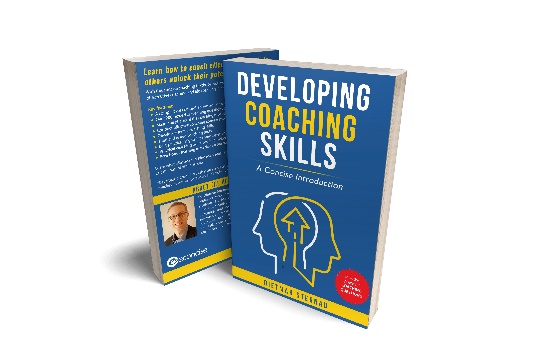
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*Developing Coaching Skills: A Concise Introduction*

**MULTIPLE CHOICE QUESTIONS FOR LECTURERS**

**Chapter 1: What is coaching**

1. What are typical characteristics of a coaching relationship?
   1. **One person uses a questioning approach to help another person reach their personal or professional goals.**
   2. One person gives professional advice to another person.
   3. One person transfers their knowledge and skills to another person.
   4. **The person who is being coached plays an active role in the coaching process.**
2. What are typical outcomes of coaching for the person who is being coached?
   1. **A higher degree of self-awareness.**
   2. **Personal development.**
   3. **Clear focus.**
   4. Knowledge transfer.
3. Which of the following methods can be used in life coaching?
   1. **Wheel of Life.**
   2. Circle of Life.
   3. **Personal Mission Statement.**
   4. Personal Problem Statement.
4. What are typical areas of assistance that executive coaches offer to coachees?
   1. Addressing mental health issues.
   2. **Facilitation of a transition.**
   3. **Developing the capabilities of a high-potential manager.**
   4. Giving strategic advice.
5. Team coaches use coaching tools to help a team …
   1. … identify the right team members.
   2. **… define team values and norms.**
   3. **… address and solve conflicts within the team.**
   4. **… build trust within the team.**
6. What are preconditions for effective coaching?
   1. Efficiency-orientation.
   2. **A collaborative mindset**
   3. A transformational mindset.
   4. **A good relationship between the coach and the coachee.**

**Chapter 2: Effective coaching conversations**

1. What does “R” in the GROW model of coaching stand for?
   1. Reflection.
   2. Review.
   3. **Reality.**
   4. Refine.
2. In the “O” phase of the grow model, the coach and coachee …
3. … identify the coacheeʼs personal or professional goals.
4. **… discuss alternative courses of actions for improving a situation.**
5. … agree on what the coachee will do to improve a situation.
6. … hold an open discussion about the current situation.
7. What are potential outcomes of the “Goal” phase of a coaching conversation that follows the GROW model?
8. **End goals that the coachee wants to reach.**
9. **Performance goals that the coachee needs to achieve in order to be able to reach the end goal.**
10. Goals of other people who play a key role in a problem situation.
11. **Concrete goals for the current coaching session.**
12. What is part of a personʼs internal reality?
13. **Anxieties.**
14. **Expectations.**
15. Power relationships.
16. **Personal values.**
17. Which question(s) could a coach ask in the “W” phase of a conversation that follows the GROW model?
18. “How would you describe your emotions when XY happened?”
19. “What would be a good outcome for you of our conversation?”
20. “What choices do you have?”
21. **“Which concrete action steps will you take?”**
22. Which of the following statements correctly describe fundamentals of cognitive behavioral coaching (CBC)?
23. **CBC assumes that it is not the situation itself but our thoughts about it that directly influence our emotional state and behavior.**
24. **CBC focuses on making coachees aware of their negative beliefs and interpreting their situation in a more positive way.**
25. CBC is based on the CLEAR framework.
26. **CBC helps coachees to create a more effective outlook.**

**Chapter 3: The coaching process**

1. Which of the following steps are typically included in an executive coaching process?
2. **Relationship-building with the coachee.**
3. **Relationship-building with the sponsoring organization.**
4. **Progress review.**
5. Disputing negative beliefs.
6. Which of the following actions can foster trust-building between the coach and coachee?
7. **Keeping commitments.**
8. Giving advice.
9. **Ensuring confidentiality.**
10. Including stakeholders.
11. Which type of data would coaches gather about a coachee following the GAPS framework?
12. **Goals and values of the coachee.**
13. Anxieties and fears of the coachee.
14. Problems of the coachee.
15. **What the coachee needs to perform well in their organizational role (success factors).**
16. What is the right sequence for conducting a coaching session?
17. Reconnecting – setting the agenda – progress review/follow-up –– goal-oriented coaching conversation – setting up accountability.
18. Setting the agenda – progress review/follow-up –– goal-oriented coaching conversation – setting up accountability – reconnecting.
19. Setting the agenda – goal-oriented coaching conversation – setting up accountability – progress review/follow-up – reconnecting.
20. **Reconnecting – progress review/follow-up – setting the agenda – goal-oriented coaching conversation – setting up accountability.**
21. Which coaching questions could be used in a progress review (follow-up)?
22. **“What was the impact of your actions?”**
23. “What are the most important advantages of following this option?”
24. “On a scale of 1 to 10, how important is XY for you?”
25. **“What will you do next time you face a similar challenge?”**
26. What can coaches do to reflect on the effectiveness of a coaching process?
27. **Discuss the coaching process with a coaching supervisor.**
28. **Hold a final evaluation meeting with the coachee.**
29. **Keeping a reflective diary.**
30. Use a discovery questionnaire.

**Chapter 4: Essential coaching skills**

1. What is typically included in a “coaching mindset”?
2. **Belief in the coacheeʼs potential.**
3. **A supportive attitude.**
4. A clear focus on the organizational needs.
5. Objective judgment of the coacheeʼs behavior.
6. Effective coaching questions are …
7. … always following the SMART model.
8. **… simple and easy to understand.**
9. **… thought-provoking.**
10. … focused on uncovering the reasons for a particular behavior (e.g. with “why” questions).
11. ʻTEDʼ in the TED model for exploring a situation with open questions stands for:
12. “truth”, “example”, “describe”
13. **“tell”, “example”, “describe”**
14. “truth”, “evaluate”, “describe”
15. “tell”, “evaluate”, “define”
16. When you are in an active listening mode, you do not:
17. Paraphrase and summarize.
18. Ask clarifying questions.
19. **Present your own views.**
20. **Interrupt the speaker.**
21. What are potential benefits of summarizing during a coaching session?
22. **The coachee might form new associations and gain new insights.**
23. It offers a possibility to include the coacheeʼs experience and give advice to the coachee.
24. **It can help the coachee to see the whole picture.**
25. **It gives the coachee the feeling that they are listened to.**
26. Which questions could a coach use to help coachees develop or increase awareness of others?
27. **“What thoughts could XY have about this?”**
28. **“What are possible reasons for her to react in this way?”**
29. “What did you do when you were in a similar situation before?”
30. **“If you told her about this, how might she react?”**

**Chapter 5: Coaching tools**

1. Which tools can coaches use to help coachees raise their self-awareness?
2. **Self-reflection exercises.**
3. **Personality profiles.**
4. Action memo.
5. Reframing.
6. What are the three steps of motivational interviewing (MI)?
7. Planning – focusing – implementing.
8. Planning – preparation – action.
9. **Focusing – evoking – planning.**
10. Precontemplation – contemplation – action.
11. In the “contemplation” stage of the transtheoretical model, a person …
12. … does not see a problem yet.
13. **… recognizes that their current behavior could be problematic.**
14. **… starts thinking about potential benefits and costs of changing.**
15. … plans concrete action steps to make the change happen.
16. Which coaching questions can be used for reframing a problem?
17. “How would you describe your emotions when this happened?”
18. “What holds you back from taking action?”
19. **“Could there be a different explanation for what is going on?”**
20. **“How would you describe the situation from the other personʼs point of view?”**
21. What is an example for a performance goal?
22. To avoid reading from the screen during the presentation.
23. **To hold a presentation in a way that really engages the audience.**
24. To learn how to better connect to the audience during a presentation.
25. To get a long applause after finishing the presentation.
26. Which questions are typically answered in an action memo?
27. **“Which tasks will I complete before the next coaching session?”**
28. **“What is the purpose behind these tasks?”**
29. “What are the main risks involved in following this option?”
30. **“What will I do to overcome the obstacles?”**