

Paper Code: M-EPA-CPR5009

Level
5

Coaching Professional - Mock EPA Knowledge Test

Information for registered centres

The seal on this examination paper must only be broken by the candidate at the time of the examination.
Under no circumstances should a candidate use an unsealed examination paper.

Information for candidates

Under no circumstances should you, the candidate, use an unsealed examination paper.

This examination consists of **40 multiple-choice** questions.

The exam is worth **40 marks**, with a Pass being **26 marks**, and Distinction **35 marks**.

The duration of this examination is **90 minutes**.

You are **NOT** allowed any assistance to complete the answers.

You must use a pencil to complete the answer sheet - pens must **NOT** be used.

When completed, please leave the **examination answer sheet (EAS)** on the desk.

EXAMINATION ANSWER SHEET (EAS) INSTRUCTIONS:

For each question, fill in **ONE** answer **ONLY**.

If you make a mistake, ensure you erase it thoroughly.

You must mark your choice of answer by shading in **ONE** answer circle only.

Please mark each choice like this:

01 ☐ A ☐ B ☐ C ☒ **ANSWER COMPLETED CORRECTLY**

Examples of how NOT to mark your examination answer sheet (EAS). These will not be recorded.

01 ☐ A ☐ B ☐ C ☐ **DO NOT** partially shade the answer circle
ANSWER COMPLETED INCORRECTLY

01 ☐ A ☐ B ☒ ☒ **DO NOT** use ticks or crosses
ANSWER COMPLETED INCORRECTLY

01 ☐ A ☐ B ☐ C ☐ **DO NOT** use circles
ANSWER COMPLETED INCORRECTLY

01 ☐ A ☐ B ☒ ☒ **DO NOT** shade over more than one answer circle
ANSWER COMPLETED INCORRECTLY

All candidates **MUST** sign the Examination Answer Sheet (EAS) in the bottom right-hand corner of the page before leaving the examination room.

1

How does Karpman's Triangle explain power dynamics in relationships?

- A. It describes the balance of power between employees and managers
- B. It focuses on the distribution of financial resources among stakeholders
- C. It illustrates 3 roles that people unconsciously adopt in conflict situations
- D. It details the stages of team development in organisations

2

Which of the following is an example of how confirmation bias can affect a coach's judgement during a session?

- A. The coach disregards any information that aligns with their pre-existing beliefs
- B. The coach searches for evidence that supports their initial opinion of the coachee
- C. The coach considers all possible explanations equally, regardless of their initial opinion
- D. The coach avoids forming any opinions about the coachee during the session

3

In what way does a transformational leader typically motivate their team?

- A. By focusing on maintaining existing processes and ensuring compliance with policies
- B. By setting clear goals and closely monitoring performance to ensure targets are met
- C. By inspiring and challenging team members to exceed their own expectations
- D. By delegating decision-making responsibilities and providing minimal guidance

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When applying Gibbs' Reflective Cycle in a coaching session, how could a coach help the coachee in the 'Evaluation' stage?

- A. By helping the coachee explore their feelings about the session
- B. By ensuring the coachee describes their situation in detail
- C. By inviting the coachee to identify what went well and areas to improve
- D. By creating an action plan for the coachee without their input

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What is the **main** focus of safeguarding policies in an organisation?

- A. Protecting an organisation's financial assets
- B. Promoting employee satisfaction and engagement
- C. Managing the organisation's data security protocols
- D. Ensuring the wellbeing of children and vulnerable adults

6

How does non-judgementalism contribute to an effective coaching practice?

- A. It ensures that the coach remains open and accepting of the coachee's perspectives
- B. It allows the coach to impose their own beliefs and values on the coachee
- C. It encourages the coach to challenge the coachee's values if they differ from their own
- D. It permits the coach to make assumptions about the coachee's intentions

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What role does empathy, as described by Goleman, play in enhancing the effectiveness of a coaching relationship?

- A. It allows the coach to control the coachee's emotions through manipulation
- B. It helps the coach understand and share the emotions of the coachee
- C. It encourages the coach to distance themselves emotionally from the coachee
- D. It involves the coach mirroring the coachee's emotions without analysis

8

How does the role of a coach **mainly** differ from the role of a consultant?

- A. A coach provides expert solutions, while a consultant asks powerful questions to facilitate self-reflection
- B. A coach focuses on diagnosing current problems, while a consultant is future-focused
- C. A coach guides individuals towards self-discovery, while a consultant offers expert advice
- D. A coach leads training on specific skills, while a consultant helps individuals with emotional challenges

9

Why is intonation important in verbal communication?

- A. It ensures that the coachee follows the coach's instructions precisely
- B. It allows the coach to dominate the conversation
- C. It can convey the coach's genuine interest in the coachee's concerns
- D. It prevents the client from questioning the coach's methods

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What is the **main** focus of Maslow's concept of self-actualisation within the Hierarchy of Needs?

- A. Achieving basic physical and safety needs
- B. Focusing on the need for job security and financial stability
- C. Addressing social needs and relationships
- D. Realising personal potential and self-fulfilment once other needs are met

11

Which phase in the journey from unconscious incompetence to unconscious competence requires the **most** conscious effort to enhance self-awareness?

- A. Unconscious incompetence, where the individual is unaware of their shortcomings
- B. Conscious incompetence, where an individual recognises a lack of skill and works to improve it
- C. Conscious competence, where the skill is known but not perfected
- D. Unconscious competence, where the skill becomes automatic

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In Goleman's theory, how can understanding motivation contribute to a coach's self-awareness?

- A. It encourages the coach to focus on external rewards and recognition
- B. It guides the coach to dismiss their own motivations in favour of the coachee's
- C. It helps the coach understand what drives their actions and how it aligns with their values
- D. It leads the coach to separate personal and professional motivations without reflection

13

What is the **main** purpose of the Global Code of Ethics?

- A. To guide coaches in maintaining high standards of professionalism
- B. To impose strict rules that limit a coach's flexibility in sessions
- C. To ensure that all coaches follow the same methods and techniques
- D. To prioritise the career progression of the coach, regardless of a coachee's needs

14

How can a preference for introversion affect a team member's interaction style and contributions within an organisation?

- A. They may prefer to work collaboratively in larger group settings and seek frequent feedback
- B. They will generally take on leadership roles in team projects and drive group discussions
- C. They are likely to excel in individual tasks and work effectively in quieter environments
- D. They are more inclined to engage in spontaneous mind-mapping sessions and active networking

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What is the purpose of the data minimisation principle under the General Data Protection Regulations (GDPR)?

- A. To ensure that all collected personal data is retained indefinitely
- B. To ensure that all personal data is shared with third parties upon request
- C. To ensure the collection of personal data enhances organisational records
- D. To ensure collected personal data is only processed for its intended purpose

16

What effect does a strong organisational culture have on employee engagement and performance?

- A. It can foster stability which may lead to predictable performance levels
- B. It provides a clear sense of purpose and aligns individual behaviours
- C. It restricts creativity and flexibility, and leads to lower engagement levels
- D. It creates conflicts among team members with differing personal values

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What role do motivators play in Herzberg's Two-Factor Theory regarding job satisfaction?

- A. They mainly address issues related to job security and working conditions
- B. They contribute to job satisfaction and personal growth, such as achievement or recognition
- C. They focus on eliminating dissatisfaction rather than enhancing satisfaction
- D. They are related to external factors such as salary and company policies

18

What is a possible consequence of a laissez-faire leadership style on team productivity?

- A. It can result in decreased productivity, as team members lack guidance and structure
- B. It often leads to high productivity due to clear direction and structured processes
- C. It ensures consistent productivity through a focus on detailed performance metrics and regular feedback
- D. It discourages creativity as team members are given instructions on how to perform their roles

19

Which approach aligns with the principles of good practice coaching protocols?

- A. Setting rigid, inflexible goals that the coachee must achieve within a specific timeframe
- B. Directing the coachee towards a specific outcome that the coach believes is best
- C. Motivating the coachee to explore their personal values by supporting them to make their own decisions
- D. Offering rewards and incentives to motivate the coachee towards achieving the coach's preferred outcomes

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What is the **main** focus of the power/interest grid in stakeholder management?

- A. To categorise stakeholders based on their influence in the project
- B. To identify the financial contributions of each stakeholder
- C. To analyse the emotional responses of stakeholders to organisational change
- D. To evaluate the ethical standards of stakeholders in a project

21

How can awareness of substitution bias improve a coach's ability to ask effective questions during a session?

- A. By encouraging the coach to ask direct questions that address the real issue
- B. By prompting the coach to use simpler questions rather than more complex ones
- C. By guiding the coach to focus on surface-level issues without exploring deeper problems
- D. By leading the coach to use questions that confirm their own views, rather than difficult questions

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What is a typical impact of a hierarchical culture on individual decision-making and autonomy?

- A. It promotes high levels of autonomy and individual decision-making
- B. It encourages innovative thinking and risk-taking among employees
- C. It supports informal decision-making and autonomous work arrangements
- D. It limits individual autonomy and decision-making by favouring a structured approach

23

According to Schön's Reflective Practice Model, what does 'reflection-on-action' refer to?

- A. Reflecting on previous actions during a coaching session
- B. Reflecting on future actions before they occur
- C. Reflecting during the moment of action
- D. Reflecting on actions after they have occurred

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How does the International Coaching Federation (ICF) define effective listening?

- A. By simply hearing the words a coachee is saying
- B. Through the ability to recognise the emotions behind a coachee's words
- C. By focusing on identifying solutions for a coachee immediately
- D. Through passive listening, allowing the coachee to speak without interruption

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In what way can Gestalt psychology be used to enhance a coachee's self-awareness?

- A. By helping the coachee understand how their behaviours fit together
- B. By analysing the coachee's past to uncover hidden memories
- C. By focusing on the coachee's individual parts rather than the whole experience
- D. By encouraging the coachee to rely on others for their self-concept

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According to Salovey and Mayer's theory, what is a **key** benefit of a coach helping a coachee to accurately recognise their own emotions?

- A. It allows the coachee to suppress their emotions more effectively
- B. It encourages the coachee to act on impulse, based on initial emotional reactions
- C. It leads the coachee to focus on others' emotions rather than their own
- D. It enhances the coachee's ability to manage emotional challenges

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What is the **main** purpose of matching and mirroring in a coaching conversation?

- A. To assert authority over the coachee during sessions
- B. To create a sense of connection between the coach and coachee
- C. To ensure the coachee agrees with the coach's viewpoint
- D. To highlight differences in communication styles

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What influence can a high level of integrity have on a leader's effectiveness within an organisation?

- A. Leaders with high integrity are often seen as rigid and inflexible, which hinders their ability to adapt to change
- B. Leaders with high integrity focus excessively on rules and procedures, which can stifle creativity
- C. Leaders with high integrity focus on their own personal advancement, rather than team goals
- D. Leaders with high integrity build trust and credibility leading to a more positive organisational culture

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What does unconditional positive regard involve in the context of coaching?

- A. Agreeing with all of the coachee's opinions, even if they are against the coach's beliefs
- B. Accepting the coachee's perspective without needing to approve their behaviour
- C. Avoiding challenging the coachee's thoughts to avoid any conflict
- D. Focusing exclusively on the coachee's strengths during a session

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In what way is summarising used as a feedback technique during a coaching session?

- A. It condenses the key points of the coachee's statements to ensure clarity
- B. It repeats everything the coachee has said word-for-word to ensure understanding
- C. It offers the coach's opinion on the coachee's statements
- D. It challenges the coachee to reconsider their viewpoint

Scenario 1: You have recently been hired as a coach by a mid-sized marketing agency. The agency has been experiencing high staff turnover and the management team believes that a contributing factor is the lack of professional development opportunities for their employees. Your main role is to work with the team leaders to identify potential growth areas for the team members and help them develop the skills needed to excel in their roles. In your first week, you observe that while the team members are highly skilled, many of them seem disengaged and unsure about their career progression within the company. Additionally, you notice that communication between team leaders and their teams is inconsistent, leading to misunderstandings and missed deadlines.

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How can the introduction of an adhocracy culture influence the development of employees in the marketing agency?

- A. It encourages innovation and provides flexible opportunities for growth
- B. It enforces strict rules and procedures to maintain order
- C. It focuses on external competition rather than internal growth
- D. It establishes rigid hierarchies to control and monitor performance

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Considering Maslow's Hierarchy of Needs, addressing which level **first** will improve team members' career progression and reduce disengagement?

- A. Self-actualisation needs, by providing opportunities for personal growth
- B. Esteem needs, by recognising and rewarding team achievements
- C. Safety needs, by ensuring job security and a safe working environment
- D. Physiological needs, by improving physical comfort in the workplace

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Why is adopting a non-judgmental approach with the team important in maintaining good practice in coaching?

- A. It allows you to impose your views and solutions on the team
- B. It helps create a safe and open environment where the team feel valued
- C. It simplifies the coaching process by avoiding complex ethical considerations
- D. It ensures that the high-performing individuals receive feedback and support first

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What is the **main** purpose of using paraphrasing in a coaching session with the team members?

- A. To confirm understanding by restating the message using different words
- B. To critique the speaker's language and style without addressing their message
- C. To introduce unrelated topics to the conversation to divert attention from the main issue
- D. To repeat the feedback exactly as previously given as confirmation

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What is a **key** benefit of using Berne's Transactional Analysis in coaching sessions for the marketing agency?

- A. It offers a quick fix to immediate performance issues by addressing underlying causes
- B. It focuses only on the technical aspects of marketing, rather than interpersonal relationships
- C. It emphasises strict adherence to agency protocols over flexible communication strategies
- D. It provides a framework for understanding and improving communication based on the roles the team play



Scenario 2: You have recently started working with a large financial services firm that is undergoing significant structural changes. The company has implemented a new performance management system, but many employees are feeling uncertain and are resistant to the changes. You are tasked with coaching the middle managers, who are key to implementing the new system and guiding their teams through the transition. During your initial sessions, you observe that the managers are struggling with both the new performance metrics and how to effectively communicate these changes to their teams. Additionally, there is a noticeable lack of trust and open dialogue between managers and employees, further complicating the transition.

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How can understanding their own emotional triggers, as outlined in Goleman's Theory of Emotional Intelligence, help managers handle resistance from employees?

- A. By focusing on suppressing any negative emotions, ensuring no emotional connection with employees
- B. By avoiding any emotional overreaction to employee opposition, allowing them to respond calmly and constructively
- C. By learning to disengage from employees' concerns, thus reducing unnecessary emotional involvement
- D. By preventing any form of emotional expression, keeping the focus solely on implementing the new system

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How does training differ from coaching when implementing a new performance management system in the financial services firm?

- A. Training involves creating personal development plans, whereas coaching is concerned with delivering technical information about the new system
- B. Training addresses personal development needs in the context of organisational changes, whereas coaching provides instruction on how to use new tools
- C. Training delivers structured lessons on the new system, while coaching offers ongoing guidance to help managers adapt to the system effectively
- D. Training focuses on the specific skills needed for performance metrics, while coaching provides ongoing support to achieve development goals

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In what way can adjusting the scale of communication affect employees' acceptance of the new performance management system?

- A. A uniform scale of communication will maintain a clear hierarchy and prevent misunderstandings about the new system
- B. Adapting the scale of communication helps ensure that all employees feel acknowledged and informed about the changes
- C. Increasing the scale of communication will make it harder for employees to grasp the details of the new system and ways of working
- D. Reducing the scale of communication simplifies the system for employees, leading to quicker acceptance and implementation

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How can understanding the 16 Personalities tool impact on self-awareness and managers' interactions during the transition to the new performance management system?

- A. It helps managers understand their own traits and those of their team members
- B. It provides a detailed analysis of the company's performance metrics
- C. It focuses only on enhancing personal productivity
- D. It suggests changing the manager's and the team's roles to fit their traits

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Which leadership style is suitable for middle managers to adopt when aiming to reduce resistance to the new performance management system?

- A. A style that encourages participation and open communication, helping to build trust to ease the transition
- B. A style that focuses on compliance and targets, driving employees to accept the change without questions
- C. A style that puts emphasis on routine and limited flexibility, naturally leading to acceptance of the new system
- D. A style that focuses on self-sufficiency and initiative, assuming employees will adapt over time on their own





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