff and therefore increase the likelihood of industrial action. (ECMH 5B2.4)

Question: 3, Syllabus: CS, Part: C, Type: CL, SyllabusRef: CS0305, Level: 3			
1	A	Incorrect:	Open Space Technology is a 'self-organizing meeting' approach and does NOT require an agenda to be produced prior to the workshop. At the beginning of a session, participants are asked to think about the theme and identify issues or opportunities for discussion and an agenda is created. (ECMH 10E5.2)
	B	Incorrect:	Open Space Technology is a 'self-organizing meeting' and works best when tackling complex issues with diverse people, who have diverse ideas and a passion for the problem. Attempting to address the complexity in advance does not enable participants to 'think about the theme and identify issues or opportunities for discussion'. (ECMH 10E5.2)
	C	Correct:	The one law is associated with Open Space Technology – a 'self-organizing meeting' states 'if at any time an attendee is neither learning or contributing, then they should use their two feet and move on.' (ECMH 10E5.2)
2	A	Incorrect:	The World Café approach is for participants to have rounds of conversation at each table on a specified question, encouraging contributions and connecting diverse perspectives, sharing insights and discoveries. HACSCO Directors making presentations about the issues facing their own areas of responsibility and limiting question time is NOT part of the World Café approach. (ECMH 10E5.1)
	B	Correct:	The World Café approach is to set out seating around a table for small groups of four to six people. The process involves rounds of conversation at each table on a specified question designed for the specific context and desired purpose of the session. (ECMH 10E5.1)
	C	Incorrect:	The World Café approach is for participants to have rounds of conversation at each table on a specified question. It is NOT the purpose of the World Café approach for the HACSCO Directors to move from group to group to present their plans for the future. Doing so would NOT encourage contributions and connecting diverse perspectives, sharing insights and discoveries, all of which is key to the World Café approach. (ECMH 10E5.1)

Question: 3, Syllabus: CS, Part: D, Type: MG, SyllabusRef: CS0305, Level: 3			
1	Correct [E]:		Closure of care centres should be considered a key message as it affects people not only in the care centres that is to be closed but also other staff in other care centres will be wondering if they are next. Because of the impact closure may have across the organization, a member of the Directors Committee, in this case the Property Director, should deliver this key message. (ECMH 5D1.6)
2	Correct [D]:		This is a key message about the change. The business is about care and the staff will want to know that although change is necessary, the residents' needs and interests will be put first. (ECMH 5D1.5)
3	Correct [F]:		One-to-one communication is a type of communications channel that is suitable where large scale redundancies are likely. (ECMH 5D1.7)
4	Correct [A]:		The fact that HACSCO will have to be ready to compete for funding in 3 years time is a driver for why the change is required and therefore helps set the organizational context. (ECMH 5D1.1)
5	Correct [B]:		Families of residents are stakeholders as they have an interest in the outcome of the change, (how it will affect the resident), and this identifies one of their 'key concerns', Therefore this is about analyzing the audience/stakeholders. (ECMH 5D1.2)
6	Correct [A]:		The fact that HACSCO will need to bid against competitors for charity funds in an open tender process in the future is a driver for why the change is required. (ECMH 5D1.1)

Question: 3, Syllabus: CS, Part: E, Type: AR, SyllabusRef: CS0401, Level: 4

1	False:	A stakeholder is 'any individual or group with an interest in the change or its outcomes' (ECMH 4A Introduction). Families of residents are specifically identified in the HACSCO vision for the change. The 'level of engagement' with families needs to be determined and so should be mapped onto the stakeholder radar. (ECMH 4B10)	False:	The boundaries of the segmented radar are 'porous i.e. a stakeholder may straddle more than one domain, and cross to another during the life of the change'. (ECMH 4B10)
2	True:	Mayfield suggests that stakeholders that are more engaged with the changes taking place should be placed closer to the centre of the radar. As care centre staff will be directly affected by the changes it is appropriate for them to be categorized as either 'vital' or 'necessary' to engage. (ECMH 4B10)	False:	'Vital to engage' and 'Necessary to engage' are towards the centre of the stakeholder radar. Mayfield suggests that a stakeholder 'more engaged with the changes taking place' would be nearer to the centre. (ECMH 4B10)
3	False:	There are many ways of grouping stakeholders, NOT only by 'Energy versus Commitment'. Each different way used may be useful in identifying different issues. Mayfield suggests that three to four key ways of mapping should be used. (ECMH 4B11, Tip)	True:	A benefit of using different stakeholder groups for different segments or groups of stakeholders is to provide vital information, which will help when producing the stakeholder strategy. Consideration should be given to defining different engagement strategies for different groups. (ECMH 4B11, Tip)
4	False:	The positioning of individuals or groups into a stakeholder group is dependent on a number of factors including opinions on the change. It will NOT be necessarily true that the Board of Trustees and the Directors Committee will share the same opinions. (ECMH 4B11)	False:	Stakeholders who have high power and influence may be treated as 'influential observers' if they have low interest in the change. (ECMH 4B11)
5	False:	Whilst it may or may not be true that these suppliers have no power over the change, a stakeholder is 'any individual or group with an interest in the change or its outcomes'. Suppliers would certainly be interested in the outcome of the change as it may affect whether they remain as suppliers or if the amount of business with HACSCO will change, so they should be mapped onto the matrix. (ECMH 4A Introduction and ECMH4B11)	False:	Stakeholders that have little power and little interest in the change, ('spectators'), need monitoring as they might move into other quadrants if a new interest or power base emerges. (ECMH 4B11)
6	True:	A stakeholder is 'any individual/group with an interest in the change or its outcomes'. In this case, the regulatory authorities are likely to be 'Observers in the early stages' as their interest in the detail of HACSCO changes will be relatively low. As the changes develop	True:	A stakeholder 'grid' can be used for targeting, with stakeholders moving into other quadrants according to the level of engagement needed as change progresses. As the Assertion concerns moving a stakeholder to a different quadrant to increase their level of

	and HACSCO needs to demonstrate continued regulation compliance, the buy-in of this stakeholder will need more active engagement, so moving them into the 'Influential observers' quadrant. (ECMH4A Intro and ECMH4B11)	engagement, the Reason explains the Assertion so the answer is 'A'. (ECMH 411)
--	---	--

Question: 4, Syllabus: CP, Part: A, Type: CL, SyllabusRef: CP0212, Level: 2

1	A	Incorrect:	This is Kelman's 'Identification' adoption level, where 'I need them to understand why they need to do this and the consequences of not changing.' (ECMH 11A4 and Figure 11.9)
	B	Incorrect:	This is Kelman's 'Internalization' adoption level, where 'I need them to be able to make decisions about what, why, when and how things are done.' (ECMH 11A4 and Figure 11.9)
	C	Correct:	'Some changes, phases or stakeholders may only need 'compliance': for example, if the change requires only a simple one-off action such as updating your new email signature.' 'I need to be able to tell them what to do and they will do it.' (ECMH 11A4 and Figure 11.9)
	D	Incorrect:	An 'emotional connection' is most likely to be at Kelman's 'Internalization' adoption level, where 'I need them to be able to make decisions about what, why, when and how things are done.' (ECMH 11A4 and Figure 11.9)
2	A	Incorrect:	This is 'Kelman's 'Identification' adoption level, where 'I need them to understand why they need to do this and the consequences of not changing.' (ECMH 11A4 and Figure 11.9)
	B	Incorrect:	This is 'Kelman's 'Compliance' adoption level: 'Some changes, phases or stakeholders may only need 'compliance': for example, if the change requires only a simple one-off action such as updating your new email signature.' 'I need to be able to tell them what to do and they will do it.' (ECMH 11A4 and Figure 11.9)
	C	Incorrect:	This is 'Kelman's 'Identification' adoption level, where 'I need them to understand why they need to do this and the consequences of not changing.' (ECMH 11A4 and Figure 11.9)
	D	Correct:	This is 'Kelman's 'Internalization' adoption level, where 'I need them to be able to make decisions about what, why, when and how things are done.' The length of commitment is 'long-term' and reinforced by 'alignment to values'. (ECMH 11A4 and Figure 11.9)
3	A	Correct:	The definition of critical mass: '...when the people and systems operating in the new way achieve unstoppable momentum...this is the point when we can safely accelerate the elimination of the old way.' (ECMH 11A5)
	B	Incorrect:	'Forcing people to change' is not the same as achieving critical mass or 'unstoppable momentum'. Change 'is building up to a point where change needs to progress under its own steam...' (ECMH 11A5)
	C	Incorrect:	'Leaving people to get on with it' if resources are stretched is not the same thing as a 'tipping point' or 'critical mass' '...when the people and systems operating in the new way achieve unstoppable momentum...[change] is building up to a point where change needs to progress under its own steam...' (ECMH 11A5)
	D	Incorrect:	Training everyone is not the same as achieving critical mass or 'unstoppable momentum'. Change 'is building up to a point where change needs to progress under its own steam...' If the changes are not yet embedded, this is unlikely to be achieved and the change management effort reduced. (ECMH 11A5)
4	A	Incorrect:	Just disciplining staff may not achieve the desired outcomes. Creating the right

		conditions for change 'to progress under its own steam...may mean targeting new stakeholders or changing the targets and approach to existing ones. For example...in order to sustain the change they need to move to 'make it happen' at implementation.' (ECMH 11A5)
B	Correct:	Creating the right conditions for change 'to progress under its own steam...may mean targeting new stakeholders or changing the targets and approach to existing ones. For example...in order to sustain the change they need to move to 'make it happen' at implementation.' (ECMH 11A5)
C	Incorrect:	Giving people freedom to implement changes in their own way is unlikely to achieve the desired outcomes. Creating the right conditions for change 'to progress under its own steam...may mean targeting new stakeholders or changing the targets and approach to existing ones. For example...in order to sustain the change they need to move to 'make it happen' at implementation.' (ECMH 11A5)
D	Incorrect:	Telling people that the 'tipping point' has been reached does not mean that it has been! Creating the right conditions for change 'to progress under its own steam...may mean targeting new stakeholders or changing the targets and approach to existing ones. For example...in order to sustain the change they need to move to 'make it happen' at implementation.' (ECMH 11A5)

Question: 4, Syllabus: CP, Part: B, Type: CL, SyllabusRef: CP0301, Level: 3

1	A	Incorrect:	This is Step 2: determine the specific impacts on each stakeholder/group, where the 7S model can be used to 'work through what [the change] means for them'. A 'high-level assessment...to determine the likely level of complexity for each stakeholder/group' is undertaken in Step 1: conduct a high-level impact assessment. (ECMH 6A1.4, Step 1)
	B	Correct:	This is Step 1: conduct a high-level impact assessment, which should 'start by conducting a high-level assessment of the change to determine the likely level of complexity for each stakeholder/group.' (ECMH 6A1.4, Step 1)
	C	Incorrect:	Holding workshops to 'walk through scenarios' is Step 4: validate stakeholder impacts. A 'high-level assessment...to determine the likely level of complexity for each stakeholder/group' is undertaken in Step 1: conduct a high-level impact assessment. (ECMH 6A1.4, Step 1)
	D	Incorrect:	Asking what the changes mean to managers/staff is Step 3: analyse impacts in more detail for each business area where 'we need to analyse and understand the specific impacts that change will have...and what needs to happen for the change to be deemed successful. A 'high-level assessment...to determine the likely level of complexity for each stakeholder/group' is undertaken in Step 1: conduct a high-level impact assessment. (ECMH 6A1.4, Step 1)
2	A	Correct:	This is Step 2: determine the specific impacts on each stakeholder/group suggests using the McKinsey 7-S model as a checklist for assessing impacts and includes 'Organizational Changes', 'Process changes' and 'Job Changes'. (ECMH 6A1.4, Step 2)
	B	Incorrect:	Redesigning the future structure because some stakeholders do not accept them is NOT an activity suggested for Step 2: '..the next step is to work through what [the change] means for them.' The McKinsey 7-S model can be used as a checklist for assessing the impacts for each stakeholder group. (ECMH 6A1.4, Step 2)
	C	Incorrect:	This is Step 5: assess the severity of change impacts where 'Impacts are determined in terms of complexity and coverage for each specific stakeholder group.' It is Step 2 where '..the next step is to work through what [the change] means for them.' The McKinsey 7-S model can be used as a checklist for assessing the impacts for each stakeholder group. (ECMH 6A1.4, Step 2)
	D	Incorrect:	Holding workshops for Head Office people to 'discuss...possible new structures' is Step 4: validate stakeholder impacts, where 'scenario testing' is a suggested validation approach. It is Step 2 where '..the next step is to work through what [the change] means for them.' The McKinsey 7-S model can be used as a checklist for assessing the impacts for each stakeholder group. (ECMH 6A1.4, Step 2)
3	A	Incorrect:	This is Step 5: assess the severity of change impacts where 'Impacts are determined in terms of complexity and coverage for each specific stakeholder group.' Complexity of impact includes 'an assessment of the impact of change, the change activity...' It is Step 4: validate stakeholder impacts, where validation of impacts can be done using Project documentation, Scenario testing and Pilots. (ECMH 6A1.4, Step 4)
	B	Incorrect:	This is Step 1: conduct a high-level impact assessment, which should 'start by conducting a high-level assessment of the change to determine the likely level of complexity for each stakeholder/group.' It is Step 4: validate stakeholder impacts, where validation of impacts can be done using Project documentation, Scenario testing and Pilots. (ECMH 6A1.4, Step 4)
	C	Correct:	This is Step 4: validate stakeholder impacts, where validation of impacts can be done using 'Project documentation – business requirements...a good source of information on both the intended change and where there are out of scope

			areas...' (ECMH 6A1.4, Step 4)
	D	Incorrect:	This is Step 2: determine the specific impacts on each stakeholder/group suggests using the McKinsey 7-S model as a checklist for assessing impacts and includes 'Capability Changes' and 'Behavioural Changes'. It is Step 4: validate stakeholder impacts, where validation of impacts can be done using Project documentation, Scenario testing and Pilots. (ECMH 6A1.4, Step 4)
4	A	Incorrect:	This is Step 4: validate stakeholder impacts, where validation of impacts can be done using Project documentation, Scenario testing and Pilots. It is Step 5: assess the severity of change impacts where 'Impacts are determined in terms of complexity and coverage for each specific stakeholder group.' Complexity of impact includes 'an assessment of the impact of change, the change activity and the unintended consequences.' (ECMH 6A1.4, Step 5)
	B	Incorrect:	Targeting services for exclusion on this basis is unlikely to be acceptable and is NOT an activity suggested for any of the stakeholder impact assessment Steps. It is Step 5: assess the severity of change impacts where 'Impacts are determined in terms of complexity and coverage for each specific stakeholder group.' Complexity of impact includes 'an assessment of the impact of change, the change activity and the unintended consequences.' (ECMH 6A1.4, Step 5)
	C	Correct:	This is Step 5: assess the severity of change impacts where 'Impacts are determined in terms of complexity and coverage for each specific stakeholder group.' Complexity of impact includes 'an assessment of the impact of change, the change activity and the unintended consequences.' (ECMH 6A1.4, Step 5)
	D	Incorrect:	This is Step 3: analyse impacts in more detail for each business area where 'we need to analyse and understand the specific impacts that change will have...and what needs to happen for the change to be deemed successful.' It is Step 5 where 'Impacts are determined in terms of complexity and coverage for each specific stakeholder group.' Complexity of impact includes 'an assessment of the impact of change, the change activity and the unintended consequences.' (ECMH 6A1.4, Step 5)

Question: 4, Syllabus: CP, Part: C, Type: MG, SyllabusRef: CP0303, Level: 3

1	Correct [B]:	This is Stage 2 - Storming: 'Team members are likely to want to test and challenge the assumptions made. Team members come with a variety of experience and status...which can lead to differences of opinion.' (ECMH 12B1, bullet 2)
2	Correct [A]:	This is Stage 1 - Forming: '...there will initially be a high dependence on the Change Manager for guidance and direction.' (ECMH 12B1, bullet 1)
3	Correct [D]:	This is Stage 4 - Performing: 'The team has a sense of unity. They have a shared vision and are able to stand on their own feet, supporting each other through the peaks, troughs and challenges that arise.' (ECMH 12B1, bullet 4)
4	Correct [B]:	This is Stage 2 - Storming: 'Team members are likely to want to test and challenge the assumptions made. Team members come with a variety of experience and status...which can lead to differences of opinion.' (ECMH 12B1, bullet 2)

Question: 4, Syllabus: CP, Part: D, Type: MR, SyllabusRef: CP0304, Level: 3

1	A	Incorrect:	This information should be recorded under the 'Feedback' heading: 'how key stakeholders...can feedback their thoughts and ideas about the change and approach to implementation, and how this will be fed into the change planning.' (ECMH 7B3, bullet 6)
	B	Correct:	The change management plan documents the 'recurring actions' that contribute to change readiness. Training for project team members should be included under this heading: 'Developing skills: how sponsors, the change team and change agents or middle managers will be supported and developed to effectively manage the implementation and embedding of the change.' (ECMH 7B3, bullet 3)
	C	Incorrect:	This information should be recorded under the 'Measurement' heading: 'how you will know that your change interventions are working.' (ECMH 7B3, bullet 7)
	D	Incorrect:	This information is NOT for inclusion in the change management plan: it is more likely to be found in the change delivery plan, following analysis of knowledge, skills and attitudes (KSAs) required for the changes to work (ECMH 9B). 'Developing skills' includes: 'how sponsors, the change team and change agents or middle managers will be supported and developed to effectively manage the implementation and embedding of the change.' (ECMH 7B3, bullet 7)
	E	Correct:	The change management plan documents the 'recurring actions' that contribute to change readiness. Briefing sessions for senior and middle managers should be included under this heading: 'Developing skills: how sponsors, the change team and change agents or middle managers will be supported and developed to effectively manage the implementation and embedding of the change.' (ECMH 7B3, bullet 3)
2	A	Incorrect:	This information is NOT for inclusion in the change management plan: details of the vision are most likely to be found in the Communication Plan, where specific details of what is to be communicated and the supporting activities are recorded. (ECMH 5D2)
	B	Incorrect:	As this information is about 'developing skills' of members of the project teams this information should be under that heading of the change management plan NOT the 'Communications' heading. (ECMH 7B3, bullet 3)
	C	Correct:	The change management plan documents the 'recurring actions' that contribute to change readiness. 'Access to senior managers' would be recorded under the heading 'Communications: how the communications are going to be targeted to different audiences, what channels will be used and when, how feedback can be obtained.' (ECMH 7B3, bullet 2)
	D	Correct:	The change management plan documents the 'recurring actions' that contribute to change readiness. 'Use of the road-show' as a channel for communicating the change plan would be recorded under the heading 'Communications: how the communications are going to be targeted to different audiences, what channels will be used and when, how feedback can be obtained.' (ECMH 7B3, bullet 2)
	E	Incorrect:	This information would be documented under the 'Resistance' heading: 'what are the expected types and reasons for resistance...' (ECMH 7B3, bullet 5)

Question: 4, Syllabus: CP, Part: E, Type: AR, SyllabusRef: CP0402, Level: 4

1	True:	'Emotional levers' are those that 'exert an internal pressure to change such as guilt pride or feeling part of the 'in-crowd'. Creating peer groups of 'champions' across HACSCO will help motivate people to want to be part of the change or find themselves left behind. (ECMH 11A 3.1, bullet 1)	True:	'Peer pressure when you are the last person in your team to adopt the change' is an example of an 'Emotional lever' category. (ECMH 11A 3.1, bullet 1). As the Assertion is about the using 'peer pressure' as an 'Emotional lever', the Reason is a direct explanation of the Assertion so the answer is 'A'.
2	True:	Appointing a 'Customer Manager' to head the new 'Customer First Team' is designed to reflect the desired new customer focus and an example of a 'Structural lever' where the 'messages are implicit in the structures about the priorities of elements such as customers...' (ECMH 11A 3.1, bullet 3)	True:	'Structural levers are those that are implicit in the way an organization is controlled. For example, the way that elements of the organization are grouped together or managed separately.' (ECMH 11A 3.1, bullet 3). Both the Assertion and the Reason are about using a 'Structural lever' BUT the Reason does NOT explain the Assertion (i.e. why it should be moved to another heading i.e. it is incorrectly entered) so the answer is 'B'.
3	False:	'Procedural levers are those imposed by a process that a person needs to follow.' As both the 'Resident Journals' and the time recording system (linked to performance management) are both key aspects of the change programme, linking them procedurally is appropriate. (ECMH 11A 3.1, bullet 2)	False:	This is NOT an example of a 'Emotional lever' 'Procedural levers' are those imposed by a process that a person needs to follow.' (ECMH 11A 3.1, bullet 2)
4	False:	Entry 4 describes a the use of an 'Emotional lever' e.g. 'the warm glow from being praised by your boss'. (ECMH 11A 3.1, bullet 1)	False:	This describes an 'Emotional lever' e.g. 'the warm glow from being praised by your boss...always necessary for sustainable change adoption'. (ECMH 11A 3.1, bullet 1)
5	True:	The requirement for all Head Office managers and staff to contribute to cross-functional projects is an appropriate 'Structural lever': 'the way that elements of the organization are grouped together or managed separately; the messages implicit in the structures...' (ECMH 11A 3.1, bullet 3)	False:	This describes an 'Emotional lever' which are where an internal pressure to change is exerted such as guilt, pride or feeling part of the 'in-crowd' – the change cannot succeed until people impacted truly believe they need to sustain the new behaviour'. (ECMH 11A 3.1, bullet 1)
6	False:	This is under the correct heading: 'Structural levers are those that are implicit in the way the organization is controlled – and will exert a force accordingly.' Motivation to adopt change is achieved first through imposition and then sustained through relaxation of controls e.g. greater delegation. (ECMH 11A 3.1, bullet 3)	True:	This describes an 'Emotional lever' e.g. 'those that exert an internal pressure to change such as guilt, pride or feeling part of the 'in-crowd'. (ECMH 11A 3.1, bullet 1)

This page is blank