Paper Code: M-EPA-CPR5008

Coaching Professional - Mock EPA Knowledge Test

Level **5**

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 Ⓐ Ⓑ Ⓒ ⬤   **ANSWER COMPLETED CORRECTLY**

Examples of how NOT to mark your examination answer sheet (EAS). These will no...

M-EPA-CPR5008 ANSWERS

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

01 Ⓐ Ⓑ ✓Ⓒ ✗Ⓓ   **DO NOT** use ticks or crosses
ANSWER COMPLETED INCORRECTLY

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

01 Ⓐ Ⓑ Ⓒ   **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 can Herzberg's theory be applied to enhance employee engagement in an organisation?

A. Improving only the hygiene factors, such as salary and work conditions, will ensure high employee engagement

B. Focusing solely on providing a competitive salary without addressing opportunities for personal growth

C. Prioritising policies and procedures over individual employee needs and desires

D. Amplifying motivators like recognition and opportunities for advancement

2

What is a common goal shared by coaching and training?

A. Both aim to diagnose and treat emotional and psychological challenges

B. Both aim to develop specific skills and competencies

C. Both involve providing expert advice to solve organisational problems

D. Both rely on the sharing of personal experiences to guide development

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How can the principles of social intelligence be used by a coach to better understand a coachee's behaviour in a complex social environment?

A. By focusing on the coachee's internal thoughts and emotions

B. By advising the coachee to conform to social norms without question

C. By analysing the coachee's actions within the context of their interactions

D. By ignoring social factors and focusing only on individual behaviour

4

What is a potential effect of transformational leadership on employee motivation?

A. A decrease in motivation due to a lack of clear direction and goals

B. An increase in burnout due to unrealistic expectations being set, reducing motivation

C. An increase in motivation by inspiring team members with a compelling vision

D. A decrease in motivation if the leader fails to involve employees in decision-making

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How can a coach use Kolb's abstract conceptualisation stage to assist a coachee struggling to apply new concepts to their work?

A. By helping the coachee explore different ideas based on experience

B. By encouraging the coachee to take immediate action without reflecting

C. By advising the coachee to continue with their current approach

D. By asking the coachee to simply observe how others handle similar situations

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Which method of communication is **most** effective in conveying empathy during a coaching session?

A. Using non-verbal cues such as nodding

B. Maintaining a neutral tone and pace

C. Speaking in a higher-pitched voice than normal

D. Asking only closed-ended questions

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How does an autocratic leader typically manage team performance and tasks?

A. By setting clear expectations and allowing team members to determine their own methods

B. By closely supervising and controlling all aspects of team tasks and decision-making

C. By encouraging team members to collaborate and make collective decisions

D. By focusing on long-term vision and inspiring team members to innovate

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How does the ontology of a person influence their approach to problem-solving in a business context?

A. It focuses on abstract thinking, which may not always align with practical approaches to problem-solving

B. It determines their underlying beliefs, which influences how they interpret problem-solving challenges

C. It affects how individuals interact with those around them, leading to collaborative problm-solving skills

D. It influences only the theoretical aspects of problem-solving, leaving practical solutions unaffected

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In Karpman's Triangle, how does the rescuer role impact the dynamics of a relationship?

A. They empower others to solve their own problems independently

B. They avoid taking action, which leads to unresolved conflicts

C. They intervene in others' problems, creating dependency rather than resolving issues

D. They dominate social situations to maintain control of the engagement

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How can a coach apply the principles of constructivism in a coaching session?

A. By allowing the coachee to increase their understanding through exploring new experiences

B. By reinforcing specific behaviours through rewards or punishments

C. By focusing on transmitting fixed knowledge directly to the coachee

D. By encouraging the coachee to memorise and repeat correct answers to problems

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Which strategy can help a coach counteract the effects of bias when evaluating a coachee's performance?

A. Comparing the coachee's performance against a wide range of performance data and feedback

B. Assessing the coachee's performance based only on their most recent achievements

C. Relying on personal feelings and impressions to assess performance

D. Focusing exclusively on the coachee's past performance without considering current context

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How does non-judgemental feedback contribute to the coaching relationship?

A. It discourages any form of emotional expression during sessions

B. It allows the coach to offer feedback without considering a coachee's feelings

C. It involves the coach withholding any form of feedback to avoid conflict

D. It creates a safe space for the coachee to receive feedback without fear of criticism

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What is the potential impact of cognitive bias on a coach's ability to provide objective feedback?

A. It ensures that feedback is based only on logical reasoning without emotional influence

B. It encourages the coach to disregard any personal experiences that might influence their feedback

C. It enhances the coach's ability to provide feedback by relying on intuitive judgement

D. It leads the coach to interpret information in a way that confirms their preconceptions

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Which level of listening is considered the **most** basic in the Co-active Coaching Model?

A. Global listening, focusing on the energy and atmosphere of the conversation

B. Focused listening, paying attention to the specific words being spoken

C. Reflective listening, where the listener mirrors back the speaker's words

D. Internal listening, where the listener is mainly focused on their own thoughts

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Which of the following actions breaches the Global Code of Ethics in coaching?

A. Respecting the coachee's right to make their own decisions

B. Establishing clear boundaries around confidentiality and trust

C. Supporting the coachee in identifying and achieving their personal goals

D. Offering advice based on the coach's personal beliefs

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Why is it important for coaches to be aware of safeguarding legislation?

A. To ensure compliance with data protection laws

B. To prevent financial losses within the organisation

C. To protect the wellbeing of their coachees

D. To manage their time and resources effectively

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Which competency is essential when a coach is helping a coachee explore their thoughts without offering solutions?

A. Being non-directive

B. Giving direct instructions

C. Offering personal opinions

D. Recommending specific actions

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How can understanding Maslow's Hierarchy of Needs help coaches support their coachees in achieving their goals?

A. By focusing on addressing the coachee's immediate financial concerns

B. By encouraging coachees to skip basic needs and focus on self-fulfilment

C. By providing generic advice without considering the coachee's individual needs

D. By helping coachees fulfil lower-level needs and then enabling self-actualisation

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Why is it important for coaches to align their practice with a recognised code of conduct?

A. It guarantees that coachee's will achieve their goals in every session

B. It restricts the coach's ability to adapt the needs of coachees

C. It focuses on the coach's career progression, regardless of coachee outcomes

D. It ensures the coach's behaviour meets established ethical standards

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How can a coach apply Goleman's concept of self-regulation to manage their emotions during a challenging coaching session?

A. By pausing to reflect on their emotions and choosing a constructive response

B. By reacting immediately to emotional triggers to maintain authenticity

C. By ignoring their emotions and focusing on the needs of the coachee

D. By suppressing all emotional responses to maintain professionalism

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Under the current Data Protection Act, what is meant by data subject rights?

A. The rights of individuals to control how their personal data is used

B. The rights of organisations to process personal data as they see fit

C. The rights of individuals to access any data stored by an organisation

D. The rights of organisations to sell personal data to third parties

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How can knowledge of cognitive psychology be used to address the issue of a coachee that frequently uses negative self-talk?

A. By assisting the coachee to identify and challenge irrational beliefs

B. By asking the coachee to suppress negative thoughts without exploring them

C. By advising the coachee to accept negative thoughts as unchangeable truths

D. By focusing on behavioural changes and ignoring the underlying thought process

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In Covey's Circle of Control and Influence, what does focusing on the Circle of Concern typically lead to?

A. Increased self-awareness and effective decision-making

B. Greater influence over external factors

C. Increased stress and frustration

D. Greater levels of communication with colleagues

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What role does emotional management from Salovey and Mayer's theory play in a coach's understanding of self during challenging interactions?

A. It allows the coach to push their emotions aside to avoid discomfort

B. It directs the coach to focus on the other person's emotions

C. It encourages the coach to ignore emotional responses and concentrate on logical outcomes

D. It enables the coach to regulate their emotions leading to more effective reflection

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Which communication technique is **most** likely to enhance trust in a coaching relationship?

A. Speaking quickly to cover more content in each session

B. Avoiding eye contact to maintain a professional distance

C. Interrupting the coachee to offer solutions immediately

D. Adjusting the pace and tone of speech to match the coachee's style

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How can recognising introversion and extroversion preferences improve conflict resolution strategies within teams?

A. By helping to identify and avoid team members who cause conflicts due to their preference

B. By ignoring the root cause of conflicts and focusing on personality typers

C. By allowing for more effective communication strategies tailored to an individual's interaction style

D. By ensuring that conflicts are resolved through uniform approaches, regardless of personality differences

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What is a **key** aspect of maintaining unconditional positive regard in a coaching relationship?

A. Consistently praising the coachee's actions without critical reflection

B. Valuing the coachee as a person without judgement, regardless of their choices

C. Allowing personal biases to influence the coaching conversation

D. Encouraging the coachee to meet the coach's expectations during sessions

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How can understanding Edgar Schein's Model of Organisational Culture help a leader align their strategic planning with organisational values?

A. It enables leaders to focus on external market trends

B. It allows leaders to integrate underlying assumptions

C. It mainly helps leaders to set short-term operational goals

D. It guides leaders to maintain traditional practices

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What is a **key** goal of Berne's Transactional Analysis in coaching?

A. To identify the monetary value of each individual coaching session

B. To help communication by understanding the ego states driving the behaviour

C. To ensure compliance with the coach's organisational policies and procedures

D. To categorise team members based on the productivity of their sessions

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How does a clan culture influence individual behaviour in a workplace setting?

A. It encourages competition and individual achievement at the expense of teamwork

B. It fosters a strong sense of community leading to high employee engagement and loyalty

C. It emphasises rigid structures and formal procedures, which limit personal expression

D. It promotes a focus on external market pressures and individual performance metrics

Scenario 1: You have been engaged by a tech startup that has recently expanded its team to include several new hires. The startup is known for its innovative products but is struggling with integrating new employees into its fast-paced work environment. The team leaders have reported that new hires are facing difficulties adapting to the company's culture and workflows, resulting in delays and reduced productivity. You are asked to implement a coaching programme to support these new employees in becoming effective contributors more quickly. Your task is to design a coaching approach that addresses both the technical skills and the cultural acclimatisation required for the new hires. Additionally, you need to develop strategies to facilitate smoother communication between existing team members and the newcomers, aiming to enhance overall team cohesion and performance.

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Which approach to stakeholder management theory is **most** beneficial in the context of integrating new hires into the startup?

A. Mapping out key stakeholders within the company to identify those who can support new hires

B. Minimising the role of stakeholders in the integration process to avoid potential conflicts

C. Ensuring that new hires only interact with direct supervisors to streamline the onboarding process

D. Treating all stakeholders as equally important, regardless of their influence on the onboarding process

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According to Edgar Schein's Model of Organisational Culture, which level is the **most** difficult to change and deeply embedded in the startup's culture?

A. Artifacts, because they are the visible elements of the culture, such as dress code and office layout

B. Espoused values, as they are the stated values and norms that the organisation claims to follow

C. Basic underlying assumptions, as they represent the unconscious beliefs and values that guide behaviour

D. Strategic objectives, because they define the organisation's long-term goals

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How can understanding Herzberg's Two-Factor Theory help address the issue of high turnover in the tech startup?

A. By improving hygiene factors to stop dissatisfaction, while also introducing motivators to boost job satisfaction

B. By focusing on motivators alone, such as recognition and achievement, which are key to reducing turnover

C. By ensuring that employees' hygiene factors are managed, while leaving motivation to personal ambition

D. By implementing financial incentives, assuming that these address both hygiene factors and motivators

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Which of the following approaches helps to maintain unconditional positive regard in a coaching session with new hires at the startup?

A. Pointing out mistakes during the session to ensure they are addressed immediately

B. Comparing the new hires to each other to motivate better performance

C. Setting strict performance goals without considering individual circumstances

D. Acknowledging each new hire's potential, regardless of their current performance

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How can reframing feedback be used to help new hires view challenges in a more positive light?

A. By downplaying the significance of the challenges to reduce the pressure on new hires to perform

B. By shifting the perspective of the feedback to highlight potential opportunities for growth

C. By completely changing the feedback to focus on unrelated aspects to distract new hires from their current difficulties

D. By focusing on the mistakes made without considering the broader context to emphasise the importance of avoiding errors

Scenario 2: You have been contracted by a non-profit organisation that focuses on community development. The organisation has recently introduced a new project aimed at increasing local engagement through volunteer initiatives. However, you have discovered that the project managers are struggling with time management and prioritising their tasks, which is impacting the effectiveness of the project. During your initial meetings, you find that the project managers are also experiencing difficulty in balancing their workload with their personal responsibilities, leading to burnout and decreased motivation.

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What role does feedback play in enhancing self-awareness according to the Johari Window model?

A. Feedback helps expand the open area by reducing blind spots, leading to better self-awareness

B. Feedback is primarily used to shrink the hidden area without impacting other areas

C. Feedback serves to enlarge the unknown area, making individuals more cautious in their behaviour

D. Feedback is focused on expanding the blind area, where someone knows information that others do not

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How can self-awareness benefit project managers struggling with burnout, according to Salovey and Mayer's Theory of Emotional Intelligence?

A. By allowing them to detach from their emotions entirely, so they can focus purely on task completion

B. By helping them to accurately identify and understand their own emotions, which can lead to proactive strategies for managing stress

C. By encouraging them to rely on others to manage their emotions, thereby reducing personal accountability

D. By promoting the suppression of negative emotions to maintain a positive outward appearance, regardless of internal feelings

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What impact can a laissez-faire leadership style have on the project managers' time management issues within the non-profit organisation?

A. It can improve time management by closely monitoring tasks and offering continuous feedback

B. It can motivate project managers by offering a high level of support and structured feedback to both themselves as well as their team

C. It can reduce time management issues by enforcing strict deadlines and closely supervising progress

D. It can increase time management issues by providing little guidance, leaving project managers to prioritise tasks without direction

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In what way does consulting differ from training when helping the project managers improve their efficiency?

A. Consulting is generally more rigid and systematic, whereas training allows for more flexibility and adaptation to the individual's needs

B. Consulting requires the managers to practice new skills repeatedly, whereas training focuses on offering expert advice to overcome challenges

C. Consulting always involves long-term engagement with the individual, while training is typically a one-time event

D. Consulting focuses on providing solutions to issues, while training aims at general knowledge development through structured programmes
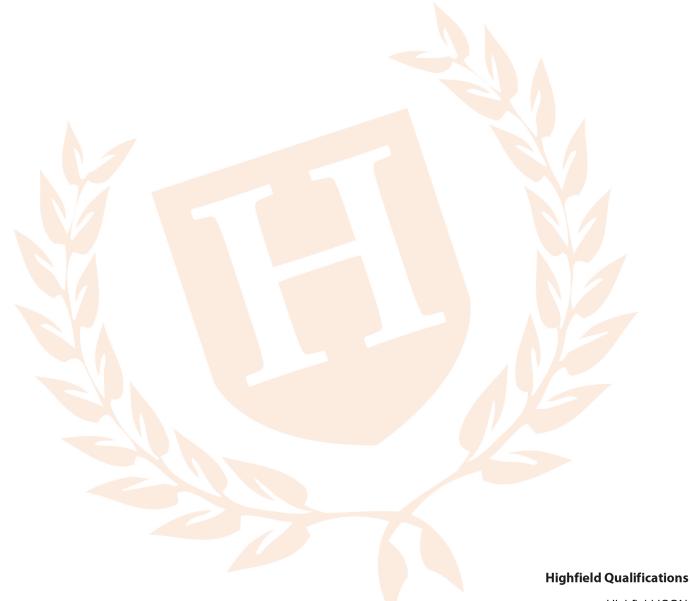
40

How can matching and mirroring techniques help a coach build rapport with project managers who are experiencing burnout?

A. By directly copying the exact words and gestures of the project managers to ensure they feel their concerns are acknowledged

B. By maintaining a neutral stance and avoiding any attempt to align with the project managers' behaviour to preserve professionalism

C. By subtly imitating the project managers' body language and speech patterns, creating a sense of comfort and understanding

D. By intentionally using contrasting body language and tone to challenge the project managers and provoke deeper reflection

Level 5